Cabinet
Agenda

The Cabinet will meet at SHIRE HALL, WARWICK on Thursday 14 June 2018 at 13.45.

Please note that this meeting will be filmed for live broadcast on the internet. 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 of 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 <u>if s/he has not already registered it</u>
      - 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 May 2018**

      To approve the minutes of the meeting held on 10 May 2018.

   4) **Public Speaking**

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

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2.   **One Organisational Plan Year End Progress Report April 2017 – March 2018**

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

Cabinet Portfolio Holders: Councillor Peter Butlin and Kam Kaur

3.   **Education Strategy: Consultation Findings and Proposed Strategy Documents**

This report provides details of the key findings and outcomes of a consultation process which have informed the proposed Education Strategy. It also includes recommendations regarding the set of six short Strategy documents.

Cabinet Portfolio Holder: Councillor Colin Hayfield

4.   **Education Sufficiency Strategy 2018-2023**

Warwickshire's Education Strategy 2018 – 2023, has been revised outlining the priorities for the next five years. The Education Sufficiency Strategy has been revised to align with these priorities.

Cabinet Portfolio Holder: Councillor Colin Hayfield

5.   **WCC Fair Access Protocol for Secondary Schools**

The current protocol was adopted in June 2016 and came into full process in September 2016. Fair Access Protocols should be reviewed every 2-3 years to ensure they remain relevant and robust. This report sets out the new protocol.

Cabinet Portfolio Holder: Councillor Colin Hayfield

6.   **Capital Investment Fund 2018/19 Quarter 1 Report: Lawford Road/Addison Road Rugby, Casualty Reduction Scheme**

This report seeks Cabinet agreement to fund improvements to a casualty hotspot in Rugby

Cabinet Portfolio Holder: Councillor Peter Butlin

7.   **Transformation Update**

This report updates Cabinet on progress with the Transformation Programme and asks it to endorse the proposed future direction, the planned activity and the design principles.

Cabinet Portfolio Holder: Councillor Kam Kaur

8.   **GP Services Task and Finish Group**

At its meeting on 13 September 2017, the Adult Social Care and Health Overview and Scrutiny commissioned this task and finish review of GP Services. The drivers for a review at this time were the GP Five Year Forward View and to understand the impact of projected residential development throughout the County.

Cabinet Portfolio Holder: Councillor Les Caborn

Chair of Adult Social Care and Health Overview and Scrutiny Committee: Councillor Wallace Redford

Chair of Task and Finish Group: Councillor Margaret Bell

9.   **The Prevention Concordat for Better Mental Health**

The Prevention Concordat for Better Mental Health was first developed in 2016 and promotes a joined up preventative approach to improve Mental Health at both local and national level. The Warwickshire Health and Wellbeing Board have already agreed to sign up to the Concordat. This report recommends that the County Council also signs up to the Concordat.

Cabinet Portfolio Holder: Councillor Izzi Seccombe

10.   **Any Urgent Items**

Any other items the Chair considers are urgent

11.   **Reports Containing Confidential or Exempt Information**

To consider passing the following resolution:

'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'.

EXEMPT ITEMS FOR DISCUSSION IN PRIVATE (PURPLE PAPERS)

12.   **Transforming Nuneaton Programme: Vicarage Street CPO**

This report concerns the compulsory purchase of properties in Vicarage Street, Nuneaton.

Cabinet Portfolio Holder: Councillor Izzi Seccombe

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

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13.   Disposal of Land at Europa Way

This report seeks approval to delegate authority to the Joint Managing Director, Resources to make a number of changes to conditions and details around the sale of land at Europa Way.

Cabinet Portfolio Holder: Councillor Peter Butlin

David Carter
Joint Managing Director
Warwickshire County Council
June 2018

Cabinet Membership and Portfolio Responsibilities

Councillor Izzi Seccombe OBE **(Leader of the Council and Chair of Cabinet)**
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Councillor Peter Butlin **(Deputy Leader, Finance)**
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Councillor Les Caborn **(Adult Social Care and Health)**
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Councillor Jeff Clarke **(Transport & Planning)**
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Councillor Colin Hayfield **(Education and Learning)**
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Councillor Kam Kaur **(Customer and Transformation)**
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Councillor Jeff Morgan **(Children's Services)**
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Councillor David Reilly **(Environment and Heritage & Culture)**
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Councillor Howard Roberts **(Fire and Community Safety)**
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Non-voting Invitees -

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

Councillor Richard Chattaway **(Leader of the Labour Group)**
cllrchattaway@warwickshire.gov.uk

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

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or their representatives.

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 clear 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 are 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 May 2018**

Present

Cabinet Members:

Councillors   Izzi Seccombe OBE   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

Other Councillors:

Councillors Adkins, Boad, Fradgley, Kondakor, Olner, Reilly, Webb, Williams

Public attendance: None

1.   General

   (1)   Apologies for absence

           Apologies for absence were received from Councillor Richard Chattaway
           (Leader of the Labour Group)

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

           None

   (3)   Minutes of the meeting held on 19 April 2018 and Matters Arising

           The minutes for the meeting held on 19 April 2018 were agreed as an
           accurate record and signed by the Chair. There were no matters arising.

   (4)   Public Speaking

           None

2.   Stratford-upon-Avon Area Transport Strategy

Councillor Jeff Clarke (Portfolio Holder for Transport and Environment) introduced
the published report explaining the process that had been followed in the production
of the strategy and the rationale behind it. The strategy was required to provide a

framework to address issues around congestion and pollution in Stratford-upon-Avon whilst taking account of development proposed for the town and meeting the requirements of residents, employees and visitors. Councillor Clarke emphasised that for the schemes highlighted in the strategy to progress it will be necessary to secure funding from external sources. With this in mind he tabled a new recommendation which stated, (that Cabinet) "notes that the funding of the proposed South Western Relief Road is dependent on sufficient developer and other third party financial contributions being available". This new recommendation was welcomed by members who recognised that given the financial constraints being faced by the County Council and other public bodies a degree of realism is required when it comes to the resourcing of schemes. Councillor Bill Olner suggested that given the contribution that Stratford-upon-Avon makes to the financial health of the West Midlands region, the West Midlands Combined Authority might see that they have a role in supporting the strategy and the projects therein.

Councillor Jenny Fradgley (who had attended a meeting at Stratford District Council at which the strategy was discussed) stated that she had been concerned at how little understanding local residents appeared to have over the impact of some proposed schemes on their properties. She asked that in future local residents be included at a much earlier in discussions over such schemes. In addition, Councillor Fradgley asked that local residents be informed of compensation schemes as early as possible.

Councillor Keith Kondakor observed that infrastructure schemes associated with development focus primarily on roads. Schemes for cycling and walking whilst often included in agreements become vulnerable when developers realise that projected incomes will not meet initial expectations. Councillor Kondakor expressed the view that is would be preferable to focus initially on the cheaper infrastructure thus ensuring it is installed and can have an early impact on modal shift.

Members were reminded that the removal of the proposal for an eastern relief road from the draft strategy means that other initiatives such as the imposition of a weight limit on Clopton Bridge can no longer be pursued. The meeting was also reminded that the strategy contained more than just proposals for major highway construction. It also took account of town centre parking, the park and ride facility, river crossings and the need to address issues with the Birmingham Road.

Resolved

That Cabinet:

1) noting the deletion of the proposal for a relief road around the eastern side of Stratford-upon-Avon, approves the Stratford-upon-Avon Area Transport Strategy; and

2) notes that the funding of the proposed South Western Relief Road is dependent on sufficient developer and other third party financial contributions being available.

3) recommends that Council endorse the Strategy as an addendum to the Warwickshire Local Transport Plan 2011-2026.

3. Proposed Statutory Sub-National Transport Body for the Midlands

Councillor Jeff Clarke explained that the concept of a sub-national transport body had come via the West Midlands Combined Authority and the Midlands Engine.

Councillor Keith Kondakor welcomed the desire to join up transport across the region but suggested that by focussing on links between major towns and cities opportunities to improve transport between smaller towns will be lost. For example he suggested that smaller towns should be brought into the West Midlands public transport fare structure. In addition it was noted that a number of schemes have yet to be completed. For example the duelling of the A5 was almost complete but required further investment to significantly improve traffic flows and eliminate "pinch points" where it remains single carriageway. Members agreed that the A5 scheme should be given priority as it was close to completion and much needed.

Councillor Peter Butlin (Deputy Leader – Finance and Property) observed that the transport body covers an area from Lincolnshire in the east to the borders with Wales and as such reflects the broad, strategic view promoted by the Combined Authority and Midlands Engine. It was emphasised that the transport body will not take away any local statutory powers.

Resolved

That Cabinet:

1) notes the emerging proposals for Midlands Connect to become a Statutory Sub-National Transport Body (STB) for the Midlands;

2) agrees the draft response to the consultation on the Midlands Connect proposition, as set out in Appendix A of the report; and

3) agrees the process for the council to consider the Midlands Connect proposition, as set out in Appendix B of the report.

4. The Local Offer for Care Leavers

Councillor Jeff Morgan (Portfolio Holder for Children's Services) explained that the Care Leaver Offer whilst required of the Council presented a good news story. He explained that local authorities have a responsibility to look after care leavers up to the age of 25 but the extent and type of care varies depending on age. Ofsted had called for improvements in pathway planning and this revised offer was part of the response to those concerns. Notable additions to the offer included the payment of Council Tax for care leavers, the establishment of at least 5 ring-fenced apprenticeships for care leavers within the County Council, a block of driving lessons and leisure passes in four of the five district and borough councils. (It was reported that Nuneaton and Bedworth Borough Council had chosen not to offer these but to provide discounts instead). The proposals had been agreed by the Children in Care Council.

In response to a suggestion that care leavers should be offered bus passes and bicycles Cabinet was reminded that the Children in Care Council had requested

driving lessons. It was recognised that having a driving license could assist a young person into a job and that the offer does include reference to the provision of a travel card. The meeting was reminded that in previous years mopeds had been provided to young people to enhance access to job opportunities. Councillor Morgan duly noted this.

The need to have regard to the mental health of care leavers was acknowledged. Echoing a comment made by Councillor Bill Olner the need to avoid care leavers falling to the edges of society was also recognised.

The offer was welcomed by Cabinet as a good example of corporate parenting in action.

Resolved

That Cabinet:

1) notes and endorses the corporate parenting principles; and

2) authorises the Strategic Director for People to publish a Local Offer for Care Leavers and for that offer to be regularly reviewed and updated subject to the Joint Managing Director (Resources) being satisfied that all statutory requirements are met and that the offer can be delivered within the available financial resources.

5. **Concordat on Children in Custody**

Councillor Howard Roberts briefed Cabinet on the report.

There were no questions from members.

Resolved

That Warwickshire County Council becomes a signatory to the Concordat on Children in Custody and adopts the principles and practice detailed within the report.

6. **Any Urgent Items**

None

7. **Reports Containing Confidential or Exempt Information**

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.

EXEMPT ITEMS FOR DISCUSSION IN PRIVATE (PURPLE PAPERS)

8. **Fire and Rescue Service Review**

Following introductory comments from Councillor Howard Roberts, Councillor Keith Kondakor stressed the need to ensure in any future plans that adequate resources for the Fire and Rescue Service are directed to the north of the county. This was acknowledged.

Resolved

That Cabinet notes the independent review and agrees that proposals are developed for further consideration.

The meeting rose at 2.30 pm.

....
Chair

Cabinet

14 June 2018

One Organisational Plan Year End Progress Report
April 2017 – March 2018
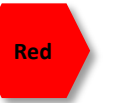
Recommendations

Cabinet are recommended to:

a) Consider the progress on the delivery of the One Organisational Plan 2020 at the end of March 2018 as summarised in Sections 1 to 6 of the report and detailed in Appendix A.

b) Consider explanations for business unit spending variances in Appendix A.

c) Consider the 2017-18 revenue and capital outturn position, the cumulative performance against the savings plan, performance against the Key Business Measures (Background Annexes A to R) and the level of reserves held by the Authority (Appendix B).

d) Approve the use of £4.130 million of reserves to support spending in 2018/19 as outlined in Table 3.

e) Note the approach to funding business unit overspends in 2017/18 as outlined in section 5.4.

f) Consider the management of significant risks as outlined in Section 2.7.

g) Consider the key achievements of the OOP 2020 at the end of 2017-18 and focus areas of improvement in 2018-19 as summarised in section 2.6.

1. Progress on the Overall Delivery of the One Organisational Plan 2020

1.1. The table below shows the 2017/18 delivery status of each of the key elements that make up the OOP 2020 and compares it to the previous year.

	OOP*1 Outcomes	Controllable Revenue Variance	Financial Standing*2	Savings Plan	Capital slippage to future years	Strategic Risks	Workforce
2017/18	Amber	Red+1	Green	Amber	Red	Amber	Amber
2016/17	Amber	Red+1	Green	Red	Red	Amber	Green
Notes	*1-The 2017-2020 OOP aims to deliver 2 high level Outcomes compared to the 5 Outcomes delivered by the OOP 2014-17. *2 –Based on an assessment of the year-end controllable position against the level of general and Business Unit reserves (both of which are rated as 'Green'; General reserves are above the minimum specified by the Head of Finance's risk assessment of £25.213m). +1-indicates an under-spend against revenue budgets.						

1.2. Based on the assessment of the Key Business Measures (KBMs) only, the delivery of the 2 OOP 2020 Outcomes has a rating of 'Amber' due primarily, to pressures on services under Outcome 1-"Warwickshire's communities and individuals are supported to be safe, healthy & independent".   Much of this is a result of 'demand' exceeding forecasts in areas such as Children Looked After, permanent admissions to social care and fire incidents. These are statutory services that the Authority continues to provide even when demand is increasing and against the backdrop of reducing resources and a planned savings programme. There is also strong performance of economic and education KBMs under Outcome 2-"Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure". There are considerable positive achievements across the policy areas and some notable ones are set out in 2.6.

1.3. The year-end position saw an under-spend against revenue budgets in 2017/18 of £8.359 million (3.3%).

1.4. The financial standing of the Authority remains good (rated 'Green') as a result of our prudent policy on reserves and ability to operate within controllable budget limits and consequently the forecast of resources available to deliver the OOP Outcome Framework remains robust.

1.5. The final savings achieved in 2017/18 were £29.225 million (91.5%), against the Authority's 2017/18 target of £31.935 million. The shortfall is now forecast to be delivered by the end of the OOP 2020.

1.6.   Capital programme expenditure slipped by £17.128 million at quarter 4, resulting in a total cumulative slippage of 46% compared to the approved budget. Some of this was due to issues outside of the Authority's control such as delays to grant/developer projects and multiple small projects (experiencing protracted negotiations, late submission of accounts etc.). Detailed reasons for this slippage are available in paragraph 6.3. When combined with the revenue underspend and the delivery of savings, the overall financial outturn emphasises the need for a focussed discipline on priorities, maintaining pace in the decision-making and then delivery of the agreed plans.

1.7.   Significant risks are being managed actively and net strategic risks remained stable through-out the year. The Authority has robust plans in place to deal with these through its strategic management plan and accompanying actions.

1.8.   Overall workforce management is rated as 'Amber' with further details provided at section 2.7.

2   Performance Commentary

OOP Outcomes: performance at year-end

2.1   The OOP 2020 framework aims to deliver two key Outcomes. These Outcomes are being delivered in a climate of continued reducing resources,increasing demand as a result of demographic pressures and additional responsibilities for the Authority.   Progress of these two Outcomes are measured through Key Business Measures under seven policy areas.

2.2   The table below shows the overall RAG rating for the two OOP Outcomes at the end of 2017-18, assesed on the extent to which their under-pinning KBMs met their yearly targets.

OOP Outcomes	2017-18 YE performance
Outcome 1: Warwickshire's communities and individuals are supported to be safe, healthy & independent.	Red
Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.	Green

2.3   At a strategic level, a number of the KBMs in Outcome 1 are used to help assess the progress in managing demand for key statutory services and in delivering our new vision for services and relationships with our communities.

At the end of 2017-18, 53% of KBMs (20 of its 38) under Outcome 1 did not meet their yearly targets, resulting in an overall rating of 'Red' due to increased demand for statutory services (which exceeded forecasts) that were delivered by the Authority. These included the numbers of children looked after, admissions to adult social care and fire incidents.

2.4 In contrast, Outcome 2 had a strong rating overall rating of 'Green', with 77% of KBMs (20 of its 26) achieving or exceeding their yearly targets. This includes positive achievements for KBMs used to support economic growth and education attainment.

2.5 The delivery of the two OOP Outcomes is supported by making the best use of the Authority's resources and progress on this is also measured through a number of KBMs. The overall rating of these KBMs was "Amber" at the end of 2017-18 with 53% (10 of its 19) achieving or exceeding their yearly targets.

2.6 The commentaries below provide an overview of the 2017/18 year-end performance of the KBMs and key focus for improvement in 2018/19 for each of the seven policy areas in relation to the relevant OOP Outcomes. Specific details on all the KBMs are provided in Annex R.

Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent

Children are safe

Overall, 7 of the 11 KBMs had a year-end rating of 'Red', indicating that yearly targets had been missed; 3 KBMs almost achieved their targets and 1 KBM did achieve its target. We have seen increases in a number of 'demand' factors, including the number of Children Looked After (CLA), the number of Child Protection Plans, placements in external foster care and residential care, which together have impacted on the overall performance. Additionally, the lack of adequate good-quality internal foster carers has also a higher reliance on placements in external foster carers than planned and forecasted. Average caseloads per front-line social workers are also higher than our target due to not having fully staffed teams. Another important KBM is that used to assess the extent to which care leavers have positive destinations; at the end of 2017-18 this too had a 'red' rating with 33.5% of care leavers were not in education, employment or training and higher than the target of 25%.

The Authority's primary method for impacting on and reducing looked after numbers is reducing the average caseload in front-line children's teams and enabling these social workers to work in new ways, including earlier support for families. For most of the front-line social work teams and for most of the year, these low caseloads have not been achieved. This is due to the need to both recruit additional social workers and improve the retention of existing social workers. The recruitment of additional social workers is continuing and it is anticipated we will have fully staffed front-line teams by August. The target of 15 caseloads per front-line social worker has also been missed due to a previous under-reporting of cases. A new case reporting process has also revealed that we had previously under-counted the number of caseloads. Turnover rates for front-line social workers remain high and are a focus for continuing work. Where lower caseloads have been achieved for at least part of the year (as in Nuneaton & Bedworth), the numbers of CLA has reduced.

Similarly, the campaign to recruit internal foster carers continues and if successful, will help to reduce external placements.

Although the Authority's target for the total numbers of Children Looked After has been exceeded, positive progress has been made for the second year running in reducing the numbers of young people becoming looked after. This is due to the success of Case Decision Meetings (a meeting with Partners to discuss if accommodation is appropriate) and weekly meetings with the Head of Service which ensure that only those children who require safeguarding, become looked after and this has made a positive impact in reducing the numbers of young people becoming looked after. This approach will continue in 2018/19 and with a further focus on using it to reduce the time children and young people are looked after, so as to enable the Authority to increase the numbers leaving care.

In terms of achieving positive outcomes for CLA, the Authority is also aiming to improve stability by increasing the rates who are living in the same placement for at least 2 years and achieved 59.5% against its target of 62% of CLA aged under 16 who have been looked after continuously for at least 2.5 years (and who were living in the same placement for 2 years or more).

Another key plank of the Authority's strategy and Ofsted Improvement Plan for children is to ensure that children and families have access to early help services as soon as needed. At the end of 2017-18, a total of 983 early help assessments were initiated, almost meeting the yearly target of 1000.
During 2018-19, work will continue to improve engagement by schools and partner agencies to impact on this. The recently established 'Strengthening Families' service within Children & Families will deliver targeted support, working with lower risk cases to help reduce caseloads and increase social work support for early help services.

Adult Social Care

'Demand' pressures have also seen all 6 KBMs in this area unable to meet their 2017/18 targets. Hence, there have been above target increases in permanent admissions: of older people to residential and nursing homes (577 actual against target of 528); of people aged 16-64 to residential and nursing care (50 actual against target of 33), long term community care (2152 actual against target of 2000) and delayed transfers of care from hospital (342 per 100,000 of population against a target of 271). More customers have needed on-going social care 91 days after leaving reablement than the target.
In 2018/19 key areas of work to improve performance across our key indicators include:

Considering the use of Assistive Technology to monitor customers within their homes and placing Reablement staff within hospitals to start assessments before customers' returns home.

Completing an "end-to-end" review of direct payments. This is a full review of all elements of the direct payment process with a view to exploring the current barriers to uptake of direct payments and consequently seeking to increase the number of customers opting to source their support via this method.

Completing and implementing the "end-to-end" review of the Adult Social Care System and Process Review. This is trying to ensure that customers are supported to explore the strengths in themselves and their networks, including community connections, to meet their need.

Continuing to implement the county wide Delayed Transfer of Care (DTOC) project to reduce the number of delayed transfers of care from hospital. The number of days delayed per 100,000 of the population has reduced from the start of the year; from 519 in April 2017 to 342 in March 2018.

Health & Wellbeing
Overall, 4 of the 6 KBMs achieved their yearly targets and 1 other almost did. The KBMs for the health and wellbeing of the Warwickshire population have continued to be better or equal to national averages with the exception of admissions as a result of self-harm for 10-24 year olds (which reflects a national trend) and the percentage of eligible population taking up the offer of an NHS Health Check.
The target of 100% of eligible people receiving an invitation for a Health Check has been achieved over the

five year programme although take-up lags behind (40% in 2017/18). Work in 2018 will focus on improving the uptake offer with our NHS partners.

In relation to self-harm amongst young people, Warwickshire's rate at the end of 2016/17 was as forecasted, at 502.9 per 10,000 of 10-24 years of age (there is a time lag in the availability of this data from Public Health England) and was within target. Nonetheless, it is a focus for improvement by all partners. The latest resources summarising community based mental health support have been distributed across the county and information are available via WCC website. Presentations have been delivered to Clinical Commissioning Groups to support GPs and Practice Nurses to signpost patients to these services including for young people. During 2018/19, self-harm will also be looked at as part of the multi-agency suicide prevention strategy and work.

Rates for hospital admissions for alcohol related conditions are below the national average in Warwickshire but more can be done to prevent liver disease. In 2018 the newly commissioned and redesigned Drugs and Alcohol Service for adults and young people is being mobilised, including the 'ESH Works' (Experience, Strength and Hope) community residential rehabilitation facility to support people who are recovering from drugs and alcohol.

Fire & Community Safety
Overall 7 of the 15 KBMs under this policy area met their 2017/18 targets whilst 8 were unable to. The 'Red' KBMs were: 2 of the 4 for crime safety; 1 for road safety and 5 for fire safety.

Fire safety
A number of KBMs did not meet their yearly targets; these included the total number of incidents attended (3491 incidents attended against a target of 3013), the percentage of times for first (achieving 68.36% against a target of 75%) and second appliances (achieving 76.31% against a target of 90%) arriving at life risk/property incidents within agreed response and the number of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted (achieving 513 against the target of 720).
The 3491 incidents attended is an increase of 13.5% on the previous year. However 54% of this increase is due to a positive change to mobilisation policy by the Fire Service so that it now attends a wider variety of incident types.   Also, as had been anticipated, the effect of Grenfell meant that priority was given to visiting high rise premises in the County and this has impacted on the KBM for the number of Regulatory Reform Order inspections (achieving 513 against the target of 720).
However, there are some positive achievements on fire safety:

The number of fire deaths in Warwickshire remains very low and shows the benefit of an integrated approach to service delivery through Community Fire Safety, Fire Protection and Operational Response functions. The reduction in the number of accidental dwelling fires also demonstrates the success of prevention activities by the Fire Service.

The Fire Service had set itself a target of 22,000 contacts (in 2017/18) with the community while carrying out its Community Fire Safety and Fire Protection activities. The Service has significantly exceeded this target with an overall figure of 43,849; this strong performance by operational crews and specialist teams contributes significantly to making Warwickshire a safer place to live and work.

The availability of the Fire Service's Retained Duty System appliances achieved a 2017/18 delivery of 93.02% against a 90% target. This is a challenging area that all fire and rescue services across the country find hard to address but is an indication of the positive commitment of retained firefighters and service managers.

Crime safety
The rate of total recorded crime level exceeded the 2017-18 targets; some of this is affected by improved recording practices within the police service though there are indications of real increases in some categories. However, the policy and procedures to encourage better recording is showing progress in relation to domestic abuse and hate crime offences and 'crimed' incidents.
The Authority continues to address crime and community safety through the Safer Warwickshire Partnership Board, local Community Safety Partnerships and subgroups.

Some notable improvements are:

The newly commissioned Domestic Violence service from Refuge recorded strong performance with clients leaving the service having achieved 95.7% of the outcomes requested.

A new campaign and website were launched to raise awareness of hate crime and increase reporting by the County Hate Crime Group in response to community feedback. New "Harmful Practices" webpages were also launched to provide professionals with access to information, national resources, e-learning modules and details of local support services for Female Genital Mutilation, Honour Based Violence and Forced Marriage. A "Prevent Online Grooming" course for parents was successfully delivered across the county and received positive feedback.

Warwickshire Youth Justice Service received the higher level Quality Lead which is given to youth offending teams who can demonstrate excellent practice within the service and in influencing the work of other partners. This is reflected in Warwickshire continuing to outperform the national average of 41.4% (for 2016 cohort as this is the latest available data) in relation to youth re-offending rates with the actual year-end (2016) performance of 21% although this failed to meet our ambitious target of 36.7%.

Road safety

354 people were killed or seriously injured on our roads exceeding our forecast of 314; this compares to 378 in 2016 and 322 in 2015. Although these are partly correlated to the high motorway and road network in Warwickshire, it remains a concern for the Authority and there is continued effort to address this through an analysis of incidents and targeted interventions, including road safety education, engineering and enforcement.

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Economy & Infrastructure

This policy area has an overall rating of 'Green', as 16 of the 18 KBMs achieved their 2017-18 targets, with Warwickshire's strong economic performance continuing during 2017/18. Notable successes include:

Warwickshire has experienced strong productivity growth and the latest data (2016) shows it having a Gross Value Added per job filled of £53,447 compared to the UK average of £52,526. This means Warwickshire's economy is out-performing the UK-average by 1.5%.

Continued support is being provided through the Warwickshire Small Business Grants Programme, with 11 businesses supported so far, which will help create 55 new jobs.

A successful bid has secured £7.6 million for transforming Nuneaton from the Government's Growth Deal 3. The successful hosting by the Authority of the 2017 OVO Energy Women's cycle tour resulted in 95,000 people watching the event, contributing £1.8m net visitor expenditure to the local economy and worldwide exposure for Warwickshire.

All three KBMs to assess progress on support for infrastructure had a positive or 'Green' year-end rating. Thus, the target of delivering 60% of programmed infrastructure improvements was met; 83.3% (against a target of 83%) of Warwickshire's road network met specified conditions and the Authority's core highways maintenance contractor delivered 90% of the targets for specified perfromance measures (against the overall target of 80%).

Education & Learning

Overall 6 of the 8 KBMs achieved or almost achieved their 2017/18 targets. These include:

Positive improvements in 'closing the gap' indicators. Thus, 42% of disadvantaged children in Warwickshire achieved their expected standard in reading, writing and maths at the end of KS2, almost meeting the target

of 44%. This was a marked improvement on the 38% achievement in 2016. GCSE data also shows that 45% of Warwickshire's disadvantaged pupils achieved grade 4+ in English and Maths, a 4% increase on 2016 and exceeding the 2017 target of 41%.

Other successes include Warwickshire pupils exceeding the target progress points between Key Stage 2 and 4 in both English and Maths. 93% of learners with an EHC plan are educated in Outstanding or Good settings. National data also shows that Warwickshire is above average for learners at both SEN Support and EHC plans level for both progress and attainment.

2018/19 sees focused efforts to improve the underachievement of disadvantaged pupils (in targeted schools) assisted by successful DfE Strategic School Improvement funding of £0.5 million. This will focus on three specific areas: improving the reading skills of boys; maths problem solving and developing leadership and governance.

Plans have also been agreed to open three new Resourced Provisions from September 2018 and extend an existing Resourced Provision, creating 32 new places for learners with SEND. In addition, we continue to roll out Autism Education Trust training to our schools, to help support learners with autism. Over 1,500 school staff have now been trained.

Supporting OOP delivery through the best use of WCC's resources

Best use of WCC's resources
Overall, 10 of the 19 KBMs met their yearly targets; 1 almost did (thus 'Amber' rating) while 8 did not meet their targets.
The Authority's prudent approach to financial management is confirmed through the positive performance of all KBMs for fianace, including the unqualified approval of statutory accounts by external auditors. The position of reserves also means that the overall financial standing of the Authority is rated as 'Green' and consequently the forecast of resources available to deliver the OOP2020 framework is good.

As had been expected, the target for receipts from the sale of assets was not achieved, with the year-end figure being 15.64% against the target of 100%. A review of the projects has been undertaken, resulting in improved delivery plans for strategic projects and these will be closely scrutinised in future.

There are a number of positive achievements for Customer Services, including maintaining a low call abandonment rate(3.5% against a target of 5%) for the Authority's customer centres, exceeding the target timescales for responses to complaints (75.62% against the target of 75%) and also for on-line transactions (achieveing 62% against a target of 60%). Although the KBM on the number of visits to Libraries per head did not meet it's yearly target, due to refurbishment works at a number of sites and the enforced closure of Nuneaton, the library service continues to perform strongly on the continued uptake of its e-offer, exceeding its yearly target with e-loans of 390,251 items. During 2018/19 Customer Services will be undertaking work through the Digital by Design Programme to enable more people to complete their customer journey and to fulfil their transactions. An example of how this will be done is utilising the research on people's experience of using the website to improve customer experience.

The Authority's target for staff sickness rates (avaerage number of days) was slightly under-achieved with the year-end of 9.87 average days against target of 9.5. There continues to be a focused management of the issue, including a recently approved health and wellbeing strategy for staff and close scrutiny of absence data to assess progress. During 2018/19 targeted support will be provided to managers to assist them to improve such absence.

The ICT Service continues to performe strongly by exceeding (99.5%) its target (99%) for the availability of key systems to its core users.

2.7   Management of HR and Strategic Risks

2.7.1   The table below shows the three year trend on the key HR measures.

HR management	2017/18	2016/17	2015/16
Headcount: FTE at year-end	4501	5094	5196
Age Profile:average age	44.74	45.7	45.7
Turnover: percentage	24.7%	15.1%	14.9%
Staff Sickness: Average no. of days lost	9.87	9.65	10.26
Employee Engagement score*	70%	70%	N/A

*(based on a survey carried out every two years, with the last one in 2016)

2.7.2   Reducing sickness absence levels is an important aim of the Authority. The annual figure for absence was an average of 9.87, slightly above the yearly target of 9.5 days (average). There continues to be a focused management of the issue, including a recently approved health and wellbeing strategy for staff and close scrutiny of absence data to assess progress.

2.7.3   The reduction in headcount is impacted by the transfer of 539 posts to the new education catering service last September; if these are excluded, turnover of staff was 13.4% which is closer to that of the previous two years.

2.7.4   The Apprenticeship programme has supported 167 placements since September 2012, with a retention rate of 73% and also helps bring younger people into the organisation.

2.7.5   Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults. **Appendix A** provides further details.

3   **Revenue Spending**

3.1   The under-spend for the year is £8.359 million. This is summarised by Business Unit in Table 1, showing both the absolute and percentage variation to the approved budget. When government grants and schools spending are excluded, as they are effectively outside of our control, the under-spend against controllable budgets is £9.992 million, equivalent to a 2.12% underspend.

3.2   The under-spend reflects a culture of careful spending and advance planning for future spending reductions and reinforces the continued financial health of the organisation. This culture was embedded in the last Medium Term Financial Plan and will continue into the delivery of the 2020 One Organisational Plan.

3.3 Four Business Units overspent in 2017/18 whilst nine Business Units underspent their approved budget by more than 2%, and are therefore outside the tolerance level set as the basis for exception reporting. Heads of Service have provided an explanation of why their Business Units outturn position varied from budget and this is included as part of **Appendix A**.

Table 1: 2017/18 Revenue Spending by Business Unit						
	Budget After Q3 £'000	Agreed Changes £'000	Revised Budget £'000	Outturn Spending £'000	Over/(Under) Spend £'000	Variation %
Community Services	26,468	(38)	26,430	26,964	534	2.02%
Education & Learning	93,652	(516)	93,136	92,579	(557)	0.60%
Transport & Economy	27,127	(173)	26,954	28,234	1,280	4.75%
Fire and Rescue	18,717	908	19,625	19,326	(299)	1.52%
Communities Directorate	165,964	181	166,145	167,103	958	
Children & Families	57,689	6	57,695	58,733	1,038	1.80%
Social Care & Support Services	133,051	0	133,051	129,411	(3,640)	2.74%
Strategic Commissioning	13,016	(1,008)	12,008	10,177	(1,831)	15.25%
Public Health*	23,727	0	23,727	23,377	(350)	1.48%
People Directorate	227,483	(1,002)	226,481	221,698	(4,783)	
Customer Service	8,549	(4)	8,545	8,347	(198)	2.32%
Finance	3,617	(120)	3,497	3,268	(229)	6.55%
Human Resources	6,123	0	6,123	5,982	(141)	2.30%
IT Services	9,138	(82)	9,056	8,866	(190)	2.10%
Law & Governance	878	0	878	367	(511)	58.20%
Performance	4,660	0	4,660	4,306	(354)	7.60%
Property Services	8,631	751	9,382	10,253	871	9.28%
Resources Directorate	41,595	546	42,141	41,389	(752)	1.78%
Other Services - Spending	(174,188)	(9,452)	(183,640)	(187,422)	(3,782)	2.05%
Controllable Total	260,854	(9,727)	251,127	242,768	(8,359)	3.33%
Government Funding and Schools	214,411	5,411	219,822	218,189	(1,633)	
Total	475,265	(4,316)	470,949	460,957	(9,992)	2.12%

From 1st April 2018, Public Health moved from the Communities Directorate to the People Directorate. It is therefore shown under the People Directorate in this report to maintain consistency with other reporting. However, within the Statement of Accounts, Public Health is shown under the Communities Directorate, which reflects the organisational structure at 31st March 2018.

3.4 **Underspend compared to Quarter 3 Forecast**

At Quarter 3 the forecast underspend was £3.586 million. It has increased by £4.773 million over the last quarter. A comparison of the Quarter 3 forecast and outturn position for each Business Unit is shown in Table 2. The large movements between the Quarter 2 forecast outturn and the final outturn reflect the need for more accurate forecasting, actions have been implemented as part of the new monthly forecasting process to address this.

Table 2: 2017/18 Revenue Budget - Comparison of Quarter 3 and Outturn Positions			
	Quarter 3 Position £'000	Outturn Position £'000	Variation £'000
Community Services	208	534	326
Education & Learning	98	(557)	(655)
Transport & Economy	(274)	1,280	1,554
Fire and Rescue	1,128	(299)	(1,427)
Communities Directorate	1,160	958	(202)
Children & Families	1,988	1,038	(950)
Social Care & Support Services	(2,095)	(3,640)	(1,545)
Strategic Commissioning	(1,806)	(1,831)	(25)
Public Health	(179)	(350)	(171)
People Directorate	(2,092)	(4,783)	(2,691)
Customer Service	(238)	(198)	40
Finance	(372)	(229)	143
Human Resources	(314)	(141)	173
IT Services	(296)	(190)	106
Law & Governance	(241)	(511)	(270)
Performance	(216)	(354)	(138)
Property Services	958	871	(87)
Resources Directorate	(719)	(752)	(33)
Other Services	(1,935)	(3,782)	(1,847)
Total	(3,586)	(8,359)	(4,773)

4   Delivery of the 2017-20 Savings Plan

4.1   All but four Business Units have met their 2017/18 year savings target included in the One Organisational Plan 2017-20.

4.2   Children & Families and Property Services are reporting an implementation status of red. To improve this in Children & Families, the business unit is reviewing the local strategy to reduce the number of children looked after to ensure that the project is based on appropriate assumptions and has a robust plan in place. In Property Services, 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 and members made a one off allocation in the 2018/19 budget to recognise this fact.

4.3   In February, Council agreed changes to OOP2020 Savings Plan as part of the budget setting process; the targets for 2018/19 and 2019/20 were amended as part of this process. Monitoring of the delivery of the amended 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.

5   Reserves

5.1   In accordance with the council's Reserves Strategy we hold financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet known or predicted future spending need. As we move through the remaining two years of the 2017-20 One Organisational Plan there will be ups and downs in the level of reserves if progress on the actual delivery of the Plan does not fully align to the timeframes originally envisaged.

5.2   **Level of Reserves as at 31 March 2018**
Any under or over spend at the end of the year falls into Corporate, Directorate or Business Unit reserves. At the start of 2017/18 the authority held reserves of £133.395 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has increased to £146.801 million. **Appendix B** shows the level of reserves held by the authority as at 31 March 2018 and how this is forecast to change in 2018/19.

5.3   **Review of the level of reserves as a result of outturn**
Reserves are held at Business Unit, Directorate and Corporate level, reflecting where the risk is best managed. The level of reserves is consistent with Business Units/Directorates plans for managing the financial risks and demands facing services over the next two years. Details of why the reserves are being held and why they are appropriate are also outlined in **Appendix B**.

5.4   **Making good overdrawn reserves**
The first responsibility of directorates under the Reserves Strategy is to make good any overdrawn reserves. The outturn positions mean four business unit reserves are overdrawn at the end of the year; these are Community Services, Education & Learning, Children & Families and Property Services.

The People Directorate have reviewed all available reserves balances including the Directorate wide balances to cover the overdrawn Children and Families reserve. The directorate are also proposing to increase the size of the directorate general reserve to provide more resilience across all of the directorate's services.

The Resources Directorate are proposing that the overdrawn Property Services reserves will be funded by a top slice of various other Resources Directorate reserves.

Following a review of funding to reimburse the position of overdrawn reserves, the Communities Directorate decided it will make good overdrawn

reserves in Community Services and Education & Learning by partly redirecting resources as far as possible from other Communities Directorate reserves. The remaining overdrawn balances will be replenished from the Business Unit's 2018/19 revenue budget.

5.5 **Use of Reserves to support 2018/19 activity**
Business Units are requesting approval to use £4.130 million of reserves to support services in 2018/19. These carry forward requests are summarised in Table 3. The details behind these carry forward requests can be found in **Appendix B**.

Table 3: List of Carry Forward Requests	
	£'000
Communities Directorate	
Community Services	6
Transport & Economy	596
People Directorate	
Children & Families	752
Resources Directorate	
Customer Service	347
Finance	308
Human Resources	459
IT Services	393
Law & Governance	245
Property Services	549
Performance	98
Directorate Level	377
Total Carry Forwards	**4,130**

5.6 As part of the 2018/19 budget resolution Members approved the use of £14.038 million of reserves to support spending in 2018/19. Assuming all carry forwards and use of reserves are approved the level of reserves held by the authority at the end of 2018/19 is estimated to be £128.633 million. Table 4 below shows the breakdown of this. The figures do not take into account any forecast of over/underspending in 2018/19.

5.7 The use of £73.970 million of these reserves is restricted, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £54.663 million to support services, provide cover for financial risks facing the authority and support the service transformation needed to deliver the savings in the remaining two years of the 2017-20 Plan.

5.8 **General Reserves**

At the end of 2018/19 General Reserves are expected to be £27.273 million. This is £8.773 million above the £18.500 million minimum specified by the Head of Finance in his risk assessment when the 2018/19 budget was set in February. Corporate Board recommend that all of this reserve is held in the short term as the authority faces increased risks from uncertainty around the business rates review and next revaluation, the Fair Funding review, the Green Paper on the future funding of Adult Social Care and that delivery of savings is becoming more difficult.

Table 4: Forecast Reserves as at 31 March 2019						
	Balance 31/03/18 after outturn	Council resolution drawdown of reserves	Transfers between reserves	Carry forwards	Estimated final balance 31/03/19	Reserves with restricted use
	£'000	£'000	£'000	£'000	£'000	£'000
Corporate						
Capital Fund	1,275	0	0	0	1,275	1,275
General Reserves	27,273	0	0	0	27,273	18,500
Insurance Fund	8,925	0	0	0	8,925	8,925
Provision for Redundancy Costs	11,917	0	0	0	11,917	11,917
Medium Term Contingency	15,194	(8,358)	0	0	6,836	6,836
Schools	13,725	0	1,116	0	14,841	14,841
Group Reserves						
Resources	3,643	(154)	(442)	(377)	2,670	0
People	4,086	(821)	1,164	0	4,429	0
Business Unit Reserves						
Community Services	353	0	0	(6)	347	735
Education & Learning	1,096	(422)	(376)	0	298	487
Public Health	1,399	(250)	0	0	1,149	0
Transport & Economy	5,055	(244)	(545)	(596)	3,670	1,711
Children & Families	504	(1,200)	3,324	(752)	1,876	1,712
Social Care & Support Services	11,959	0	(3,000)	0	8,959	0
Strategic Commissioning	6,675	(1,000)	(1,640)	0	4,035	0
Customer Service	1,170	0	(169)	(347)	654	444
Finance	1,030	0	(151)	(308)	571	0
Human Resources	863	0	(125)	(459)	279	272
IT Services	483	0	(70)	(393)	20	0
Law & Governance	531	0	(73)	(245)	213	0
Performance	354	0	(231)	(98)	25	0
Property Services	(570)	0	1,119	(549)	0	0
Fire and Rescue	2,189	(75)	(87)	0	2,027	313
Other Services	27,672	(1,514)	186	0	26,344	6,002
Total Reserves	146,801	(14,038)	0	(4,130)	128,633	73,970

6 Capital Programme

6.1 The level of capital payments was £78.344 million in 2017/18, with a further £291.819 million of payments forecast over the medium term. The remaining Capital Investment Fund (CIF) allocation of £31.035 million from 2017/18 has been carried forward, which together with the remaining future years CIF figure of £15.000 million results in a total amount available towards in the Capital Investment Fund (CIF) of £46.035 million. A further £23.000 million has been generated for the CIF through growth in the tax base above that needed to fund our revenue proposals. A total amount of £69.035 million is therefore available in 2018/19 and 2019/20 to fund future bids to the CIF.

6.2 The outturn position (which excludes the Capital Investment Fund) shows that a further £17.128 million of the planned spend in quarter 4 of 2017/18 slipped into future years. This brings the total slippage for the year to £65.643 million. After taking into account new schemes in 2017/18 of £22.160 million, this results in a slippage figure of 46%. The slippage figure relates to approved projects and does not include the remaining CIF allocation mentioned in 6.1 which has been carried forward into 2018/19.

6.3 The main reasons for the additional £17.128 million slippage in the quarter compared to the approved budget are:

• Children & Families - £0.103 million of slippage. Since the property adaptations capital scheme is a demand led service it is difficult to predict the timing of applications. Some applications for support were received late in 2017-18 and will now be assessed and processed during the 2018-19 financial year.

• Community Services - £0.127 million of slippage. The balance of revenue to capital expenditure has been amended to reflect the needs of the project on Market Hall Museum. There have been some delays on the ReStat waste management scheme of £0.073 million and Household Waste Recycling Centre minor schemes for 17-18 of £0.078 million. This has been partially offset by faster than expected progress on the Emergency Stopping places project £0.031 million and some other small in year variations.

• Customer Services - £0.340 million of slippage was caused by delays in the library refurbishment programme. There will be a review of projects and consideration of works coming forward into 2018/19.

• Education and Learning – The slippage of £2.056 million. There are multiple small differences over a number of projects none of which exceeds £0.286 million. Please see the Education and Learning annex for further information.

• Fire & Rescue – Faster than expected progress has been made, initial spend on the new training centre has brought forward expenditure of £0.077 million in 2017/18 from later years.

• Information Assets – There has been a greater amount of expenditure on information assets during 2017/18, which is a revenue funded capital project. Over all projects the additional amount in year is £0.143 million.

• Property Services - £1.171 million of slippage is due to delays over multiple projects caused in many cases by the late submission of final accounts.

• Social Care & Support - £0.050 million of slippage is mostly due to slower than expected spend on social care ICT projects. This scheme is managed by Corporate ICT.

• Strategic Commissioning - £0.510 million of slippage relates to post go live costs on the Client Information Review System which cannot be capitalised therefore spend has been transferred to revenue. On the Mental Health Grant and Adult Social Care Modernisation further development of projects will be pursued in 2018/19. WCC are working with Providers to ensure application forms and quotes for capital support are robust and on this basis further spending is expected to come through in 2018/19.

• Transport and Economy – £13.001 million slippage. Of this amount £10.141 million is due to grant / developer projects. This has resulted from delays in negotiations with developers and external partners, e.g. Highways England, over design plans and legal agreements. Corporate funded projects have slipped by £1.732 million broken down into: Area Delegated schemes £0.756 million which have been delayed by the contractor, School safety zones/safer routes £0.220 million which has been delayed awaiting transport consultation decisions, Casualty Reduction/Cycle Schemes £0.198 million resulting from design work/feasibility delays, Public Transport schemes £0.107 million with completion delayed by external factors, Economic Development £0.239 million due to delays in various business investment schemes. Delays on DfT Highways grant funded projects of £0.942 million are broken down between: Bridge Maintenance £0.693 million, Highways £0.172 million and Traffic Signals £0.077 million. The works allocated and expected during 2017/18 have not been completed by the Provider.

6.4. 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 prepared each

quarter. This briefing is provided to the Resources and Fire and Rescue Overview and Scrutiny Committee.

6.5 As well as approving the revised spending profile of 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 actual and forecast capital expenditure is to be financed compared to the approved plans. These figures include the Capital Investment Fund allocation of £69.035 million.

Estimated Financing to 2019/20 & Later Years (£m)
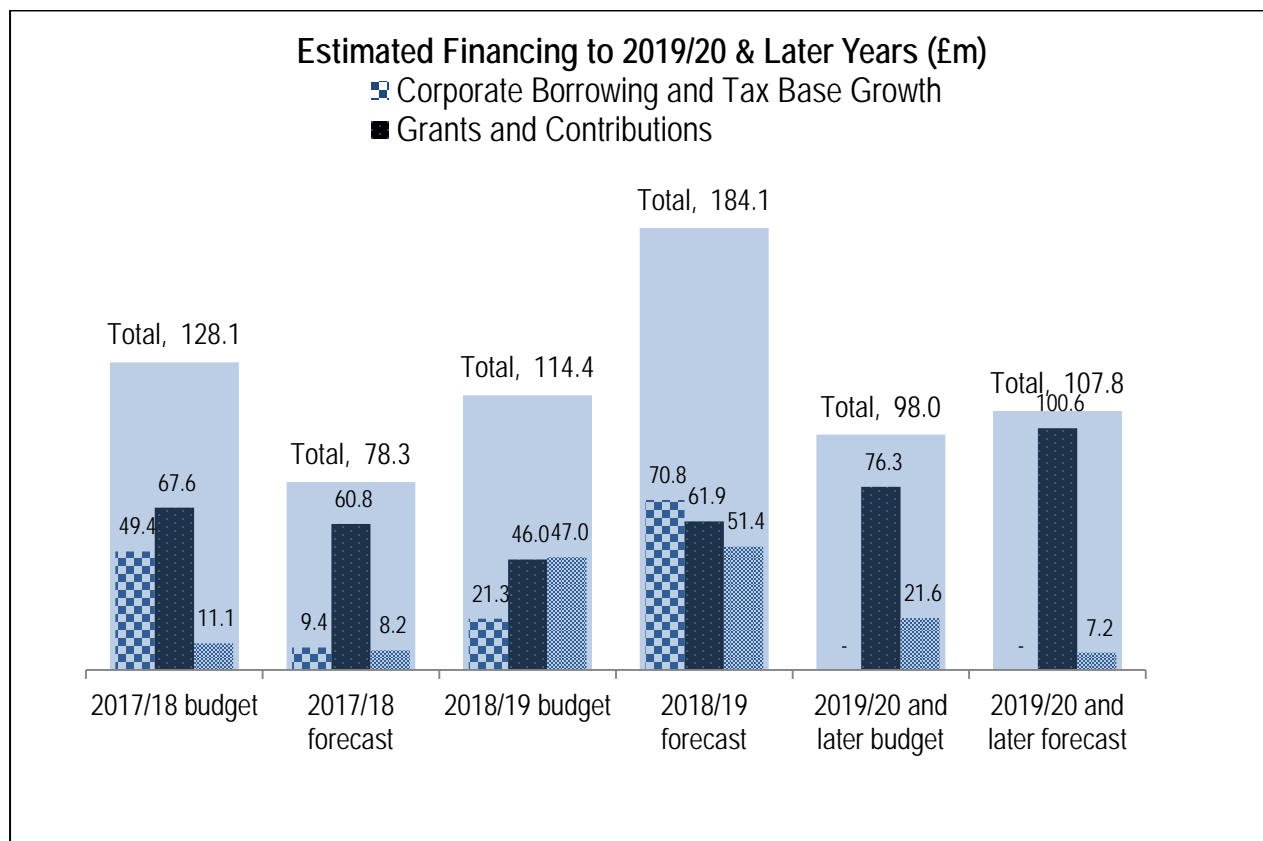
	2017/18 budget	2017/18 outturn	2018/19 budget	2018/19 forecast	2019/20 and later budget	2019/20 and later forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Total	**128,147**	**78,344**	**114,354**	**184,068**	**97,977**	**107,750**
Corporate Borrowing	49,435	9,385	21,335	70,835	-	-
Self-Financed Borrowing	335	345	5,172	3,182	2,625	4,595
Grants and Contributions	67,592	60,805	46,048	61,893	76,339	100,554
Capital Receipts	5,287	2,752	41,142	45,960	18,612	537
Revenue	5,498	5,057	657	2,197	401	2,064

7   **Background Papers**

7.1   Annexes A-P (the detailed returns from each Business Unit of their Quarter 4 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

7.2   The information is also available electronically via the Member Dashboard.

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Appendix A
Part 2: Headline HR Information

Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees
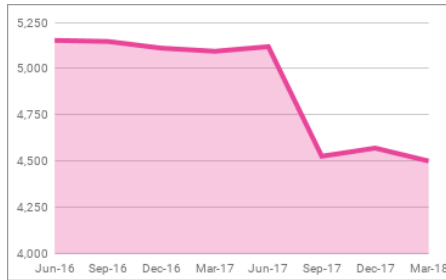
	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
Headcount	**5,153**	**5,147**	**5,111**	**5,094**	**5,119**	**4,527**	**4,571**	**4,501**
Full-time Equivalents	4,016	4,038	4,016	4,013	4,023	3,750	3,789	3,751
Whole-time Equivalents	3,948	3,969	3,951	3,943	3,954	3,725	3,763	3,602
Number of Posts	5,421	5,428	5,393	5,364	5,382	4,761	4,813	4745

Age Profile of our Workforce

794 new starters during 2017/18 with an average age of **37.2**

1188 leavers during 2017/18 with an average age of **44.9**
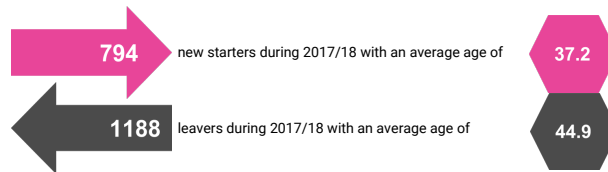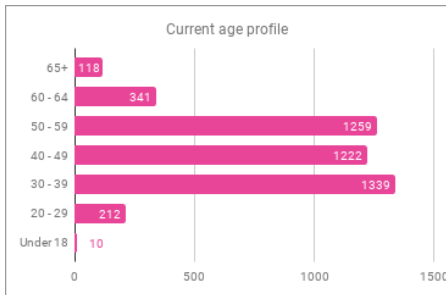
Sickness Absence Statistics
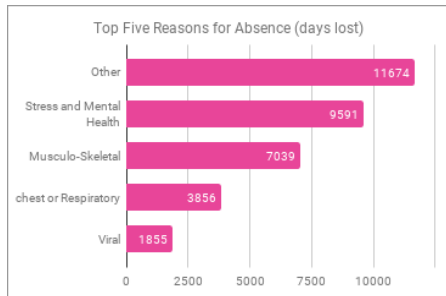
	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
Days lost through sickness	**9,903**	**8,582**	**10,633**	**10,739**	**9,407**	**9,141**	**9,663**	**38,928**
... of which short-term	3,971	3,579	4,838	5,004	3,339	3,382	3,759	14,247
	40.1%	41.7%	45.5%	46.6%	35.5%	37.0%	38.9%	36.60%
... of which long-term	5,914	5,003	5,795	5,735	6,067	5,759	5,904	24,681
	59.7%	58.3%	54.5%	53.4%	64.5%	63.0%	61.1%	63.40%

Staff Turnover (April 2017-March 2018)
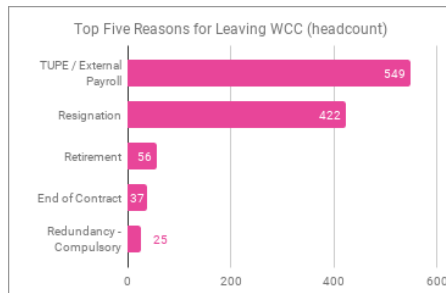
	New Starters	Leavers	% Turnover	Target 17/18
Headcount	**794**	**1,188**	**24.7%**	**10%-20%**
Full-time Equivalents	633.0	748.6	20.0%	
Posts	802	1238	26.1%	

Commentary:

Absence: Reducing sickness absence levels is an important aim of the Authority. The annual figure for absence was an average of 9.87, slightly above the yearly target of 9.5 days (average). There continues to be a focused management of the issue, including a recently approved health and wellbeing strategy for staff and close scrutiny of absence data to assess progress. The health and well being strategy aims to promoting a good wellbeing culture and in turn reduce sickness absence levels. Managers in areas of high absence are being supported and encouraged by the HR&OD community to use the range of support available to enable them to effectively manage absence (long and short term).

Headcount at the end of 2017-18 stands at 4501 which shows a net reduction of 593 posts. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017 which increases the turnover figure to 24.7%. However, if you exclude the education catering service from the figures then the turn over reduces to 13.4% which is a reduction on the 15.1 % for the previous financial year.

Age Profile remains stable with an average age of 44.74. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme having supported 167 apprentice placements since the programme commenced in September 2012 and a 73% retention rate.

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	16	9
2	Continuing pressure on Adult Services and Health	16	9
3	Failure to adequately safeguard Children and Vulnerable Adults	16	12
4	Failure to maintain the security of personal or protected data	12	6
5	Inability to secure economic growth in Warwickshire	16	8
6	Inability to keep out communities safe from harm	16	9
7	The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.	12	8
8	Overall risk assessment	16	9

Commentary – Action to reduce the likelihood and impact of net red risks:

Significant risks continue to be managed by Corporate Board

IMPACT	Unlikely (1)	Possible (2)	Likely (3)	Very Likely (4)
Very High (4)		7 5	3	
High (3)			1 2 6	
Medium (2)			4	
Low (1)				

LIKELIHOOD
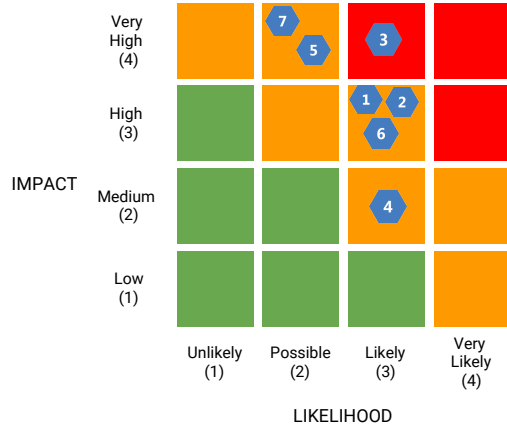
One Organisational Plan: Use of Financial Resources
2017/18 - Outturn
Revenue Position by Business Unit

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %		Retained Reserves £'000	Financial Standing £'000
Community Services	26,430	26,964	534 2.02% Overspent		(887)	(353)

There is a mixture of overspends and underspends across the business unit at Quarter 4 monitoring. The overspend has increased significantly since Quarter 3 with the majority of the change occurring in Waste Management. In the final quarter of the year significant cost increases have occurred with demand led cost increases in the processing of green waste, alongside higher than expected costs for haulage and equipment maintenance.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %		Retained Reserves £'000	Financial Standing £'000
Education & Learning	93,136	92,579	(557) 0.60% Underspent		(539)	(1,096)

Education and Learning budgets are being reviewed so that sufficient funding sits in appropriate service cost centres. This should mean that in 2018/19 there are fewer under and overspends. In areas with structural deficits, governance arrangements are being strengthened and new Boards are focusing on offering value for money for customers. Earmarked reserves are one-off grants that sit outside the annual revenue funding cycle for example a school improvement grant, the SEND implementation grant, SEND Strategic Planning Grant and the Early Years Delivery Grant.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %		Retained Reserves £'000	Financial Standing £'000
Fire & Rescue	19,625	19,326	(299) 1.52% Underspent		(1,890)	(2,189)

Of the total (£299,000) underspend, the Service was anticipating to transfer (£366,000) to existing earmarked reserves to fund the continuing costs of the following projects; Joint Control Project (£28,000), Emergency Services Network (£261,000), FRS Replacement Systems (£33,000) and Vulnerable People (45,000).The remaining overspend balance of £68,000 will be funded from the Service Savings reserve. Cabinet is therefore asked to approve the transfer of these funds.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %		Retained Reserves £'000	Financial Standing £'000
Transport & Economy	26,954	28,234	1,280 4.75% Overspent		(6,335)	(5,055)

Significant areas of over and under spend fluctuations between Quarter 3 and year end will be reviewed, with action taken to improve in 2018/19. Increased costs associated with winter maintenance, and the decision not to draw down reserves in a few areas can account for the net revenue overspend of £1.2m.

Total Communities Group	**166,145**	**167,103**	958 0.58% Overspent		**(9,651)**	**(8,693)**
Children & Families	57,695	58,733	1,038 1.80% Overspent		(1,650)	(612)

The final outturn for 2017-2018 shows an overspend of £1,038,000 but this includes a number of underspends which are one off and earmarked for specific projects such as House Project and Migration Fund etc. The underspends on these projects impacts significantly on the outturn as the figure for the business unit without these shows a £3,367,000 overspend. It is proposed this will be covered by People Group reserves. The most significant overspends relate to the placement costs of children looked after. This is impacted in part by the target for reducing CLA not being achieved but more importantly the placement mix and market conditions leading to more children being placed in residential care and external foster placements. A strategic review of OOP2020 and the business units savings plan is being undertaken.

Social Care & Support	133,051	129,411	(3,640) 2.74% Underspent		(8,319)	(11,959)

The BCF and iBCF have been used in full in order to take some pressure off the NHS system. We have used some of this funding to offset savings and pressures on disability and older people budgets in year, it has left a one-off underspend against the base budget.

For 2018 the expected demand increase is funded in the budget, with reserves now at a level which can fund demand increases beyond what is anticipated if these materialise. The ASC transformation programme has been reset to be directed at projects which maximise value and process efficiency, and are aligned to savings based on the same efficiency, rather than service reductions which would be detrimental to customers and to future demand.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Public Health	23,727	23,377	(350) 1.48% Underspent		(1,049)	(1,399)

We are currently in the roll out period of re-tendered services for Drugs & Alcohol and Children's Public Health. These have significant savings targets and we have adopted tight controls on our other savings programmes which has resulted in a slightly higher than expected underspend.
The achievement of savings in 2018/19 will be challenging given the current pressures to redesign and redeliver existing commissioned service offers.

Service						
Strategic Commissioning	12,008	10,177	(1,831) 15.25% Underspent		(4,844)	(6,675)

The out-turn position for the Strategic Commissioning Business Unit highlights there are no major un-addressed risks. The Business unit is forecasting an under-spend due to the Mosaic Project and early achievement in part for future OOP2020 savings. There may be the need to utilise some of the reserves for 18/19 to complete the implementation of Mosaic within Adult Social Care and to continue the development of Mosaic within Children's Services.

Service						
Total People Group	**226,481**	**221,698**	**(4,783) 2.11% Underspent**		**(19,840)** *	**(24,623)**
Customer Service	8,545	8,347	(198) 2.32% Underspent		(973)	(1,171)

The underspend in the Customer Service Business Unit has been caused by the non-recruitment to vacancies in the Customer Service Centre and the Library Service. Difficulties have been experienced recruiting the right calibre of staff.

Service						
Finance	3,497	3,268	(229) 6.55% Underspent		(801)	(1,030)

There was no single driver behind a succession of minor underspends and additional income being successfully generated that has resulted in the overall financial position, but there is a recurring issue around the difficulty of recruiting and retaining staff at certain levels within the service, that generates temporary savings (between staff leaving and posts being filled), but which will lead to difficulties in service provision if it expands.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Human Resources & Organisational Development	6,123	5,982	(141) 2.30% Underspent	(721)	(862)

The year-end underspend is largely as a result of vacancies within the team that have not been recruited to and the unallocated HoS budget. However the underspends have been offset by Your HR implementation costs being supported from within the business unit budget.

ICT Services	9,056	8,866	(190) 2.10% Underspent	(293)	(483)

The Corporate ICT Development underspend (£133,000) has resulted from a number of projects with confirmed underspends as well as a number of projects that are on hold pending external decisions. Taking this into account, the true position of the Business Unit is (£57,000) underspent.

Law & Governance	878	367	(511) 58.20% Underspent	(20)	(531)

Demand for legal services was high during 2017/18 and legal trading activity during the year continued to be strong, generating more income than forecast. The audit underspend was anticipated due to staffing vacancies which are planned to be filled in 2018/19.

Performance	4,660	4,306	(354) 7.60% Underspent	0	(354)

Delivery of transformation both across the Council and within the Resources Group in the short to medium term is predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gaps and that suitable skill sets are available in the market place. This work has not progressed at the pace originally envisged, hence the under-spend.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %		Retained Reserves £'000	Financial Standing £'000
Property Services	9,382	10,253	871 9.28% Overspent		(301)	570

The main overspend, as forecast in Quarter 3, is due to delays in completing the disposal of strategic sites for the OOP2020 savings plan. Property Services is addressing how the risk can be managed for the remaining period of OOP2020. Work is already underway to identify future savings to mitigate the risk of a change to the future income generated by the Council's LATC Educaterers.

Total Resources Group	**42,141**	**41,389**	(752) 1.78% Underspent		(6,707) *	(7,459)
Other Services	(183,640)	(187,422)	(3,782) 2.06% Underspent		(102,244)	(106,026)

The overall underspend is the net effect of:
 - additional income from the SCAPE dividend (£425,000), our Oxygen Finance partnership (£431,000), £2,100,000 from the Coventry and Warwickshire Business Rates Pool of which £998,000 is for the County Council and the balance we are holding on behalf of the districts/boroughs
 - a £3,600,000 underspend on capital financing costs due to levels of slippage in the delivery of the capital programme in 2017/18 and previous years meaning the full cost of borrowing is yet to be incurred, and
 - a £2,100,000 overspend in schools

Total Whole Authority	**251,127**	**242,768**	(8,359) 3.33% Underspent		**(138,442)**	(146,801)

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.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000

Revenue Variance for the Whole Authority
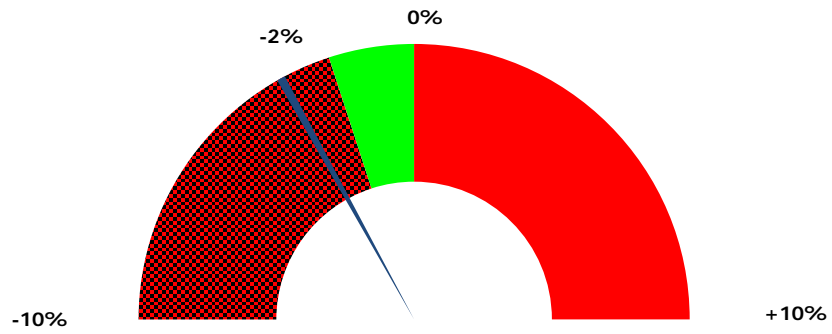
One Organisational Plan: Use of Financial Resources: 2017/18 Outturn
Savings Plan Position by Business Unit

Service	2017/18 Target £'000	2017/18 Outturn £'000	Comments	2017-20 Implementation Status
Community Services	1,454	1,454	Whilst there is a high level of confidence in the delivery of agreed Business Unit savings, there are, as previously reported additional significant cost pressures arising within Waste Management due in part to the increased cost of dealing with green waste (this month shows a further increase in the forecast deficit position with an overspend of £534,000). Whilst remedial action has reduced the overspend in a number of other areas the Heritage and Environment service area is now reporting a £65,000 overspend. These two overspends are offset by underspends in other areas. This will result in an overall overspend for the Business Unit within 2017/18. This is currently now being forecast in the region of £378,000. At this stage given that the overspend appears not to be able to be reduced down the Waste overspend will result in Waste commencing 2018/19 with a deficit reserve position.	G
Education & Learning	1,249	1,249	OOP's savings are on track but there are in-year budget deficits in the High Needs Block and Home to School Transport.	G
Fire & Rescue	368	368	Since the last corporate board reporting period the OOP 2020 savings position for Fire and Rescue has been amended to a £1.5 million target in 2019/20. Therefore, with the need to deliver savings for 18/19 removed and the developing opportunities for collaboration with West Midlands Fire Service the RAG rating for Fire and Rescue has been amended to amber.	A
Transport & Economy	2,804	2,624	The project to deliver the regeneration savings has started and will be complete within 2018-19	A
Total Communities Group	5,875	5,695		

Service	2017/18 Target	2017/18 Outturn	Comments	2017-20 Implementation Status
Children & Families	2,289	1,184	For 2017/18 52% of the savings, £1,184,000 have been achieved Notes about remaining target savings. 1. £795,000 . There are pressures on external foster care placement costs and post 16 accommodation. The strategy to reduce the number of children looked after is nationally seen to be sound, but locally we are reviewing this to ensure that the project has challenged assumptions and has a robust plan in place. It has taken 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. There has also been a marked increase in court / legal Service Level Agreement costs in past 2 months which has resulted in a reduction in the amount of savings forecast to be achieved. 2. £100,000 Within that is: - Residential savings previously forecasted to be achieved have been reversed this period with several new children having to be placed in Residential placements due to the placement crisis, some cases are proving difficult to place in suitable alternative (cheaper) placements due to the severe nature of the child's behaviour / trauma etc. - S17, the planned reduction in support for families at risk has seen an overall down turn in spend but there is an overspend reflecting a slower than anticipated. The newly created Strengthening Families Service should address this. Decrease in demand especially on No Recourse to Public Funds; legal advice is that limited action that may be taken to reduce this overspend. - 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 regional adoption agencies and the impact of the cost base of our regional looked after partners and the loss of the "hard to place" grant and measures to mitigate this are being put in place.	R
Social Care & Support	5,343	4,978	Overall the 2017/18 savings within the business unit do not present an issue to the bottom line budget. Where savings have not been made these were recognised as reducing services received by customers, and so were instead mitigated by efficiencies being realised elsewhere and the utilisation of other one off monies. However, in subsequent financial years delays in the achievement of efficiencies & demand management 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, and this continues to be a cross cutting issue and is the subject of discussion across the service areas.	A

Service	2017/18 Target	2017/18 Outturn	Comments	2017-20 Implementation Status
Public Health	2,534	2,534	Savings targets for this year are being supported from reserves on a one-off basis. The Public Health Grant Ringfence has been extended to April 2020 which may mean there is a need to reconsider phasing of targets as part of the One Organisational Plan refresh. This rephasing was confirmed at full Council on 6th February 2018. (No savings to be made 18/19)	G
Strategic Commissioning	2,737	2,737	All relevant restructuring to achieve 17/18 savings are delivered. All Commissioned Services have been redesigned and delivered e.g.: 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	12,903	11,433		
Customer Service	356	356	2017/18 Savings have been achieved. Plans are in place to deliver the 2018/19 savings	G
Finance	624	624	All savings targets for 2017/18 have been delivered and detailed plans are in place for 2018/19 savings. There is more work to do on identifying £95,000 of savings by 2019/20, but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G
Human Resources & Organisational Development	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	1,102	Will be working on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	2017/18 savings were 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

Service	2017/18 Target	2017/18 Outturn	Comments	2017-20 Implementation Status
Performance	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which are on track to be achieved.	G
Property Services	2,157	1,052	As in previous monthly reports, 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 significant risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target, but it is forecast that there will be a shortfall against the target.	R
Total Resources Group	4,707	3,602		
Other Services	8,450	8,495		G
Total Whole Authority	31,935	29,225		

Key
If a business unit's savings outturn is fully delivered in year it is shown as Green.
If savings are less than 90% delivered it is shown as Red.
If savings delivered are 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.

One Organisational Plan: Use of Financial Resources - Quarter 4 (April 2017 to March 2018)
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	(103)	-87%	5	394	This is a demand led service and applications received late in 17-18 are now going to be processed in 18-19.
Community Services	1,471	(127)	-16%	(127)	1,344	Balance of revenue to capital expenditure amended to reflect needs of project on Market Hall Museum. Some delays on the ReStat waste management scheme of £73k and the HWRC minor schemes for 17-18 of £78k offset by faster than expected progress on the Emergency Stopping Places project.
Customer Service	2,858	(340)	-50%	16	2,874	The library refurbishment programme has been delayed. There will be a review of projects and consideration of works coming forward in 18-19.
Education & Learning	45,232	(2,056)	-12%	1,586	46,818	There have been multiple small delays across the Education & Learning (E&L) capital programme none exceeding £286k for a single project. Please see E&L annex for further information. There was a reduction in devolved spending of £2.045m against the expected budget. This spending falls under the remit of individual schools and is therefore difficult to predict.
Fire & Rescue	12,766	77	2%	1,647	14,413	Design phase on the training centre new build was completed earlier than expected.
Information Assets	27,401	143	3%	(899)	26,502	Delayed builds within the project resulted in missed milestones for the BDUK project. However there has been additional spend on ICT projects funded by revenue in year.

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	35,929	(1,171)	-9%	2,112	38,041	Most incidences of slippage have been caused by delays in final accounts. Please see Property Services capital annex.
Public Health	24	10	-	0	24	
Social Care & Support (Adults)	3,350	(50)	-100%	0	3,350	Budget is managed by Corporate ICT and there was no activity on projects in 17-18.
Strategic Commissioning	6,948	(510)	-9%	(102)	6,846	The spend in year was assessed to be revenue thus reducing the required budget. Slippage in year was due to some providers not submitting application forms promptly and with adequate supporting evidence. There is scoping underway for future developments in Client Information Systems.
Transport & Economy	158,075	(13,001)	-25%	2,447	160,522	Corporate funded projects slippage £1.732m (-3%), largely a result of contractor delays. Externally funded projects slippage totalling £11.249m (-22%) are mostly developer funded project where delays are a result of design negotiations and legal agreement sign off

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
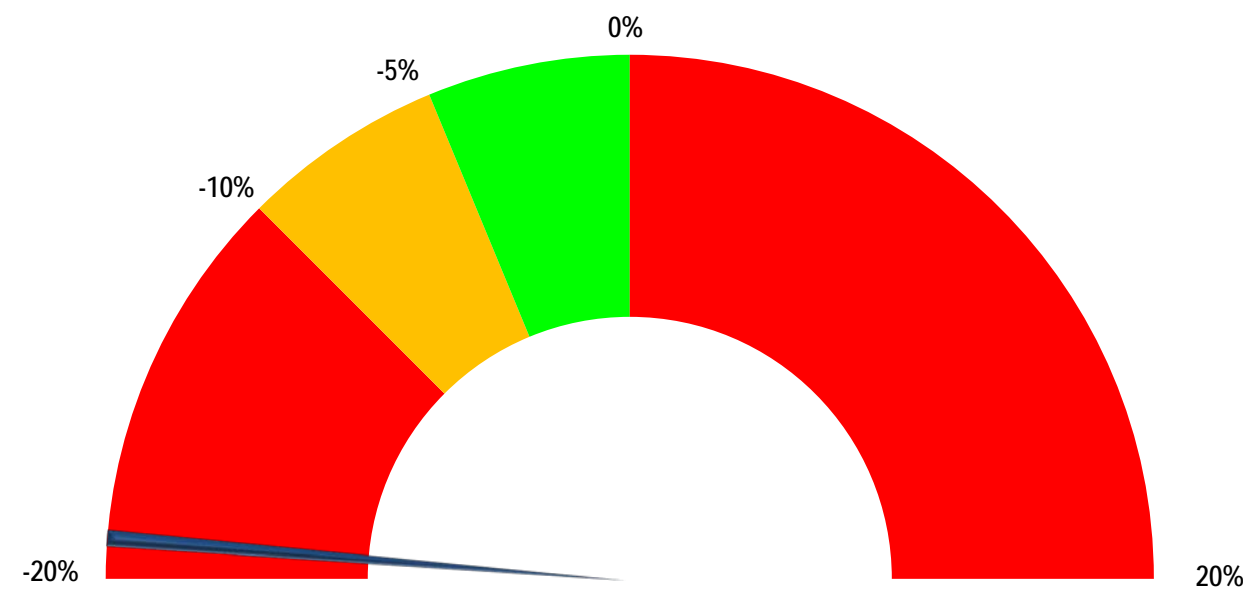
Q4 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	294,443		6,685	301,128

Q4 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)	97,112	(17,128)	-18%	(1,639)	78,345

17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Slippage for 2017/18	(18,246)	(14,349)	(15,920)	(17,128)	(65,643)

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn) A £'000	Effect of Final 2017/18 Outturn B £'000	Reserves to be Retained in 2017/18 C = A+B £'000	Movements Between Reserves (Note 1) D £'000	2018/19 Council Resolution Drawdown of Reserves E £'000	Additional Proposed Drawdown of Reserves in 2018/19 F £'000	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn) G=C+D+E+F £'000	Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Probability	Timescale	Clarity
Community Services														
Waste Management	0	(757)	(757)	369			Deficit partly funded from alternative Community Services reserves	(388)	Management of Financial Risk	Business Unit	Deficit reserve caused by overspending during the year - funding to be identified from the 2018/19 revenue allocation to reimburse this position.			
Museums Development Fund	103	8	111					111	Earmarked	Business Unit	These funds are held for the purchase of key records or artefacts as and when the opportunity arises, for the benefit of the people of Warwickshire. Obtained through collections in the two museums.			
Museum Ethnographic Fund	18	1	19					19	Earmarked	Business Unit	Trust fund from the sale of a previous museums collection dating back to 1982, approved by the Charities Commission (Charity commission scheme produced detailing the aims and administration of the fund). Items sold were inherited from Warwick Natural History & Archaeological Society and utilised for acquisitions to further the collection			
Records Purchase Fund	6	1	7					7	Earmarked	Business Unit	Fund for the purchase of records from legacies utilised for the acquisition of archival collections and documents (as match funding).			
Records Donation Fund	63	2	65					65	Earmarked	Business Unit	Donations from the Public via donations tin (at CRO), on-line via CRO webpages on WCC website and Friends of the Warwickshire County Record office, that must be spent on acquisition of key documents / collections			
Community Services - Savings	160	47	207	(191)		(16)	£10,000 amendment to allocation of outturn. £6,000 draw-down of unspent 17/18 Councillor Grants. Contribution of £191,000 toward Waste Management deficit reserve	0	Management of Financial Risk	Business Unit				
Community Services - Trading	49	36	85	(95)		10	£10,000 amendment to allocation of outturn Contribution of £95,000 toward Waste Management deficit reserve	0	Specific Investment	Business Unit				
Proceeds of Crime	85	61	146					146	Earmarked	Business Unit	Confiscation Awards following prosecution held for reinvestment in crime reduction activity.			
Domestic Homicide Reviews	93	(10)	83	(83)			Contribution of £83,000 toward Waste Management deficit reserve	0	Specific Investment	Business Unit				
Secure Remand Reserve	310	77	387					387	Earmarked	Business Unit	Held as contingency for funding secure remand as demand requires. This is a statutory duty of local authorities resulting form a court decision which is outside of officer's control.			
Community Services Sub-Total	**887**	**(534)**	**353**	**0**	**0**	**(6)**		**347**						
Education and Learning														
Education and Learning - Savings	0	(892)	(892)	632			Deficit partly funded from alternative Communities Directorate reserves.	(260)	Management of Financial Risk	Business Unit	Deficit reserve caused by overspending during the year - whilst the majority of the deficit has been funded from other Communities Directorate reserves, funding will be identified from the 2018/19 revenue allocation to reimburse the remaining deficit position.			
SEND Earmarked Reserve	136	390	526		(99)			427	Earmarked	Business Unit	Special Education Needs and Disabilities (SEND) grant earmarked for transition spending up to the end of March 2019. A plan has been approved by the SEND Board for the 3 years of transition and is regularly reviewed at SEND board meetings.			
School Improvement Monitoring & Brokering Reserve	323		323		(323)			0	Earmarked	Business Unit				
Education MIS Project	80	(9)	71					71	Specific Investment	Business Unit	Project to implement a new Management Information System for Education Services begun in 2016/17 and continuing into 2017/18 therefore funding ring-fenced to this project			
Early Years Delivery Support Fund (30 hrs)	0	60	60					60	Earmarked	Business Unit	New grant received in Q4 2017/18 to support the delivery of additional nursery place hours			
DSG Reserve	0	1,008	1,008	(1,008)				0	Earmarked	Corporate	Schools Forum approved contribution to the DSG reserve which is likely to be required to meet expected deficits in 2018/19			
Education and Learning Sub-Total	**539**	**557**	**1,096**	**(376)**	**(422)**	**0**		**298**						
Transport and Economy														
Business Centres	640	(340)	300	(150)			Contribution of £150,000 toward Education & Learning deficit reserve	150	Management of Financial Risk	Business Unit	A 'sinking' fund which forms part of the funding conditions in relation to Elliot Park (EPIC) is a part of this amount. The balance is used to fund major maintenance and improvement projects across the portfolio of Business Centres to ensure a stable occupancy, realistic rental rates and reduce any reputational damage.	10% to 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated
Speed Workshops	720	(26)	694					694	Earmarked	Business Unit	A joint owned reserve with the Warwickshire Road Safety Partnership covered by an SLA.			
Kenilworth Station	169	429	598		(169)	(429)	Use of remaining reserve to complete Kenilworth Station project	0	Management of Financial Risk	Business Unit				
CFM Reserve	0		0					0	Management of Financial Risk	Business Unit				
Design Services Reserve	125		125	(125)			Contribution of £125,000 toward Education & Learning deficit reserve	0	Specific Investment	Business Unit				
Transport & Economy - Savings	1,999	(903)	1,096	(200)	(75)	(167)	Contains some specific reserves to be used in 2018/19 - Cycle races £167,000, £75,000 Home to School Database, £70,000 for Depots. Also the potential to spend £134,000 which is earmarked for the Minerals Plan inspection. Contribution of £200,000 toward Education & Learning deficit reserve.	654	Management of Financial Risk	Business Unit	For managing the financial risk of savings not delivered in year as well as some specific investment areas where improvements are required	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
S38 Developer Funding	940	(290)	650					650	Earmarked	Business Unit	To support the costs of S38 works, with an emphasis on the completion of legacy schemes.			
Flood Management Reserve	630	(150)	480					480	Specific Investment	Business Unit	To support the operational costs of the Flood Risk Management team in its role as LLFA, provide match funding for schemes in various localities, continue the programme of proactive Flood Prevention.			
European Match Funding	276		276					276	Specific Investment	Business Unit	Specifically linked to the European funding contract secured for the Business Support (ESIF) project, which relies on match funding.			
Skills Delivery for Economic Growth	469		469	(70)			Contribution of £70,000 toward Education & Learning deficit reserve	399	Specific Investment	Business Unit	This is committed to contracts in relation to established projects under the Skills for Employment programme –NEETS Support provision, Collaborate to Train, Skills for Growth and Digital Schoolhouse. These projects run until 2020.			
Rural Growth Network	367		367					367	Earmarked	Business Unit	Earmarked funding from DEFRA to contribute towards Business Support throughout Warwickshire.			
Transport & Economy Sub-Total	**6,335**	**(1,280)**	**5,055**	**(545)**	**(244)**	**(596)**		**3,670**						

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn) A £'000	Effect of Final 2017/18 Outturn B £'000	Reserves to be Retained in 2017/18 C = A+B £'000	Movements Between Reserves (Note 1) D £'000	2018/19 Council Resolution Drawdown of Reserves E £'000	Additional Proposed Drawdown of Reserves in 2018/19 F £'000	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn) G=C+D+E+F £'000	Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Probability	Timescale	Clarity
Fire & Rescue														
Pensions Reserve	268		268					268	Earmarked	Business Unit	Potential Pensions costs that cannot be predicted.			
Fire Control Project	205	28	233					233	Specific Investment	Business Unit	Specific project funded through Home Office grant due to be completed in 2016/17 and delayed by contractor - funding therefore committed to complete project			
Service Savings Reserve	754	(67)	687	(87)			Contribution of £87,000 toward Education & Learning deficit reserve	600	Management of Financial Risk	Business Unit	This is to be utilised to meet capacity requirements where national reviews (Peer review, Jesip review) have shown WFRS as having gaps - long-term arrangements will be considered over the next 12-24 months	More than 75% chance of circumstances arising	Very likely to occur in the next year	Financil impact is known
Fire Services - ESMCP	504	261	765					765	Specific Investment	Business Unit	Specific project mostly funded through one off grant from the Home Office in advance of expenditure being incurred in future years. Committed to completion of requirements under that project and will require reporting to the Home Office			
RSFRS Project	84	32	116					116	Specific Investment	Business Unit	Funding set aside to cover required upgrades/replacements of various IT systems necessary to the delivery of the Fire & Rescue service			
Vulnerable People	75	45	120		(75)			45	Earmarked	Business Unit	Member allocation in 2017/18 to develop support for vulnerable people - will be completed in 2018/19			
Total Fire & Rescue	1,890	299	2,189	(87)	(75)	0		2,027						
Total Communities Group	9,651	(958)	8,693	(1,008)	(741)	(602)		6,342						
Children & Families														
C&F - Savings	0	(3,324)	(3,324)	3,324				0	Management of Financial Risk	Business Unit				
Young Carers Contract	50		50		(50)		The £50,000 drawdown from this reserve is in order to fund the 3rd year (of 3) of the Young Carers' contract.	0	Earmarked	Business Unit				
0-5 Strategy for Children	844	888	1,732		(700)		Drawdown to continue support of the transformation of C&F Business Unit.	1,032	Earmarked	Business Unit	These reserves are committed to planned initiatives over the life time of the OOP2020 and beyond with individual allocations having been approved by the governance arrangements approved by Members as well as the planned medium term transformation of the Business Unit.			
Priority Families Reserve	630	200	830		(250)		Drawdown to continue support of the Priority Families programme.	580	Earmarked	Business Unit	The balance of government funding for the Priority Families initiative to support the delivery of phase 2 of the programme.			
Controlling Migration		200	200			(200)	Drawdown to continue support of the Controlling Migration programme from the grant awarded.	0	Earmarked	Business Unit				
Adoption Central England Partnership (ACE)		126	126			(26)	Drawdown to fund one off work to gain DDP Accreditation and also to pump prime more Adopter Family recruitment. This has been agreed by Partners & the Executive Board.	100	Earmarked	Business Unit	This reserve is held to fund the multi year costs of this partnership where costs are uneven over financial years and the nature of adoption cases span financial years.			
Traded	126	38	164					164	Specific Investment	Business Unit	To provide a reserve that allows trading services to operate on a trading basis i.e. more independently. The reserve relates to Child Protection & Taking Care service.			
House Project	0	726	726		(200)	(526)	Drawdown to continue support of the House programme from the grant awarded.	0	Earmarked	Business Unit				
Children & Families Sub-Total	1,650	(1,146)	504	3,324	(1,200)	(752)		1,876						
Social Care and Support														
Social Care and Support - Savings	8,319	3,640	11,959	(3,000)				8,959	Management of Financial Risk	Business Unit	**Client Funding** - There will be radical changes to funding and the way in which people contribute to the cost of their care. Any changes are highly unlikely to be fully funded by central government. **Health and Social Care Transformation** - It is possible that structural integration options may be pursued in the next 3-5 years. These may carry significant one-off costs in scoping, developing and establishing new arrangements and the management of risks during this process as budgets are potentially pooled. **Cost Volatility** - National initiatives and research are ongoing to determine the true cost of care and whether providers are using income from self-funders to cover the unfunded cost of local authority care. While recent tenders have incorporated provider costings into fees contracted, the outcome of national policy may affect future and historic rates locally. **Demand Volatility** - The reserve also addresses the future service risks recognising the scale, volatility and overall risks associated with adult social care services including unpredictable elements (severe winters, flu epidemic). This also protects the wider council from the impact of these as a small percentage change to adult social care expenditure is a large financial figure. (e.g. a 5% annual increase to purchased care through demand or inflation equates to £7m additional expenditure, a 5% decrease in the annual amount existing customers can contribute for their care equates to £1.5m less income)	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Social Care Sub-Total	8,319	3,640	11,959	(3,000)	0	0		8,959						

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn) A £'000	Effect of Final 2017/18 Outturn B £'000	Reserves to be Retained in 2017/18 C = A+B £'000	Movements Between Reserves (Note 1) D £'000	2018/19 Council Resolution Drawdown of Reserves E £'000	Additional Proposed Drawdown of Reserves in 2018/19 F £'000	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn) G=C+D+E+F £'000	Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Probability (Likelihood of Risk Materialising)	Timescale	Clarity
Strategic Commissioning														
Strategic Commissioning - Savings	4,844	1,831	6,675	(1,640)	(1,000)			4,035	Management of Financial Risk	Business Unit	**Redesign and transformation of market to achieve OOPs savings** - Required to mitigate risks associated with service redesign and transformation e.g.: legal challenge, delay in achieving defined savings targets within given year(s), risks linked to market changes for example: planning delays, market forces on costs and delays in exit strategies as services are redesigned and recommissioned. **Market failure support** - Mitigate risks of provider failure in light of duties in the Care Act: Indemnity for transfer of staff to a new provider in the case of a company going into administration (Southern Cross experience) that is not managed nationally and has to be coped with locally under new legislation. To cover costs associated with a provider going into administration to enable the service to continue uninterrupted e.g.: staff wages, overheads. And to mitigate the risk of judicial review in negotiating and securing a fair price for care from the market. **Impact of costs associated with outsourcing** e.g.: costs of repairs to buildings, pension liabilities. - To mitigate the risk of liability for a number of legacy and current issues with outsourcing services e.g.: significant and historical pension liabilities of small/medium community and voluntary sector organisations within the local authority pension fund, building costs associated to any buildings transferred that require ongoing maintenance, funding deficits linked to outsourcing services. **Potential impact on health integration** e.g.: cost shunting, exit strategy costs - To mitigate the risk of health service changes that may shunt costs towards social care e.g. reduction in admissions to acute care through the Better Care Fund and the increased pressures on social care provision (market shape).	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Strategic Comm. Sub-Total	4,844	1,831	6,675	(1,640)	(1,000)	0		4,035						
Public Health														
Public Health - Savings	1,049	350	1,399		(250)		£200,000 to fund the Year 1 OOP2020 saving on Dietetics. £50,000 to fund the Emotional Health role.	1,149	Management of Financial Risk	Business Unit	To utilise PH Grant funding not spent in previous years on development of PH services e.g. one-off funding of projects and research, and to support delivery of savings targets	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Public Health Sub-Total	1,049	350	1,399	0	(250)	0		1,149						
People Group														
People Group Reserve	3,978	0	3,978	1,272	(821)		To fund the temporary Social Worker increase in numbers to seek a long term reduction in case loads and Looked after Children numbers in the achievement of OOP2020 savings CF-04 & CF-06	4,429	Management of Financial Risk	Group	Reserves are held to cover transformation of Peoples Group Services as set out in the OOP2020 plan.	More than 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated
People Group DSG	0	108	108	(108)				0	Earmarked	Corporate	This amount is transferred to the corporate Central DSG reserve to mitigate over-spends in other central DSG services.			
People Group Sub-Total	3,978	108	4,086	1,164	(821)	0		4,429						
People Group Total	19,840	4,783	24,623	(152)	(3,271)	(752)		20,448						
Customer Service														
Warwickshire Local Welfare Scheme	714	94	808	(117)		(250)	£250,000 to Community Services BU to provide a resource for the Warwickshire Financial Inclusion Partnership to use to deliver improved outcomes on a wide range of determinants of poverty including food.	441	Earmarked	Business Unit	The spend is for projects that meet the criteria agreed by members			
Library Bequests	0	3	3					3	Earmarked	Business Unit				
Corporate Customer Journey Programme	258	101	359	(52)		(97)	£97,000 replacement of public PCs	210	Specific Investment	Business Unit	The budget is to progress the work on the customer 'front door' including digital by design work, the one stop shop service offer, target operating model			
Customer Service Total	972	198	1,170	(169)	0	(347)		654						
Finance														
Finance - Savings	274	232	506	(75)		(208)	£50,000 - interim support at principal accountant level in Resources Group Finance to provide capacity while there are vacant posts. £105,000 - consultants to support the implementation of new functionality on the Agresso system. £60,000 - training system users to maximise the usage and benefits from the above	223	Specific Investment	Business Unit	To provide capacity while there are vacant posts, fund support for the implementation of new functionality on the Agresso system and to fund costs of training system users to maximise the usage and benefits from the new system functionality.			
Finance - Training	95	(3)	92	(13)				79	Specific Investment	Business Unit	This reserve is to train more finance staff for formal qualifications (to provide value added support to the organisation) In addition, it is planned that a training offer of finance for non-finance managers to address the challenges of implementing the OOP should also occur over the next couple of years.			
Finance - Service Improvement Projects	432		432	(63)		(100)	£100,000 - additional staff undertaking a review of WCC's major contracts.	269	Specific Investment	Business Unit	The major contracts work has begun (on the presumption of drawing down reserves if necessary). The Finance Target Operating Model has begun and is highly likely to require investment in service improvements, but there is uncertainty over specifically what those improvements will entail.			
Finance Sub-Total	801	229	1,030	(151)	0	(308)		571						
Human Resources														
HR&OD - Savings	537	8	545	(538)		0		7	Management of Financial Risk	Business Unit				
Your HR Implementation		0	0	459		(459)	Funding set aside for Your HR Implementation at 2016/17 outturn. Until now this has sat in the Savings Reserve.	0	Specific Investment	Business Unit				
Going for Growth Apprenticeship Scheme	155	93	248	(36)		0		212	Earmarked	Business Unit	Money to be used as part of centralised fund that covers the salary costs associated with the placement of apprenticeships within services.			
HR Service Improvement Projects	30	40	70	(10)				60	Earmarked	Business Unit	Held for HR Service improvement projects			
Human Resources Sub-Total	722	141	863	(125)	0	(459)		279						

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn) A £'000	Effect of Final 2017/18 Outturn B £'000	Reserves to be Retained in 2017/18 C = A+B £'000	Movements Between Reserves (Note 1) D £'000	2018/19 Council Resolution Drawdown of Reserves E £'000	Additional Proposed Drawdown of Reserves in 2018/19 F £'000	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn) G=C+D+E+F £'000	Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Probability	Timescale	Clarity
IT Services														
Going for Growth	293	18	311			(311)	The contract has now entered a new phase with Contract 3 being procured and revenue is therefore essential to support the existing contract 2 and Contract 3 through 2018/19.	0	Management of Financial Risk	Business Unit				
IT Services - Savings	0	172	172	(70)		(82)	The proposal will support the Digital by Design Programme by providing additional senior ICT resources and funds to support priority areas. This contributes to the benefits outlined in the programme: • Enabling a commissioning/delivery model for the organisation • Delivering an effective Digital Platform to support the programme • More effective use of technology to support the working practice of the organisation	20	Management of Financial Risk	Business Unit	The expected spend supports the Digital by Design programme which is a key/ critical programme for the authority delivering key savings and improved service to the citizens of Warwickshire	More than 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated
IT Services sub-total	293	190	483	(70)	0	(393)		20						
Law and Governance														
Law and Governance - Savings	0	501	501	(73)		(215)	1. £65,000 - One new post at solicitor/senior solicitor level who would be tasked with bringing in new business to agreed target income levels. 2. £35,000 to fund a post or commission activity to deliver targeted marketing of the Legal Service. 3. £75,000 - Remaining installation costs of webcasting equipment in Council Chamber and Committee Room. 4. £40,000 to recruit temporary risk management consultants to develop the Council's approach to risk management (a key theme from the recent EQA)	213	Specific investment	Business Unit	1. Is intended to be an investment to realise the growth plans for legal services, linked to the establishment of the new legal trading company. Growth may not be as great without the investment. 2. This funding is required to complete the webcasting project. The project will not be implemented without it 3. This funding is an investment to upgrade the audit IT case management system and address the risk management related theme identified by the recent external assessment. This is service improvement and carries limited risk - however greater investment in risk management has been identified.			
LA Counter Fraud Fund Grant	20	10	30			(30)	£30,000 to recruit a temporary member of staff to conduct counter fraud work	0	Earmarked	Business Unit				
Law and Governance sub-total	20	511	531	(73)	0	(245)		213						
Property Services														
Catering Equalisation Reserve	301	(147)	154	(22)		(132)	To mitigate the risk of staff costs exceeding budget due to the need to employ agency staff to fill posts from failed permanent recruitment. To cover the increased need for funding the One Public Estate programme manager.	0	Management of Financial Risk	Business Unit	It is assumed that trading risks are the entire responsibility of the council's LATC Educaterers, and therefore the need for such a reserve to be removed. The likelihood of the risk materialising for Property Services is based on this assumption.			
Property Services - Savings	0	(1,157)	(1,157)	1,157		0		0	Management of Financial Risk	Business Unit				
One Public Estate		323	323			(323)	Drawdown of Grant funding for the One Public Estate Scheme	0	Earmarked	Business Unit				
Community Energy Scheme	0	110	110	(16)		(94)	Funding approved by Cabinet in January 2018 for the Switch and Save Scheme	0	Management of Financial Risk	Business Unit				
Property Services Sub-Total	301	(871)	(570)	1,119	0	(549)		0						
Performance														
Performance - Savings	0	354	354	(231)		(98)	1. £81,000 to purchase a project management system to replace the Project Hub. 2. £17,000 to upgrade our current subscription to the enhanced Instant Atlas Online Extra version, making data easily accessible to both colleagues and external partners.	25	Management of Financial Risk	Business Unit	The current Project Management system, the Project Hub, is not a purpose built project management system and is not meeting the Organisation's requirements and has resulted in a complex manual system underpinning reporting. Failure to allocate funds for Verto will mean that the Project Hub will continue to be used with its identified shortfalls (e.g. lack of milestone recording, restrictive reporting, the inability to report by exception, multiple data sources being required). The Hub doesn't align with the new Operating Model governance and reconfiguring it will be resource and time intensive. The Instant Atlas tool will support the organisation's aspiration to have a 'single intelligence hub', providing a single point of access for all WCC staff to access contextual data about the county and our customers.	More than 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated
Performance Sub-Total	0	354	354	(231)	0	(98)		25						
Resources Group Reserves														
Service Savings	663		663	(96)				567	Management of Financial Risk	Group	This is a general reserve held on behalf of the Group to mitigate the risk associated with any unforeseen financial costs facing the Group, such as service failure, external suppliers liquidating, loss of grant and other overspends.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Resources Transformation Fund	1,165	45	1,210	(111)		(477)	To continue to fund the Resources Transformation Programme which supports the changes and developments needed to transform the way we work in the Resources Group	622	Specific Investment	Group	This reserve is used to fund one-off investment in services, including traded services, to ensure that they are commercially viable, competitive, sustainable and provide an improved service to customers in an ever increasingly competitive market place. The funding will be specifically aimed at supporting new business structures and delivery models across the Group.			
Systems Replacement	1,507		1,507	(197)	(154)	(200)	Drawdown to fund systems replacement works within Resources Group	956	Specific Investment	Group	In the next two years the Council will need to replace some Business Systems that have been used for many years. Replacing these systems will improve data and processes across the Council. However, such replacements require significant investment. This fund will enable the replacement of these systems to be funded now rather than formally requesting capital investment later which would incur future debt and charges.			
Resources Group Traded Services Reserve	263		263	(38)				225	Management of Financial Risk	Group	This reserve is held on behalf of the Group to allow traded services to adjust to changes in the market, including unforeseen financial costs and to smooth out short term fluctuations.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
LATC Operational Reserve	0		0			300		300	Specific Investment	Group	Funds to cover any financial issues from the Educaterers company.			
Resources Group Sub-Total	3,598	45	3,643	(442)	(154)	(377)		2,670						
Total Resources Group	6,707	797	7,504	(142)	(154)	(2,776)		4,432						

Likelihood of Risk Materialising - with reasons to justify accountability level

Analysis of Reserves as at 31 March 2018

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Other Services														
NNDR Pool Deficit Reserve	971	1,238	2,209					2,209	Earmarked	Corporate	This reserve is the net surplus on the business rates pool held as an artificial safety net. The balance will be distributed across pool members at the end of the pool's life. It is held as part of the County Council's accounts because we are the lead authority.			
Quadrennial Elections	730	(543)	187					187	Specific Investment	Business Unit	Funding held to cover the cost of elections as recharged by districts/boroughs.			
Corporate Transformation Fund	4,050	1,854	5,904	186	(1,514)			4,576	Specific Investment	Corporate	Funding to support the delivery of the authority's transformation agenda.			
NNDR Appeals Reserve	2,051	622	2,673					2,673	Management of Financial Risk	Corporate	There remains a significant backlog in business rates appeals that have yet to be settled and may go back several years. Looking forward towards 2020 there will be further increased volatility in business rates income as a result of moves towards increased localisation of business rates and the effect of the fair funding review where local authority funding baselines will be reset. This reserve provides some capacity to manage any impact but is unlikely to be sufficient.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Corporate Partnership Initiatives	301		301					301	Specific Investment	Corporate	Funding held to take forward initiatives with partners to support the delivery of the council's objectives e.g. CIL developments			
Audit Fee Reserve	717	32	749					749	Specific Investment	Business Unit	The external audit fee is variable between years depending on the auditors perceived level of financial risk, the number of additional grant claims to be audited and investigations into any issue that emerge during the audit or are reported to the auditors. This reserve of accumulated underspends ensures that in any one year there will be no impact on the revenue budget and will ensure sufficient funds are available to meet additional audit requirements.			
Interest Rate Volatility Reserve	5,436		5,436					5,436	Management of Financial Risk	Business Unit	This reserve will allow fluctuations in interest rates, as they impact on both the interest we can earn and the interest we pay on any borrowing to be smoothed and avoid the need to allocate resources to fund capital financing costs whilst spend/borrowing is at the level set out in the OOP.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Adult Social Care Reserve	3,240		3,240					3,240	Earmarked	Corporate	Funds received in respect of Adult Social Care to be called upon as and when required by the service.			
Pensions Deficit Reserve	466		466					466	Management of Financial Risk	Corporate	To fund pension fund deficits in future years if required	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Corporate Apprenticeship Fund	600	(47)	553					553	Earmarked	Corporate	Apprentice salaries are not covered by the apprenticeship levy therefore, funding has been kept aside to pay for new apprenticeship post salaries as the organisation works towards achieving the government's apprenticeship target.			
Schools in Financial Difficulty	2,273		2,273					2,273	Management of Financial Risk	Corporate	Funding held aside to fund costs of assisting schools in financial difficulty	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Corporate Systems Replacement Reserve	2,706	975	3,681					3,681	Specific Investment	Corporate	In the next two years the Council will need to replace some Business Systems that have been used for many years. Replacing these systems will improve data and processes across the Council. However, such replacements require significant investment. This fund will enable the replacement of these systems to be funded now rather than formally requesting capital investment later which would incur future debt and charges.			
Total Other Services	23,541	4,131	27,672	186	(1,514)	0		26,344						
Corporate Reserves														
Capital Fund	1,037	238	1,275					1,275	Management of Financial Risk	Corporate	Funding set aside from capital receipts to meet the sale expenses and any associated fees. A rolling fund is required as the costs of selling assets etc. are incurred before any receipt is received.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
General Reserves	25,835	1,438	27,273					27,273	Accumulated Underspends	Corporate	Funds set aside to meet corporate financial risks that are not covered elsewhere by business unit and directorate reserves. The Head of Finance specifies each year the minimum amount that must be held in General Reserves. For 2018/19 this is £18.5 million.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Insurance Fund	8,435	490	8,925					8,925	Specific Investment	Corporate	As an authority it is financially a better option to self-insure for some risks. We also have a number of excesses on the various corporate insurance policies. This Fund provides cover for both of these risks. Without this Fund individual services would be required to meet the cost of excesses or of any risks we self insure for (e.g. ICT equipment) from their revenue budget as and when claims arise.			
Provision for Redundancy Costs	12,424	(507)	11,917					11,917	Specific Investment	Corporate	Funding set aside to meet the costs of redundancies/early retirements that arise as a result of the reduction in staff numbers that forms part of the OOP. Without this funding any costs would have to be met from within service budgets, increasing the level of savings to be delivered.			
Medium Term Contingency	15,194		15,194		(8,358)			6,836	Specific Investment	Corporate	Funding set aside to manage timing differences between the delivery of savings and spending need across the life of the One Organisation Plan. This will be reviewed as part of the 2019/20 refresh when there is more clarity about Government policy on local authority funding and services from the new national government.			
Earmarked Reserves LMS	14,711	(2,200)	12,511					12,511	Earmarked	Corporate	This is the net level of school reserves. Any decisions about the use of this funding rest with individual schools.			
Loans To Schools	(108)	41	(67)					(67)	Earmarked	Corporate				
Schools Absence Insurance Equalisation Account	1,175	265	1,440					1,440	Earmarked	Corporate				
DSG	0	(159)	(159)	1,116				957	Earmarked	Corporate	Schools Forum approved contribution to the DSG reserve which is likely to be required to meet expected deficits in 2018/19			
Total Corporate Reserves	78,703	(394)	78,309	1,116	(8,358)	0		71,067						
TOTAL	138,442	8,359	146,801	0	(14,038)	(4,130)		128,633						

Likelihood of Risk Materialising - with reasons to justify accountability level

Community Services - Phil Evans
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Reilly (Environment)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Community Services Management	158		158	158	0	
Community Services Support Costs	394	60	454	358	(96)	Planned underspend of budget to support pressures within the business unit and in preparation for OOP savings reductions in 2018/19
Community Safety	923		923	959	36	An overspend in Gypsies & Travellers due to lower income and higher site costs, offset by underspend due to staff vacancies within the rest of the group
Localities & Partnership	2,633	(60)	2,573	2,491	(82)	Staff savings plus a small amount of underspend of Councillor grants
Heritage and Environment	1,073	7	1,080	1,113	33	Lower income in Country parks due to winter weather conditions
Heritage Education (WES - Traded Service)	(13)		(13)	19	32	Reduced income from trading activities
Waste Management	18,211		18,211	18,968	757	Increases in costs associated with changes to processing of green waste following changed arrangements in Rugby BC, coupled with increased residual tonnages and increased costs associated with haulage, contract inflation and equipment maintenance
Youth Justice Service	1,506		1,506	1,425	(81)	Lower than budgeted spend on secure remand which is demand led
Trading Standards	1,262	(45)	1,217	1,149	(68)	Increased income in Calibration and staff savings within the rest of Trading standards
Emergency Management	161		161	178	17	
Communities Group Resources	160		160	146	(14)	
Net Service Spending	**26,468**	**(38)**	**26,430**	**26,964**	**534**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17	Movement in Year	Effect of Outturn	Closing Balance 31.03.18	Reason for Request
Waste Management	280	(280)	(757)	(757)	
Museum Development Fund	104		8	112	
Museums Ethnographic Fund	18		1	19	
Records Purchase Fund	6		1	7	
Records Donations Fund	62		2	64	
Community Services Savings	145	15	37	197	
Community Services Trading	57	(8)	46	95	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Proceeds of Crime	40	45	61	146	
Domestic Homicide Reviews	93		(10)	83	
Secure Remand	310		77	387	
Ecology & Archaeology Information and Advice Service	42	(42)	0	0	
Accommodation Reserve	29	(29)	0	0	
Total	**1,186**	**(299)**	**(534)**	**353**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
CG-CS-01	Reducing the costs associated with landfill sites by diverting more waste from landfill to energy from waste plants	67	67	Whilst these savings have been delivered other pressures have resulted in an overall overspend position for Waste Management
CG-CS-02	Reducing waste and increase recycling across the County	313	313	Whilst these savings have been delivered other pressures have resulted in an overall overspend position for Waste Management
CG-CS-03	Communities Group support services - reductions based on the priorities of Communities Group Business Units	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	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	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	
CG-CS-07	Reviewing alternative delivery models to enable Country parks to become self financing	128	128	
CG-CS-08	Increasing income levels and identify savings to make Forestry self financing	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	100	
CG-CS-10	Reduction in support for environmental landscape services	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	49	
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	24	
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	320	
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	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	0	0	
CS-OOP14-18	Youth Justice Service - service reductions in our support to young people in the criminal justice system	95	95	
Total		**1,454**	**1,454**	

	Target	1,454
Remaining Shortfall/(Over Achievement)		**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	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,479	114	0	0	1,593	1,479	41	43	0	1,563	(73)	(30)	The ReStat project (10207014) has been delayed throughout the year - ongoing issues to get the new software fit for purpose.
10454000	Lower House Farm	0	0	0	0	0	0	25	0	0	25	25	25	Additional costs to address the residual issues of the original design and build project. Funded from 10207000.
11303000	HWRC Maintenance 2016/17	10	32	0	0	42	10	38	0	0	48	6	6	Draining Sweeping Bay project 11303002 added for urgent operational maintenance at Princes Drive - funded from 10207000 and 11304000
11304000	HWRC Maintenance 2017/18	0	131	0	0	131	0	54	77	0	130	(78)	(1)	Potential purchase of new vehicles was postponed in 2017/18. Small amount of budget used on 11303000
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	0	27	0	100	73	0	27	0	100	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	606	(5)	21	0	623	606	0	0	0	606	5	(16)	Awaiting compulsory purchase order for Southam stopping place, no indication of when this will be available.
11218000	Countryside Rural Services Capital Maintenance 2015/16	419	6	2	0	427	419	12	0	0	432	7	4	Ryton Storage building - Initial charge & Retention payment in 17/18 higher than accrued for at 16/17 YE
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	2	4	0	368	362	0	0	0	362	(2)	(6)	Planned to spend on extra wiring and software to bring CCTV into full use but these costs have been subsumed by maintenance contract for the CCTV
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	208	10	0	218	0	200	20	0	220	(8)	2	New projects added and this is their first forecast therefore being compared to budget of zero
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	220	0	220	0	0	249	0	249	0	29	Balance of 2017/18 allocation moved to 2018/19 allocation
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	0	220	220	0	0	0	220	220	0	0	
Trading Standards														
11642000	Calibration Fuels	0	0	0	0	0	0	32	0	0	32	32	32	First forecast for this project. Budgeted spend was £30k, slight increase in spend, all funded from Revenue contributions
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	0	18	0	932	(195)	(177)	The balance of revenue to capital expenditure altered for the final outturn
11534000	Healey collection	89	11	0	0	101	89	7	0	0	97	(4)	(4)	Less work required to complete the project than anticipated
Community Safety														
11523000	Community Buildings Capital Grant Fund	0	0	0	0	0	0	0	0	0	0	0	0	

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	
11524000	Emergency Stopping Places	0	50	23	0	73	0	81	0	0	81	31	8	Higher than anticipated costs to bring the site into use as an Emergency Stopping Place including additional costs to deal with vandalism
		4,014	779	393	300	5,486	4,014	524	520	300	5,359	(254)	(127)	

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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	153		153	137	(16)	Underspend of £15,000 is due to income from RSC when previous HoS was on placement there. Also difference in salary level between previous and current HoS means small saving in cost centre
Business Unit	352		352	741	389	£244,000 of the overspend is to repay the 2016/17 overspend, this is to be offset against the WES traded income below. An additional £90,000 overspend on Legal costs; this is being addressed in 2018/19 by apportioning Legal costs to services so that service managers see the costs that they are incurring, and take more control.
Business Unit - WES Traded	516		516	0	(516)	This under spend of £516,000 represents the surpluses generated from trading with schools, £272,000 has been used to offset overspend within the SENDAR team, and £244,000 to repay 2016/17 overspend.
Business Unit - DSG	69		69	60	(9)	
Head of Service - Total	1,090	0	1,090	938	(152)	
School Organisation and Planning	15,902	(80)	15,822	16,958	1,136	There is an overspend on home to school transport of £1,240,000 of which £878,000 relates to SEN. Income of £6,000 has been received to support the delivery of the Early Years 30 hours, a request to transfer this to reserve for 2018/19 has been made. A new Board for SEND is being set up from September 2018 to oversee SEND developments including home to school transport, under the WCC Transformation programme. A Digital by Design bid has been successful and a digital end to end process will be developed for home to school transport, with the aim of reducing costs.
School Organisation and Planning - WES Traded	(27)		(27)	(91)	(64)	More precise budget setting for income generating services is being promoted for 2018/19 to be reviewed in March 2019.
School Organisation and Planning - DSG	24,550		24,550	23,830	(720)	The 30 hour offer was new in 2017 and take-up of places was less than anticipated. This resulted in an underspend of £526,000. There was also an underspend in 2 year old funding of £130,000 due to lower uptake than expected.
School Organisation and Planning - Total	40,425	(80)	40,345	40,697	352	
SEN & Inclusion	1,957	(99)	1,858	1,751	(107)	The agreed budget change of £99,000 represents the transfer of the SEND Strategic Planning grant to reserves, a further £390,000 of earmarked funding for SEND implementation & strategic planning is requested to be transferred to reserves for 2018/19. The overspend of £283,000 largely relates to the SENDAR team this is due increase in salary costs to meet additional demand (17%) in referrals, and the requirement to be compliant. Additional permanent budget of £413,000 has been allocated from corporate funding from 2018/19.
SEN & Inclusion - WES Traded	(354)		(354)	(361)	(7)	
SEN & Inclusion - DSG	41,116	6	41,122	41,936	814	The overspend on the DSG is largely due to pressures in the SEN 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, this includes an increase in referrals, an increase in levels of need and increased costs of mediation. The Council's DSG Review, reporting to Corporate Board in June 2018 is analysing this. It is a national situation as well as local. The new SEND Board will also be focusing on addressing the overspends in the High Needs Block.
SEN & Inclusion (Previously Vulnerable Learners) - Total	42,719	(93)	42,626	43,326	700	
Learning and Performance	1,473	(264)	1,209	1,113	(96)	The agreed budget change from Q3 to outturn is the movement of the School Improvement & Monitoring grant into reserves. £7,000 under spend relates to a one off saving in salary posts, this will be used to offset overspends in other areas of service. Statutory Assessment have underspent by £3,000, an options appraisal will take place in 2018/19 to assess feasibility of becoming a traded service.
Learning and Performance - WES Traded	(208)	16	(192)	(214)	(22)	
Learning and Performance - DSG	2,921		2,921	2,919	(2)	
Learning and Performance - Total	4,186	(248)	3,938	3,818	(120)	
Adult Community Learning	(86)		(86)	(86)	0	
Schools related residual	2,408		2,408	2,161	(247)	This is a one-off underspend in-year and is covering OOPs savings in 2018/19
Schools related residual - DSG	2,908	(93)	2,815	1,725	(1,090)	The DSG Contingency budget was underspent in 2017/18, this will be used to offset against the SEN & Inclusion (High Needs Block) overspend.
Schools related residual - Total	5,230	(93)	5,137	3,800	(1,337)	
Net Service Spending	93,650	(514)	93,136	92,579	(557)	
Non DSG	22,086	(427)	21,659	22,109	450	
DSG	71,564	(87)	71,477	70,470	(1,007)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
E&L Savings	(244)	244	(891)	(891)	
SEND Earmarked Reserve	332	(196)	390	526	
DSG Reserve	0	0	1,007	1,007	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Education MIS Project	372	(292)	(9)	71	
School Improvement Monitoring & Brokering Reserve	0	323	0	323	
Early Years 30 Hours Delivery Support Fund	0	0	60	60	
Total	**460**	**79**	**557**	**1,096**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18 Target £'000	2017/18 Final Outturn £'000	Reason for financial variation and any associated management action
CG-EL-01	Funding set aside to repay self-financed borrowing is no longer needed for this purpose and can be released	80	80	
CG-EL-02	Remove the budget for one-off small research and development projects	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	
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	
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	
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	
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	0	
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	0	0	
CG-EL-09	Reduction in the Home to School Transport Budget	0	0	
Total		**1,249**	**1,249**	
Target			**1,249**	
Remaining Shortfall/(Over Achievement)			**0**	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Forecast 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	Reasons for Variation and Management Action
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	5,270	4,010	0	0	9,280	5,270	1,965	0	0	7,235	(2,045)	(2,045)	This relates to devolved school spending over which we have no control.
Learning - Other														
11393000	Minor Works Block Header 2015/16	584	84	0	0	668	584	50	48	0	682	(34)	14	Grant funding carried forward to 2018/19. Overspend on corporate resources
11399000	CMS Musical Instruments 2015/16-2017-18	69	25	0	0	94	69	11	11	0	91	(14)	(3)	New budget required from RCCO
11476000	Nursery & pre school provision minor works	0	0	0	0	0	0	3	0	0	3	3	3	
11499000	Bidford Primary & Willow Tree Nursery separation works	5	33	0	0	38	5	29	4	0	38	(4)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11501000	Camp Hill Nursery improvements & extension works	0	0	0	0	0	0	(5)	0	0	(5)	(5)	(5)	
11556000	Education MIS	194	268	0	0	462	194	232	0	0	426	(36)	(36)	Capital costs lower than anticipated
11557000	Early Years Capital Fund / Knightlow Children's Partnership	0	150	0	0	150	0	196	0	0	196	45	45	Revenue contribution was made to project
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	0	78	0	78	(78)	0	Project extended to August 2018
11571000	Bridges Childcare	0	40	0	0	40	0	0	40	0	40	(40)	0	Project not started in anticipated year
11573000	Planning & Development block header 17/18	0	200	0	0	200	0	10	190	0	200	(190)	0	Remainder of block funding to continue into future years
11583000	Early Years Capital Fund / Dunchurch Infants	0	176	0	0	176	0	132	54	0	186	(44)	10	Budget moved to current year
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	0	10	240	1,400	1,650	0	6	244	1,400	1,650	(4)	0	Minor Project slippage in year
11630000	Minor Works 18/19	0	0	300	0	300	0	16	284	0	300	16	(0)	Project 11630005 commenced earlier than anticipated
11633000	Weddington Nursery Provision - demolition and new build	0	10	378	0	388	0	0	388	0	388	(10)	0	Project not started in year, funding carried forward to 2018/19
11643000	Marle Hall Outdoor Education Centre	0	0	0	0	0	0	15	0	0	15	15	15	New Code allocated for vehicle - funded from revenue
Primary - expansion														
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	0	0	0	1,316	1,316	0	0	0	1,316	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,740	0	0	0	1,740	1,740	0	0	0	1,740	0	0	
11073000	All Saints Junior Extension (Pupil Places) Warwick	899	51	0	0	950	899	1	50	0	950	(50)	0	Works to refurbish WC's planned 2018/19, funding carried forward to 2018/19
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	0	25	0	903	(25)	0	Works to refurbish ICT room planned 2018/19, funding carried forward 2018/19
11174000	Kingsway Primary extension and reorg (pupil places)	1,013	8	0	0	1,021	1,013	0	0	0	1,013	(8)	(8)	Project complete return unspent budget to E&L capital programme
11202000	Quinton Primary expansion (pupil places)	1,213	0	0	0	1,213	1,213	0	0	0	1,213	0	0	
11209000	Wembrook Primary additional studio hall space	418	0	0	0	418	418	0	0	0	418	0	0	

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	
11249000	Bishopton School extension - targeted basic need	2,618	82	0	0	2,700	2,618	71	11	0	2,700	(11)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11253000	Lapworth School extension - targeted basic need	718	3	0	0	721	718	0	0	0	718	(3)	(3)	
11255000	Paddox School extension - targeted basic need	2,646	11	0	0	2,658	2,646	24	0	0	2,670	13	13	External landscaping and playground works, final account still to be agreed
11256000	St Michael's CE School extension - targeted basic need	267	0	0	0	267	267	0	0	0	267	0	0	
11262000	Cawston Grange extension (pupil places)	2,678	17	0	0	2,695	2,678	17	0	0	2,695	(0)	(0)	
11263000	Long Lawford extension (pupil places)	770	105	0	0	875	770	2	104	0	875	(104)	0	Works to extend school planned 2018/19, funding carried forward to 2018/19
11270000	Shipston Primary extension	393	2	0	0	395	393	1	0	0	394	(1)	(1)	
11271000	Alcester St Nicholas Academy extension	316	0	0	0	316	316	0	0	0	316	0	0	
11322000	Whitnash primary basic need provision	647	3	0	0	650	647	1	2	0	650	(2)	0	Final account still to be agreed, funding carried forward to 2018/19
11323000	Boughton Leigh Jnr basic need provision	289	11	0	0	300	289	0	0	0	289	(11)	(11)	Project Complete return unspent budget to E&L capital programme
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	118	0	0	988	870	0	118	0	988	(118)	(0)	Works to refurbish kitchen planned 2018/19, funding carried forward to 2018/19
11386000	Long Lawford Primary permanent expansion	194	347	2,499	0	3,040	194	62	2,785	0	3,040	(286)	(0)	Project slippage to 2018/19
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	566	184	0	0	750	566	15	169	0	750	(169)	(0)	Works to external areas planned 2018/19, funding carried forward to 2018/19
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	0	22	0	330	(22)	0	Works to extend kitchen planned 2018/19, funding carried forward to 2018/19
11401000	Hillmorton Primary Permanent Expansion	2,509	477	0	0	2,986	2,509	513	0	0	3,022	36	36	Playground extension and highways works, final account still to be agreed
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	892	8	0	0	900	892	2	6	0	900	(6)	(0)	Final account still to be agreed, funding carried forward to 2018/19
11468000	Oakfield Primary expansion (Academy)	41	529	0	0	570	41	432	97	0	570	(97)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11469000	Northlands Primary School - bulge class developer contribution	33	19	0	0	52	33	19	0	0	52	0	0	
11470000	Nathaniel Newton Infants, extension re bulge class	191	46	0	0	237	191	(9)	0	0	182	(55)	(55)	Project Complete return unspent budget to E&L capital programme
11471000	The Ferncumbe Primary School	100	20	30	0	150	100	0	50	0	150	(20)	0	Works to extend car-park planned 2018/19, funding carried forward to 2018/19
11474000	Newdigate Primary School Bedworth	103	17	30	0	150	103	8	39	0	150	(9)	0	Works to teaching areas planned 2018/19, funding carried forward to 2018/19
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	230	45	0	0	275	230	40	5	0	275	(5)	(0)	Final account still to be agreed, funding carried forward to 2018/19
11494000	Kingsway Primary - temporary classroom for bulge class	110	40	0	0	150	110	0	40	0	150	(40)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	9	61	0	0	70	9	65	0	0	74	4	4	Additional refurbishment works, final account still to be agreed
11565000	Ettington Primary School	0	90	0	0	90	0	60	30	0	90	(30)	0	Final account still to be agreed, funding carried forward to 2018/19
11566000	The Ferncumbe Primary School	0	40	360	0	400	0	20	380	0	400	(20)	(0)	Project minor slippage in year

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	
11568000	Welford on Avon Primary School	0	150	1,350	0	1,500	0	38	1,462	0	1,500	(112)	0	Project start delayed, funding carried forward to 2018/19
11570000	Coten End Kitchen Extension	0	165	0	0	165	0	164	1	0	165	(1)	(0)	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11572000	Stratford upon Avon Primary toilet facility improvements	0	29	0	0	29	0	0	29	0	29	(29)	0	Project not started in year, funding carried forward to 2018/19
11497000	Acorns Primary School, Long Compton - new temporary classroom	7	38	215	0	260	7	26	227	0	260	(12)	0	Budget balance remaining to contribute to School's CIF bid project in 2018/19
11620000	Newdigate Primary School - Expansion and Internal referb	0	10	290	700	1,000	0	7	293	700	1,000	(3)	0	Project minor slippage in year
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	0	10	190	700	900	0	0	200	700	900	(10)	0	Project minor slippage in year
11628000	Michael Drayton Primary - Expansion	0	20	480	1,000	1,500	0	0	500	1,000	1,500	(20)	0	Project minor slippage in year
11646000	Barford St Peters Primary	0	0	0	0	0	0	0	105	125	230	0	230	New Project set up following February Cabinet report
11647000	Coleshill Primary	0	0	0	0	0	0	0	300	0	300	0	300	New Project set up following February Cabinet report
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,007	9	0	0	3,017	3,007	0	9	0	3,017	(9)	0	Final account still to be agreed, funding carried forward to 2018/19
11384000	New School, The Gateway, Rugby	11	10	29	3,100	3,150	11	2	37	3,100	3,150	(8)	0	Project minor slippage in year
11391000	New school, South Warwick (Heathcote Farm site)	1,653	1,755	0	0	3,408	1,653	1,758	0	0	3,411	3	3	Playing field and highways works, final account still to be agreed
11480000	Water Orton Primary School (re HS2 Conditional)	38	104	5,358	0	5,500	38	73	2,889	2,500	5,500	(32)	(0)	Project minor slippage in year
Primary - other														
11204000	Tysoe temporary classroom replacement	277	0	0	0	277	277	0	0	0	277	0	0	
11260000	St Marys Southam Fire damage	186	14	0	0	200	186	0	0	0	186	(14)	(14)	Project Complete return unspent budget to E&L capital programme
11319000	Eastlands Primary Temporary Classroom	95	8	20	80	202	95	4	24	80	202	(4)	(0)	Project minor slippage in year
11321000	Long Lawford Pri temporary classroom	247	44	0	0	291	247	40	4	0	291	(4)	0	Project minor slippage in year
11331000	Newburgh Primary School - New Play Area	140	10	0	0	150	140	0	10	0	150	(10)	0	Final account still to be agreed, funding carried forward to 2018/19
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	0	0	0	45	(5)	(5)	Project Complete return unspent budget to E&L capital programme
11387000	Long Lawford temporary arrangements	4	0	80	0	84	4	0	80	0	84	0	0	
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	19	0	0	230	11	11	Cladding works to kitchen, final account still to be agreed
11412000	St Francis Catholic Primary School - Universal Free School Meals	45	1	0	0	46	45	0	0	0	45	(1)	(1)	Project Complete return unspent budget to E&L capital programme
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	231	16	0	0	247	231	4	13	0	247	(13)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11491000	Race Leys Infant School demolish classroom and extend playground	26	24	1	0	51	26	25	0	0	51	1	0	Project completed in 2017/18
11626000	Goodyers End Primary School - demolition of temporary classroom	0	200	0	0	200	0	39	5	0	44	(161)	(156)	Estimated Works and Grant amount decreased based on actuals
Schools Access														
11267000	2013-14 Schools Disability Access block header	663	21	0	0	684	663	7	14	0	684	(14)	(0)	Final accounts still to be agreed, funding carried forward to 2018/19

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	
11479000	Access works for SEN 16-17	56	243	0	0	299	56	112	131	0	299	(131)	(0)	Projects not started in year, funding carried forward to 2018/19
11629000	DDA Blockheader 18/19	0	0	400	0	400	0	87	313	0	400	87	0	IDS furniture purchased from the 2018/19 budget due to unknowns on the committed spend on previous projects from 2015/16 and 2016/17.
Secondary - expansion														
11472000	Kineton High School	794	2,501	0	0	3,295	794	2,353	148	0	3,295	(148)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11473000	Shipston High School	104	2,146	0	0	2,250	104	2,118	28	0	2,250	(28)	0	Project minor slippage in year
11481000	Campion School - Phase 1 (Conditional) Feasibility only	6	47	0	0	53	6	50	0	0	55	3	3	Feasibility study was expanded to include further design work
11482000	Southam College (Conditional)	55	345	0	0	400	55	345	0	0	400	(0)	(0)	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	0	50	250	7,200	7,500	0	30	270	7,200	7,500	(20)	0	Project minor slippage in year
11632000	Aylesford Secondary School - Conversion of Bungalow	0	12	0	0	12	0	12	0	0	12	0	0	
11634000	Bilton School Refocus Unit - Expansion and refurbishment	0	10	244	0	254	0	254	0	0	254	244	0	Project started earlier than anticipated
11639000	Kenilworth School expansion	0	0	0	0	0	0	210	0	0	210	210	210	New Project set up following February Cabinet report - which started earlier than anticipated
11645000	Coleshill Secondary School	0	0	0	0	0	0	0	500	1,300	1,800	0	1,800	New Project set up following February Cabinet report
Secondary - other														
11320000	Shipston High temporary classroom	114	66	0	0	180	114	0	66	0	180	(66)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
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	4	34	0	75	(34)	(0)	Works to levels and falls planned 2018/19, funding carried forward to 2018/19
SEN - other														
11178000	Woodlands School (improve facilities)	305	0	0	0	305	305	0	0	0	305	0	0	
11180000	Welcombe Hills vehicle access alterations	8	0	442	0	450	8	0	442	0	450	0	0	
11406000	SEN Resource base provision - Primary schools	0	0	0	0	0	0	0	0	0	0	0	0	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	39	21	0	0	60	39	5	16	0	60	(16)	(0)	Project minor slippage in year
11409000	New SEN provision - Complex Mental Health needs	53	0	0	0	53	53	(0)	0	0	53	(0)	(0)	Project minor slippage in year
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	0	0	0	210	(83)	(83)	Project Complete return unspent budget to E&L capital programme
11495000	Stockingford Primary School new SISG module building	118	282	0	0	400	118	241	41	0	400	(41)	(0)	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11496000	Middlemarch Junior School - SEN resourced provision facilities	44	56	0	0	100	44	19	36	0	100	(36)	0	Final account still to be agreed, funding carried forward to 2018/19
11569000	Paddox Primary SISG	0	10	290	0	300	0	2	298	0	300	(8)	0	Project minor slippage in year
11589000	SEND facilities block	0	0	0	0	0	0	1	249	0	250	1	250	New Budget
11625000	Arden Fields Academy - creation of additional facilities	0	0	66	0	66	0	30	36	0	66	30	(0)	Project commenced earlier than anticipated
11631000	Specialist Nurture Provision at Special School	0	0	200	0	200	0	0	200	0	200	0	0	
SEN - expansion														
11567000	Woodlands Special School contribution to fencing & car park	0	10	0	0	10	0	10	0	0	10	0	0	
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	0	0	60	0	60	0	26	119	0	145	26	85	Project commenced earlier than anticipated. Additional budget added in Council report dated 20th March 2018

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	
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	100	25	125	0	0	60	0	60	0	(65)	See Cabinet report 15th February 2018, split between Ridgeway & Round Oak
11624000	Round Oak School - Reconfiguration of classrooms	0	0	100	25	125	0	0	190	0	190	0	65	See Cabinet report 15th February 2018, split between Ridgeway & Round Oak
11641000	Keeping SEND children local	0	0	0	0	0	0	0	200	130	330	0	330	New Project set up following February Cabinet report
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,766	234	0	0	6,000	5,766	38	196	0	6,000	(196)	0	Works for internal doors planned 2018/19, funding carried forward to 2018/19
11644000	Water Orton Evergreen Unit	0	0	0	0	0	0	0	50	600	650	0	650	New Project set up following February Cabinet report
		46,106	17,002	14,001	14,230	91,339	46,106	12,888	15,096	18,835	92,925	(4,114)	1,586	

Fire - Andy Hickmott
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Roberts (Fire and Community Safety)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Service Delivery - Operational Response	10,019	252	10,271	10,629	358	The Service ran a significant recruitment campaign during 2017/18 to take the operational response service back up to full establishment. Alongside this the Service has been operating a business continuity crewing pool to cover vacancies and absence whilst new recruits were in transition from training. At Q3 the Service requested the use of £252,000 of service reserves to support this overspend reducing the balance to £358,000 at year end.
Service Delivery - Planning and Protection	810	15	825	855	30	The majority of this overspend is related to staffing within the Fire Protection department. Due to the specialist nature of the roles the Service has funded a handover period at management level to ensure business continuity.
Service Delivery - Fire Control	765		765	774	9	A number of small variances relating to staffing and mobilising system costs.
Service Delivery - Prevention	587	(12)	575	502	(73)	Since reporting at Q3 there has been a delay in implementation of the Home from Hospital Project, a project in partnership with Public Health & Adult Social Care. This funding will be ring-fenced and transferred into a specific reserve to support the completion of the project during 2018/19.
Service Support - Technical Support	2,306	49	2,355	2,285	(70)	£40,000 of this underspend relates to the Occupational Health Provision within the Service. This service has been under review during 2017/18 and this has resulted in reduced staffing and service provision costs. A Occupational Health Advisor has now been recruited for 2018/19. The remaining £30,000 underspend is due to the delay in the purchase of equipment, mainly replacement batteries for the Uninterruptable Power Supply for Service Headquarters. This work has been committed and is due for completion during the early part of 2018/19.
Service Support - Training & Development	1,485	283	1,768	1,853	85	This overspend is a result of the additional costs associated with the recruitment campaign and subsequent training. This was the first significant recruitment campaign in ten years (29 new firefighters) and although the Service has made provision for some of this cost it is not sufficient to cover it in totality.
Service Improvement - Business Transformation & Projects	342	294	636	296	(340)	£165,000 of this underspend relates to the receipt of a late grant from the Home Office for the Emergency Service Network Project (ESN). In addition to this there have been delays in both the Joint Fire Control Project and the FRS Replacement Systems. Underspends on these project will be transferred into earmarked reserves for continuation in 2018/19.
Brigade Management	565		565	583	18	Additional staff costs to cover absence.
Service Support - HR, IT, Finance & Pensions	1,837	28	1,865	1,549	(316)	£162,000 of this underspend relates to FF Pensions and is a result of no Ill Health Retirements during the year. In addition to this the Service has been holding a provision for an issue relating to RDS pensionable pay. The Service was hoping that this issue would have been resolved prior to the year end but it has taken longer than anticipated.
Net Service Spending	**18,716**	**909**	**19,625**	**19,326**	**(299)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Pensions Reserve	763	(495)	0	268	
Operational Training	198	(198)	0	0	
RSFRS Project	132	(48)	33	117	
Emergency Services Mobile Communications Plan	545	(41)	261	765	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Fire Control Project	278	(73)	28	233	
Service Savings Reserve	821	(67)	(68)	686	
Vulnerable People earmarked reserve	0	75	45	120	
Total	**2,737**	**(847)**	**299**	**2,189**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
FR-FR-01	Implement a new response model	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	
FR-FR-03	Implementation of alternative arrangements for the Service's Fire Control, working with a partner agency	0		
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	
	Total	**368**	**368**	
	Target		**368**	
	Remaining Shortfall/(Over Achievement)		**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	
11584000	Vehicle Replacement Programme 2017/18	0	246	0	0	246	0	284	0	0	284	38	38	Delivery of vehicles taken earlier than expected.
Sub Total - F&R Self Financing Projects		**0**	**246**	**0**	**0**	**246**	**0**	**284**	**0**	**0**	**284**	**38**	**38**	
11300000	Equipment for new Fire Appliances 2017/18	0	103	63	0	165	0	100	66	0	165	(3)	0	
11448000	Equipment for new Fire Appliances 2018/19	0	0	120	0	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**	**103**	**183**	**120**	**405**	**0**	**100**	**186**	**120**	**405**	**(3)**	**0**	
11229000	New Fire & Rescue Centre Leamington Spa	1,118	2,007	0	0	3,125	1,118	2,066	53	0	3,236	58	111	This project was a refurbishment to a live building and unexpected items were discovered during the project. Phase 2 of this project is the refurbishment of the headquarters building project (11601000) which is still in design stage and where possible these costs will be restricted to cover this project overspend.
11373000	Response Location - Gaydon	761	15	0	0	776	761	5	0	0	765	(10)	(10)	Completion certificate issued Dec 2017. Final account agreed and paid which was slightly less than originally forecast.
11374000	Training Centre - New Build	655	1,338	5,885	0	7,878	655	1,414	5,809	1,511	9,389	76	1,511	Design stages completed earlier than expected which has increased current year spend. Overall forecast spend is now £1.5m more than funding allocated due to the addition of several internal and external fees and this is currently financed via a revenue contribution - progress of the scheme is dependent upon the outcome of the negotiations under the WMFRS MOU and therefore additional funding will not be sought until the future status of the project is clarified.

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	
11375000	Alcester Fire Station Reconfiguration	0	0	0	0	0	0	8	0	0	8	8	8	Final release of rentention not previously forecast.
11376000	Stratford Fire Station Reconfiguration	0	0	0	0	0	0	7	0	0	7	7	7	Final retention fee not previously forecast.
11600000	WFRS Water Training Facility	0	0	500	0	500	0	0	500	0	500	0	0	
11601000	Fire & Rescue HQ Leamington Spa	0	0	402	1,907	2,309	0	4	287	1,908	2,198	4	(111)	The project underspend has been forecast to accommodate the increased costs of phase 1 (project 11229000). If this is unacheivable then alternative funding options will need to be considered.
Sub Total - F&R Future Estate Project		2,534	3,360	6,787	1,907	14,588	2,534	3,503	6,648	3,419	16,104	143	1,515	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	779	38	22	0	839	779	70	83	0	932	32	93	The increase in expenditure is due to a technical accounting adjustment to reflect the joint procurement of the Vision Control System. WFRS pay the costs and re-charge Northamptonshire FRA 50% via a revenue contribution.
Sub Total - Fire Control Project		779	38	22	0	839	779	70	83	0	932	32	93	
Grand Total		3,313	3,747	6,992	2,027	16,079	3,313	3,956	6,918	3,539	17,725	209	1,647	

Net Red Risk Commentary

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 scope of the Joint Fire Control Project and/or failing to achieve system functioniality by June 2018 deadline.	DCFO Rob Moyney	20/04/2018	12	1.Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny. 2. Project risk registers for Command and Control project workstreams populated with emerging risks. 3. Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and reporting into both boards. It was has now been agreed to move to one main decision making board. 4. Improved communications established with Capital through programme board. 5. Capita reporting to project board with confirmed revised schedule to complete project by an agreed date. 6. Business Continuity arrangements as set out in R0901. 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. 8. Weekly meetings between DCFO, Lead AC and Project Manager to review progress. 9. Weekly stakeholder meetings within WFRS, led by AC and Project Manager. 10 .Reporting by exception to the Home Office leads. 11. Request for specific dedicated resource from CAPITA to assist with completion of project. 12. Review Current payment schedule, particularly SAT and UAT contract and payment milestones. 13. Legal letter to Capita re changes to SAT and UAT contract and payment milestones. 14. Calculate and collate budget pressures incurred as a result of project delays 15. Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation. 16. Some interim payments upheld until full system functionality is confirmed by NWFRS.	12	1. Continue to take legal advice around contractual arrangements with Capita. Meet with Capita senior mangaement team and WFRS/NFRS legal teams to communicate our concerns, deadlines and proposals. 2. Continue to take legal advice around possibility of instigating breach of contract action and obtaining compensation from Capita. 3. Withhold scheduled payments until full system functionaility is confirmed by NWFRS. 4. Develop contingency arrangements for if project fails to meet its objectives. 5.Consider scope for an alternative approach to control provision through the MoU with WMFS.

Risk ID	Risk	Owner	Date	Rating	Controls	Rating	Actions
R0888	Inability to keep our communities safe from harm	The Chief Fire Officer	20/04/2018	16	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. The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly. The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk. Senior officers maintain an open dialogue with Fire Authority members on any emerging issues Corporate Business Continuity Plan and Policy approved by Corporate Board. 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. 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. 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. WFRS has taken all possible action both mangerially and legally to deliver key projects. A range of key actions have been completed as part of the operational preparedness & resillience work schedule WFRS has undertaken a desktop review ahead of the HMICFRS inspection and a gap analysis against the draft National Framework. Both reviews have identified a number of areas of focus to develop further actions to complete during 2018/19. A robust risk assessment methodology has been applied to the list of operational guidance documents requiring a gap analysis review against the new national giudance being developed by the NOG programme.	12	WFRS will continue to review risk through its IRMP process and deliver an annual action plan to reduce risks to an acceptable level. WFRS will deliver an action plan as a result of the Fire and Rescue Service Peer Review 2017. WFRS will continue to develop and test business continuity and resilience plan through Service Delivery and Support functions. WFRS will continuously review the deployment of its resources to manage demand and mitigate risks. Undertake a review of Fire Protection with assistance from WMFS, with particular focus on a gap analysis of the current position against the Regulators Code of Practice. Continue to identiofy collaboration opportunities with West Midlands Fire Service to improve efficiency and effectiveness.
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017 - 2020) - financial risk	DCFO Rob Moyney	20/04/2018	12	Monthly monitoring of the budget is provided through the People and Finance Meeting. Monthly monitoring of performance is provided by the Brigade Command Team Dialogue continues with NFRS around the joint control project, but progress towards a single control is uncertain The RAG rating of the OOP monthly highlight report to Corporate Board has been upgraded to red. Savings Target reduced to £1.5million by Conservatives Group and range of OOP options developed to meet the target. External Review established to consider scope for service to make savings alongside those already developed by the Service.	12	Close monitoring of the emerging options for OOP 2020 and the likely impact of these are regularly monitored by the CFO and DCFO Continue political discussion with Porfolio Holder and political lead for transformation programmes. Continue to explore the opportunities for expanding the trading arm of Training and Development.

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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Economy Management	193	(27)	166	169	3	
Transport & Economy support costs	544		544	757	213	Overspend was due to a late revenue contribution to capital for A46 Stoneleigh Junction, insurance charges not specifically allocated to services, and additional salary costs.
Economy & Skills	1,238	115	1,353	1,429	76	A mixture of minor variances across the Group contributed to this overspend - additional staffing costs, increased income, delayed project payments.
Economy & Skills - Business Centres	(377)		(377)	(117)	260	The overspend relates to a revenue contribution to capital for the Eliot Park (EPIC) car park works. Although it was anticipated that this would be funded from the earmarked reserve, it was decided at Q3 to wait until year-end to see to what extent income from Business Centres would cover the cost.
Planning and Development & Flood Risk	772		772	1,534	762	S38 income targets fro the year were unrealistically high and required a draw down from the S38 reserves - decision to do this was deferred until year end. Flood Risk has also budgeted to draw down from reserves as the base budget has a shortfall. The decision to drawdown was also deferred until year end.
Infrastructure & Regeneration	808	(174)	634	965	331	Implementation of Regeneration OOP savings has been delayed. There was also an overspend on HS2, as allocated reserves did not meet full costs.
Design Services	1,181		1,181	1,576	395	An overspend of £560,000 was forecast at Q3 comprising: (1) reduced draw-down from commuted sums £280,000, (2) £250,000 additional spend on UTMC upgrade, (3) further additional expenditure of £30,000. This overspend was to be met by the forecast underspend on trading activity. In the event, the anticipated spend on the UTMC upgrade did not occur in 2017/18 due to unanticipated complications in the procurement process and this, together with other minor variations, reduced the overspend from £560,000 to £397,000.
Design Services (Traded Service)	(634)		(634)	(1,083)	(449)	An underspend of £560,000 was forecast at Q3 which was expected to fund overspends on non-traded activity (see above). An unexpected increase in spend of £111,000 occurred in the final quarter on the Professional Services Contract (PSC) equivalent to 5.71% of annual spend of £1,948,000 on the PSC. This was due to a marked increase in site supervision activity due to developers pushing more S278 highway schemes through in the later part of the year (the number of schemes in construction doubled). As a result the out turn underspend reduced to £449,000.
County Fleet Management	(381)		(381)	(174)	207	Purchase of vehicles was funded from revenue, as a self financed borrowing agreement was not progressed in time to meet the cost from capital borrowing.
County Fleet Management (WES Traded Service)	(17)		(17)	(12)	5	
County Highways	15,117	(70)	15,047	16,400	1,353	£787,000 of the total overspend relates to additional gritting and winter maintenance due to the severe weather conditions between December and March. This increased from a forecast of £284,000 at Q3. There were also some disputed invoices in the Balfour Beatty contract which for now have been added, presumed valid although further negotiation continues.
Network Management	(197)		(197)	(1,106)	(909)	The main increase in income was as a result of contractor failure on behalf of Severn Trent Water. The variance was being reported throughout the year and outturn was very close to the Q3 forecast.
Transport Operations	8,652	(75)	8,577	7,587	(990)	£617,000 of the underspend relates to a downturn in the number of concessionary travel journeys. There was a £170,000 underspend on Adult Specialist Transport where final charges should have been lower than charges actually levied earlier in the year based on estimates. A refund should have been made to People Group but was not notified to Finance in time. There were also underspends resulting from unfilled staff vacancies and bus reimbursements.
Transport Planning	1,826	(169)	1,657	1,644	(13)	
Road Safety and Traffic Projects	(1,567)	200	(1,367)	(1,339)	28	
Road Safety - Minibus Driver Training (WES Traded Service)	(3)		(3)	4	7	Service was closed during the year so income targets were not met.
Net Service Spending	**27,154**	**(200)**	**26,954**	**28,234**	**1,280**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Business Centres	640		(340)	300	
Speed Awareness Workshops	920	(200)	(26)	694	
Kenilworth Station	661	(492)	429	598	
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	781	(903)	1,097	
S38 Developer Funding	940		(290)	650	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Flood Management Reserve	630		(150)	480	
European Match Funding	376	(100)		276	
Infrastructure Group	58	(58)		0	
G4G Apprenticeship Hub	134	(134)		0	
Skills Delivery for Economic Growth	350	119		469	
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**	**(947)**	**(1,280)**	**5,056**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18 Target £'000	2017/18 Final Outturn £'000	Reason for financial variation and any associated management action
CG-TE-01	Rationalisation of management capacity within Business Unit as a result of a reorganisation of groups and functions	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	
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	
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	
CG-TE-05	Removal of contingency fund for managing contractual risk and/or ensuring operational resilience in the event of extreme events.	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	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
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	Despite a general overspend across Planning & Development, the income received in year did meet the savings target.
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	0	The implementation of this savings target has been delayed.
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	
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	
CG-TE-11	Reduction in highway drainage maintenance.	200	200	
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	
CG-TE-13	Reduce capacity to develop Going for Growth bids	200	200	
CG-TE-14	Commissioning of the cycle training service to an external provider.	15	15	
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	200	200	
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	
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	0	
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	0	0	
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	0	
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0	0	
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0	0	
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	
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	
Total		2,804	2,624	
Target			2,804	
Remaining Shortfall/(Over Achievement)			180	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Forecast Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Variation Variance in Year	Total	Reasons for Variation and Management Action
Area Delegated Funded Schemes														
10478000	Hways Maint/Road Safety 2013/14 Nun & Bed Area Com	343	0	12	0	355	343	3	0	0	346	3	(9)	Remaining funding transferred to 11354000, unallocated old year funding
10479000	Hways Maint/Road Safety 2013/14 Warwick Area Com	315	0	0	0	315	315	0	0	0	315	0	0	
10482000	Hways Maint/Road Safety 2013/14 N Warks Area Com	362	4	15	0	381	362	3	0	0	365	(0)	(16)	Remaining funding transferred to 11354000, unallocated old year funding
10490000	Hways Maint/Road Safety 2013/14 Stratford Area Com	440	0	18	0	459	440	0	0	0	440	0	(18)	Remaining funding transferred to 11354000, unallocated old year funding
10491000	Hways Maint/Road Safety 2013/14 Rugby Area Com	540	1	41	0	582	540	1	26	0	568	(0)	(14)	Remaining funding transferred to 11354000, unallocated old year funding
11274000	North Warwickshire Area Committee	369	61	0	0	430	369	49	0	0	418	(12)	(12)	Remaining funding transferred to 11354000, unallocated old year funding
11275000	Nuneaton and Bedworth Area Committee	460	10	84	0	555	460	19	9	0	488	9	(67)	Remaining funding transferred to 11354000, unallocated old year funding
11276000	Rugby Area Committee	403	15	36	0	455	403	12	36	0	452	(3)	(3)	Remaining funding transferred to 11354000, unallocated old year funding
11277000	Stratford Area Committee	292	12	32	0	336	292	0	0	0	292	(12)	(45)	Remaining funding transferred to 11354000, unallocated old year funding
11278000	Warwick Area Committee	431	14	21	0	466	431	8	0	0	439	(6)	(27)	Remaining funding transferred to 11354000, unallocated old year funding
11354000	Area Delegated Funding 17-18	0	0	2,573	0	2,573	0	0	260	0	260	0	(2,313)	Balance of funding transferred to new unallocated code 11452000 (2018/19)
11394000	Transport & Roads Area Delegated Funding	390	98	116	0	604	390	124	66	0	580	26	(24)	Remaining funding transferred to 11354000, unallocated old year funding
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	63	0	0	331	267	8	48	0	323	(56)	(7)	Remaining funding transferred to 11354000, unallocated old year funding
11397000	Transport Planning Unit Area Delegated Funding	62	0	0	0	62	62	(0)	0	0	61	(0)	(0)	Remaining funding transferred to 11354000, unallocated old year funding
11398000	Design Services Area Delegated Funding	101	47	12	0	160	101	47	12	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	0	2,000	0	2,000	0	0	4,109	0	4,109	0	2,109	Remaining unallocated funding transferred from old scheme codes (11354000)
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	5	70	0	0	75	5	80	14	0	98	10	24	Budget increased by Cllrs - funded from unallocated balance
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	358	94	0	715	263	233	219	0	716	(125)	0	Scheme to be completed in 2018/19; additional funding from unallocated balances
11487000	Delegated Budget 2016-17 Transport Planning	65	52	10	0	127	65	33	29	0	127	(19)	(0)	Scheme to be completed in 2018/19
11488000	Delegated Budget 2016-17 Casualty reduction	0	26	0	0	26	0	23	10	0	33	(3)	7	Scheme to be completed in 2018/19; additional funding from unallocated balances
11489000	Delegated Budget 2016-17 Street Lighting	15	7	0	0	21	15	3	4	0	21	(4)	(0)	Scheme to be completed in 2018/19
11490000	Delegated Budget 2016-17 Programmes	421	142	0	0	563	421	(7)	151	0	564	(149)	1	Scheme to be completed in 2018/19; additional funding from unallocated balances
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	6	0	0	6	0	1	5	0	6	(5)	0	Scheme to be completed in 2018/19
11590000	Delegated Budget 2017-18 Road Safety	0	449	0	0	449	0	145	508	0	652	(305)	203	Scheme to be completed in 2018/19; additional funding from unallocated balances
11592000	Delegated 17-18 County Highways	0	403	0	0	403	0	326	284	0	610	(78)	207	Scheme to be completed in 2018/19; additional funding from unallocated balances plus a £3k contribution from a school
11593000	Delegated Budget 2017-18 Transport Planning	0	44	0	0	44	0	34	18	0	52	(10)	8	Scheme to be completed in 2018/19; additional funding from unallocated balances
11594000	Delegated Budget 2017-18 Street Lighting	0	16	0	0	16	0	0	16	0	16	(16)	0	Scheme to be completed in 2018/19
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	30	104	0	720	586	12	122	0	720	(18)	0	Delay in suitable projects coming forward; funding to be utilised during 2018/19.

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	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Variance in Year	Total	
11425000	Capital Growth Fund Business Loans and Grants	705	882	500	0	2,088	705	733	561	229	2,229	(149)	142	Increase to budget due to loan repayment and 'recycling' of initial funding. Slippage during 2017/18 due to delays with business investment projects and timescales for delivery of Q4 approvals.
11549000	Vicarage Street Site Investigations	0	40	0	0	40	0	30	10	0	40	(10)	0	Project is 75% complete - final part to be completed early in 2018/19.
11596000	Eliot Park Innovation Centre - improvements to the car park	0	500	0	0	500	0	437	35	0	472	(63)	(28)	Car Park is complete at expected reduced cost overall but there are some small issues still to finalise.
11611000	Transforming Nuneaton	0	0	500	7,055	7,555	0	0	555	7,000	7,555	0	0	
11612000	Capital Investment Fund/ Duplex Fund	0	0	480	1,520	2,000	0	0	250	1,750	2,000	0	0	
11613000	Capital Investment Fund/ Small Business Grants	0	0	300	0	300	0	0	300	0	300	0	0	
Flood Management														
11424000	Snitterfield Flood Alleviation	2,282	511	70	0	2,863	2,282	509	72	0	2,863	(2)	0	Works expected to be completed in 2018/19.
11427000	Ladbrooke Flood Alleviation	0	45	21	0	66	0	34	32	0	66	(11)	(0)	Work not as advanced as anticipated; should be completed in 2018/19.
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	60	21	0	81	0	69	16	0	84	9	3	Work was more advanced than anticipated - scheme fully funded from grant.
11574000	Kites Hardwick flood alleviation	0	52	8	0	60	0	62	0	0	62	10	1	Work was completed ahead of schedule - funded from revenue contributions.
11599000	Cherrington Flood Risk Management Scheme	0	19	46	0	65	0	29	36	0	65	10	0	Some parts of the project were more advanced than anticipated.
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	400	117	0	0	517	400	(9)	129	0	520	(126)	3	Planned delivery slipped to 2018/19; additional £12k funding from private developer
11356000	Casualty Reduction Schemes 16/17	153	104	70	0	327	153	98	77	0	328	(7)	1	Planned delivery slipped to 2018/19
11357000	Casualty Reduction Schemes 17/18	0	56	151	0	207	0	12	197	0	209	(44)	3	Planned delivery slipped to 2018/19
11453000	Casualty Reduction Schemes 18-19	0	0	350	0	350	0	0	356	0	356	0	6	Unallocated funding transferred from prior years
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	1	17	0	515	(17)	(0)	Planned delivery slipped to 2018/19
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	21	6	123	0	150	21	5	123	0	150	(1)	0	Planned delivery slipped to 2018/19
10434000	North West Warwick Cycle Scheme	772	9	0	0	781	772	6	3	0	781	(3)	0	Planned delivery slipped to 2018/19
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	39	0	0	39	0	41	0	0	41	2	2	Additional expenditure funded from a revenue contribution
Integrated Transport - Other Schemes														
11456000	Stratford Park & Ride site alterations	68	17	15	0	100	68	18	14	0	100	1	(1)	Small additional works required funded from alternative integrated transport allocations
Integrated Transport - Public Transport														
11193000	Access to Stations - Leamington	173	36	0	0	209	173	39	0	0	212	3	3	Additional expenditure funded from a revenue contribution
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	0	110	110	237	(110)	0	Planned delivery slipped to 2018/19
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	10	153	0	193	30	5	157	0	193	(5)	0	Planned delivery slipped to 2018/19
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	68	13	0	0	81	68	4	8	0	81	(8)	(0)	Planned delivery slipped to 2018/19
11635000	Home to School Routes 17-18	0	0	1,716	0	1,716	0	0	1,716	0	1,716	0	(0)	
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,562	34	0	0	1,596	1,562	14	20	0	1,596	(20)	0	Planned delivery slipped to 2018/19
Integrated Transport - School safety zones														

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	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Variance in Year	Total	
11358000	School Safety Zones 15/16	301	0	0	0	301	301	(2)	0	0	299	(2)	(2)	Planned delivery slipped to 2018/19; balance of funding transferred to 2017/18 (11564000)
11359000	School Safety Zones 16/17	1,039	627	118	0	1,784	1,039	514	163	0	1,716	(113)	(68)	Planned delivery slipped to 2018/19; balance of funding transferred to 2017/18 (11564000)
11564000	School Safety Zones 17/18 A	0	447	455	0	902	0	353	617	0	971	(94)	68	Planned delivery slipped to 2018/19; balance of funding transferred to 2017/18 (11564000)
11525000	School Safety Zones 17/18 B	6	6	0	0	12	6	8	0	0	14	2	2	Planned delivery slipped to 2018/19; balance of funding transferred from 11564000
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	0	500	500	0	0	0	500	500	0	0	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,055	400	291	0	59,746	59,055	42	649	0	59,746	(358)	(0)	Any remaining settlement payments are expected to be made during 2018/19
10362000	Kenilworth Station	8,871	5,139	0	0	14,009	8,871	4,792	212	0	13,875	(347)	(134)	Overall forecast reduced to correct prior estimate; final payments due 2018/19 in line with delayed station opening
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	0	34	0	5,596	5,562	2	32	0	5,596	2	0	Final bills expected 2018/19 - small amount paid in 2017/18
10981000	NUCKLE	1,897	33	0	0	1,930	1,897	0	33	0	1,930	(33)	0	Planned delivery slipped to 2018/19
11100000	Footbridge at Stratford Town Station	2,067	5	0	0	2,072	2,067	3	0	0	2,070	(2)	(2)	Small additional works required funded from a revenue contribution
11221000	M40 Junction 12	11,439	133	500	0	12,072	11,439	53	580	0	12,072	(80)	0	Planned delivery slipped to 2018/19 - funded entirely from grant and developer contributions
11272000	Rugby Gyratory Improvements	1,553	0	59.412	0	1,612	1,553	0	59	0	1,612	0	0	
11339000	Bermuda Connectivity	1,127	306	2,269	0	3,702	1,127	190	3,385	0	4,702	(116)	1,000	Scheme programme slippage due to need to carry out further consultation following QC advice; additional £1m grant funding from LEPartnership
11509000	A444 Coton Arches, Nuneaton	121	447	3,052	100	3,720	121	234	3,265	100	3,720	(213)	0	Developer delays to project such that expected construction start date now 2018/19
11510000	A46 Stanks Island, Warwick	178	679	5,143	0	6,000	178	303	5,519	0	6,000	(376)	0	Developer delays to project such that expected construction start date now 2018/19
11604000	A444 Corridor Improvements - Phase 2	0	0	4,270	0	4,270	0	4	4,266	0	4,270	4	0	Small amount of fees paid earlier than previously forecast - funded from developer
11605000	A3400 Bham Road Stratford Corridor Improvements	0	160	1,250	2,090	3,500	0	7	1,403	2,090	3,500	(153)	0	Slippage caused by delay in awarding Design contract
11636000	A452 Myton Road And Shire Park Roundabouts	0	0	0	3,800	3,800	0	19	0	3,781	3,800	19	(0)	Small amount of fees paid earlier than previously forecast - funded from developer
11649000	A46 Stoneleigh Junction Improvements	0	0	0	0	0	0	145	0	0	145	145	145	Initial costs funded from developer contribution and a temporary revenue contribution subject to future grant bids
Street Lighting														
11125000	Street Lighting Column Replacement 2014/2015	1,238	0	0	0	1,238	1,238	0	0	0	1,239	0	0	Expenditure on old schemes funded from 11563000 (2017/18)
11220000	Street Lighting Column Replacement 2015/2016	1,054	4	0	0	1,057	1,054	4	0	0	1,057	0	0	Expenditure on old schemes funded from 11563000 (2017/18)
11279000	Pump Priming allocation for LED street lighting	1,234	1,000	1,000	1,000	4,234	1,234	1,200	1,000	1,000	4,434	200	200	Increased budgets funded from revenue contribution
11360000	LED Street Lights March Funding	5,508	2,631	0	0	8,139	5,508	2,671	0	0	8,179	40	40	Additional expenditure funded from 11279000
11459000	Street Lighting Column Replacement 2016-17	1,111	0	0	0	1,111	1,111	(3)	0	0	1,108	(3)	(3)	Balance of funding transferred to 11563000 (2017/18)
11563000	Street Lighting base budget 17-18	0	761	0	0	761	0	568	156	0	723	(193)	(37)	Unallocated funding to be utilised in 2018/19; old year balances transferred here
Structural Bridge Maintenance														
10413000	Structural Maintenance of Bridges 2009/10	1,395	(12)	0	0	1,382	1,395	0	0	0	1,395	12	12	Funding transferred from 11587000 to meet expenditure on 2009/10 projects
10421000	Portobello Bridge	523	5	67	1,466	2,060	523	0	71	1,466	2,060	(4)	0	Majority of project will be delivered in 2019/20
10977000	Minor Bridge Maintenance Schemes 2011/2012	996	24	0	0	1,020	996	19	0	0	1,014	(5)	(5)	Balance of unallocated funding transferred to 11587000
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,340	(66)	0	0	2,274	2,340	1	0	0	2,341	67	67	Funding transferred from 11587000 to meet expenditure on 2012/13 projects
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	60	130	0	481	291	11	135	0	437	(49)	(44)	Balance of unallocated funding transferred to 11587000
11308000	Minor Bridge Maintenance schemes 2014/2015	860	6	0	0	866	860	0	0	0	860	(6)	(6)	Balance of unallocated funding transferred to 11587000

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	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Variance in Year	Total	
11382000	Minor Bridge Maintenance schemes 2015/2016	1,206	351	81	0	1,638	1,206	111	327	0	1,643	(240)	6	Delivery of remainder of projects expected in 2018/19; small amount of funding transferred from 11587000 to meet expenditure on 2015/16 projects
11457000	Minor Bridge Maintenance schemes 2016/2017	439	130	0	0	568	439	31	97	0	566	(99)	(2)	Delivery of remainder of projects expected in 2018/19; small amount of funding transferred from 11587000 to meet expenditure on 2016/17 projects
11587000	Minor Bridge Maintenance schemes 2017/2018	0	1,080	0	0	1,080	0	710	380	0	1,090	(369)	10	Delivery of remainder of projects expected in 2018/19; funding utilised from here to meet expenditure on old year and 2017/18 individual projects; additional £38k from external inspection contribution
Structural Maintenance of Roads														
11361000	Highways Maintenance 16-17	15,278	0	0	0	15,278	15,278	(164)	164	0	15,278	(164)	(0)	Credit balances transferred to 2018/19 where expenditure is expected
11362000	Highways Maintenance 17-18	0	15,540	0	0	15,540	0	15,532	757	0	16,289	(8)	749	Budget of £708k additional Pot Hole Action Fund to be utilised in 2018/19; remainder of additional funding is a revenue contribution
11451000	Highways Maintenance 18-19	0	0	12,708	0	12,708	0	0	12,708	0	12,708	0	0	Allocation of DfT grant per budget resolution - includes £2.32m to be transferred to Street Lighting, Traffic Signals and Bridge Maintenance for 2018/19
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	29	9	0	241	20	29	Funding transferred from 11591000 (2017-18) to meet prior year scheme expenditure
11381000	Traffic Signals 2015-16	191	13	0	0	205	191	(11)	13	0	194	(24)	(11)	Funding transferred from 11591000 (2017-18) to meet prior year scheme expenditure
11458000	Traffic Signals 2016-17	195	3	0	0	198	195	6	0	0	202	4	4	Funding transferred from 11591000 (2017-18) to meet prior year scheme expenditure
11591000	Traffic Signals Base Budget 2017-18	0	311	0	0	311	0	235	54	0	289	(76)	(22)	Funding utilised from 2017/18 block header to meet costs on old year projects
Total Transport & Economy (excluding funded developer schemes)		142,255	34,851	41,740	32,589	251,434	142,255	30,925	47,304	33,084	253,569	(3,925)	2,135	

Project	Description													
Developer Funded Transport - s106 schemes														
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	0	3	0	0	3	0	3	0	0	3	0	0	
11464000	Clifton on Dunsmore Traffic Calming S106	49	0	271	0	320	49	25	247	0	320	25	(0)	
11607000	Southbound bus stop on A426 Leicester Road Rugby	0	79	0	0	79	0	11	69	0	79	(69)	(0)	
11614000	Bus Stop Enhancement Works In Alderminster	0	7	15	0	21	0	0	21	0	21	(7)	0	
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	0	15	0	0	15	0	2	13	0	15	(13)	(0)	
11618000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	0	0	0	0	0	0	0	0	0	0	0	0	
Developer Funded Transport - minor schemes														
10132009	S278 Waitrose Alcester	0	0	0	0	0	0	3	0	0	3	3	3	Increase in scheme costs funded entirely by developer contributions
11194001	Cycle Improvement Link York Road	42	6	0	0	48	42	0	6	0	48	(6)	0	
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	0	0	0	12	12	0	0	0	12	0	0	
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	0	9	0	9	0	0	9	0	9	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Strores)	0	0	75	0	75	0	0	75	0	75	0	0	
11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	0	0	
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	0	45	0	45	0	0	45	0	45	0	0	

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	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Variance in Year	Total	
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	0	6	0	6	(6)	0	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	0	6	0	6	0	0	6	0	6	0	0	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	0	0	0	0	0	0	(40)	0	0	(40)	(40)	(40)	Credit to be either utilised or returned in 2018/19
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on-Avon bridge and Welford bridge	0	31	0	0	31	0	5	26	0	31	(26)	0	
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES	0	0	0	0	0	0	40	0	0	40	40	40	Increase in scheme costs funded entirely by developer contributions
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	0	4	0	0	4	0	9	0	0	9	6	6	Increase in scheme costs funded entirely by developer contributions
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	0	0	0	0	0	0	0	0	0	0	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	0	0	0	0	0	0	0	0	0	0	0	0	
11195013	S278 Wellesbourne Distribution Park Signs	0	0	0	0	0	0	0	0	0	0	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs	0	0	0	0	0	0	0	0	0	0	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	66	(10)	0	0	56	66	(13)	3	0	56	(3)	0	
11441002	Nuneaton Town Centre Signing Improvement	25	0	0	0	25	25	0	0	0	25	0	0	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	0	0	68	0	68	0	0	68	0	68	0	0	
11441005	Section 106 Funded Bus Stop Enhancement Works (Salford Rd , Bidford)	5	19	0	0	24	5	20	0	0	25	1	1	Increase in scheme costs funded entirely by developer contributions
11441006	Bus Shelter Coventry Street , Southam S106	1	15	0	0	16	1	17	0	0	18	2	2	Increase in scheme costs funded entirely by developer contributions
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	15	2	0	18	(2)	0	
11441010	Birmingham Road Cycle Route enhancements	0	11	6	0	16	0	5	11	0	16	(5)	0	
11441011	Heathcote Primary School Puffin Crossing Harbury Lne Nr Nightingale Avenue Leamington Spa	0	65	0	0	65	0	68	0	0	68	3	3	Increase in scheme costs funded entirely by developer contributions
11441012	Heathcote Primary School Puffin Crossing Harbury Lne Nr Garrett Drive Leamington Spa	0	69	0	0	69	0	72	0	0	72	3	3	Increase in scheme costs funded entirely by developer contributions
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	0	18	0	0	18	0	2	16	0	18	(16)	0	
11441014	Highways improvements to bus stops at land off the Longshoot S106	0	20	0	0	20	0	2	18	0	20	(18)	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford		9	0	0	9	0	4	5	0	9	(5)	0	
Developer Funded Transport - other schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	915	62	0	0	977	915	1	0	0	916	(61)	(61)	Unclear whether there is further expenditure - if this does arise it will be fully funded from developer contributions
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	396	0	401	4	0	396	0	401	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	58	0	332	0	391	58	4	329	0	391	4	0	
11099000	Upgrade traffic signals Blackhorse Road	137	0	11	0	148	137	0	11	0	148	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	100	150	0	871	621	0	250	0	871	(100)	0	
11326000	Elliots Field Retail Park	815	3	0	0	817	815	0	3	0	817	(3)	0	
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	0	199	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	464	35	0	0	499	464	0	35	0	499	(35)	(0)	
11336000	Ansty Business Park Phase 3	1,303	216	1,034	0	2,553	1,303	130	1,120	0	2,553	(86)	(0)	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	0	6	0	334	(6)	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	319	25	0	273	617	319	25	0	273	617	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	18	15	115	109	257	18	1	129	109	257	(14)	0	

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	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Variance in Year	Total	
Developer Funded Transport - s278 schemes														
10010001	Unallocated S278 developer funds	(41)	1,458	0	0	1,417	(41)	0	1,487	0	1,446	(1,458)	29	Additional expired developer funding added to holding code
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	0	0	0	0	0	0	(63)	63	0	0	(63)	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	0	275	245	0	30	0	275	(30)	(0)	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,079	621	0	0	2,700	2,079	555	66	0	2,700	(66)	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	303	47	0	0	350	303	3	44	0	350	(44)	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	357	3	0	0	360	357	5	0	0	362	2	2	Increase in scheme costs funded entirely by developer contributions
11437000	B4632 Campden Road / C47 Station Road	361	209	80	0	650	361	196	93	0	650	(13)	(0)	
11438000	B4642 Coventry Road / site access Cawston	532	18	0	0	550	532	66	0	0	598	48	48	Increase in scheme costs funded entirely by developer contributions
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	577	873	0	0	1,450	577	834	38	0	1,450	(38)	(0)	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	0	500	0	500	0	1	500	0	500	1	0	
11461000	A47 The Long Shoot Nuneaton	0	300	300	0	600	0	65	535	0	600	(235)	(0)	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	98	450	0	0	548	98	198	252	0	548	(252)	0	
11463000	B4451 Kineton Road, Southam - new roundabout	3	597	0	0	600	3	596	2	0	600	(2)	(0)	
11467000	C43 Traffic Junction for Country Park on Harbury Lane	542	58	0	0	600	542	9	50	0	600	(50)	(0)	
11505000	A422 Alcester Road, Stratford upon Avon	2	242	0	0	245	2	247	0	0	250	5	5	Slight increase in scheme costs funded entirely by developer contributions
11506000	A426 Southam Road, Southam	0	279	0	0	279	0	301	0	0	301	22	22	Increase in scheme costs funded entirely by developer contributions
11507000	A428 Lawford Road, Rugby	0	0	450	0	450	0	0	450	0	450	0	0	
11508000	B4429 Ashlawn Road, Rugby	47	75	0	0	122	47	11	64	0	122	(64)	(0)	
11511000	A429 Ettington Road, Wellesbourne	0	980	0	0	980	0	878	102	0	980	(102)	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	0	1,450	0	0	1,450	0	1,179	271	0	1,450	(271)	(0)	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	37	630	0	0	667	37	655	0	0	692	25	25	Increase in scheme costs funded entirely by developer contributions
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	0	100	0	0	100	0	113	0	0	113	13	13	Increase in scheme costs funded entirely by developer contributions
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	0	250	0	250	(250)	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	0	650	200	0	850	0	71	779	0	850	(579)	(0)	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	0	155	0	0	155	0	170	0	0	170	16	16	Increase in scheme costs funded entirely by developer contributions
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	150	0	0	153	3	0	150	0	153	(150)	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	0	150	0	151	1	0	150	0	151	0	0	
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	0	300	0	301	(300)	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	1	0	200	0	201	1	0	200	0	201	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	7	0	75	0	82	7	0	75	0	82	0	0	
11552000	Warwick Town Centre transport proposals	0	250	300	0	550	0	289	0	261	550	39	0	
11575000	A426 Leicester Road, Rugby.	0	0	0	0	0	0	0	0	0	0	0	0	
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	500	500	0	1,000	0	0	1,000	0	1,000	(500)	0	
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	0	400	0	0	400	0	1	400	0	400	(400)	0	
11578000	C98 Loxley Road, Tiddington.	0	150	500	0	650	0	0	650	0	650	(150)	0	

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	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total	Variance in Year	Total	
11579000	D7050 Common Lane, Kenilworth.	0	1,300	0	0	1,300	0	359	941	0	1,300	(941)	0	
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	1,000	1,800	0	2,800	0	0	2,800	0	2,800	(1,000)	0	
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	700	2,000	0	2,700	0	0	2,700	0	2,700	(700)	0	
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	0	1,500	0	1,500	(750)	0	
11595000	A422 Banbury Road Ettington Ghost island	0	200	0	0	200	0	99	101	0	200	(101)	(0)	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	0	500	0	500	0	0	500	0	500	0	0	
11598000	A426 Leicester Road Rugby Highways Improvements S278	0	1,800	0	0	1,800	0	1,998	0	0	1,998	198	198	Increase in scheme costs funded entirely by developer contributions
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	0	4	3,500	0	3,504	0	4	3,496	0	3,500	1	(4)	Slight decrease in overall expected costs funded by developer contributions
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	0	0	150	0	150	0	1	150	0	150	1	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	0	0	150	0	150	0	0	150	0	150	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	0	200	0	200	0	0	200	0	200	0	0	
11616000	A47 The Long Shoot (Callendar Farm) highway alterations S278	0	0	150	0	150	0	0	150	0	150	0	0	
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	0	0	300	0	300	0	0	300	0	300	0	0	
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	0	7,500	7,500	0	0	0	7,500	7,500	0	0	
11638000	A452 M40 spur west of Banbury Road	0	0	0	7,600	7,600	0	0	0	7,600	7,600	0	0	
Total Funded Developer Schemes		10,350	17,823	15,590	15,482	59,245	10,350	9,253	24,212	15,743	59,557	(8,571)	312	

Grand Total - All Transport & Economy		152,604	52,674	57,330	48,071	310,679	152,604	40,178	71,516	48,828	313,126	(12,496)	2,447	

Net Red Risk Commentary

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	Jeff Welsby	31/03/2018	16	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. 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. 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. Highways maintenance contract has been renewed with Balfour Beatty in partnership with Solihull and Coventry Councils. Increased, and ongoing, monitoring and review of Term Contractors operational performance in place to ensure effective delivery of all revenue and capital investment programmes	12	Further developing asset management approach including life cycle planning scenarios to ensure best use is made of available resources. Work on Balfour Beatty contract to ensure effective delivery The service has achieved Level 3 Incentive Funding from SDfT, ensuring maximum amount of capital block grant is received. Additional budget has been made allocated by DfT from the Pothole Fund and will be used to supplement capital maintenance programmes.
R0895	A major flood risk materialises	Michael Green	31/03/2018	16	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).	12	Surface Water Management Plan (SWMP) to be further developed with draft investment plan. Identify third party assets in Severn catchment with high risk of failure (such as old large culverts). Working with members to identify and secure WCC match funding to enable successful bids for external funding.

Children & Families - John Coleman (Interim)
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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	5,638	0	5,638	3,577	(2,061)	This under-spend consists of a £169,000 over spend on demand led Internal and external legal fees. This budget has had OOP savings of over £1,000,000 and this year is the final years savings. Due to demand it has not been possible to achieve all the savings. (see PG-CF-02 below). This over-spend has been offset by a one off contribution from people group. There is also a planned under-spend on the Transformation & Innovation 3 year / time limited budget allocation which was given in full in 2017/18, there is a detailed plan on how the remaining funding will be spent over the next 2/3 years.
Priority Families	677	0	677	478	(199)	This under-spend is partly the result in reprofiling of work packages funded by the programme as well as additional income being received from central government. The under-spend is earmarked and committed to the PF programme for the period of the phase 2 programme to 2020.
Transition	712	0	712	(13)	(725)	The entirety of this under-spend relates to the ear-marked conditional funding provided by Central Government for setting up both the National & Local House Project initiative. This £725,000 remaining of the funding is committed to the project in 2018/19 and / or will be paid over to the final external organisation once set up.
Social Care North	16,106	19	16,125	18,289	2,164	There is a £928,000 overspend on external placements (average cost £45,000), with fewer available internal foster care placements the service had to purchase more external placements. Correspondingly as fewer internal foster carers are available the service has underspent this budget by £139,000. A new foster carer recruitment drive is starting in order to reduce our reliance on the more costly external placements. Allowances for Non CLA (SGO, Adoption etc.) is also overspent by £104,000 due to continued higher levels of payments with numbers in receipt of these orders increasing. Parent and Baby assessment placements had a significant in-year demand resulting in an over-spend of placements overspent by £350,000. Alternative procurement of these placements is hindered by the small niche market but options are planned to be investigated. There has
Social Care South	12,345	74	12,419	14,288	1,869	also been a significant in year crisis with placements and an increased use of the most expensive placements type (Residential) has been necessary resulting in the budget being £975,000 over-spent. These places have an average net unit cost of £161,000 per year. There was also particular pressure on the SEND Direct Payment budget as well as the demand for very specialist disability equipment resulting in an over-spend of £362,000. The additional funding granted by Council for 2018/19 will go partly to manage this structural over-spend but with future OOP2020 savings against (in particular) the CLA placement budgets alternative savings are being investigated.
Social Care South - WES Traded Services	(20)	0	(20)	(58)	(38)	
Social Care Countywide	10,113	0	10,113	10,507	394	This variance relates to under-spending on (a) Leaving Care external Residential Home packages off set by (b) an over-spend on Supported accommodation packages (both demand led and commissioned), with a net over-spend of £360,000. Work is planned for reviewing the contracts and the procurement of these packages going forward. There is also an over-spend (as reported previously and as part of the 2018/19 budget process) on CLA Transport of £253,000, funding on-going for this has now been prioritised on-going as well as reviewing the policies in order to bring this spend within budget from 2018/19 on-wards. There is also an earmarked under-spend of £200,000 from late earmarked government bid funding for Controlling Migration. This funding is earmarked and planned to be spent in 2018/19.
Family Support	6,832	0	6,832	6,522	(310)	The majority of this under-spend relates to staffing vacancies and time limited funding coming to an end where staff sought more permanent employment elsewhere ahead of time. This time limited funding has now ceased (or been mainstreamed) and hence this under-spend is time limited.
Initial Response	3,174	(86)	3,088	3,324	236	This over-spend relates to staffing pressures around children at risk of sexual exploitation. This over-spend is one off as sufficient funds have now been prioritised for this service in 2018/19.
Principal & Education Social Work	320	0	320	247	(73)	
Service Development & Assurance (Children's)	1,791	0	1,791	1,698	(93)	This under-spend relates to difficulties in the full recruitment of Children's Independent Reviewing Officers, the posts have now been recruited to/ re-arranged and this under-spend is one off.
Adoption Central England Partnership (ACE)	0	0	0	(126)	(126)	This under-spend relates to the start-up position of the Regional Adoption Agency that Warwickshire is hosting on behalf of WCC, Coventry, Solihull & Worcestershire. The under-spend relates to the four partner contributions compared to spend from February (go-live) to the end of March. This under-spend relates to some staffing vacancies with staff not taking up their positions until 1/4/18 as well as temporary reduced expenditure on the purchase of out of authority adoption places. The size and governance of the ACE reserves is documented and reported via a legal host agreement as well as an Executive Board.
Net Service Spending	**57,688**	**7**	**57,695**	**58,733**	**1,038**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	0		(3,368)	(3,368)	
Young Carers Contract	100	(50)	0	50	
Priority Families	930	(300)	200	830	
Ring Fenced House Project Grant	0	0	726	726	
Traded	126	0	38	164	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
0-5 Strategy For Children	844	0	888	1,732	
ACE	0	0	126	126	
Controlling Migration Fund	0	0	200	200	
Corporate Transformation Fund	0	0	44	44	
DSG	0	0	108	108	
Total	**2,000**	**(350)**	**(1,038)**	**612**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18 Target £'000	Final Outturn £'000	Reason for financial variation and any associated management action
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	323	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. (£6,800) 2. There is slippage on savings in costs of court ordered contact (£4,200) 3. Cost pressures in the Regional Adoption Agency (loss of central government grant for Hard to Reach children); (£25,000) As the project to implement the Children & Family centres / financial inclusion/stepped approach is developed, it is expected that it will to 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	81	There has been a sharp increase in court and legal SLA costs in the past two months which has meant that this demand led saving will not now be achievable in full. It should be noted that savings of over £1m have been saved in previous years.
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	408	0	This saving is intrinsically linked to PG-CF-06 (see below)
PG-CF-05	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	0	0	
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	324	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. 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. There was a successful bid to re-profile these savings in anticipation of £500k slippage from 17/18 and an estimated further reduction in savings of £400k in 2018/19. Estimated Savings for 2019/20 have been prudently reported but all effort will be made to achieve the savings in full. This and the "numbers" savings total £1.119m, of which it is anticipated that £795,000 will not be achieved. A new Project Manager has been allocated to review the previous plan and redesign the project to deliver savings. This is currently in train.
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	The savings are made up of: 1. £100k planned to come through the Bright Care (BR4C) contract, but this saving has not be delivered in 2017/18 as the contract was not awarded until January 2018 with admissions from Spring / Summer 2018. This is also inscope of the work plan of the newly appointed project manager.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	10	5	For 2017/18 Traded Services is achieving the £5k savings as anticipated. The £5k for QCF Income will / has not been achieved.

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
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	
CF-OOP14-18	Children's Centres	0	0	
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	
	Total	2,289	1,184	
	Target		2,289	
	Remaining Shortfall/(Over Achievement)		1,105	

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	21	175	199	406	(99)	5	This is a demand led service and during 2017/18, the applications received for funding were received late in the year and will now be funded in 2018/19 once the Adaptations Board has approved the applications. In addition to this, the service will be more pro-active in ensuring clients are aware of the available funding.
		11	120	120	150	401	11	21	175	199	406	(99)	5	

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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	9,857	(563)	9,294	8,040	(1,254)	Underspend is a combination of delays in implementing expenditure plans, the level of some one-off expenditure plans being less than expected this year and unbudgeted receipts for the sale of long term leases on sites of land bought by SCS from Property for the development of specialised housing with care. The underspend has been offset by increased expenditure for legal costs, increased provision required for pension liabilities for TUPE staff and increased Transport costs.
Disabilities	62,603	61	62,664	61,702	(962)	Service volumes in the last quarter were lower than budgeted, and along with annual client income higher than budgeted, the service mitigated pressures in Physical Disabilities Residential placements and Learning Disabilities Supported Living placements.
Mental Health	8,400	0	8,400	7,494	(906)	£200k underspend for DoLs due to number of assessments undertaken limited by service capacity. Contract has been awarded to reduced the level of outstanding DoL assessments in 18/19. £288k underspend against staffing due to vacant posts. Most of the vacant posts have now been recruited to so it is unlikely that this level of underspend will continue in 2018/19. Underspend of £306k against SLA's for this year, which is non-recurrent. The remainder of the underspend is due to increased community and residential income.
Service Development and Assurance (Adults)	347	0	347	261	(86)	Under spend relates to funding transferred from reserves for the Adults Safeguarding Boards following of the PPA business unit.
Older People	41,815	502	42,317	43,923	1,606	Residential care and DPs have been consistent pressures all year - residential budgets had been lowered in anticipation of admission avoidance: While user numbers did decrease from the previous year, not by as much as planned, and costs continued to rise. Community Care numbers increased, but this was managed within budget. DPs costs were higher than budget due to increases in take up and changes in home care contracts.
Integrated Care	10,029	0	10,029	7,991	(2,038)	Underspend is primarily through the vacancies in the in-house reablement teams and delays to the setup of new initiatives, especially using Assistive Technology within the Community Equipment service and Hospital Discharge services
Net Service Spending	**133,051**	**0**	**133,051**	**129,411**	**(3,640)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	5,318	3,000	3,640	11,958	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Total	**5,318**	**3,000**	**3,640**	**11,958**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	The ASC MTFP partially mitigated the 2017/18 saving, remaining savings were achieved through reviewing/decommissioning of specialist support contracts where efficiencies coul
PG-SCS-02	Ensure residential care for people with a disability appropriately meeting need and is cost effective	317	317	Savings achieved on an ongoing basis through diverting provision from traditional care home services into care at home settings
PG-SCS-03	Ensure supported living services for people with a disability are appropriately meeting need and are cost effective	300	300	2017/18 saving achieved through cost effective care packages, but note budget pressures overall in Disabilities Supported Living due to NMLW increases
PG-SCS-04	Redesign contract arrangements for short breaks for people with disabilities, ensuring more consistent use of residential respite	0	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	35	Plans are delayed but some savings have been made through community led approach. Under achievement mitigated in 2017/18 by savings elsewhere in Disabilities. Alignment of
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	200	0	Work is being carried out to scope the ability to achieve this saving without detrimental effect on customers or service provision. Not achieved in 2017/18. ASC MTFP partially mitig
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	0	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 canno
PG-SCS-08	Development of Reablement services	447	447	Savings achieved on a one off basis, Rebablement project will ensure ongoing reduction
PG-SCS-09	Maximise all customer charging opportunities	200	200	Saving achieved through consistent delivery of charging policy and benefits maximisation
PG-SCS-10	Occupational therapy - improve moving and handling training services	878	878	Savings achieved on an ongoing basis through OT Project reducing demand on traditional homecare provision.
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	The ASC MTFP for 2017/18 and 2018/19 fully mitigates the savings, and for 2019/20 it mitigates some of the savings leaving £550k. These savings will be achieved in line with deli
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	Savings achieved on an ongoing basis through reducing to reliance on traditional ongoing care
PG-SCS-13	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	300	300	Savings achieved on an ongoing basis through shifting educational and residential care placements to alternative provision
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	Saving achieved on an ongoing basis through Out of County project, now BAU
PG-SCS-15	Management of the National Living Wage and inflation impacts through the development of a revised commissioning approach	1000	1,000	The ASC MTFP for 2017/18, 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	423	423	17/18 savings have been achieved through the Extra Care Project, and on track for future years
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	Delivery of this plan remains a risk. The ASC MTFP for 2019/20 mitigates £780,000 of the saving. Further work is needed to plan remaining required delivery.
PG-SCS-18	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	0	0	The ASC MTFP for 2018/19 and 2019/20 mitigates some of this saving. To achieve the remaining savings from DomCare may be detrimental to service provision overall, so the an
PG-SCS-19	Consideration of alternatives to day opportunities	0	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	
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	0	
PG-CF-03	Warwickshire Employment Services Team	280	280	ASC base budget is mitigating 2017/18 savings target to allow for the delay in tendering the service. There is a plan to tender the service and for it to be in place by September '18, which means full year effect of savings in 2018/19 will not be £280k.
PG-PPA-01	Reduction in the planning and research functions supporting the delivery of adult social care services	25	25	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the savings
Total		5,343	4,978	
Target			5,343	
Remaining Shortfall/(Over Achievement)			365	

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	50	300	0	350	0	0	350	0	350	(50)	0	Budget managed by Corporate ICT for People Group. No Activity in 2017/18.
11555000	Extra Care Housing	0	0	2,000	1,000	3,000	0	0	2,000	1,000	3,000	0	0	
		0	50	2,300	1,000	3,350	0	0	2,350	1,000	3,350	(50)	0	

Net Red Risk Commentary

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	11/04/2018	12	Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies Further mitigation plans are being developed Review of demand and capacity undertaken identifying resources needed to achieve savings and efficiently manage demand Review of Programme Activity 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 further confirm priority areas and actions for the service.	12	Progress agreed Project Activity.

Public Health - John Linnane
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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Management	249		249	247	(2)	
Salaries and Service Overheads	1,540	52	1,592	2,072	480	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. Additionally there is planned overspend due to contributions to the cost of Associate Directors of Public Health at the North and South CCGs.
Children's Health	8,941		8,941	8,943	2	
Health Checks and Wellbeing	551		551	444	(107)	Health Checks is a demand led service that has had lower uptake this financial year than budgeted for.
Physical Activity and Weight Management	1,442		1,442	1,456	14	
Smoking Cessation and Tobacco Control	400		400	300	(100)	Smoking Cessation interventions is a demand led service that has had lower uptake this financial year than budgeted for.
Substance Misuse	4,884		4,884	4,552	(332)	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	3,953	(327)	This relates in part to the unpredictability of demand led services and the active management of out of area payments. The remainder of the underspend relates to a lower than budgeted performance payment to the Integrated Sexual Health service provider as part of their contract management.
Population Health and Place	471	(52)	419	419	0	
Mental Health and Wellbeing	969		969	991	22	
Net Service Spending	**23,727**	**0**	**23,727**	**23,377**	**(350)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	1,578	(529)	350	1,399	
DAAT	389	(389)		0	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Family Nurse Partnership	361	(361)		0	
Total	**2,328**	**(1,279)**	**350**	**1,399**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
CG-PH-01	Redesigning current ways of working and the arrangements for external contracts	1200	1,200	
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	377	377	
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	42	
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	200	
CG-PH-05	Reduce staffing and overheads across the Business Unit	100	100	
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	200	200	
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	415	415	
CG-PH-08	Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	
	Total	**2,534**	**2,534**	
	Target		**2,534**	
	Remaining Shortfall/(Over Achievement)		**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	
11492000	Urban Mile Markers	0	0	24	0	24	0	10	14	0	24	10	0	Project will roll into 2018/19
		0	0	24	0	24	0	10	14	0	24	10	0	

Strategic Commissioning - John Linnane
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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,767	0	1,767	899	(868)	There has been additional funding received from ASC £640,000 for new client management system, reduced expenditure for project management and agency costs of £142,000, underspend within L&D budgets of £63,000 (in response to OOP2020)
Service Development and Assurance (Business and Systems)	2,275	(1,008)	1,267	987	(280)	Underspend is due to reduced staffing (in response to OOP2020) and project costs of £187,000 and reduced cost of software licences of £80,000
All Age Disabilities	954	0	954	902	(52)	
Integrated Elderly Care	1,470	0	1,470	1,361	(109)	Overspend for Meals Service of £50,000 offset by an underspend of £143,000 for Carers
Market Management and Quality	845	0	845	696	(149)	Underspend is due to additional budget received to increase capacity and the delays to recruitment
Children's Commissioning	5,705	0	5,705	5,332	(373)	£191,000 underspend for Housing Support due to reduced funding for HEART, reduced costs for Single Homeless and lower than expected contingency required. Under spend of £37,000 due to non- renewal of Home Safety Check scheme. £36,000 under spend for CAMHS transitional funding due to one project not going ahead. Further under spend against staffing due to additional budget received to increase capacity and the normal delays to recruitment.
Net Service Spending	**13,016**	**(1,008)**	**12,008**	**10,177**	**(1,831)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	3,836	1,008	1,191	6,035	
People Group Savings	0		640	640	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
DSG	0		0	0	
Total	**3,836**	**1,008**	**1,831**	**6,675**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	
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	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	37	
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	203	203	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	104	104	
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	
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	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	
PG-PPA-03	Redistribution of project budgets across PPA.	126	126	
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	12	
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	
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	
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	0	0	
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	0	
Total		**2,737**	**2,737**	
Target			**2,737**	
Remaining Shortfall/(Over Achievement)			**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	30	56	0	216	130	0	86	0	216	(30)	0	Proposals for development of projects were not forthcoming in 2017/18 and will now be pursued in 2018/19.
11021000	Adult Social Care Modernisation & Capacity 2012-13	46	55	896	0	997	46	10	941	0	997	(45)	0	Slippage on Project 11021005 is due to Providers not submitting comprehensive application forms with accompanying plans and quotes ahead of the end of the financial year despite significant support and guidance from WCC. Slippage on Project 11021006 was as a result of delayed quotes on planned works which are now going ahead in early 2018/19.
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	2,132	971	989	0	4,092	(536)	(102)	Planned project costs post Go Live cannot be capitalised leading to an underspend in 2017/18. Current scoping is underway for future phase developments and spend moving forward will be released via board agreement.
		7,762	5,441	1,507	0	14,710	7,762	4,830	2,016	0	14,608	(611)	(102)	

Net Red Risk Commentary

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 Service - 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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	355		355	395	40	
Customer Service Centre	2,410		2,410	2,189	(221)	This service has a number of vacancies - difficulties are being experienced in recruiting the right calibre of staff.
Customer Relations	234		234	256	22	
Face to Face (including Libraries and Registration Service)	3,911	(1)	3,910	3,869	(41)	Vacancies have occurred unexpectedly in the fourth quarter and there has been a reduction in travel expenses.
Head of Service and Business Unit Projects	743	(3)	740	723	(17)	
E Services and Business Development	776		776	773	(3)	
Family Information Service	157		157	170	13	
Traded Services - Educational	(37)		(37)	(28)	9	
Traded Services - Non Educational	0		0		0	
Net Service Spending	**8,549**	**(4)**	**8,545**	**8,347**	**(198)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	102	(102)		0	
Phasing of Libraries Sunday opening for 2017/2018	54	(54)		0	
Corporate Customer Journey Programme	259		101	360	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Library Bequests	0	0	3	3	
Warwickshire Local Welfare Scheme	714		94	808	
Total	**1,129**	**(156)**	**198**	**1,171**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18 Target £'000	2017/18 Final Outturn £'000	Reason for financial variation and any associated management action
RG-CS-01	Reduction in the staff supporting the senior management of the Business Unit.	30	30	
RG-CS-02	Increase income from the Registration Service	100	100	
RG-CS-03	Reduction in the resources available to undertake projects within Customer Services	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	
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	
	Total	**356**	**356**	
	Target		**356**	
	Remaining Shortfall/(Over Achievement)		**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	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	66	0	0	0	66	66	(8)	106	0	164	(8)	98	Library Refurbishment programme delayed. Transfer £98,288 from 11040000 to 10155000.
10645000	One-Stop Shops Expansion Programme 2009/10	70	112	0	21	203	70	0	2	131	203	(112)	0	Projects forecast for later years
11040000	Improving the Customer Experience/One Front Door Improvements	225	287	509	1,600	2,620	225	74	381	1,842	2,522	(213)	(98)	Transfer £98,288 from 11040000 to 10155000.
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	280	0	0	374	94	273	7	0	374	(7)	0	
11648000	Customer Services Vehicles & Equipment	0	0	0	0	0	0	16	0	0	16	16	16	Replacement vehicle purchase funded from a revenue contribution.
		514	679	509	1,670	3,372	514	355	496	2,022	3,387	(324)	16	

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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	224		224	291	67	This overspend was planned (to partly offset the underspends below) temporary consultant input into Finance Transformation work.
Corporate Finance & Advice and Resources Local Finance	1,129		1,129	1,078	(51)	This underspend was generated primarily from the difficulty in recruiting to vacancies, primarily at Principal Accountant level. The service will want to draw down on the underspend to employ on a temporary basis to fill these gaps in the early part of 2018/19.
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	27		27	94	67	This overspend was largely the result of additional one-off costs incurred in improvement work on Agresso (the Council's financial system).
Communities Group and Fire and Rescue Local Finance, Procurement	656	(107)	549	491	(58)	This variation is partly due to additional generation of contract rebates (where existing contracts were extended) and temporary vacancies.
People Group Local Finance, Financial Benefits and Advice	1,818	(13)	1,805	1,607	(198)	This underspend was generated primarily from the difficulty in recruiting to vacancies, plus the successful access to one-off grants to fund some Adult Social Care support activity.
Traded Services - Education	(237)		(237)	(293)	(56)	This relates to additional trading income from another successful year, alongside some temporary vacancy savings that are not expected to recur.
Traded Services - Non Education	0		0		0	
Net Service Spending	**3,617**	**(120)**	**3,497**	**3,268**	**(229)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	274		232	506	
Finance - Service Improvement Projects	325	107		432	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Finance Training Reserve	95		(3)	92	
Total	**694**	**107**	**229**	**1,030**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	
RG-FIN-02	The procurement team will prioritise additional service activity to target additional income from contract rebates	60	60	
RG-FIN-03	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	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	All savings proposals to date have been delivered as expected.
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	
	Total	624	624	
	Target		624	
	Remaining Shortfall/(Over Achievement)		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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,403		1,403	1,274	(129)	This is largely due to staffing vacancies which have proved difficult to recruit to. The service has now gone slightly over capacity in HR advisory to provide stability.
Human Resources Service Centre	2,427		2,427	2,683	256	Agreed overspend to support implementation of Your HR offset against wider service under spend.
Business Partners and Learning and Organisational Development	1,671		1,671	1,601	(70)	Vacancies in the team in the process of being recruited to.
Human Resources Head of Service and Internal Apprenticeship Programme	703		703	534	(169)	Head of Service post which has not been replaced and vacancies within the apprenticeship team.
Traded Services - Education	(119)		(119)	(143)	(24)	Reduced expenditure due to staffing vacancies.
Traded Services - Non Education	38		38	33	(5)	Increased levels of trading income
Net Service Spending	**6,123**	**0**	**6,123**	**5,982**	**(141)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	537		8	545	
Human Resources - Service Improvement Projects	30		40	70	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Growing for Growth Apprenticeship Scheme	711	(557)	93	247	
Total	**1,278**	**(557)**	**141**	**862**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
RG-HR-02	Re-design HR Business Partnership Service and reduce capacity. Reduce the spend on the corporately funded learning menu.	68	68	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
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	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
RG-HR-04	Reduction in agency / temp staff spend in HRSC	34	34	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
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	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
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	
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	
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	
	Total	**313**	**313**	
	Target		**313**	
	Remaining Shortfall/(Over Achievement)		**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	259		259	139	(120)	
Members Support	35		35	27	(8)	
Strategy and Programme and Innovation	1,012		1,012	971	(41)	
Corporate ICT Development	1,277		1,277	1,144	(133)	A number of projects have confirmed underspends. There are also a number of projects that are on hold pending external decisions.
Customer and Supplier Services	1,433		1,433	1,417	(16)	
Production Services	3,155		3,155	3,263	108	Increased costs of Microsoft licensing.
Systems Design and Architecture	1,088	(9)	1,079	1,033	(46)	
Network Services	823	(73)	750	680	(70)	
Information Management	359		359	335	(24)	
Traded Services - Education	(303)		(303)	(143)	160	The schools service will not be able to deliver their full Traded Surplus 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	**9,138**	**(82)**	**9,056**	**8,866**	**(190)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Information Assets - Savings	188	(188)	172	172	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Going for Growth - BDUK	589	(296)	18	311	
Total	**777**	**(484)**	**190**	**483**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18 Target £'000	Final Outturn £'000	Reason for financial variation and any associated management action
RG-IA-01	Release of the trading surplus delivered by the Schools ICT Service	200	200	£143k of this savings target has been achieved through the trading surplus delivered by the Schools ICT Service and £57k through efficiencies within the Business Unit.

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
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	
RG-IA-03	Reduction in spend on specification, building, procurement, implementation, support and enhancement of information systems	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	
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	
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	
RG-IA-07	Reduction in the cost of the management, the technical development/build and deployment of personal computing devices	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	
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	
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	
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	
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	
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	
	Total	1,102	1,102	
	Target		1,102	
	Remaining Shortfall/(Over Achievement)		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	0	0	0	329	329	0	0	0	329	0	0	
11121000	Development of Rural Broadband	11,559	3,439	9,715	12,457	37,170	11,559	3,484	7,859	13,342	36,244	45	(926)	Delayed builds within the project resulted in missed milestones and a corresponding decrease in expenditure, as the supplier is not entitled to submit an invoice until the milestone is achieved.
11465000	WCC Information Assets Purchases (multiple years)	546	131	548	521	1,746	546	304	485	485	1,821	173	75	Sub project 11465006 reflects equipment purchases for 2017-18. Capital funding split over remaining programme years 18/19 & 19/20 to match Project Connect rollout and planned ICT equipment refreshes. Increase funded via a revenue contribution.
11606000	2017-18 ICT Software Development	0	590	0	0	590	0	542	0	0	542	(48)	(48)	The forecast value has changed as a result of changing business priorities in favour of work on projects that do not create software assets.
		12,434	4,161	10,263	12,977	39,835	12,434	4,330	8,344	13,828	38,936	169	(899)	

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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	525		525	528	3	
Insurance, Internal Audit and Risk Management	497	(12)	485	421	(64)	Largely due to in-year staffing vacancies. Plans in place for recruitment to existing vacancies
Law & Governance Administration	96		96	13	(83)	Unallocated budget held by HoS - will be the subject of a carry forward request to support webcasting project
Legal Core	409		409	471	62	Increased spend on a specific legal case, including counsel's fees, together with general increase in demand for corporate legal work
Traded Services - Educational	(96)		(96)	(84)	12	
Traded Services - Non Educational	(554)	12	(542)	(982)	(440)	Increased demand for legal services, both internally and externally
Net Service Spending	**878**	**0**	**878**	**367**	**(511)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	105	(105)	501	501	
Warwickshire Counter Fraud Partnership	36	(16)	10	30	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Total	**141**	**(121)**	**511**	**531**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18 Target £'000	Final Outturn £'000	Reason for financial variation and any associated management action
RG-LG-01	Increase External Income Potential through Legal Services	8	8	
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	35	35	
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	
Total		**65**	**65**	
Target			**65**	
Remaining Shortfall/(Over Achievement)			**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Insight	1,221		1,221	1,196	(25)	
Transformation Assurance & Performance	1,390		1,390	1,275	(115)	Variation due to ongoing staff vacancies
Performance Administration	382		382	272	(110)	Variation is due to underspends on staffing costs and staff vacancies funded from the Corporate Transformation Fund
Business Improvement & Support	459		459	424	(35)	
Commercial Enterprise	243		243	242	(1)	
Resources Transformation	965		965	897	(68)	Variation is due to underspends on fixed term and agency staff
Net Service Spending	**4,660**	**0**	**4,660**	**4,306**	**(354)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	222	(222)	142	142	
Resources Transformation Fund			68	68	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Corporate Transformation Fund			144	144	
Total	**222**	**(222)**	**354**	**354**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
RG-PE-01	Reduction of management team as a result of the release of a vacant post	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	
RG-PE-03	Reduction in management and operational capacity through streamlining processes and redesigning the service.	0	0	
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	0	
	Total	**90**	**90**	
	Target		**90**	
	Remaining Shortfall/(Over Achievement)		**0**	

Property Services - Steve Smith
Strategic Director - David Carter
Portfolio Holders - Councillor Butlin (Finance & Governance)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	1,024	(55)	969	402	(567)	£85,000 planned revenue contribution for Old Shire Hall now to be made in 2018/19, £77,000 reduction in self financed borrowing costs due to the delay in Hawkes Point, £55,000 funding for Switch and Save project to start in 2018/19 £350,000 Grant funding received for the One Public Estate Project.
Construction Services	1,447	55	1,502	1,501	(1)	
Facilities Management	8,451	0	8,451	7,972	(479)	Reduction in spend on County Buildings of £356,000 due to reductions in Gas, Electricity, rates and rent payments. There are also a number of projects that will no longer be carried out this year. Other savings of £123,000 relate to savings from staffing vacancies, deferred spend on new ICT equipment and savings in consultancy and training.
Estates and Smallholdings	(752)	246	(506)	108	614	£601,000 planned savings not were not made during the year due to the delay in the sales of Meadow Farm and Eastboro Way, these will be received in 2018/19. £13,000 due to the increase in agency costs.
Asset Strategy	261	214	475	291	(185)	£185,000 Savings made as a result of the staffing restructure and deferred spend on new ICT equipment.
Property Rationalisation Savings	(566)	291	(275)	(35)	240	£504,000 planned savings not made due to delays in property disposals. Offset by £264,000 decrease in project costs and staffing savings from the restructure.
Traded Services - Education	(1,057)	0	(1,057)	(35)	1,022	Overspend of £724,000 on Catering due to the catering function leaving the council and becoming Educaterers (overspend before leaving, loss of income and write out of catering stock). One-off overspends of £282,000 on the Schools Indemnity and Devolved Maintenance Schemes.
Traded Services - Non Education	(178)	0	(178)	49	227	One-off overspend of £240,000 on the Non-Schools Devolved Maintenance Scheme.
Net Service Spending	**8,631**	**751**	**9,382**	**10,253**	**871**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	0		(1,157)	(1,157)	
Community Energy scheme	0		110	110	
One Public Estate	0		323	323	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Catering Equalisation Account	401	(100)	(147)	154	
Total	**401**	**(100)**	**(871)**	**(570)**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
RG-PA-01	Reduction in the running costs of property as a consequence of Property Rationalisation	406	406	
RG-PA-02	Reduce property costs in Stratford by moving from Elizabeth House to smaller alternative premises	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	149	£601,000 savings were not made during the year due to the delay in the sales of Meadow Farm and Eastboro Way and the capital receipts not coming in this financial year.
RG-PA-04	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	220	220	
RG-PA-05	Reduction in the cost of corporate cleaning and catering through changes to specifications and working practices	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	46	£504,000 savings not made due to delays in disposals under the Property Rationalisation Programme.
RG-PA-07	Reduce property costs in Warwick by vacating the Barrack Street block and accommodating staff in other existing premises	0	0	
	Total	**2,157**	**1,052**	
	Target		**2,157**	
	Remaining Shortfall/(Over Achievement)		**1,105**	

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	705	700	0	1,686	281	638	767	0	1,686	(67)	0	Minor Slippage
Special Projects														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	938	57	0	0	995	938	(6)	0	0	932	(63)	(63)	Project completed - return funding to 11041000 for future disposals
Estates														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	739	0	0	-	739	739	0	0	0	739	0	0	
10972000	Planning Consent For Europa Way	531	100	20	0	651	531	131	297	0	959	31	308	Increase in Project budget as agreed at January 2018 Cabinet
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	0	29	0	240	(29)	0	Minor Project slippage
11440000	Strategic Site Planning applications	884	404	340	321	1,949	884	344	2,475	0	3,704	(59)	1,755	Increase in Project budget as agreed at January 2018 Cabinet
11503000	Planning Consent re the disposal of Dunchurch depot	10	30	40	0	80	10	27	43	0	80	(3)	0	Minor Project slippage
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	717	162	0	0	879	717	0	225	0	942	(162)	63	Carry forward remaining funding pending completion of PRP disposals
11335000	Rationalisation of County Storage	2,788	40	1,572	0	4,400	2,788	102	1,509	0	4,400	63	0	Project under review - money carried forward pending future cabinet report
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	(51)	0	0	473	(51)	(51)	Reduction in works funding due to overestimation of creditors from 2016/17
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)	Final Account less than expected - £217 moved to 18.19 11443000
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,028	0	0	0	6,028	6,028	(28)	6	0	6,006	(28)	(22)	Final Account less than expected - £21,846 moved to 18.19 to 11445000
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	7	0	0	221	213	(1)	6	0	219	(8)	(2)	Final Account less than expected - £1604 moved to 18.19 11442000
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	26	0	0	1,352	1,326	0	15	0	1,341	(26)	(11)	Final Account less than expected - £11,006 moved to 18.19 11444000
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	9	0	0	2,746	2,737	(0)	16	0	2,753	(9)	7	£6,651 moved from 11443000
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,741	120	0	0	5,862	5,741	61	50	0	5,852	(60)	(10)	Final Account less than expected - £9,651 moved to 18.19 11445000
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	5	0	0	381	376	0	0	0	376	(5)	(5)	Final Account less than expected - £4,753 moved to 18.19 11442000
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,235	(15)	0	0	1,220	1,235	(15)	38	0	1,258	(0)	37	£37,454 moved from 11444000
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,679	(43)	0	0	2,636	2,679	(58)	15	0	2,636	(15)	(0)	Awaiting Final Accounts - remaining budget moved into 18.19
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,791	(79)	0	0	5,712	5,791	(97)	18	0	5,712	(18)	(0)	Awaiting Final Accounts - moved remaining budget into 18.19
11283000	Non Schools Asb & Safe Water Remedials 2016/17	196	114	0	0	310	196	111	3	0	310	(3)	(0)	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	360	0	0	360	0	308	0	0	308	(52)	(52)	£51,897 moved to 18.19 11442000
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,047	14	0	0	2,060	2,047	(39)	53	0	2,060	(53)	0	Awaiting Final Accounts - remaining budget moved into 18.19
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	1,762	0	0	1,762	0	1,736	32	0	1,768	(26)	6	Revenue Contribution
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,251	(4)	0	0	1,247	1,251	(32)	28	0	1,247	(28)	0	Awaiting Final Accounts - budget moved to 18.19
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	778	0	0	778	0	802	0	0	802	23	23	£23,450 moved from 11444000

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	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,520	(122)	0	0	5,398	5,520	(117)	0	0	5,403	5	5	£5,329 moved from 11445000
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	7,173	0	0	7,173	0	7,013	160	0	7,173	(160)	(0)	Remaining budget moved to 18.19. Late instructions
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	325	0	325	0	0	383	0	383	0	58	£1604 moved from 11142000, £4,753 moved from 11224000, 51,897 moved from 11284000
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	2,122	0	2,122	0	0	2,115	0	2,115	0	(7)	£217 moved from 11037000, £104 moved to 1122640 and £6,651 moved to 11144000
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	731	0	731	0	0	681	0	681	0	(50)	£37,454 moved to 11225000, and £23,450 moved to 11288000
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	3,431	0	3,431	0	0	3,457	0	3,457	0	26	£21,846 moved from 11039000 , £9,651 moved from 11145000, £5,329 moved to 11289000
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	0	325	325	0	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	0	2,122	2,122	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	0	731	731	0	0	0	731	731	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	3,431	3,431	0	0	0	3,431	3,431	0	0	
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	443	10	38.191	0	491	443	104	36	0	582	94	91	RCCO contributions of £90,859, minor change in years of forecasted corporate resourcing usage
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	0	50	0	1,206	(50)	0	
Energy														
10400000	Climate Change 2009/10	179	0	0	0	179	179	0	0	0	179	0	0	Budget complete
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	4	1,630	3,600	5,234	4	4	Planning costs for the project funded in year by RCCO
11562000	Former Landfill site - Stockton	0	0	0	0	0	0	0	0	0	0	0	0	
Smallholdings														
11228000	Rural Services Capital Maintenance 2015/16	794	-19.264	0	0	775	794	(18)	17	0	794	2	19	Insurance Claim waiting to be received on project 11228018 and final accounts on 11228003, 11228020 and 11228022
11291000	Rural Services Capital Maintenance 2016/17	561	313	0	0	874	561	90	223	0	874	(223)	(0)	Awaiting final accounts on sub projects
11292000	Rural Services Capital Maintenance 2017/18	0	476	0	0	476	0	233	244	0	476	(244)	0	Awaiting final accounts on some sub projects and part completion of others.
11139009	LOWER TYSOE/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	0	0	0	0	0	0	8	0	0	8	8	8	Project now complete - final account came in at higher than forecast
11446000	Rural Services Capital Maintenance 2018/19	0	0	496	0	496	0	0	469	0	469	0	(27)	
11542000	Rural Services Capital Maintenance 2019/20	0	0	0	496	496	0	0	0	496	496	0	0	
		49,256	**12,462**	**13,415**	**10,051**	**85,184**	**49,256**	**11,252**	**15,089**	**11,700**	**87,296**	**(1,210)**	**2,112**	

Other Services - Virginia Rennie
Strategic Director - David Carter

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Government Grants & Business Rates	(138,367)	(4,367)	(142,734)	(144,394)	(1,660)	Additional grant and business rate income received as a result of the late announcement of grants and the gain from the business rates pool. The level of this income was not known at the time the 2017/18 budget was agreed, but have been built into the 2018/19 OOP financial refresh. Also £1.238 million is an addition to funds we are holding on behalf of the district and borough councils as lead authority for the Coventry and Warwickshire business rates pool.
Dedicated Schools Grant and other School/Pupil Funding net of Individual Schools Budgets	(76,044)	(1,041)	(77,085)	(75,032)	2,053	Collectively maintained schools overspent their individual school budget allocations by £2.199 million in 2017/18. This will be met from school balances. Where individual maintained schools are in deficit by more than 5% of their budget the authority is actively working with them through a series of task groups to agree a recovery plan.
Capital Financing Costs	34,819	(3,068)	31,751	28,138	(3,613)	Underspend is a result of a reduction in the required repayment of our long term borrowing (Minimum Revenue Provision) in 2017/18. This is the amount we are required to pay is based on the debt outstanding at the end of the previous financial year and was lower than anticipated due to the levels of slippage in 2016/17. There has also been additional slippage in 2017/18 which has reduced the need to provide for interest payments on new borrowing.
Strategic Management Team	1,523		1,523	1,344	(179)	An underspend on staff budgets
County Coroner	415		415	427	12	
Environment Agency (Flood Defence Levy)	232		232	232	0	
External Audit Fees	176	1	177	145	(32)	
Provision for redundancy costs	(133)	(374)	(507)	0	507	At the end of each financial year the corporate cost of redundancies in 2017/18 will be met from the Redundancy Fund.
County Council Elections	255		255	798	543	This is the final balance paid in respect of the May 2017 election. This will be funded from the Elections Reserve set up to phase the cost of elections across the four year cycle.
Members Allowances and Expenses	1,064		1,064	864	(200)	
Other Administrative Expenses and Income	672		672	(588)	(1,260)	The variation relates to a significant amount of forecast income received late in 2017/18. This includes £425,000 SCAPE dividend, and £431,000 benefit our partnership with Oxygen Finance . The balance is an underspend of £238,000 on the selling costs of our assets.
Apprenticeship Levy	1,200	(600)	600	647	47	
Net Service Spending	**(174,188)**	**(9,449)**	**(183,637)**	**(187,419)**	**(3,782)**	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Corporate					
General Reserves	25,213	625	1,438	27,276	
Medium Term Contingency	16,985	(691)		16,294	
Provision for Redundancy Costs	12,424		(507)	11,917	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Capital Fund	1,037		238	1,275	
Insurance Fund	8,435		490	8,925	
Schools and Centrally Managed Dedicated Schools Grant	15,777		(2,053)	13,724	
Total Corporate Reserves	**79,871**	**(66)**	**(394)**	**79,411**	
Other Services					
Audit Fee Reserve	717		32	749	
Transformation Fund	1,154	2,896		4,050	
Adult Social Care (BCF) Reserve	1,154	2,086		3,240	
Corporate Partnership Initiatives	301		1,854	2,155	
Interest Rate Volatility Reserve	5,436			5,436	
Provision for Business Rates Appeals	1,047	1,004	622	2,673	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Coventry and Warwickshire Business Rates Pool	971		1,238	2,209	
Quadrennial Elections	730		(543)	187	
Pensions Deficit Reserve	0	466		466	
Apprenticeship Fund	0	600	(47)	553	
Schools in financial difficulty fund	0	2,273		2,273	
Corporate Systems replacement fund	0	2,706	975	3,681	
Total Other Services Reserves	**11,510**	**12,031**	**4,131**	**27,672**	
Group Reserves					
Resources Transformation Fund	2,130	(965)	45	1,210	
Resources Systems Replacement Fund	2,872	(1,365)		1,507	
Resources Traded Service Reserve	263			263	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Resources Service Savings	663			663	
People Group Reserve	5,319	(1,341)	0	3,978	
Total Group Reserves	**11,247**	**(3,671)**	**45**	**7,621**	
Total	**102,628**	**8,294**	**3,782**	**114,704**	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	
OS-OS-02	Reduction in the provision for borrowing costs.	3,300	3,300	
OS-OS-03	Management restructure	150	195	The additional £45,000 is early delivery of the 2018/19 savings
OS-OS-04	Removal of the provision for funding redundancy costs.	2,000	2,000	
	Total	8,450	8,495	
	Target		8,450	
	Remaining Shortfall/(Over Achievement)		(45)	

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
C&F	No. of early help assessments initiated	Higher	983	983	1000	Amber	We have marginally missed our target by 1.7%. With changes to recording of siblings and a focus on partners using the Pre Early Help Self Assessment (EHSA) more, performance is closely in line with expectations. Analysis shows there is a reduction in school initiations which needs to be monitored.	
C&F	No. of Child Protection Plans-Reduction in	Lower	564	564	443	Red	2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.

There is information to say that this rise in child protection numbers has been experienced across the region and nationally. We have been undertaking an analysis of what has been occuring within Warwickshire, as this rise has not been a feature over the whole county e.g. Rugby District has see a fall and Stratford has experienced stable numbers. From the analysis todate it does seem that we have in some cases missed opportunities to divert some child protection referrals to child in need processes. | Finish the analysis of the reason for our referrals and then implement any recommendations of the learning from this work. This is likely to focus on the better use of child in need processes in respect of some child protection referrals; this is happening but not to the degree that it could.

We do also need to work to reduce the time that children are subject to child protection plans by reducing the delays for the provision of some assessments and direct work services. |
| C&F | No. of Children Looked After (excl. UASC) -Reduction in | Lower | 650 | 650 | 605 | Red | 2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.

While the data is provisional we will not hit the target of 605. Our primary method of seeking to reduce looked after numbers was to reduce average caseload in front line children's teams, enabling these social workers to work in new ways. For most of our teams and for most of the year these low caseloads have not been achieved, where lower caseloads have been achieved for at least part of the year, looked after numbers have seen declines e.g. the teams in Nuneaton and Bedworth saw their looked after numbers fall from 200 at the end of March 2017 to 176 by the end of March 2018.

We have also been successful for a second year running to significantly reduce the numbers of young people becoming looked after via our Case Decision Making Meetings, an approach that we need to sustain. We do now need to focus upon reducing the time children and young people are looked after, so that we can increase the numbers leaving care. | We need to continue our Case Decision Making Meetings and also the weekly meetings with the Head of Service to ensure only those children who require safeguarding become looked after.

The Case Decision Making Meeting will be increasing the tracking of Public Law Outline cases to ensure that we make maximum use of connected family options. This process will be made easier with the expansion of the Family Group Conferencing Service.

We need to continue to seek to discharge Care Orders on those children placed with their parents in a timely manner. We have a tracking process in place to ensure where revocation of an order is possible, this occurs in a timely manner.

We are considering the extension of the Different Futures Service as they are now working at full capacity and this will reduce the numbers of new born babies coming into the looked after population.

We need to make more capacity, by the reduction of caseloads that social workers can work to return children to their families care where this is safe to do so.

Work to ensure that average caseload in district children's teams are 15. |
| 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 | 37.3 | 37.3 | 34 | Green | While our numbers of adoptions has reduced (in line with national trends) our numbers of Special Guardianship Orders (SGO) has seen an increase. The approaches in place achieving this target need to be maintained but we are looking to speed up the processes via earlier involvement of our Family Group Conference and Connected Persons services. We are also looking to improve court timescales bia more efficient use of our Public Law Outline process. | |
| C&F | No. of children placed in residential care at 31 March (excluding IDS) | Lower | 30 | 30 | 26 | Red | 2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018. | A strategic review of all residential placements is being undertaken. |

Annex R

Children are safe

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
C&F	No of Children in Care in internal foster care (excluding UASC)	Higher	354	354	360	Amber	There have been a large number of resignations in the last 12 months which have impacted on the number of available carers. A recruitment campaign is due to be launched to attract more foster carers to enable us to build a larger pool of internal foster carers. 2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.	Leaving interviews to be offered to foster carers to gain an understanding of any emerging patterns. A recruitment campaign and a relaunch of project is planned.
C&F	No. of CiC in external foster care (excluding UASC)	Lower	130	130	106	Red	There has been a reduction in spend on external placements by £904k so we are using external placements less than in the previous year. However we did not meet this years target due to the lack of availability of internal placements. 2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.	Increase recruitment of internal foster placements.
C&F	No. of average caseloads per FTE Social Worker (excluding Team Managers) for the 7 Frontline Children & Families teams only.	Lower	19.8	19.8	15	Red	The year began with a reported average caseload of 20 but work to improve our reporting processes demonstrate this was an error and had significantly underreported the caseloads. A new reporting process was put in place in the summer and an increase in social numbers since this time has resulted in a reduction in average caseloads by about 4 per front line worker, higher in our Assessment & Intervention teams. On current trends our front line teams should be fully staffed by the end of August. In addition we are rolling out out Strengthening Families Service (new child in need service), which has reduced caseloads in the pilot area. We have however continued to see high referral and re-referrals rates that may suggest our partner agencies are misunderstanding our thresholds.	Continue to recruit social workers. Complete further work on retention as our turnover rate for frontline social workers remains high. Roll out the Strengthening Families Service.
C&F	No. of average caseload per FTE for the Independent Reviewing Officer Service-reduction in	Lower	125	125	110	Red	Caseloads continue to be high due to the volume of statutory work held by teams across the service.	We have an ongoing recruitment campaign which has been successful but we have also experienced a high level of sickness absence in the team resulting in the reallocation of work to other team members.
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	59.5	62	Amber	2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.	We are reviewing our approach and support to children and foster carers to enable them to maintain placements. This includes new methods of working including mockingbird which is an evidenced based practice which improves stability.
C&F	% of Care Leavers aged 19-21 who are not in education, employment or training (NEET)	Lower	33.5	33.5	25	Red	Based on Mosaic report.	A Leaving Care careers worker has recently started in their post. This will help focus and increase support to care leavers.

C&F = Children & Families

Annex R
Adult Social Care

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
SCS & SSC	No of permanent admissions of older people (aged 65 and over) to residential and nursing care homes	Lower	577	577	528	Red	There are a variety of aspects impacting long term admissions into residential and Nursing care. The numbers leaving hospital requiring this level of support continue to rise and pathways 3 beds within acutes have increased. No new Extra Care Housing schemes have been available for 12 months, with limited potential new availability in 2018 / 19 planned. Individual length of stays within residential and nursing care are increasing in longevity. Please note this data is currently unverified, it forms part of our statutory annual returns. Verified data is due October 2018	
SCS & SSC	No. of permanent admissions of people to residential and nursing care homes (aged 18-64)	Lower	50	50	33	Red	Please note this data is currently unverified, it forms part of our statutory annual returns. Verified data is due October 2018	Support planning for individuals will continue to ensure that community support is considered for all customers and residential and nursing care provision is the last option. An increase in this cohort has arisen due to individuals transferring funding streams from health to social care; practitioners will apply Continuing Healthcare (CHC) criteria robustly to ensure individuals are in receipt of the most appropriate support to meet their needs.
	No. of admissions to long term community care (including both residential and community settings) (all ages 18+).	Lower	2152	2152	2000	Red	This is a snap snot taken in time, there are system issues and inaccuracies with Mosaic and Data Cleansing required, therefore, we need to understand if this may be impacting this here, given the low number "over".	
SCS & SSC	Proportion of adults receiving a direct payment ASCOF 1C Part 2A	Higher	27.1	27.1	30	Red	Please note this data is currently unverified, it forms part of our statutory annual returns. Verified data is due October 2018	All customers who are eligible for support will be offered a direct payment as part of assessment and support planning. There is a learning and development plan in place for all social care practitioners regarding direct payments to support staff with knowledge and skills on direct payments.
SCS & SSC	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF.	Lower	342	342	271	Red		
SCS & SSC	% of customers not needing on-going social care 91 days after leaving reablement (all ages).	Higher	67.2	67.2	75	Red	Customers have been more complex and would probably need some level of support in a few months, it has also been a very bad year for viruses and breathing issues in the hospitals, so potentially the most vulnerable would pick these up and then need some support.	Reablement is looking at Assistive Technology to monitor customers within their homes around hydration, nutrition and medication. Also looking at the potential to have Reablement staff based within the hospitals to start the assessment before the customer returns home.

SS & SSC = Social Care & Support and Strategic Commissioning

Annex R

Health & Wellbeing

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
PH	% smoking at the time of delivery (Warwickshire whole)	Lower	9.7	9.7	9.1	Red	Public Health are working towards an ambitious target of 5% for this measure. We continue to work collaboratively across relevant partners to achieve this.	
PH	Teenage conception rate per 1,000 population (Warwickshire)	Lower	18.7	18.7	18	Amber	There is time lag with data for teenage conception rate. The rate per 1,000 population for 2016 is presented. The target is set as 7.5/1000 decrease over 5 years (=1.5/1000 decrease for 1 year using 2015 figure as baseline - the basline rate is 19.5/1000).

Warwickshire's rate is slightly below the national teenage conception rate; the latest figure (2016) is 18.7 per 1,000 compared to 18.8 for England (statistically similar). However, there was some variation at District/Borough level: North Warwickshire 15.7 per 1,000 (n=16); Nuneaton & Bedworth 29.8 per 1,000 (n=64); Rugby 16.7 per 1,000 (32); Stratford-on-Avon 12.1 per 1,000 (n=24); and Warwick 16.4 per 1,000 (n=32).

Rates for Nuneaton & Bedworth, Stratford on Avon and Warwick increased from 2015 but decreased in North Warwickshire and Rugby. However, the small numbers of pregnancies involved can result in these annual fluctuations ; in 2015 rates increased from 2014 in North Warwickshire, Rugby and Warwick yet fell in Nuneaton & Bedworth and Stratford-on-Avon. The rates for all districts and boroughs are statistically similar to the national rate, with the exception of Stratford, which is significantly lower. | The condom distribution programme commenced in 2017 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.

Increases seen in some areas of the county will continue to be closely monitored to understand if a trend emerges. |
| PH | % children aged 11 who are obese | Lower | 17 | 17 | 17 | Green | This is the 2016/17 annual rate. | The Warwickshire Fitter Future service aims to address child obesity; referrals are made by other agencies, with results showing a positive improvement for participants through increases in: intake of fruit & vegetables, physical activity and self-esteem score.

Increase referrals to Family Weight Management Services (Fitter Futures) |
| PH | Alcohol related admissions per 100,000 (KBM) | Lower | 590 | 625 | 625 | Green | Quarterly reporting is not possible for this indicator, however, the target has been met. | Continued partnership work with groups/teams including Criminal Justice, Social Care, Health etc. The Public Health England update on their Fingertips tool has indicated a lower actual but prevalence is increasing. Work with Clinical Commissioning Groups (CCGs) to agree oversight of Commissioning for Quality and Innovation (CQUIN) in community health this year and acute health environments next year. |
| PH | Hospital admissions as a result of self-harm - children and young people 10-24 per 100,000 | Lower | 502.9 | 502.9 | 510.7 | Green | This data relates to 2016/17.

The 2017/18 data will not be released until the Child Health Profiles are updated in March 2019. | During 2018/19 we will be looking at self-harm as part of the multi-agency suicide prevention strategy and steering group. |
| PH | % health check offers taken up (seen) by eligible population each year across all CCGs | Higher | 31.2 | 40 | 40 | Green | This data is cumulative to Q3 for 2017/18 | Expect to achieve YE target |

PH = Public Health

Annex R
Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
FR	Total No. of incidents attended by WFRS	Lower	3,491.00	3,491.00	3,013.00	Red	For 2017/18 there have been 3491 incidents attended by WFRS, this is an increase of 415 incidents or 13.5% compared to the previous year. A number of key incident categories experienced increases including special services with an 54.4% increase, this is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types, including a pilot first responder for West Midlands Ambulance Service initiative, in line with customer expectations. Primary fires, those involving property or vehicles, increased by 12.5% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. A number of other incident categories experienced reductions including deliberate fires and fires in non domestic premises of 10.5% and 2.3%.	Close monitoring of incident activity across the Service including stations, fire prevention and senior managers. Emerging trends are identified early and inform fire prevention strategy and targeting with the most vulnerable members of our community through local district plans.
FR	No. of accidental dwelling fires	Lower	143.00	143.00	152.00	Green	The level of accidental dwelling fires reduced by 3 incidents or 2% this year compared to last year.	
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	68.36%	68.36%	75.00%	Red	Across the year there were 411 life risk incidents in total, for 131 of those incidents the first appliance was unsuccessful in attending the incident within the agreed response standard of 10 minutes. For 62% of these incidents the reason for the extended attendance was the geography of the location with the incidents occurring in harder to reach parts of the county. A further 21% of the extended attendances were due to difficulty getting or finding the location of the incident. 10% of the extended attendances were due to the un availability of the nearest RDS station and 8% of the extended attendances were due to nearest stations appliance being committed elsewhere in the county.	The performance against the agreed response standards is monitored closely with reasons for extended attendances being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
FR	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	76.31%	76.31%	90.00%	Red	Across the year there have been 331 life risk incidents in total where a second appliance was needed, for 81 of those incidents the second appliance did not meet the response standard of 15 minutes. For 43% of these incidents the reason for extended attendance was the geography of the location with the incidents occurring in harder to reach parts of the county.	The performance against the agreed response standards is monitored closely with reasons for extended attendances being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
FR	% RDS appliance availability at key stations	Higher	93.02%	93.02%	90.00%	Green	% RDS availability at key stations has remained at a high level across this year. At the beginning of 2018 the Service has introduced some RDS peripatetic personnel to increase resilience and improve availability at RDS key stations across the County. This has proved successful with the last quarter achieving the best performance at 96%.	
FR	No. of preventable fire related deaths	Lower	2.00	2.00	0.00	Red	Across the 2017/18 period there have been 2 fire related deaths recorded and were both as a result of an aircraft crash. There is an aspirational target of zero for this measure.	All fire related deaths are investigated fully in an effort to highlight learning which will inform the targeting of fire prevention activity with the most vulnerable members of our communities.
FR	No. of community safety contacts.	Higher	43,849.00	43,849.00	22,000.00	Green	This is a new measure for the Service and reflects the extensive range of safety education activities delivered within the communities of Warwickshire. Included within the overall total of 43891 contacts there have been: - 2561 students receiving Heartshield Training - 12527 students receiving fire safety education through the School's Education programme - 10,688 arson reduction activity contacts - 1,545 students or people receiving the Fatal 4 education	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	17.00	17.00	12.00	Green	There have been 17 major training events or exercises delivered this year exceeding the target of 12. Events included a series of High Rise exercises at the Fire Service College which was particularly timely following the Grenfell Tower incident earlier this year. Many events include partnership working and enable all participants the opportunity to practise and improve their response to potential life threatening incidents.	

Annex R

Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	513.00	513.00	720.00	Red	As anticipated from early on in the year the target of 720 has been missed with 513 inspections being conducted. This is due to the re prioritisation of visiting high rise premises across the County following the Grenfell Tower incident in June.	
TE	No. of people killed or seriously injured (KSI) on our roads (key data set)	Lower	354	354	314	Red	Reporting year used 01/01/2017 - 31/12/2017 as per the DfT reporting cycle. The year end figure is the actual year end figure for 2017. The 354 KSI in 2017 is a slight reduction on the 2016 numbers of 378 though above the 2015 numbers of 322.	Data led interventions in Road safety education, engineering and enforcement will continue to be taken in response to analysis of long term data trends. Foucs on delivering interventions through WRSP and funding available to support this approach
TE	No. of proposed new properties better protected from flooding through undertaking a planning role	Higher	16104	16104	9000	Green	The figures for the previous quarter were mis-reported. It should have been 10,810 properties rather than the 12,713 that was reported. The higher figure was the rolling 12 month total rather than financial year to date. However, the target has been exceeded this financial year.	None
CS	Rate of total recorded crime per 1000 population	Lower	74.56	74.56	66.5	Red	Recorded crime is still being affected by improved recording practice within the police, there have also been real increases across a number of categories including vehicle crime this year.	Continue to address crime and community safety through the Safer Warwickshire Partnership Board, local CSPs and tactial subgroups
CS	No. of domestic abuse offences and crimed incidents	Higher	15895	15895	9041	Green	Exceeds target - although it should be noted that the introduction of Athena by the police in October has impacted on this crime category quite significantly with fewer crimes being flagged as DV that should have been. It is therefore expected that the final outturn would have been higher. The police are addressing this.	
	No. of hate offences and crimed incidents	Higher	838	838	694	Green	Exceeds Target	None
CS	% offenders who reoffend (youth)	Lower	36.7	36.7	21	Red	The latest data is for 2016. Warwickshire's reoffending rate was 36.7%, against the national average of 41.4%, so we continue to outperform the national average, West Midlands region and its Youth Offending Team (YOT) family group. However, this measure is reported by the Ministry of Justice from the Police National Computer (PNC) and the reporting of this measure is due to changed in January 2018 and as such the target set will not compare with the new measure.	A manual report will be produced to provide some comparison with the target but will not be generated from PNC

FR = Fire & Rescue   CS = Community Services
TE = Transport & Economy

Annex R

Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
TE	Warwickshire's GVA relative to UK average	Lower	1.5	1.5	-2	Green	The latest data is for 2016; Warwickshire's GVA per job filled was £53,447 against the UKs average of £52,526, thus Warwickshire's GVA is 1.5% higher.	
TE	Warwickshire Employment rate (aim is higher)	Higher	79.6	79.6	76	Green	Latest data has shown increase in employment rate to highest level recorded this century, on the back of strong performing economy	
TE	No. of people employed in key target growth sectors in Warwickshire	Higher	83,300	87,000	87,000	Green	Annual data (released in September of each year)	
TE	No. of businesses supported in growing	Higher	327	327	320	Green	Please note the final figures are subject to final verification - due May 2018.	
TE	Amount of funding provided to businesses through the Warwickshire County Council grants and loans programme	Higher	733216	733216	414630	Green	39 businesses supported during 2017/ 2018.	
TE	No. of people aged under 25 who start an apprenticeship in Warwickshire	Higher	3,560	3,560	2,300	Green	FE data library: apprenticeships - Next update Mar 2019	
TE	% completion of infrastructure improvements programmed for the current financial year	Higher	60	60	60	Green		
TE	% Warwickshire road network meeting specified condition	Higher	83.3	83	83	Green		
TE	% Core Highways Maintenance Contract performance measures achieving target	Higher	90	90	80	Green	Out of 11 Core Performance Measures: - 9 passed - 1 Fail - 1 Still to be calculated The above gives an 'Actual' of 90% (9 out of 10). If the one still to be calculated is passed, the actual annual figure will be 91%, if failed it will be 81%	

Annex R

Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
TE	% Highway Authority consultations which were responded to within statutory period	Higher	77	77	80	Amber	3,371 consultations were received during the year, of which 2,611 were responded to within the statutory time period. Those that were not responded to within the 21 days were in the main, major applications and strategic developments, as these have complex highway implications. However, 100% of consultations to major planning consultations were responded to prior to determination by the local planning authority.	None
TE	% communities with a population of 1,000 or less receiving at least one daily bus service	Higher	80.1	80.1	70	Green		
CS	% household waste re-used, recycled and composted	Higher	53.4	53.4	54	Amber	Reduction in green and food waste collected in Rugby and increase in residual waste. Year end figs are estimated	
CS	Waste Service cost per household	Lower	66.06	66.06	67.52	Green	Year end figs are estimated	
CS	% business satisfaction levels with Trading Standards	Higher	97	97	88	Green	Exceeds Target	None
CS	Combined no of new services created through third sector support contract and locality work with third sector and Town & Parish Councils	Higher	529	529	307	Green		
CS	No. of individuals taking part in Country Park environmental activities across the County	Higher	20725	20725	18000	Green	Ryton Pools have had some increased activity due to imaginative and creative events being produced	Ryton Pools have had some increased activity due to imaginative and creative events being produced
CS	No. of individuals taking part in engagement activities delivered across the County (H&C)	Higher	12759	12759	12500	Green	This figure is larger than expected due to external funding as part of the Heritage Lottery Fund. It is unlikely that these levels will be sustained as staff capacity is very limited. External or additional funding will help but face to face and in person engagement is likely to decrease without sustained support from WCC	
ICT	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	95.00%	95.00%	95.00%	Green		

TE = Transport & Economy
CS = Community Services
ICT = ICT Services

Annex R

Education & Learning

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual 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	42	44	Amber	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. Nationally 48% of disadvantaged children achieved RWM expected standard. Original target 57% but has been revised to 44%. The target was adjusted as it was set too high - performance is amber.	The Closing the Gap Board is assessing impact of actions. The SSIF 1 bid is now well underway focusing on this area. See Education Strategy WE2
EL	Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English & Maths	Higher	45	45	41	Green	Validated GCSE performance data shows 45% of Warwickshire disadvantaged achieving grade 4+ (standard pass) GCSE in English and maths, a 4% increase on 2016. This is above target and compares to 44% nationally.	The Closing the Gap Board is assessing impact of actions. The SSIF 1 bid is now well underway focusing on this area. See Education Strategy WE2
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in English.	Higher	0.02	0.02	0.01	Green	Final validate data shows Warks 0.02 ahead of target. This compares favourably to National figure of -0.04.	Boys reading has been identified as a priority in Warwickshires successful DfE Strategic School Improvement bid for £500k Sept 17 to July 19.
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	Higher	0.06	0.06	0.01	Green	Final validated dats shows Warks at 0.06 ahead of target. This compares favourably to national figure of -0.02.	Maths problem solving has been identified as a priority in Warwickshire's successful Department of Education Strategic School Improvement bid for £500,000, Sept 17 to July 2019.
EL	% 16 & 17 year olds who are not in education, employment or training (NEET)	Lower	1.6	1.6	5	Green	Not in Education, Employment or Training' figures are the average proportion of 16 and 17 year olds 'Not in Education, Employment or Training' at the end of Dec, Jan & Feb. Data is collected by Prospects on behalf of the Local Authority. The Department of Education publish official figures the following spring. The count date and age range has changed for 2016/17 therefore data is not comparable to previous years. This also means a baseline or target has not been set. The figure is reported on annually not quarterly. Warwickshire stands at 2.4% 16 and 17 year olds 'Not in Education, Employment or Training' which compares favourably to national figure of 2.8%.	
EL	No. of learners with EHC plan educated in Resourced Provision	Higher	37	37	46	Red	Numbers in Resourced Provision continue to increase in line with SEND & Inclusion Strategy. Managing cohorts in provision remains key to successful placements.	Continue to place and expand Resourced Provision
EL	% vulnerable children and those with SEND educated in out of County provision (KBM)	Lower	7.73	7.73	9.9	Green	Numbers in ISPs have reduced from last year, but there is still significant pressure on specialist places. At post 16, we are seeing increased number of EHC plans, with 8.2% in ISP.	Expansion of existing special schools through capital funding (Round Oak, Oakwood and Exhall Grange Schools approved). At post 16, there are plans for increased supported internships focussing on employment rather than continued education.
EL	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	Higher	89	89	90	Amber	Ofsted release official reporting in December for the Local Authority's (LA) position at the end of August. Performance at the end of August 17 report 89% (compared to 88% nationally) pupils attending Good or Outstanding schools in Warwickshire. (This represents 90% of all schools, 92% nationally.) By end of February 2018 this stood at 87% (67,413 pupils).	Head of Service (HoS) has introduced Nexus system (module now purchased) which gives live data for this measure. Education Challenge Board has reviewed Ofsted inspection predictor and target vulnerable schools for earlier intervention.

EL = Education & Learning

Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	2.61	2.61	2.8	Red	Library visitor numbers have been impacted upon as a result of Stratford being closed or in reduced space for several months having a major impact on the actuals for quarter 1 and early quarter 2 which we did not fully recover from. There was also an enforced closure of Nuneaton Library due to excessive noise from works on the roof. Other building and refurbishment works took place at libraries across the county during 2017/18.	We have this year proactively promoted our digital offer which has far exceeded the target.
CS	Call abandonment rate	Lower	3.50%	3.50%	5.00	Green	The Customer Contact Centre has done well to manage call abandonment rates, making service improvements in the call handling system including implementing call backs, giving customers a choice to request a call back if lines are busy.	
CS	Increase in digital assistance provided to customers (through face to face outlets & Warwickshire Direct hits and Gov Direct subscriptions)	Higher	2.68%	2.68%	20%	Red	This measures sessions undertaken on the Warwickshire Directory, digital assistance provided through Face to Face services and new GovDelivery subscribers. There is a downward trend for the Warwickshire Directory and digital assistance components within this measure. 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. GovDelivery subscriptions continue to grow as customers sign up to receive the alerts.	
CS	On-line transactions	Higher	62.30%	62.30%	60%	Green		The service will be undertaking some work on the Digital by Design Programme to enable more people to complete their customer journey and to fulfil their transactions.
CS	Compliance with Corporate timescales in responding to complaints	Higher	75.62%	75.62%	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	based on 16/17 accounts, on track to achieve 17/18 deadline	
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	718.0%	718.0%	100.0%	Green		
HROD	Staff sickness	Lower	9.87	9.87	9.5	Amber	The annual figure for absence in 9.87. This shows a reduction in absence levels for the last two consecutive years but is below our target. We need to continue with our focus on absence management across the organisation.	The health and wellbeing strategy has been approved by CB. This will support the delivery of further wellbeing initiatives and programmes and activities to encourage staff to take responsibility for their health and wellbeing with a view to promoting a good wellbeing culture and in turn reduce sickness absence levels. An overview of the offer and support available to staff and managers to support wellbeing and sickness absence management will be available shortly. Managers in areas of high absence are being supported and encouraged by the HR&OD community to use the range of support available to enable them to effectively manage absence (long and short term).
HROD	Staff turnover (KBM)	Lower	24.70%	24.70%	10-20%	Red	Headcount at the end of 2017-18 stands at 4501 which shows a net reduction of 593 posts. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017 which increases the turnover figure to 24.7%. However, if you exclude the education catering service from the figures then the turn over reduces to 13.4% which is a reduction on the 15.1 % for the previous financial year.	

Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
HROD	Positive employee engagement score	Higher	70.00%	70%	70.0%	Green	Data as taken from the previous staff survey. Next survey due July 2018	
HROD	Telephone contact resolved at the first point of contact	Higher	92.21%	92.21%	80.0%	Green	The service has upskilled the team to get things right first time, in order to reduce customers being passed around the service, resulting in a year end outturn exceeding the target set	
ICT	Availability of IT key systems through core infrastructure to users	Higher	99.5%	99.5%	99.0%	Green		
LG	No. of complaints upheld by the Ombudsman	Lower	11	11	10	Red	3 in respect of Children's Safeguarding; 4 in respect of Adult Social Care; 1 in respect of a Blue Badge; and 3 in respect of Education & Learning (2 re SEN and 1 re school appeal)	Service areas are kept up to date in relation to relevant Ombudsman cases and the Ombudsman produces a regular case digest which is shared with relevant officers. Learning from cases (whether WCC cases or otherwise) is also shared across the organisation through Heads of Service and more locally with other relevant officers, based on the nature of the case concerned.
LG	No. of Legal challenges/adverse judgements	Lower	2	2	0	Red	There have been 2 ICO decisons. The first 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 the Council had failed to complete its review of the complainant's request within forty working days. The second related to a request for information on a proposed new road. The Council refused to provide the requested information and cited regulation 12(4)(b) of the Environmental Information Regs. The ICO held that the Council had not provided persuasive arguments to rely on regulation 12(4)(b). In another ICO decision in March 2018, the complaint against the Council was not upheld	For the first, the Service have looked into internal procedures and followed up with legal staff regarding the time limits and a pool of staff is now in place to conduct reviews to keep to timeframes. For the second, the ICO have required the Council to issue a fresh response that did not rely on the relevant regulation within 35 calendar days of the date of the ICO decision.
PM	% Benefits delivered from high priority projects and programmes	Higher	0.00	0.0%	90.0%	N/A	A review our current change and transformation projects has been undertaken and a report presented to Corporate Board with the findings in April 2018. A strengthened approach to Benefits has been agreed which will include the development of a Benefits Tracker across our Transformation Portfolio for 2018/19.	
PS	Target asset receipts received (KBM)	Higher	15.64%	15.64%	100%	Red	This has been forecast from Q3 and as a result is under close scrutiny by Corporate Board on a quarterly basis. This particular area of concern, highlighted the need for a revised project management approach and the assessment of risk. Individual Project cost and risk plans are being developed, which will provide clarity on future years receipts targets	Corporate Finance are aware that there is a risk of not achieving year end target. Progress against target reviewed and updated monthly. Since this review, improved delivery plans have been implemented for strategic projects. Property services can determine and forecast financial implications of projects and also when and how these situations arise and happen, therefore providing a robust contingency plan, and more consistent approach to addressing project management.
PS	WCC Council Property footprints (sq. mtrs)	Higher	26.33%	26.33%	100%	Red	% WCC Council Property footprint (sq mtrs) isimilarly at year end has not reached target, due to the need to address 'Modern Working' to support the rationalisation of accommodation.	Modern Working' to support the rationalisation of accommodation. This measure is subject to the same regime plans as above.
PS	Actual project delivery time to planned delivery time	Higher	94.00%	94.00%	92%	Green		

CS = Customer Service
F = Finance
HROD = Human Resources & Organisation Development
ICT = ICT Services
LG = Law & Governance
PM = Performance
PS = Property Services

Cabinet

14 June 2018

Education Strategy: Consultation Findings and Proposed Strategy Documents

Recommendations

That Cabinet:

1) Notes the outcomes of the consultation process and

2) Recommends to Council
   (a) That the Education Strategy in Appendices 1-6 be approved
   (b) That Cabinet approves an annual update on the implementation of the Education Strategy, with the delivery plan and contextual documents being dynamic documents which are updated on an ongoing basis throughout the year.

1.0 Key Issues/Summary

1.1 It is time to update Warwickshire County Council's Education Strategy so that it reflects current challenges. The new Education Strategy will replace the current Document 'Education Strategy' – Championing the Learner – Vision, Values and Priorities, 2014. An overarching vision for education in Warwickshire is needed so that one agreed strategy can guide the work of The Council and partners. It will have one uniting and overarching purpose: to improve educational outcomes, and thus the life chances, of learners of all ages in Warwickshire. The purpose of this Education Strategy is to set out clearly our aspirations and priorities for education in Warwickshire, and to summarise how Council teams will be working with partners to achieve them.

1.2 This report provides details of the key findings and outcomes of the consultation process which have informed the proposed Education Strategy (see Annexes 8 and 9). It also includes recommendations regarding the set of six short Strategy documents. The first document is known as 'Warwickshire Education (WE) Strategy'. The second document is the delivery plan and the remaining documents provide contextual detail and 'sign up'.

2.0 Consultation Process

2.1 A 5 week consultation process was undertaken from 5 March – 2 April 2018. The aim of this consultation activity was to effectively engage with a wide range of education stakeholders to 'co-produce' the new Strategy.

2.2 The consultation process was framed around co-production i.e. a bottom-up generation of a shared vision and Strategy. A draft one page Vision, 12 page

Strategy and separate pack of Annexes were provided to promote discussion and provide context. Four priorities (WE1,2,3 and 4) were proposed:

- WE1: Promoting the best possible start in life through early education
- WE2: Unlocking talent, building resilience, and fulfilling the potential of our vulnerable learners
- WE3: Supporting successful system leadership, empowering education communities
- WE4: Promoting employability; offering the best possible opportunities for all learners

2.3 A range of engagement methods were employed to maximise opportunities for stakeholders to put forward their views, these included:

- An online survey
- Focus groups with school staff, parents, children and young people
- An Early Years Visioning event on 28 February 2018
- A headteacher co-production session on 14 March 2018
- Engaging stakeholders at existing boards, committees and forums, for example The Children's Overview and Scrutiny Committee, The Challenge Board and Schools Forum.

3.0 Consultation findings

3.1 There was an overwhelmingly positive response to the consultation which generated wide ranging views from a cross section of stakeholders. Themes have emerged that have support from across the education sector. These now form the main content of the Strategy.

3.2 In total there were over 431 participants in the consultation exercise, online and face to face.

The table below illustrates a breakdown of response rates through the various face to face consultation activities, in addition to the 176 online respondents:

Participants & engagement method	Numbers of attendees
Headteacher briefing: 93 primary schools, 9 secondary schools, 6 special schools,1 all through school, stakeholders included: Gateway Alliance and the Coventry Diocesan Board of Education	106
1 school focus group: parents (primary)	10
School focus groups: staff (primary, secondary, special)	21
School focus groups: children and young people (primary, secondary, special)	31
Governor focus group (governors and clerks)	12
Schools Forum; 13 school members (7 secondary schools) plus 2 non-school (union and Diocese)	15
Challenge Board 3 secondary heads, 1 primary and 1	6 additional

special in addition to attendees of briefing above, pus MAT CEO	
Children's Overview and Scrutiny Committee; 10 councillors, 2 portfolio holders plus 2 (unions and parent governor)	14
Early Years Visioning event	40
22 recorded meetings; attendance not counted	
Total	**255**

3.3   Overall, well over 255 participants were involved in face to face engagement through focus groups and meetings. These provided opportunities to listen to a wide range of participants in education in the county. The Head of Education and Learning led the school-based focus groups. In addition the proposals were outlined at many meetings, and leaflets were given out. For example 90 leaflets were taken away from an attendance of 140 people at the Warwickshire Skills Conference.

3.4   It is really encouraging to note that of the 176 online responses, 88 were from parents / carers. This is particularly welcome as most of the face to face opportunities involved education professionals.

3.5   The majority of respondents to the online survey were female (73%), of White British ethnicity (84%) and aged between 30-59 years (80%). The north of the county is under-represented in the sample. However, three focus groups were conducted in the north. There were no online responses from secondary headteachers although 20 secondary headteachers participated in face to face consultation opportunities.

3.6   All proposed priorities 1,2,3,4 were considered relevant and were supported with over 90% of online responses supporting WE1,2 and 4, and 83% supporting WE3. Through analysing both the questionnaire responses and the feedback received through face to face engagement, there were a number of common overarching themes. These are captured in Annex 8 'You said, we did' and in Table 12 Annex 9.

Themes include:

- At consultation events it was clear that most participants preferred a **short, succinct document**.

- **Participants were adamant that they wanted a clear action plan which could be monitored and would succeed.** They did not want a long document with laudable words that led to no change.

- **Many people referred to stretched resources and increased demand for services.**

- There was an overwhelmingly strong view from children and young people, parents and carers and professionals that a **broad and practical curriculum that fosters resilience and a positive attitude to learning** is

more important for life skills than league tables and academic success measures.

- Clarity was wanted on the part that WE1 in this Strategy will play in the Transformation agenda for **children's centres, and the SmartStart programme.**

- Many respondents emphasized how WE2 should start with **all learners**, not only vulnerable learners.

- **Transition** into, from and between schools and settings is a time of vulnerability was said to need more focus, particularly from Year 6 to 7.

- There was a high level of concern about **exclusions and schools taking students** off their roll, with a commitment to work together to find solutions.

3.7   Following collation and analysis of all coproduction and consultation material, the emerging key themes have been considered, and the proposed new Education Strategy has been drafted. A reference group of headteachers from the Challenge Board has met twice to proof-read the Strategy. This led to fine-tuning of the wording.

4.0   Proposed Education Strategy

4.1   The new proposed pack of six short strategy documents being presented today should satisfy requests for short, simple and clear documentation. They will be available on a dedicated webpage:
1)   The Strategy (one tri-folded sheet of paper)
2)   A Delivery Plan
3)   A simple Performance Monitoring framework
4)   Contextual data
5)   'Sign up' by champions and partners (to be completed once the Strategy is 'live')
6)   The role of the Council in Education including hyperlinks to related strategies and plans

4.2   The proposed four 'challenges' (priorities) following the consultation are;

- **WE1:** Our challenge is to foster children's love of learning from birth through early childhood and into Year 1 so that all young children achieve their potential.
- **WE2:** Our challenge is to promote a broad, empowering and creative curriculum, focusing on times of transition, and prioritising vulnerable groups.
- **WE3:** Our challenge is for all learners to enjoy a high quality learning experience.
- **WE4:** Our challenge is to champion employability by promoting the best opportunities for all learners.

These are very different to those proposed in the consultation and are the result of a comprehensive co-production process. The strapline has been changed to include quotations from responses to the consultation. It started as; 'Working in partnership so that a good education is available to everyone' and is now 'Working in partnership, celebrating success, aiming for excellence'.

4.3 The Education Strategy has been co-constructed to address the current challenging financial position. Difficult decisions can now be made together, with transparency, through the new and refreshed Boards. Partners (schools, settings, colleges, employers, providers…) will all be able to contribute to improving outcomes. There is still room to reduce duplications and to add value, and the Strategy has pinpointed some of these. More will emerge as the Strategy is implemented.

4.4 WE1; there were many responses asking how this Strategy 'fits' with the Transformation agenda for children's centres. After much consideration and discussions with key stakeholders the decision has been made to focus the Education Strategy on what can be achieved from an education perspective. The vision that was co-constructed at the Early Years Visioning event works well under the statutory framework of the Early Years Foundation Stage. This will strengthen the contribution that education professionals make to parallel work led by colleagues in Public Health and Children's Social Care.

4.5 WE2: there is now an overarching focus on empowering all children, based upon children's contribution to the consultation, and responses in the survey. A powerful theme emerging from the consultation was that the current narrowing of the curriculum can further disadvantage vulnerable learners. Warwickshire's data tells us that our vulnerable learners of all ages do not achieve as well as vulnerable learners nationally we have therefore continued to focus this priority on those groups.

4.6 WE3: the Council's statutory role to anticipate growth in demand for places, to maximise use of capital in local areas, to efficiently administer school admissions and to continue to support governors in their vital role, have all been added. The role of the Challenge Board in leading school improvement has been stated more clearly. A significant commitment has been added to WE3: A new 'App' will be developed to celebrate the success of Warwickshire schools in relation to WE1,2,3 and 4. This will provide a new and alternative 'standard' to sit alongside Ofsted and Government assessments and could, in time, be helpful to parents in choosing schools for their children.

4.7 WE4: the new Employability and Skills Board has been added, as have T levels and apprenticeships.

4.8 The Head of Education and Learning presented the draft Education Strategy to the Warwickshire Youth Parliament on 8 May 2018. Following discussion, the Youth Parliament fully endorses this Education Strategy and looks forward to engagement in delivery.

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. (Annex 7).

6.0   Timescales associated with the decision and next steps

6.1   Please see extract from timeline below:

Milestones	Deadline
Dissemination of draft Strategy for information before end of academic year (for example through the headteacher event on 28 June 2018)	Following Cabinet meeting 14 June 2018
Council meeting	26 July 2018
New Education Strategy starts	1 September 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 partners and stakeholders. Links to final strategy documents will be provided, as well as an update on the dedicated Ask Warwickshire 'You Said, We Did' section.

Background papers n/a

Annexes provided separately:
1. Education Strategy
2. Delivery Plan
3. Performance monitoring framework
4. Contextual data and information
5. 'Sign Up' document
6. The role of the Council, and statutory responsibilities for Education and Learning
7. Equality Impact Assessment
8. You Said, We Did
9. Consultation findings report

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The report was circulated to the following members prior to publication:

Local Member(s): N/A
Other members: Councillors Hayfield, Morgan, Dahmansh, Williams, Davies,
Roodhouse

WE3

Our challenge is for all learners to enjoy a high quality learning experience.

We will celebrate **Warwickshire's Family of Schools**: teaching schools, school companies, academies, community, Diocesan, maintained, multi-academy trusts, nursery, primary, secondary, special schools and school governors.

WCC will, on an annual basis:
- Anticipate growth in demand for places, maximising use of capital funding in local areas
- Efficiently administer school admissions.
- Continue to support governors in their vital role.

The Warwickshire Challenge Board will continue to lead and coordinate school improvement and will organise support for schools facing difficulties. Teaching schools and multi-academy trusts will be invited to contribute to the school-led system. In 2019 a new 'App' will be developed to promote the success of Warwickshire schools in relation to WE 1, 2, 3 and 4.

WE4

Our challenge is to champion **employability** by promoting the best opportunities for all learners so that:
- The local economy can grow
- Young people can take on the responsibilities of adult life and wider participation in higher education
- Adult learners contribute to the local economy
- Young people make informed choices
- Young people move successfully into sustainable employment

We will develop and implement a county careers strategy, including apprenticeships, introduction of T-levels, monitoring numbers not in education, employment or training and liaison with the widening participation strategy.

WE1 Early Years

WE2 An Empowering curriculum

WE3 Family of Schools

WE4 Employability

Warwickshire Education (WE) Strategy 2018-2023

'Working in partnership, celebrating success, aiming for excellence'

In all areas of work, especially in the priorities, safeguarding and promoting welfare and well-being of the learners is paramount.

Warwickshire County Council

WE will:

WE1

Our challenge is to foster children's love of learning from birth through early childhood and into Year 1 so that all young children achieve their potential.

Together, we will champion the **Early Years Foundation Stage** (EYFS). In 2018/19 we will:

- co-ordinate high quality training
- help parents to provide language-rich learning at home
- secure sufficient childcare
- check that safeguarding arrangements are robust.

WE2

Our challenge is to promote a broad, empowering and creative curriculum, focusing on times of transition, and prioritising vulnerable groups:

WE2 (a) The wellbeing of **Learners currently missing education** will improve as will their educational outcomes.

By September 2019, all children and young people of school-age will have a suitable educational placement, and will be enjoying their learning. We will support children and young people who find conventional schooling difficult so that they can still achieve their potential.

WE2 (b) The gaps between the achievements of learners eligible for **Pupil Premium**: and those of their peers, will narrow, particularly at age 11 and 16.

We will celebrate the achievement of pupils eligible for pupil premium funding and we will give those who need it, extra support to catch up. We will check on this every November from 2019 to 2023.

WE2 (e) As a result of nurturing support from local communities, professionals, parents and learners with **social, emotional and mental health needs** will grow in confidence.

We will help learners to bounce back when things get tough by developing expertise in colleges, classes, schools and settings to support resilience and emotional wellbeing. We will provide clear routes to access local support services.

We will implement a Warwickshire Workload Charter to help school leaders demonstrate that staff workload is reducing.

WE2 (c) The achievement of **Children who are Looked After** will be supported to reach their potential.

We will provide a wide range of opportunities such as leisure activities and apprenticeships. We will remove barriers and raise educational aspirations for Children who are Looked After and Care Leavers.

WE2 (d) Learners with Special Educational Needs and Disabilities (SEND) will be able to succeed in schools and settings close to home, and they will be supported towards becoming independent and employable.

We will continue to increase the number of high quality places in Warwickshire special and mainstream schools and settings. We will ensure that legal requirements for SEND assessments are met.

Warwickshire Education Strategy Summary Delivery Plan 2018/19

*see document 3 Education Strategy Dataset

	WE outcome	Actions	Responsible	Timescale	Success in August 2019*	Measuring success in 2023*	RAG / Notes
1	Our challenge is to foster children's love of learning from birth through early childhood and into Year 1 so that all young children achieve their potential. Together, we will champion the **Early Years Foundation Stage** (EYFS).	Establish Early Years Board WCC commission Aspiration Network New Aspiration Network deliver to specification: co-ordinate high quality training and help parents to provide language-rich learning at home secure sufficient childcare, checking that safeguarding arrangements are robust.	New Early Years Board WCC Nursery School Teaching School WCC	September 2018 – July 2019 followed by a review before the second year commences	The achievements of disadvantaged learners at age five in July 2019 will show gaps continuing to close in Warwickshire. The percentage of good and outstanding early years providers in Warwickshire will exceed the national figure and that there will be sufficient good quality places for two, three and four year-olds.	Good Level of Development at age five for disadvantaged learners compared with non-disadvantaged Percentage of early years providers that are judged by Ofsted as good / outstanding Percentage of 2 year olds benefitting from funded early education places Percentage of 2 year olds children benefitting from funded early education in Ofsted judged good / outstanding providers	

Warwickshire County Council

2	Our challenge is to promote a broad, empowering and creative curriculum, focusing on times of transition, and prioritising vulnerable groups:						
2(a)	**Learners missing education:** The wellbeing of **Learners currently missing education** will improve as will their educational outcomes. By September 2019, all children and young people of school-age will have an appropriate school place, and will be enjoying their learning. We will support children and young people who find conventional schooling difficult so that they can still achieve their potential.	WCC officers will work with the Area Behaviour Partnerships, headteachers and partner organisations to develop, implement and monitor a plan to achieve this objective. The plan will include a focus on curriculum and on transition.	New Children Missing their Education Entitlement Team	September 2018 – July 2019 followed by a review before the second year commences	We will work with partners to better understand the escalating number of permanent exclusions in Warwickshire so that by July 2019 there are no excluded children without a school place in the county. We will continue to support home educating families within the regulations so that the take-up of home visits for newly registered children increases from 57% to 65%.	Number of children of statutory school-age not on a school roll due to exclusion / ill health School leaders in Warwickshire will be taking full responsibility for ensuring that all children have a school place, especially vulnerable learners and Children Looked After. This will mean that learners finding it difficult to participate fully in school will all be on the roll of a school where they are nurtured. They will experience an appropriate education that meets their needs and allows them to achieve.	
2(b)	**Pupil Premium:** The gaps between the achievement of learners eligible for **Pupil Premium**: and those of their peers, will narrow, particularly at age 11 and 16. We will celebrate the achievement of pupils eligible for pupil premium funding and we will give those who need it, extra support to catch up. We will check on this every November from 2019 to 2023.	A new Closing the Gap plan will be developed, implemented and monitored. It will include a focus on curriculum and on transition.	Refreshed Closing the Gap Board	September 2018 – July 2019 followed by a review before the second year commences	Disadvantaged learners in all formally assessed Key Stages (at the end of: Reception, Years 2, 6, 11 and 13) will be reaching at least the levels of the equivalent cohort nationally.	Disadvantaged learners in all formally assessed Key Stages (at the end of: Reception, Years 2, 6 and 11) will be reaching at least the levels of the equivalent cohort nationally.	

2(c)	**Children who are Looked After and Care Leavers;** Children who are looked after will be supported to reach their potential. We will provide a wide range of opportunities such as leisure activities and apprenticeships. We will remove barriers and raise educational aspirations for Children who are Looked After and Care Leavers.	The peer review of the Virtual School will lead to an action plan which will be implemented and monitored. The plan will include a focus on curriculum and transition.	Corporate Parenting Panel	September 2018 – July 2019 followed by a review before the second year commences	The profile of the Council as corporate parent will be raised so that all elected Members and Council staff prioritise Children who are Looked After. A dataset will be agreed for reporting to Corporate Parenting Panel	The number of young people in care/care leavers aged 16 yrs. – 19 yrs. who are not in education, employment or training (NEET); Attainment at key stage 2 (primary) - the gap between the achievement of looked after pupils and those not in care; Attainment at key stage 4 (secondary) – the gap between the achievement of looked after pupils and those not in care	
2(d)	**Learners with Special Educational Needs and Disabilities (SEND);** will be able to succeed in schools and settings close to home, and they will be supported towards becoming independent and employable. We will continue to increase the number of high quality places in Warwickshire special and mainstream schools and settings. We will ensure that legal requirements for SEND assessments are met.	The SEND Reform implementation in Warwickshire will be fully evaluated before a new change plan is implemented and monitored. The plan will include a focus on curriculum and on transition.	New SEND Board	September 2018 – July 2019 followed by a review before the second year commences	All Statements will have been converted to Education, Health and Care Plans (EHCPs) by the end of the Summer Term 2018. All EHCPs will be finalised as soon as practicable, and within 20 weeks of receiving the request for a needs assessment.	Percentage of Education Health and Care Plans completed within 20 weeks. Sufficient places to meet the full range of SEND needs in Warwickshire with more good quality resource provision in local areas Good and outstanding special schools will be working effectively with mainstream education providers promoting effective inclusion, and there will be an increased focus on effective transitions into and between education providers. educational outcomes for children with SEND in Warwickshire at age five, seven, eleven and sixteen will at least match the national figure for SEND. A wide range of options will be in place for post-16 learners so that they can be supported to develop resilience and employability. As a result there will be an increase in the number of young people with learning disabilities moving into paid employment.	

Warwickshire
County Council

| 2(e) | **Learners with social, emotional and mental health needs;**

As a result of nurturing support from local communities, professionals and learners with **social, emotional and mental health needs** will grow in confidence.
We will help learners to bounce back when things get tough by developing expertise in colleges, classes, schools and settings to support resilience and emotional wellbeing. We will provide clear routes to access local support services.
We will implement a Warwickshire Workload Charter to help school leaders demonstrate that staff workload is reducing. | We will provide clear routes to local support services particularly at times of transition.

We will implement the Warwickshire Workload Charter | RISE Board

Workload Charter steering group | September 2018 – July 2019 followed by a review before the second year commences | Every school and college will be encouraged to appoint a designated lead for mental health

12 schools will have achieved the Warwickshire Workload Charter by July 2019. | By 2020, named leads will be in place in all schools. Every school and college will have a designated lead in mental health, who works closely with the School Nurse and other relevant professionals.

The Warwickshire Workload Charter will be embedded throughout the county and workload for education staff will be reasonable. | |

| 3 | Our challenge is for all learners to enjoy a high quality learning experience.
We will celebrate **Warwickshire's Family of Schools**: teaching schools, school companies, academies, community, Diocesan, maintained, multi-academy trusts, nursery, primary, secondary, special schools and school governors. | Lead and coordinate school improvement organising support for schools facing difficulties. Teaching schools and multi-academy trusts will be invited to contribute to the school-led system.

Anticipate growth in demand for places, maximising use of capital funding in local areas

Efficiently administer school admissions.

Continue to support governors in their vital role.

Develop new 'App' will be developed to promote the success of Warwickshire schools in relation to WE 1, 2, 3 and 4. | Challenge Board, Area Analysis Groups, Consortia

WCC

WCC

WCC

WCC leading co-production | Ongoing

Ongoing

Review and then ongoing

Ongoing

September to December 2018 | Number of Teaching Schools and NLEs will increase

More successful bids to the Strategic School Improvement Fund (SSIF).

All schools (maintained and academy) judged as less than good should, as a result, be re-inspected to achieve a good outcome and outcomes for vulnerable learners should improve in targeted schools

Focus on Nuneaton and Bedworth where nearly 20% of schools require improvement, supporting maintained schools and academies in to be judged by Ofsted as good or outstanding so that the quality of education in the more economically disadvantaged areas of Warwickshire is the best it can be.

We will anticipate with accuracy the growth in demand for school places in Warwickshire. We will update the Sufficiency Strategy, maximising use of capital and growth funding to meet need in local areas. | Educational outcomes in Warwickshire for children at age five, seven, eleven, sixteen and eighteen will be well above the national figure. All schools and settings in the more economically disadvantaged areas of Warwickshire will all be judged as good and outstanding.

All schools (maintained and academy) judged as less than good should, when re-inspected achieve a good outcome, with a specific focus on Nuneaton and Bedworth (N&B)
Outcomes for vulnerable learners improve in schools targeted in Strategic School Improvement Fund (SSIF) bids

There will be sufficient school places to meet demand in Warwickshire, including for learners with SEND. | |

Warwickshire
County Council

| 4 | Our challenge is to champion **employability** by promoting the best opportunities for all learners so that:
• The local economy can grow
• Young people can take on the responsibilities of adult life and wider participation in higher education
• Adult learners contribute to the local economy
• Young people make informed choices
• Young people move successfully into sustainable employment | Develop and implement a Warwickshire careers strategy

Plan and roll out a campaign to promote apprenticeships, and the introduction of T-levels

Continue with NEET reduction plan

Promote the widening participation strategy | New Infrastructure and Skills Board

Warwick University | September 2018 – July 2019 followed by a review before the second year commences | A Warwickshire careers strategy will be in place for 2019 with sign up from all secondary schools

further reduction in the number of young people not in education, employment or training

Secondary schools report increased capacity to deliver careers advice for young people least likely to enter the job market or further / higher education.

There is an increase in the number of pupil premium students entering higher education

The Employability and Skills Board will develop measures to asses business engagement with schools/colleges and businesses facing skills shortages | Percentage of 16 and 17 year olds Not in Education, Employment or Training (NEET)

Student Destinations – Percentage in sustained education or employment / training destinations *(for at least two terms after leaving KS4 or KS5 study)*

Building on the successful Skills for Employment programme, Warwickshire's young people will experience a wide range of career opportunities through further and higher education and apprenticeships. All secondary schools, including special schools, will build on their current relationships with Warwickshire businesses. Post-16 education will focus on ensuring choice into apprenticeships and technical or academic pathways. The Adult and Community Learning Service will be targeting areas of the county where there is most need so that we maximise the opportunities for adult learners to return to the workforce or change direction in their career. | |

Responsibility for delivery of the priorities in the Education Strategy

WE1

EYFS Board

WE2

WE2(i) Children Missing Education Project Team

WE2(ii)Closing the Gap Board

WE2(iii)Corporate Parenting Panel

WE2(iv)SEND Board

WE2(v) RISE Board

WE3

Challenge Board

Primary School Improvement Board

Secondary Headteacher Groups

Area Analysis Groups and Consortia

Capital Access and Organisation Board

Special School Heads

WE4

Employability and Skills Board

Safeguarding Board Education sub group

Warwickshire
County Council

Education Strategy Dataset 2018

WE	Measure	Monitoring frequency	Data source	Data owner	Warwickshire Data (National data in brackets)	RAG
1	Good Level of Development at age five for disadvantaged learners compared with non-disadvantaged	annual	Early Years Foundation Stage Profile (EYFSP)	DfE / WCC Insight Team	2017 Disadvantaged = 58% Non Disadvantaged = 74% All = 73%	
1	Percentage of early years providers that are judged by Ofsted as good / outstanding	termly	Inspection outcomes for childcare on non-domestic premises	Ofsted / WCC Insight Team	31/12/2017 = 95% (94%)	
1	Percentage of 2 year olds benefitting from funded early education places	annual	Education provision: children under 5 years of age	DfE / WCC Insight Team	2015 = 68% (58%) 2016 = 74% (68%) 2017 = 81% (71%)	
1	Percentage of 2 year olds children benefitting from funded early education in Ofsted judged good / outstanding providers	annual	Education provision: children under 5 years of age	DfE / WCC Insight Team	2017 = 95% (97%)	
2i	Number of children of statutory school-age not on a school roll due to exclusion / ill health	monthly	WCC Project Team	WCC Project Team		
2ii	Disadvantaged learners in all formally assessed Key Stages (at the end of: Reception, Years 2, 6 and 11) will be reaching at least the levels of the equivalent cohort nationally.	annual	EYFSP, Phonics assessment, Key Stage 1 and 2 Reading, Writing and Maths at expected level Attainment 8	DfE / WCC Insight Team	**EYFSP – GLD** Disadvantaged = 58% (56%) Non Disadvantaged = 74% (73%) All = 73% (71%) **Phonics – Working at required level** Disadvantaged = 69% (68%) Non Disadvantaged = 84% (83%) All = 82% (81%) **KS1 – RWM Expected+** Disadvantaged = 46% (49%) Non Disadvantaged = 69% (68%) All = 66% (64%) **KS2 – RWM Expected+** Disadvantaged = 42% (48%) Non Disadvantaged = 68% (68%) All = 62% (62%) **KS4 – A8** Disadvantaged = 36.7 (37.1) Non Disadvantaged = 51.8 (49.9) All = 49.0 (46.4)	

2iii	The number of young people in care/care leavers aged 16 yrs. – 19 yrs. who are not in education, employment or training (NEET) Attainment at key stage 2 (primary) - the gap between the achievement of looked after pupils and those not in care Attainment at key stage 4 (secondary) – the gap between the achievement of looked after pupils and those not in care	Quarterly annual	NEET Key Stage 2 Reading, Writing and Maths at expected standard and above Attainment 8	WCC WCC Insight Team	**2017** **KS2** – % RWM Expected Standard+: CLA = 43% *(32%)* Non-CLA = 62% *(61%)* GAP = -19% *(-29%)* **KS4** – Attainment 8 CLA = 22.4 *(19.3)* Non-CLA = 46.4 *(44.5)* GAP = -24.0 (-25.2)	
2iv	Percentage of Education Health and Care Plans completed within 20 weeks	monthly	WCC internal data	WCC SENDAR Team		
3	All schools (maintained and academy) judged as less than good should, when re-inspected achieve a good outcome, with a specific focus on Nuneaton and Bedworth (N&B)	quarterly	Inspection outcomes; schools	Ofsted / WCC Insight Team	28/02/2018 24 schools less than good of which 14 (58%) also previously judged less than good 7 schools less than good in N&B of which 4 (57%) also previously judged less than good	
3	Outcomes for vulnerable learners improve in schools targeted in Strategic School Improvement Fund (SSIF) bids	annual	EYFSP, Phonics assessment, Key Stage 1 and 2 Reading, Writing and Maths at expected level, Attainment 8	DfE / WCC Insight Team		
4	Percentage of 16 and 17 year olds Not in Education, Employment or Training (NEET)	monthly	National Client Caseload Information System (NCCIS) portal (LA Tables)	WCC / Prospects	28/02/2018 = 1.9% *(2.8%)*	
4	Student Destinations – Percentage in sustained education or employment / training destinations *(for at least two terms after leaving KS4 or KS5 study)*	annual	Destinations after key stage 4 and 5	DfE / WCC Insight Team	2015/16 destinations for the 2014/15 cohort After completing KS4 (GCSEs): 95% *(94%)* After completing KS5 (A Levels): 92% *(89%)*	

Education Strategy Soft Measures 2018-19

WE	Evidence	Monitoring frequency	Owner	Summary of information	RAG
2v	List of mental health leads in schools	quarterly	WCC Public Health		
2v	List of schools adopting Warwickshire Workload Charter	quarterly	WCC Schools HR		
4	Warwickshire Careers Strategy in place	annual	WCC Skills for Employment		

Warwickshire Education Strategy Contextual Data

Warwickshire is entering a period of significant growth over the next 15 years, with large scale housing development proposed across the county requiring education provision for over 30,000 additional Warwickshire children. First, we look at expanding existing schools, and then we will look to build new schools. During this fifteen year period we expect to plan for / build up to 28 new schools. Rugby is the fasting growing area in the county.

There are approximately 119,536 children and young people aged 0-18 living in Warwickshire, this represents just over 1 in five residents (21.5%), slightly lower than the England (22.5%) figure. There are just over 87,000 children being educated in 244 state-funded and 27 independent schools in Warwickshire.

Local Provision

In Warwickshire there are 826 Early Years providers (private / voluntary / independent nurseries and pre-schools), 423 childminders and 121 Out of School Clubs (holiday playschemes and after school / breakfast clubs registered with Ofsted ie not managed directly by a school).
There are 244 state-funded schools in Warwickshire of which:

(correct as at 30th May 2018   Source - DfE's Get Information About Schools website)

Number of state-funded schools in Warwickshire by school phase
Total = 244
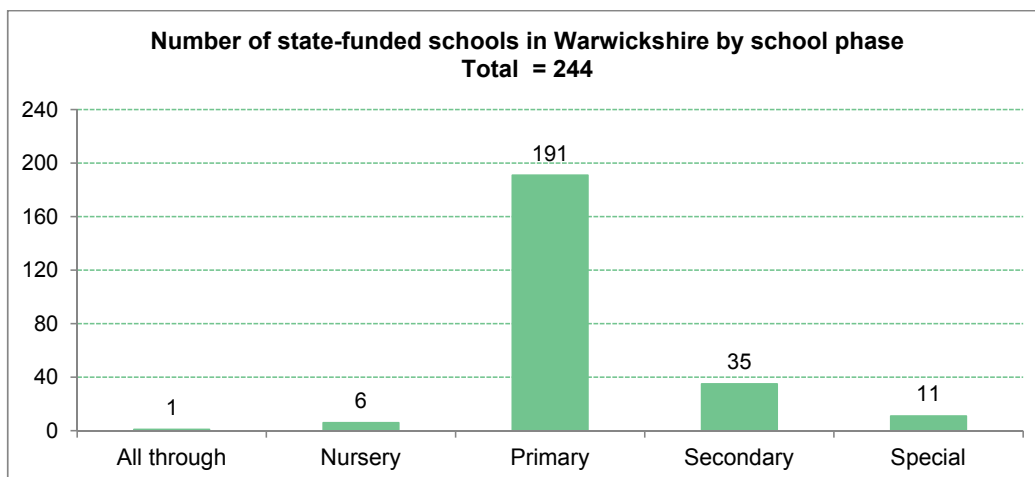
School Phase	Number
All through	1
Nursery	6
Primary	191
Secondary	35
Special	11
Total	244

Warwickshire County Council

Number of state-funded schools in Warwickshire by school type

Key - Totals
- LA Maintained Schools - 154
- Free Schools - 5
- Academy Sponsors - 28
- Academy Converters - 57
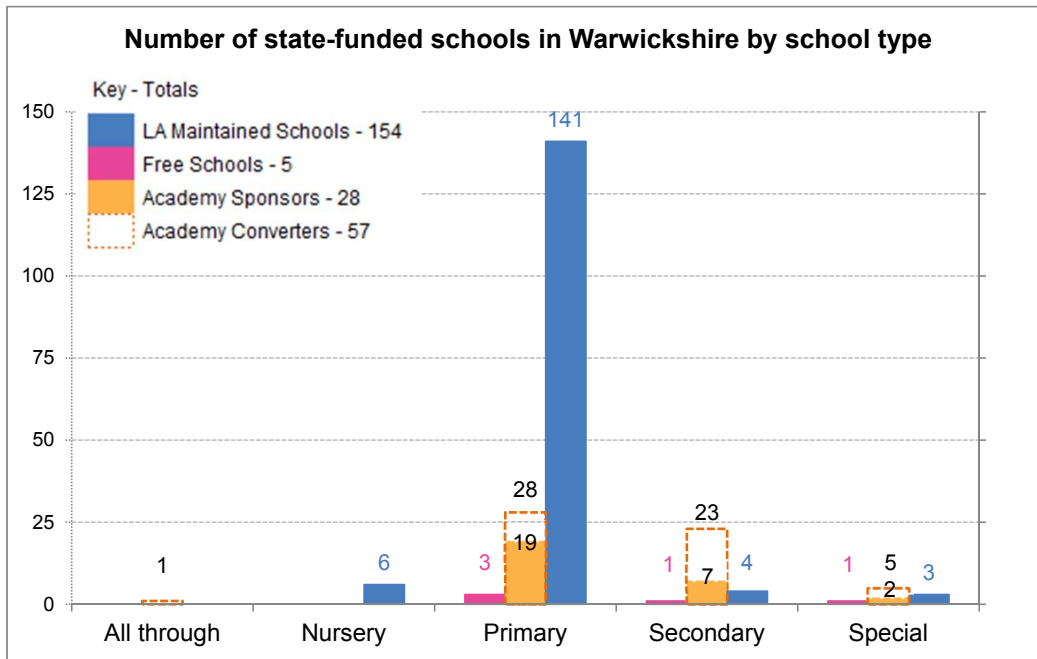
School Phase	Total	LA maintained schools	Academies	Free Schools	Academy converter	Academy sponsor
All through	1		1		1	
Nursery	6	6				
Primary	191	141	47	3	28	19
Secondary	35	4	30	1	23	7
Special	11	3	7	1	5	2
Total	244	154	85	5	57	28

There are 95 state-funded schools within the following Diocese:

Number of state-funded schools in Warwickshire by school phase, type and Diocese
Total = 95

Key - Totals
- LA Maintained Primaries - 64
- LA Maintained Secondaries - 1
- Academy Primaries - 27
- Academy Secondaries - 3

Warwickshire County Council
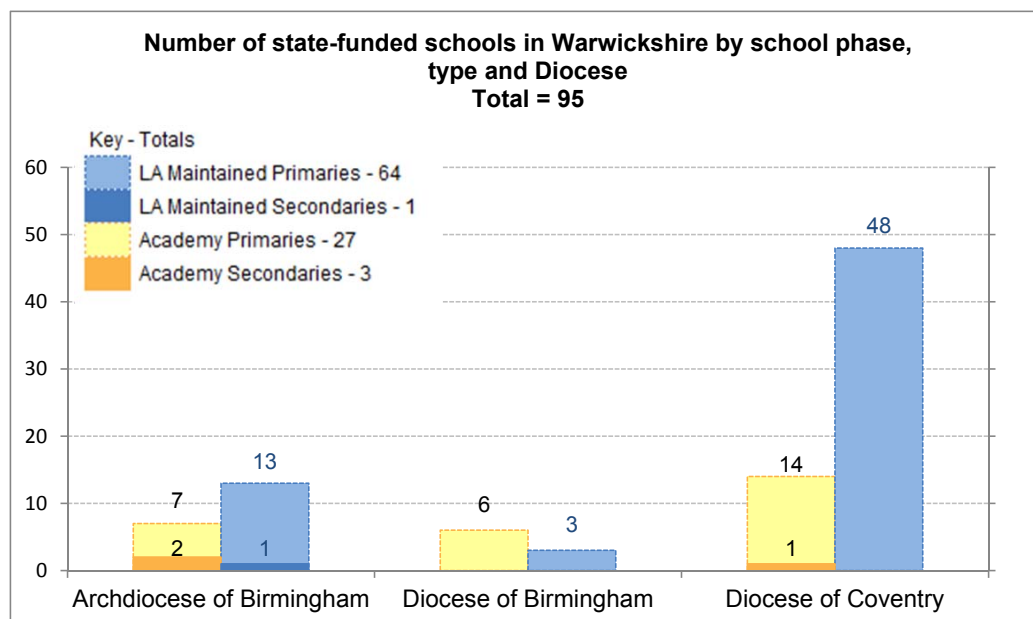
School Phase	School Type	Archdiocese of Birmingham	Diocese of Birmingham	Diocese of Coventry	Total
Primary	Academies	7	6	14	27
	LA Maintained	13	3	48	64
Secondary	Academies	2		1	3
	LA Maintained	1			1
Total		23	9	63	95

A number of Warwickshire's state-funded academies are part of Multi Academy Trusts (MATs). There are seven MATs with a single Warwickshire academy within their remit. There are also 19 academies that are supported by a single-academy trust.

In the county there is also one Sixth Form College, four Further Education Colleges operating from several sites, plus several independent providers of further education and Alternative Provision,
and two universities. In 2016/17 there were 2,463 learners attending Adult and Community Learning classes.

The current picture indicates that 91% of schools in Warwickshire have been judged to be good or outstanding. This compares favourably to the national average of 89% meaning that 69,039 pupils in Warwickshire (89%) are being educated in a good or outstanding school. This compares to 88% of pupils nationally. The percentage of good and outstanding schools in Nuneaton and Bedworth is lower than local and national figures. The percentage of early years and childcare providers in Warwickshire that are judged good and outstanding by Ofsted matches the national figure at 94%. The Warwickshire Adult and Community Learning Service is graded good by Ofsted.

SEN headline data
There are currently **11,571** pupils with Special Educational Needs being educated in a state-funded school in Warwickshire equating to 14% of the total school population.

9188 pupils fall within the SEN Support category requiring lower levels of support and 2383 pupils have an Education, Health and Care Plan (or statement of need) and have more complex SEN needs.

Education Outcomes 2017
Across all of the headline Key Stage measures, Warwickshire's pupils have performed above the national average. This is particularly notable at Key Stage 4. This is against a back drop of changes across the entire national curriculum that resulted in more challenging tests and assessments from 2016 onwards.

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	Early Years Foundation Stage Profile	Phonics (Y1)	Key Stage 1	Key Stage 2	Key Stage 4			Post 16 A-Level	
	% of pupils achieving a Good Level of Development	% of pupils working at the required level	% of pupils achieving the Expected Standard in RWM	% of pupils achieving the Expected Standard in RWM	% of pupils achieving a Strong Pass in E&M	Average Attainment 8 Score per pupil	Average Progress 8 Score	APS per entry as a grade	% achieving AAB or higher in at least 2 facilitating subjects
England	71%	81%	64%	62%	42%	46.1	-0.03	C (30.9)	13.9
Statistical Neighbours	73%	82%	n/a	63%	43%	46.2	-0.09	C (30.3)	11.80%
Warwickshire	73%	82%	66%	62%	48%	48.6	0.05	C+ (32.1)	16.20%
North Warwickshire	72%	84%	65%	55%	31%	43.4	-0.11	C (28.5)	6.70%
Nuneaton & Bedworth	68%	80%	57%	59%	37%	43.7	-0.23	C- -27.5	4.20%
Rugby	72%	83%	67%	63%	53%	50.4	0.09	C+ -34.8	21.30%
Stratford-on-Avon	77%	83%	69%	64%	59%	53.6	0.24	B-(36.2)	24.40%
Warwick	75%	84%	70%	66%	50%	49.5	0.19	C+ (34.0)	15.70%

KS1 and KS2: RWM = Reading, Writing and Maths, KS4: E&M = English and Maths GCSEs, Post 16: APS = Average Point Score Statistical Neighbours are those local authorities deemed to have similar characteristics to Warwickshire and are used for benchmarking purposes. Warwickshire's 10 statistical neighbours are Cheshire West and Chester; Worcestershire; Central Bedfordshire; Leicestershire; Staffordshire; Warrington; Cheshire East; Essex; Hampshire; North Somerset.

However, this positive picture changes when reviewing the success of some of the more vulnerable groups of children in the county. The gaps between educational outcomes for disadvantaged cohorts and their peers in Warwickshire are larger than national, and outcomes are lower than national for these groups. Gaps are narrowing year on year for five-year olds, and in the Year 1 Phonics assessment, but not at the end of Key Stages 1, 2 and 4 (formal assessment of children aged 7, 11 and 16).

Home Education
Warwickshire has seen a steep rise in parents electing to home educate: from 285 in 2012/13 to 422 in 2016/17. Between September 2017 and January 31 2018, 77 children became newly registered as home educated, showing a picture similar to the national trend.

Exclusions
Exclusions from school are increasing in Warwickshire. There were 64 permanent exclusions from Warwickshire schools in 2015/16. This increased to 76 in 2016/17. In the Autumn Term of 2017 there had already been 45 (compared with a 2016 figure for the same period of 24), so the predicted end of year figure in July 2018 is nearly double that of the previous year. Additionally, the systems in Warwickshire intended to ensure that no excluded child is without a school place are not working well. There is a growing list of over 50 secondary pupils and 12 primary pupils who have been denied a school place by Warwickshire schools. As soon as pupils are placed, more join the list.

Resources to achieve our aims

From the Warwickshire One Organisation Plan (OOP): Like all local authorities Warwickshire County Council faces continuing financial pressures and we are faced with finding further savings of £67 million by 2020

Funding that supports Education services includes:
- Council funding
- Grants from the Government, Dedicated Schools Grant (DSG) being the largest
- Income from services that are traded

Warwickshire County Council

Education & Learning
Gross Expenditure 2017/18

Legend:
- Revenue
- Traded
- DSG
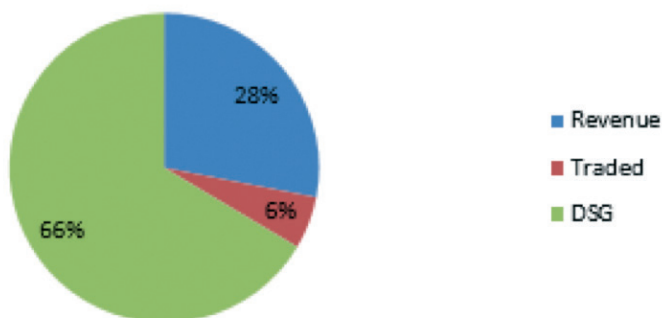
OOP Savings have already been made in Education services as follows:

£690,000 school improvement, further £110,000 in 2018/19

£312,000 WCC projects, further savings of £110,000 in 2018/19

£100,000 Early Years Improvement

£67,000 achieved in Attendance; £206,000 further savings in 2018/19 offset by trading income

Home to School Transport savings have not been met due to increased demand

Remaining budgets are under pressure in two main areas;
- Home to School Transport (Revenue funding)
- SEND Services (especially demand-led services including top ups; High Needs Block DSG).

The Council has agreed additional funding in both these areas in 2018/19 but increased statutory demands are meaning that there is a predicted in-year shortfall in 2018/19 of between £4 and £5 million. This is being offset by savings across Education services and by revenue from trading through Warwickshire Education Services (WES).

Warwickshire Music and Marle Hall cover their revenue costs entirely through trading with schools.

The Education Capital Programme reports regularly to both the County Council Cabinet and Council meetings. The most recent report is here .

Schools Forum meetings are an opportunity for scrutiny of the Dedicated Schools Grant. Papers are in the public domain here. A Review of the DSG is being conducted in the Summer Term 2018 and will report to Schools Forum in the autumn.

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Warwickshire Education Strategy 'Sign Up'

Warwickshire's Education Strategy is driven by the County Council's One Organsational Plan 2020. Consultation has told us that there is a shared moral imperative for us to do the best we can for all learners in Warwickshire.

The purpose of the Strategy is to:
- summarise our aspirations and priorities for education in Warwickshire
- explain how the Council will work with partners to achieve these
- bring together the work of different teams with partners so that services are more joined-up
- continue to improve education quality and learner outcomes at a time of financial challenge
- support innovation through creative and inspiring partnership working.

The following partners have signed up to the Strategy, which comprises a:
1. One page Strategy document
2. Delivery Plan and diagram of Boards responsible for implementation
3. Performance monitoring framework
4. Contextual data and information
5. The role of the Council, and statutory responsibilities for Education and Learning

Add partners

Jeremy Dibb, Director of Warwickshire Music says; 'Warwickshire Music is delighted to support the four key priorities in the Education Strategy. Our Early Years and Special Education Needs provision is second to none and we are determined to support a broad and balanced curriculum in all our Warwickshire schools'.

Chris Malone, Head of Education and Learning in Warwickshire County Council says 'Warwickshire's Education Strategy is ground-breaking. Following extensive consultation and co-production we have developed a Strategy generated from the views of children, young people, parents, staff, leaders and education professionals. I am confident that together we have identified the right priorities to change lives'.

Warwickshire County Council

Peter Kent, Headteacher at Lawrence Sheriff School and Chair of Warwickshire's Education Challenge Board says; 'I welcome the way in which education leaders have been placed at the heart of developing a school-led improvement system. It is exciting to see the way in which this document commits everyone in Warwickshire to work together to achieve an ambitious set of goals. Through the work of the Education Challenge Board schools have the opportunity to play a leading role in both shaping and delivering this strategy on behalf of the pupils that we serve'.

Councillor Colin Hayfield, County Council Portfolio Holder for Education and Learning, says; 'We recognise that the world of education has changed in recent years and we believe that we are unique in co-producing this Education Strategy. We have heard from many parents, children and young people, education professionals and partner organisations. As a result we have completely redrafted the original Strategy. We now look forward to working alongside you to improve learner outcomes, life chances and employability'.

Monica Fogarty, Joint Managing Director, says; 'We must celebrate Warwickshire's many educational successes, which are a result of the dedication and energy of our front-line professionals. These contribute to the flourishing local economy. Education is essential to Warwickshire's continued economic growth and to sustaining our vibrant communities. We know, from our data and from listening to you, that there is more to do to. I am confident that, following your valuable input through the consultation, the final version of the Strategy identifies the right priorities and as we implement the Strategy, together we will make a positive difference to the lives of learners in Warwickshire.'

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Simon Lomax, The Nuneaton Academy Principal, "The Warwickshire Education Strategy clearly sets out the importance of securing the very best for all young people in Warwickshire, recognising the challenges that young people face, and the importance of us all working together to remove these barriers to ensure successful futures for learners and our community. The strategy prioritises getting things right from the start, and then using the expertise we have in Warwickshire to learn from the best and prepare learners for employability. A clear, well thought out strategy, taking into account the views of our community; putting learners at the heart of all we do."

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Warwickshire Education (WE) Strategy 2018-2023

Directory of Education Services and narrative clarifying selected statutory duties on local authorities for education

There is an overarching statutory responsibility for Education (section 13A in the 1996 Education Act), which applies to all schools, including academies. This duty underpins the council's obligations to the Warwickshire family of schools. It is a duty to promote:

- high standards
- fair access to opportunity for education and training
- the fulfilment of learning potential.

Councils also continue to hold a wide range of statutory responsibilities for Education and can choose to exercise statutory powers. Some of the responsibilities apply to maintained schools only, some to all schools, and some to settings.

Plans accompanying this Strategy pack include: – add hyperlinks

Education Sufficiency Strategy including Childcare Sufficiency Strategy
School Improvement Plan
SEND and Inclusion Plan

Plans on a page (internal WCC plans):
Education and Learning
Education Sufficiency and Access
Learning and Performance
SEND and Inclusion
Virtual School
Adult and Community Learning
Warwickshire Music
Marle Hall

Clarification and narrative explaining Statutory education services that Councils must commission or provide

Education Sufficiency and Access
This is a statutory responsibility for Councils to hold the strategic overview of planning for educational places including early years sufficiency, and the provision of quality places for all learners of statutory school age in taxpayer funded schools. It involves the expansion to existing buildings and the commissioning of new schools as appropriate. It also includes co-ordinating school admissions, managing the transfer of pupils between schools during an academic year and ensuring that pupils who are permanently excluded from school are provided with a place to continue their learning as quickly as possible.

There is also a statutory responsible on Councils to provide home to School Transport for eligible children and young people, processing all applications, checking eligibility and where required processing payments.

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A real time online system for Free School Meals eligibility is provided for schools to maximise Pupil Premium payments.

The team also delivers to the statutory responsibility for children who undertake part time work in accordance ensuring that they are not being employed unlawfully or that their health, welfare or ability to take advantage of their education is not suffering or likely to suffer as a result of being employed.

Special Educational Needs & Inclusion

SEND and Inclusion teams offer a mix of traded capacity building work and statutory work related to Education Health and Care (EHC) Plans, exclusions and School Attendance.

There is a wide range of statutory responsibilities on the Council to deliver SEND services for children and young people up to the age of 25, for example duties to publish information through a a 'Local Offer', to identify children with needs and to facilitate support for them.

The Special Educational Needs and Disability Assessment and Review (SENDAR) team is the key operational service for assessing, issuing and reviewing EHC plans. This team meets the statutory obligations set out in the SEND Code of Practice (Children and Families Act 2014).

Educational Psychologists assess children's learning, social and emotional needs, providing training and development work, including bespoke training packages to meet individual needs, and promoting inclusive practice. This is a combination of statutory and traded work.

The Flexible learning Team provides support to schools for pupils who are unable to attend school for periods of time as a result of ill health, in line with statutory requirements.

The Integrated Disability Service is a shared team across Health and the Council providing co-ordinated, multi-agency assessment, advice and training. The service includes support for physical disability, complex needs, visual and hearing impairment.

The Attendance Team (ACE) offers traded work to schools for Improving whole-school attendance as well as a statutory service undertaking prosecutions for non- school attendance on behalf of the Council.

The Virtual School

The Virtual School is responsible for meeting the statutory duty to promote the education of children looked after (CLA) or those who have left our care to become adopted or subject to a special guardianship order or child arrangement order. This involves maintaining a "roll" of CLA and monitoring their attainment and progress. All CLA 3-18 must have a termly Personal Education Plan. The Tiffin Club is a registered charity offering enrichment to CLA.

Learning and Performance Services

Data services are provided, for example through Area Analysis Groups.

This service works with schools and headteachers to develop system leadership via school-to-school support, growing the number of Teaching Schools and enabling

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schools to work effectively in local, county wide and sub-regional networks. Through this method, the aim is that every child in Warwickshire has the opportunity to attend a good or outstanding school. This involves risk assessing all schools ensuring that appropriate support and intervention is in place in order to address identified needs and statutory powers are used to intervene in maintained schools causing concern.

This team fulfils statutory duties in relation to post-16 participation in education, employment and training (EET/NEET).

Complaints submitted to Ofsted and the Council where a safeguarding risk is identified, are investigated, working closely with the Schools' Safeguarding Manager.

Statutory assessment and moderation for all three primary phases is commissioned.

A range of statutory responsibilities are managed, such as support for recruitment of headteachers in maintained schools, induction processes for newly qualified teachers and the Standing Advisory Council for Religious Education.

Governor Services
This team supports statutory responsibilities for maintained schools and trades with maintained and academy schools, supporting effective governance through training, support, guidance and a clerking service.

Access to Education
A small team works to ensure children and young people receive their full educational entitlement fulfilling the Council's statutory duties for children missing education, Elective Home Education and support for the work of the Area Behaviour Partnerships (ABP) for children excluded from school or at risk of permanent exclusion. This team also works in partnership with the Multi Agency Safeguarding Hub (MASH).

The Education Safeguarding Service supports schools to comply with
safeguarding requirements. Children's Social Care and Early Help services work closely with education partners, schools and settings.

Public Health provides a range of services for schools and settings including the
innovative Smartstart programme.

Services managed by the Council that completely cover their costs through grants and traded income

Adult & Community Learning
The Adult and Community Learning service (ACL) provides both accredited and non-accredited learning opportunities for adults aged 19+. Provision includes Essential Skills (English, Maths and ESOL); programmes for adults with learning difficulties and/or disabilities; ICT; Family Learning; Community Learning programmes including Art, Craft, Languages and other subjects; and vocational programmes to support those not yet in employment into work. Programmes take place in community venues across the county. ACL works in partnership with many organisations and can develop bespoke programmes to meet needs identified by organisations as well as offering universal access programmes across the county.

Marle Hall Outdoor Centre

Marle Hall is a residential outdoor centre in North Wales sleeping 100+ and providing learning outside the classroom opportunities for Warwickshire schools and other groups, using adventurous outdoor activities and environmental studies. Emphasises personal and social education to help build resilience and independence in young people, or directly supports the curriculum e.g. GCSE, A Level geography.

Warwickshire Music

The Warwickshire Music service provides support and advice on all aspects of music education to Warwickshire schools and settings. It is the lead organisation for the Warwickshire Music Hub and responsible for funding administered by Arts Council England, providing instrumental and vocal lessons; music centre groups; instrumental hire to parents and schools; events, workshops and concerts through a staff team of over 100.

Heritage Education Services (LACE) offer a range of workshops in the centre of Warwick or in schools.

Services managed by the Council that are working towards covering their costs through traded income

The **Ethnic Minority and Traveller Achievement Service** (EMTAS) works in partnership, with schools, parents and other agencies to improve the achievements and engagement of pupils from the Gypsy, Roma and Traveller (GRT) community and pupils with English as an Additional Language (EAL), largely on a traded basis.

The **Specialist Teaching Service** supports schools to raise standards and improve outcomes for pupils with SEND on a traded basis. Support for pupils who are at risk of permanent exclusion can also be accessed through the Primary Memorandum of Understanding.

Warwickshire Education Services (WES)

Schools also have the opportunity to purchase the following Council services: Communications and Media, Construction, Corporate Facilities, County Fleet Maintenance, Finance, HR (Advisory & Recruitment), ICT Development, Legal, Payroll, Property Risk Management, Safety and Premises, Schools Absence Insurance, Schools Insurance, the apprenticeship programme, and the Schools Library Service.

……………………..
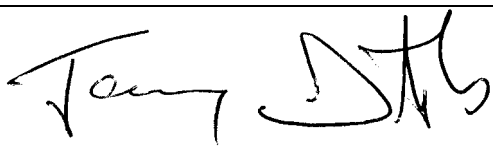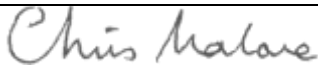
Communications

In addition the Council produces a **'Heads Up' monthly e-newsletter**, works with partners to deliver termly **head teacher briefings**, and works with the Warwickshire Teaching School Alliance to provide **manager meetings for early years and childcare providers**.

Warwickshire County Council

EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Education Strategy 2018 - 2023

Equality Impact Assessment/ Analysis (EqIA)

Group	**Communities**
Business Units/Service Area	**Education and Learning**
Plan/ Strategy/ Policy/ Service being assessed	**Education and Learning Strategy 2018 - 2023**
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	**New Equality Impact Assessment**
EqIA Review team – List of members	**Chris Malone Head of E & L Jeremy Dibb Director Warwickshire Music**
Date of this assessment	**January 29th 2018 revised May 2018**
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)	Chris Malone
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	**Phil Evans** PA Sam Ayton-Hill

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)
	🟥🟧🟩	🟥🟧🟩	🟥🟧🟩	🟥🟧🟩	🟥🟧🟩	🟥🟧🟩	🟥🟧🟩	🟥🟧🟩	🟥🟧🟩
Education and Learning Strategy 2018 - 2023	✓	✓	✓	✓	✓	✓	✓	✓	✓

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.** **The new Strategy is intended to improve the equality of education within Warwickshire. This improvement should impact on social mobility and therefore impact positively on social inequalities**	**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

Stage 1 – Scoping and Defining	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	It is time to update the Warwickshire County Council Education and Learning Strategy so that it reflects current challenges. An overarching vision for education in Warwickshire is needed so that one agreed strategy can guide the work of council and partners. It has one uniting and overarching purpose: to improve educational outcomes, and thus the life chances, of learners in Warwickshire. The purpose of this Education Strategy is to set out clearly our aspirations and priorities for education in Warwickshire, and to summarise how Council teams will be working with partners to achieve them. This Strategy brings together the work of different teams in the Education and Learning Business Unit. As a result we hope that services will be more joined-up and, despite financial challenges, the quality of services, and the impact on learner incomes, will continue to improve. We are going to ensure that Council plans 'join up'. All plans in the Education and Learning Business Unit, and all staff objectives, will explicitly support this Strategy. Meetings and Boards led by Education and Learning staff will all be driven by this Strategy. Following consultation we can see that partners and education professionals sign up to the Strategy and are committed to using it to enhance the effectiveness of their work. Our aim is for a shared vision to give clarity, transparency and relative simplicity within the complex education environment of 2018.

(2) How does it fit with Warwickshire County Council's wider objectives?	All children deserve the best possible start in life and this means making sure we get early education right.

Warwickshire County Council has a statutory responsibility to support all vulnerable learners.

The Warwickshire County Council One Operational Plan (OOP) outlines the need for communities to work together to support each other. The community of schools is no different and system leadership means helping schools to support each other.

We need to help all our people to find meaningful employment or further education post 16 – to enable them to take a full and active role as young adults. |
| (3) What are the expected outcomes? | We are going to ensure that Council plans 'join up'. All plans in the Education and Learning Business Unit, and all staff objectives, will explicitly support this Strategy. Meetings and Boards led by Education and Learning staff will all be driven by this Strategy. Following consultation, it is clear that partners and education professionals are signed up to the Strategy and have committed to using it to enhance the effectiveness of their work.

Our aim is for a shared vision to give clarity, transparency and relative simplicity within the complex education environment of 2018. |
| (4)Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups) | The following protected groups should benefit from the strategy particularly through WE2 which identifies learners vulnerable to under-achievement: race, disability, gender (eg under-achieving boys).

The Strategy focuses on learners of all ages. |
| **Stage 2 - Information Gathering** | |

(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 public consultation ran from March 5th - April 2nd and an online questionnaire was the main form of response. The questionnaire was anonymous and did not ask for any personal information. Paper copies or alternative formats were available. An Education and Learning Strategy leaflet was widely circulated to all educational settings and they were encouraged to make this leaflet available to parents and students. This leaflet and all other supporting documents were available online. Schools and other educational settings were widely consulted through informal and formal meetings, conferences and events. Stakeholders were able to respond to this consultationonline, in writing and there were face to face opportunities.
(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?	The consultation period is March 5th – April 2nd 2018
(3) Which of the groups with protected characteristics have you consulted with?	Page 21 of the Consultation findings report lists the online respondent profile and evidences respondents with the six most relevant protected characteristics who responded to the online survey. For example, relating to age: Under 18; 4 18-29; 9 30-44; 73 45-59; 65 60-74; 14 75+; 0
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 N/A	AGE no	GENDER REASSIGNMENT N/A
	RELIGION/BELIEF N/A	PREGNANCY MATERNITY N/A	SEXUAL ORIENTATION N/A
(2) If there is an adverse impact, can this be justified?	No adverse impacts were identified		
(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?	Warwickshire County Council will work effectively with colleagues in schools, and settings, with partners and professionals, so that simple, consistent services enable all Warwickshire's learners to learn in safe and enabling environments.
	Our proposed priorities for Education and Learning are:
	1: Our challenge is to foster children's love of learning from birth through early childhood and into Year 1 so that all young children achieve their potential.
	2: Our challenge is to promote a broad, empowering and creative curriculum, focusing on times of transition, and prioritising vulnerable groups:
	(i) Learners missing education
	(ii) Pupil Premium
	(iii) Children who are Looked After
	(iv) Special educational needs and disabilities (SEND)
	(v) Supporting resilience and emotional wellbeing
	3: Our challenge is for all learners to enjoy a high quality learning experience. We will celebrate **Warwickshire's Family of Schools**: teaching schools, school companies, academies, community, Diocesan, maintained, multi-academy trusts, nursery, primary, secondary, special schools and school governors.
	4: Our challenge is to champion **employability** by promoting the best opportunities for all learners so that:
	• The local economy can grow
	• Young people can take on the responsibilities of adult life and wider participation in higher education
	• Adult learners contribute to the local economy
	• Young people make informed choices
	• Young people move successfully into sustainable employment
	constructively, where we can make a positive difference to learner outcomes

(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	• Young people can take on the responsibilities of adult life and wider participation in higher education • Adult learners contribute to the local economy • Young people make informed choices • Young people move successfully into sustainable employment
(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?	See WE2 (v) for positive impact on people with social, emotional and/or mental health 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?	Not directly

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.	
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	Equality Assessment has been reviewed (18.4.18 and 30.05.18)

Please annotate your policy with the following statement:

'An Equality Impact Assessment/ Analysis on this policy was undertaken on (date of assessment) and will be reviewed on (date three years from the date it was assessed).

CONSULTATION TIMETABLE

This timetable should include all key dates and actions for this consultation
Key milestones have been auto-added but you may need to include additional actions specific to your consultation.

Action	**Date**	**Responsible Officer**
Sign off of consultation brief	February 1st	

Log portfolio decision as agenda item on CMIS Forward Plan *(Log 6 weeks /31 days before decision date)*	February 1st	
Sign off on consultation documents		
Portfolio decision date *(Allow for call-in before starting consultation)*	February 23rd	
Start of consultation	March 5th	
Mid point review	March 19th?	
Close of consultation	April 2nd	
Allowance for receipt / input of postal and paper responses	If applicable. Assess at mid point review	
Log O&S and Cabinet reports on CMIS Forward Plan *(Log 6 weeks /31 days before decision date)*	May 18th April 27th for for O&S, April 30th for Cabinet	
Analysis of results and Consultation report *(Minimum 2 weeks)*	April 3rd – 10th (subject to numbers)	Insights Service (Jemma Bull)
Draft Cabinet report completed *(Allow sufficient time for due consideration)*		
Informal consultation / report sign off		

Corporate board meeting (if required)	April 24th (May 9th)	
Upload draft O&S and Cabinet reports on CMIS. *(3 weeks (16 w days) before decision date.)*	May 18th for O&S, May 22nd for Cabinet	
Overview and scrutiny meeting	June 12th	
Log Council report on CMIS Forward Plan *(Log 6 weeks /31 days before decision date)*	June 13th	
Cabinet meeting (Decision) *(Allow for call-in before implementation, final feedback)*	June 14th	
Upload draft Council report on CMIS. *(3 weeks (16 w days) before decision date.)*	July 4th	
Council meeting (Endorsement)	July 26th	
Feedback to the public		
Implementation Date	September 1st	

Education Strategy 2018-2023 Annex 8 'You Said – We Did'

	You Said	We Did
1	All WEs 1,2,3,4 were considered relevant and were supported with over 90% of online responses supporting WE1,2 and 4, and 83% supporting WE3.	Kept WE1,2,3,4.
2	It looks more like a vision than a strategy. Aspirations of the strategy are to be commended but there is little explanation of how it will be implemented.	Reworked WE 1,2,3,4 into a Delivery Plan to include who would be responsible for actions, and how we will know that we are succeeding.
3	The Best possible start in life is too general and means that the strategy might make no tangible difference. You want a professionally trained early years workforce. You think that we should focus more on early language development, and on supporting parents to provide a language-rich home learning environment (Early Years Visioning Event, headteacher event plus online responses). A headteacher said: 'parents sometimes don't know how to support their children; things have changed since they were at school'. A parent said 'my child loves coming to school in reception. As they get older the fun is taken out of it'.	Rewrote WE1 being more specific: We changed 'Best possible start in life' to 'Champion the Early Years Foundation Stage (EYFS)'. This roots the strategy in education. We can then add value to the wider work on 'best possible start in life' by: • Co-ordinating high quality EYFS training • Helping parents to provide a language rich home learning environment for their young children. See 6. below
4	Primary school staff told us that 'the expectations of secondary schools for Year 7 are lower than our expectations for Year 6; 'there is a huge difference'.	Added 'focusing on times of transition' to WE2.
5	Secondary heads told us that one of their main concerns at the moment is children who are challenging, exclusions and off-rolling students.	Strengthened WE2 (i)
6	Many responses echoed the following views: 'league tables and targets create so much stress', 'students start to give up as they cannot meet expectations', 'we are producing students who are unable to communicate. We want whole, rounded students, thinking creatively and problem solving'.	Added 'promote a broad, empowering and creative curriculum in WE2. Strengthened WE4.

	Parents told us that 'there is too much emphasis on English and maths when children should be learning through more active, practical experiences'. 'Not all children are academic; we want hands on children'. One parent said; 'we love maths on the move' 'we don't want our children sitting at desks all the time' A young person told us that 'students who constantly feel stupid will give up'. Another said 'education is there to make us ready for the outside world – over emphasis on the academic is stopping this'.	Committed to develop a new 'App' to promote the success of Warwickshire schools in WE1,2,3 and 4. The App can then sit alongside League Tables as an alternative measure that celebrates the qualities that you have told us you value so much, and that are reflected in the Education Strategy.
7	Say things plainly: in WE3, for example in WE3 call it "School Improvement". You said that there is no clear plan in the draft Strategy as to how this priority will be achieved and confusion as to what "successful system leadership" actually means.	Added 'The Warwickshire Challenge Board will lead and coordinate school improvement'. References to systems leadership have been removed from the Strategy so that they can be clearly explained in more detail in the School Improvement Plan.
8	WE3 should refer explicitly to the role of governors in the strategy	Of course, added to WE3.
9	Some feedback included a concern regarding lack of long term modelling for school places	Added WCC will anticipate growth in demand for places to WE3.
10	We were clearly told by primary children; 'call us children not pupils, pupils is weird'. You also told us about Fridays when you love to 'celebrate achievements in and out of school during the week'.	There is no reference to 'pupils' in documentation – we used 'children' We have increased the focus on celebrating our successes in the strapline.
11	Many respondents emphasized how WE2 should start with all learners, not only vulnerable learners; whilst there was often broad agreement that unlocking talent, building resilience, and fulfilling the potential of vulnerable learners is important, this should apply to *all* children, not just those classed as vulnerable.	WE2 has been changed and starts with a focus on 'all learners'.

	You want to be empowered: children told us 'teachers really give you a boost in your work – they come over and make sure you understand – they give a thumbs up when you do it on your own'.	
		Added *'empowering curriculum"*.
12	You agreed that we must focus on social, emotional and mental health needs, saying 'happy teachers make for happy classes means that children learn'.	We have placed the implementation of Warwickshire's workload charter in a more prominent place in WE2 (v).
	Several responses drew our attention to the importance of building resilience across children, young people, parents and professionals.	Updated WE2 (v) to reflect this and to link WE2 (v) across all the WEs, 1,2,3 and 4.
13	Several people Challenged the use of Ofsted judgement words. One person said 'why do we live by Ofsted?'	Removed 'good' 'outstanding etc from the text and replaced with the strapline 'aiming for excellence'.
14	Although there was a high level of agreement with the priorities, you were less sure that the Strategy presented the Council's role with clarity.	We have clarified this further in document 6; local authority role and responsibilities.
15	Some of you read the longer document in detail but many of you used the more concise leaflet to find out about the proposals.	The 12 page document has been replaced by an Education Strategy 'pack'. This is a set of six short documents. The Strategy is now on one sheet of paper. We have presented the new text in a more visual way, focusing on our aspirations, actions and how we will know we are succeeding.

EDUCATION STRATEGY 2018-2023
CONSULTATION RESULTS

Background

The consultation for the Warwickshire County Council Education and Learning Strategy 2018-2023 took place between 5th March and 2nd April 2018. The new Education and Learning Strategy will replace the current document 'Education Strategy' – Championing the Learner – Vision, Values and Priorities 2014.

The recent DfE publication 'Unlocking Talent, Fulfilling Potential, December 2017' outlines how the Government intends to improve social mobility through education. The four national ambitions outlined in the DfE publication are;

(i) Close the 'word gap' in early years
(ii) Close the attainment gap in school, continuing to raise standards for all
(iii) High quality post-16 education choices for all young people
(iv) Everyone achieving their potential in rewarding careers

The results presented in this document are based on an online questionnaire survey. Feedback from the Head Teachers' Conference in March 2018 via a Facilitated Group Survey has also been included. It should be made clear that this is part of a much wider consultation that involved face-to-face and focus group consultation events.

The online questionnaire survey received 176 responses. Respondents were provided with background information about the consultation on the Citizen Space 'Ask Warwickshire' webpage, here respondents were provided with an overview of the Education and Learning Strategy, the reasons why Warwickshire County Council was consulting and information for why the policy was being updated. The key elements of the policy were outlined and further information regarding the consultation was provided, including FAQs and the Equality Impact Assessment.

Respondents were asked for their level of agreement for each of the four priorities for education and whether they felt that the draft Education Strategy achieves clarity on the Council's role. Respondents were also asked if they would like to provide any further comments and suggestions related to the draft strategy in question.

METHODOLOGY

An online survey software tool, Citizen Space, was used to carry out the survey. All questions were loaded into this tool and the link to the online survey was shared via the Citizen Space webpage. The data was then downloaded and analysed in Microsoft Excel utilising pivot tables and graphs. The qualitative elements of the survey (open ended questions) were analysed by Osiris (an external resource). The online survey received 176 responses.

Feedback from the Head Teachers' Conference in March 2018 was included via the Facilitated Group Survey to provide an overview of educational staff responses to the draft Educational Strategy.

Key Messages

- The majority of respondents (92%) support Priority 1 regarding promoting the best possible start in life through early education.
- Almost two-thirds (65) of respondents chose to leave a comment or suggestion regarding Priority 1. A consistent message from the comments provided was that, whilst there was often broad agreement that promoting the best possible start in life through early education is crucial, there was uncertainty as to how this would be achieved in an environment of funding cuts and service closures.
- The majority of respondents (93%) support Priority 2 regarding unlocking talent, building resilience, and fulfilling the potential of our vulnerable learners.
- A total of 71 respondents chose to leave a comment or suggestion regarding Priority 2. A consistent message from the comments provided was that, whilst there was often broad agreement that unlocking talent, building resilience, and fulfilling the potential of vulnerable learners is important, this should apply to *all* children, not just those classed as vulnerable. Another key theme raised by respondents is the importance of mental health support and channels of communication to enable vulnerable learners to fulfil their potential.
- The majority of respondents (82%) support Priority 3 regarding supporting successful system leadership although there is less support for this in comparison to Priorities 1, 2 and 4.
- A total of 52 respondents chose to leave a comment or suggestion regarding Priority 3. A consistent message from the comments provided was that there is no clear plan in the draft Education and Learning Strategy as to how this Priority will be achieved and confusion as to what "successful system leadership" actually means.
- The majority of respondents (91%) support Priority 4 regarding promoting employability.
- A total of 51 respondents chose to leave a comment or suggestion regarding Priority 4. A consistent message from the comments provided was that promoting academic achievements should not be to the detriment of employability. Life skills, not just academic skills, are also crucial.
- Forty-one percent of respondents state that the draft Education and Learning Strategy achieves clarity on the Council's role whilst 15% believe it does not. However, 43% of respondents are unsure as to whether the draft Strategy achieves clarity on the Council's role.
- A total of 37 respondents chose to leave a comment or suggestion regarding the draft Strategy achieving clarity on the Council's role. A consistent message from the

comments provided was that no specific details or practical action points as to how these proposals/targets will be met have been provided.

- The key issues raised in the open text question regarding any comments or suggestions on what respondents would like to see in the Education Strategy are: a more inclusive Education Strategy required, a focus on life/employability skills and not just educational achievement, more support for vulnerable children, support for teacher/staff/school training and development, more funding is required to achieve the Priorities, and a clear action plan needs to be put in place in order to achieve these goals.

- Feedback from the Head Teachers' Conference in March 2018 (via the Facilitated Group Survey) shows that there is support from Head Teachers for the Priorities. In particular, the recurring themes from the comments provided were that more funding, training and support, as well as 'joined up thinking' (connecting schools, other local services and parents) is required in order for the Priorities to be successful.

RESULTS - CONSULTATION ANALYSIS

About respondents
Respondents were asked to identify which category best described their interest in the survey. Table 1 gives a breakdown of survey respondents.

Table 1. Breakdown of survey respondents

Type of respondent	Total
Parent, guardian or carer	88
Other	16
General public	13
Primary education staff	12
Primary Head Teacher	9
Other specialist staff	9
Early years staff or provider	6
Secondary education staff	5
College / Further education staff	5
Other group or organisation	5
Pupil / student	4
Special school staff	3
Nursery school staff	1
Total	**176**

Area Respondent Lives / Works	Total
Warwick District	71
Stratford on Avon District	38
Nuneaton & Bedworth Borough	23
Rugby Borough	23
Live outside of Warwickshire	9
Countywide	6
North Warwickshire Borough	4
Other	1
Prefer not to answer	1
Total	**176**

Over half of respondents (57%/101) were made up of either parents/guardians/carers or general public. Those in the 'other' categories also included 11 governors, 5 speech and language therapists, as well as a number of those who considered themselves to be working in an education capacity/environment *and* a parent.

The majority of respondents to the survey were female (73%), of White British ethnicity (84%) and aged between 30-59 years (80%). When comparing the respondent profile with the proportion of residents living or working in each district and borough in Warwickshire overall, it becomes evident that the north of the county is under-represented in the sample. For example, 11.4% of the Warwickshire population reside in the North Warwickshire Borough, however in the sample just 2% of respondents are living or working in North Warwickshire. Nuneaton and Bedworth Borough is also under-represented, with only 13% of respondents living or working in this borough, compared with 22.8% of the Warwickshire population.

Survey Responses

Respondents were asked whether they agreed or disagreed with the following statements regarding the education strategy:

- *To what extent do you agree or disagree with Priority 1 Agreement 'Early Years'?*

- *To what extent do you agree or disagree with Priority 2 Agreement 'Vulnerable Learners'?*

- *To what extent do you agree or disagree with Priority 3 Agreement 'System Leadership'?*

- *To what extent do you agree or disagree with Priority 4 Agreement 'Employability'?*

Figure 1. Proportion of all respondents answering 'Strongly agree', 'Agree', 'Neither agree nor disagree', 'Disagree', 'Strongly disagree' and no answer to survey statements on education Priority Agreements
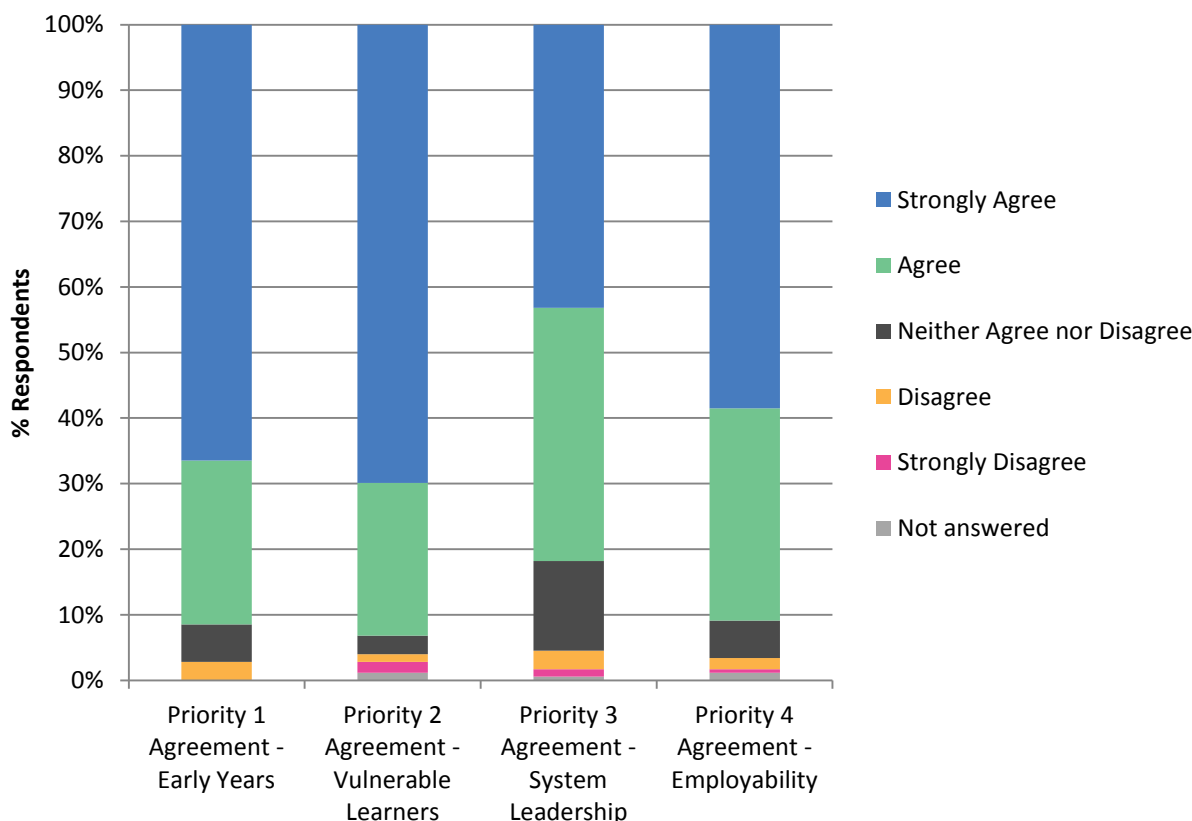
Figure 1 highlights the proportion of all respondents who agreed or disagreed with regard to the education Priorities listed. In general, agreement with all statements was relatively high; over half of respondents either strongly agreed or agreed with each Priority. For Priorities 1, 2 and 4, over 90% of respondents were in favour ('strongly agree' combined with 'agree') of these Education Priorities. There was slightly less agreement for Priority 3 where 14% 'neither agree nor disagree' with this Priority and 4% oppose it ('disagree' combined with 'strongly disagree'). Tables 2, 4, 6 and 8 highlight differences in responses between respondent categories.

Priority 1 – Promoting the best possible start in life through early education

Respondents were asked to what extent they agreed or disagreed with Priority 1 Agreement 'Early Years' – promoting the best possible start in life through early education.

Table 2. Priority 1 Agreement 'Early Years'

Type of respondent	To what extent do you agree or disagree with Priority 1?					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Not Answered
Parent, guardian or carer	49	29	7	3	0	0
Other	14	2	0	0	0	0
General public	8	4	1	0	0	0
Primary education staff	10	2	0	0	0	0
Primary Head Teacher	9	0	0	0	0	0
Other specialist staff	7	1	1	0	0	0

Early years staff or provider	6	0	0	0	0	0
Secondary education staff	3	1	0	1	0	0
College / Further education staff	3	2	0	0	0	0
Other group or organisation	3	1	1	0	0	0
Pupil / student	2	1	0	1	0	0
Special school staff	2	1	0	0	0	0
Nursery school staff	1	0	0	0	0	0
Total	**117**	**44**	**10**	**5**	**0**	**0**

The figures in Table 2 indicate that the majority of respondents (66%/117) 'strongly agree' with Priority 1 whilst a further 25% (44) agree. Only 5 respondents (3%) disagree with Priority 1.

Support for Priority 1 (respondents who 'strongly agree' and 'agree' combined) was lower for Pupils / Students (75%) than Parents / Guardians / Carers (89%) and the General Public (92%). Indeed, 98% (40 respondents) across all those respondents who work in an education capacity/environment 'strongly agree' or 'agree' with Priority 1 and promoting the best possible start in life through early education.

Support for Priority 1 was most pronounced in Rugby Borough where 70% of respondents strongly agreed with this Priority. Conversely, opposition to Priority 1 was most strongly felt in Stratford-on-Avon District (8% 'disagree').

Additional comments related to Priority
A total of 65 respondents chose to leave a comment or suggestion regarding Priority 1. A consistent message from the comments provided was that, whilst there was often broad agreement that promoting the best possible start in life through early education is crucial, there was uncertainty as to how this would be achieved in an environment of funding cuts and service closures.

Table 3. Qualitative themes relating to Priority 1 Agreement – online survey only

Theme	Examples for illustration	Count (base = 65)
Promoting the best possible start through early education is crucial	*"I think a good start in education sets the mindset for education later in life. If children do not enjoy schooling in early years, I think this sets the mindset of not enjoying, and not succeeding in education in later years"* *"Early help helps children begin education with a strong foundation. Without this a child can be left disadvantaged"* *"It has been proven through robust research that investment in early years education and care pays dividends for the child, society and the economy in later years"* *"A focus on the Early Years is of the utmost importance in achieving good outcomes for children. A 'bottom up' approach is far more successful in supporting this than intervening later in a 'catch up', 'reactive' way. Putting the resources into the Early Years means children have a better chance of bringing positive contributions to society as adults, as they have good foundations set for learning and life-skills development that*	35

	follows" *"To focus on early years education enables a twofold benefit. Firstly to give children the best possible start in life, and secondly to enthuse them to learn more. This would, I feel, reduce inequality of opportunity in later life as well as improving outcomes at key stages"*	
Funding cuts and service closures (eg. closure of Children's Centres) will hinder the success of Priority 1	*"Early years education requires adequate levels of funding to provide staff who are experienced and skilled in the identification of needs and the development of individual programmes and support to ensure progress and achievement at all stages in the future"* *"Unless it is adequately funded and there is a far, far greater understanding of its importance across the breadth of Schools, the Local Authority and multi-agency partners, then it will be difficult to achieve"* *"This will only be possible if the Early Years settings are given the support that is needed. Due to the constant funding cuts all Early Years settings are facing a battle on a daily basis. Lack of support, having to buy in training, the lack of qualified level 3 staff, poor pay, Early years staff not being valued by other professionals, referral waiting lists for children to be seen by health professionals will all hinder this"* *"Why are Children's Centres being closed? They support disadvantaged children and their parents with informal and some formal early years education"* *"[Priority 1] seems to be at odds with the reduction in Children's Centres that will be happening. Life certainly would have been much harder for me without the excellent care and support received through the children's centres in Kenilworth"* *"This must include the new children's centres and private nurseries. Unless resources and suitable partnerships are enabled then Priority 1 will fail"*	24
There should be a focus on quality early education that engages and encourages	*"I don't think it's enough to just say we want early education - we should be aiming for the best by stating we will promote the best possible start in life through high quality early education. All young children should have the opportunity to attend Good or Outstanding early years provision. Outcomes for early years children should exceed national levels"* *"This must not be achieved by teaching to the lowest common denominator as this is closing the gap by disadvantaging other learners. Enabling all pupils to reach their potential is paramount"* *"If children do not enjoy schooling in early years, I think this sets the mindset of not enjoying, and not succeeding in education in later years"* *"Although I do strongly agree with the importance of high quality early years provision, the way the outcome is monitored at age 5 will be important. At this age they are so little and need to love learning. It is important that the outcomes focus on social and emotional wellbeing and developing this love of learning. If the outcomes become a tick box*	21

	exercise that in any way steers away from these important goals it could be counter-productive"	
No 'one-size-fits-all' approach – identification of individual needs and support	*"There needs to be enough support in place for those who aren't ready for formal learning and flexibility around learning to allow for different paced learners. One size in reality fits hardly anyone"* *"I do not necessarily agree that education in this context means 'measured or quantified' performance"* *"Other services need to be involved with disadvantaged learners to support all areas of their lives and development. Also any educational reforms need to take into account best practice and methods based on early years development across all areas of learning"* *"The gap between education and social care is too great. Joined up thinking is required"*	17

Priority 2 – Unlocking talent, building resilience, and fulfilling the potential of our vulnerable learners

Respondents were asked to what extent they agreed or disagreed with Priority 2 'Vulnerable Learners' – Unlocking talent, building resilience, and fulfilling the potential of our vulnerable learners.

Table 4. Priority 2 Agreement 'Vulnerable Learners'

Type of respondent	To what extent do you agree or disagree with Priority 2?					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Not Answered
Parent, guardian or carer	60	21	3	1	2	1
Other	15	1	0	0	0	0
General public	7	3	1	1	1	0
Primary education staff	8	4	0	0	0	0
Primary Head Teacher	6	3	0	0	0	0
Other specialist staff	7	1	1	0	0	0
Early years staff or provider	6	0	0	0	0	0
Secondary education staff	2	3	0	0	0	0
College / Further education staff	3	1	0	0	0	1
Other group or organisation	4	1	0	0	0	0
Pupil / student	1	3	0	0	0	0
Special school staff	3	0	0	0	0	0
Nursery school staff	1	0	0	0	0	0
Total	123	41	5	2	3	2

The figures in Table 4 indicate that the majority of respondents (70%/123) strongly agree with Priority 2, whilst a further 23% (41) agree. Only 3 respondents (2%) strongly disagree with Priority 2.

Support for Priority 2 (respondents who 'strongly agree' or 'agree' combined) was lower for the General Public (77%) than Parents / Guardians / Carers (92%) and Pupils / Students (100%). Indeed, 98% (40 respondents) across all those respondents who work in an education capacity/environment 'strongly agree' or 'agree' with Priority 2 unlocking talent, building resilience, and fulfilling the potential of our vulnerable learners.

Support for Priority 2 was least pronounced in Warwick District with (90%) of respondents who 'strongly agree' or 'agree' combined) compared to those living or working in the other boroughs and districts in Warwickshire. Indeed, 4% of respondents living or working in Warwick District were opposed to Priority 2 (stating they 'strongly disagree' or 'disagree').

Additional comments related to Priority 2

A total of 71 respondents chose to leave a comment or suggestion regarding Priority 2. A consistent message from the comments provided was that, whilst there was often broad agreement that unlocking talent, building resilience, and fulfilling the potential of vulnerable learners is important, this should apply to *all* children, not just those classed as vulnerable. Another key theme raised by respondents is the importance of mental health support and channels of communication to enable vulnerable learners to fulfil their potential.

Table 5. Qualitative themes relating to Priority 2 Agreement – online survey only

Theme	Examples for illustration	Count (base = 71)
Current difficulties in accessing support for vulnerable learners (eg. specialist mental health support / training)	*"SEND awareness, understanding and action needs huge improvement. So many children are excluded and their needs unmet"* *"Additional/specially trained staff for SEND pupils, for example, is required"* *"From personal experience the woeful lack of knowledge and support of children affected by mental health issues is very apparent"* *"I think the provision of a mental health nurse or practitioner in schools should be an absolute priority"*	34
Funding cuts will hinder the success of Priority 2	*"Investment is needed in special schools"* *"Again, funding appears to be an issue. I know lots of people that have experienced difficulty in getting their child assessed let alone provided with support"*	15
A more inclusive Education Strategy required	*"This should be for every child. Not just vulnerable ones"* *"This area needs a huge improvement as children who come under this umbrella have been overlooked for too long and have been let-down by the systems in place at the moment"*	13

| No 'one-size-fits-all' approach | *"Unlocking talent isn't just about the amount of GCSEs a child gets, its having social skills and the opportunity to experience vocation skills as well as academic subjects. Educate for life rather than just for OFSTED results. One size does not fit all, tailored education to suit the variety of kids abilities"*

"This is extremely important, especially for people with social, emotional and mental health needs. I feel a lot more partnership work can be done with third sector support agencies to help meet the needs of these young people" | 11 |

Priority 3 – Supporting successful system leadership

Respondents were asked to what extent they agreed or disagreed with Priority 3 'System Leadership' – supporting successful system leadership, empowering communities, so that the Warwickshire Family of Schools can thrive, and no school is left behind.

Table 6. Priority 3 Agreement 'System Leadership'

Type of respondent	To what extent do you agree or disagree with Priority 3?					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Not Answered
Parent, guardian or carer	40	31	13	4	0	0
Other	11	5	0	0	0	0
General public	2	8	2	0	2	1
Primary education staff	5	5	0	1	1	0
Primary Head Teacher	5	3	1	0	0	0
Other specialist staff	1	5	3	0	0	0
Early years staff or provider	3	3	0	0	0	0
Secondary education staff	1	2	1	0	1	0
College / Further education staff	1	3	1	0	0	0
Other group or organisation	4	1	0	0	0	0
Pupil / student	1	1	2	0	0	0
Special school staff	1	1	1	0	0	0
Nursery school staff	1	0	0	0	0	0
Total	**76**	**68**	**24**	**5**	**2**	**1**

The figures in Table 6 indicate that the majority of respondents (81%/144) either strongly agree or agree with the Priority 3 Agreement. Only 2 respondents (1%) strongly disagree with Priority 3.

Support for Priority 3 (respondents who 'strongly agree' or 'agree' combined) was highest amongst all those respondents who work in an education capacity/environment (83%). The strongest opposition to Priority 3 came from Parents / Guardians / Carers where (5%) disagree with this.

Support for Priority 3 was least pronounced for respondents living or working in Nuneaton & Bedworth Borough (70% of respondents who 'strongly agree' or 'agree' combined) compared to those living or working in the other boroughs and districts in Warwickshire. Indeed, 87% in Stratford-

on-Avon District and 86% in Warwick District support Priority 3 (stating they 'strongly agree' or 'agree') with successful system leadership.

Additional comments related to Priority 3

A total of 52 respondents chose to leave a comment or suggestion regarding Priority 3. A consistent message from the comments provided was that there is no clear plan in the draft Education and Learning Strategy as to how this Priority will be achieved and confusion as to what "successful system leadership" actually means.

Table 7. Qualitative themes relating to Priority 3 Agreement – online survey only

Theme	Examples for illustration	Count (base = 52)
Support for teachers / staff	*"Teachers these days have to manage budgets, staff, premises etc. - they need business management skills, and most simply haven't got those. You are failing those teachers by not providing adequate support and budget"* *"I am concerned that more admin and bureaucracy will actually reduce the effectiveness of some schools. They are already under a great weight of administration that takes the teachers out of the classroom and the head teachers away from supporting their stretched and stressed staff members"* *"There are too many leaders and not enough basic support staff and teachers* *Class sizes are being pushed up to gain more revenue which only means vulnerable children receive less attention"* *"As a school leader, I know that it is becoming increasingly challenging to ensure provision which is at least good or outstanding for all pupils. Schools have to work closely together to share the resources that they have particularly the development of staff who are the most valuable of all resources"*	23
Pressures on schools / teachers / children to achieve high standards and targets (eg. OFSTED)	*"Whilst I agree with the principle, it seems that schools are completely driven by an Ofsted need to provide data for measurement. I would love to see an approach that judges success in other ways too - the happiness of the children for example, the values of the school, the SEND provision etc."* *"However the OFSTED system is demanding and can be damning. Don't set unrealistic targets"* *"Too many variants. It's not just about high ratings on OFSTED. And looking good on paper. You have to have a strong infrastructure, starting with strong teachers. When a child is falling behind or struggling, they aren't to be discredited and left, similar the over achiever is to be encouraged and not left to 'get on with it' they need to be supported to show their true potential. You can't have all the resource of teaching going into under achievers just so the school gets a higher OFSTED score"*	14

	"It should be noted that the pressure on academic achievement at the expense of social and emotional literacy is damaging our young people. A good or outstanding school needs to be as good at social and emotional literacy as it is at academic achievement. Without this, I do not see that the school can be measured as good or outstanding"	

Priority 4 – Promoting employability

Respondents were asked to what extent they agreed or disagreed with Priority 4 'Promoting employability'; offering the best possible opportunities for all learners so that the local economy can grow, and young people can take on the responsibilities of adult life.

Table 8. Priority 4 Agreement 'Promoting employability'

	To what extent do you agree or disagree with Priority 3?					
Type of respondent	**Strongly Agree**	**Agree**	**Neither agree nor disagree**	**Disagree**	**Strongly Disagree**	**Not Answered**
Parent, guardian or carer	53	27	4	3	1	0
Other	12	4	0	0	0	0
General public	8	5	0	0	0	0
Primary education staff	4	7	1	0	0	0
Primary Head Teacher	6	3	0	0	0	0
Other specialist staff	4	2	2	0	0	0
Early years staff or provider	5	1	0	0	0	0
Secondary education staff	2	2	1	0	0	0
College / Further education staff	3	1	0	0	0	1
Other group or organisation	3	2	0	0	0	0
Pupil / student	1	1	2	0	0	0
Special school staff	1	2	0	0	0	0
Nursery school staff	1	0	0	0	0	0
Total	103	57	10	3	1	2

The figures in Table 8 indicate that the majority of respondents (59%/103) strongly agree with Priority 4, whilst a further 32% (57) agree. Only 1 respondent strongly disagrees with Priority 4.

Support for Priority 4 (respondents who 'strongly agree' or 'agree' combined) was highest amongst the General Public (100%). The strongest opposition to Priority 4 came from Parents / Guardians / Carers where (5%) disagree with this.

Support for Priority 4 was most pronounced for respondents living or working in Stratford-on-Avon District (95% of respondents who 'strongly agree' or 'agree' combined) compared to those living or working in the other boroughs and districts in Warwickshire.
Additional comments related to Priority 4

A total of 51 respondents chose to leave a comment or suggestion regarding Priority 4. A consistent message from the comments provided was that promoting academic achievements should not be to the detriment of employability. Life skills, not just academic skills, are also crucial.
Table 9. Qualitative themes relating to Priority 4 Agreement – online survey only

Theme	Examples for illustration	Count (base = 51)
Equal consideration of life/employability skills, not just educational achievement	*"I feel both primary and high schools focus on educational achievement, rather than life and employability skills at present eg. there is no guidance or learning in terms of personal/household budgeting, interview and CV techniques"* *"Promoting employability is a great aim. It would be great for students to be developing the skills they will need in the workplace alongside the traditional curriculum. For example, communication skills, teamwork, leadership, interview techniques etc."* *"Skills and exams are important but being a fully rounded person is just as important - able to adapt to situations - a wider curriculum again would help to support this"*	35
Building links and connections with employers to access jobs and apprenticeship opportunities	*"How about a central communications hub that enables schools can engage with employers? Schools could click on a button and find out which local employers offer career talks, work experience, business mentoring, site visits"* *"Any links that can be built with employers are really beneficial. I know from personal experience that inviting companies in to share what they do can really help teenagers make a much more informed career or further education choice"* *"Employability workshops and support should be given just as much importance as higher or further education"*	25
Funding cuts will hinder the success of Priority 4	*"Sufficient funding is required to achieve this priority. Schools need to source or employ fully trained careers advisors to deliver careers support and advice for young people. Schools also need to invest in staff specifically employed to target support from local businesses and building relationships to secure apprenticeships and not add this task onto already heavy staff workloads"*	10

Education Strategy and clarity on the Council's role

Respondents were asked to what extent they agreed or disagreed that the draft Education Strategy achieves clarity on the Council's role (by agreeing, respondents therefore believe that the draft Education Strategy clarifies the Council's role).

Figure 2. Proportion of all respondents answering 'Yes', 'No' and 'Not sure' to whether the Education Strategy achieves clarity on the Council's role
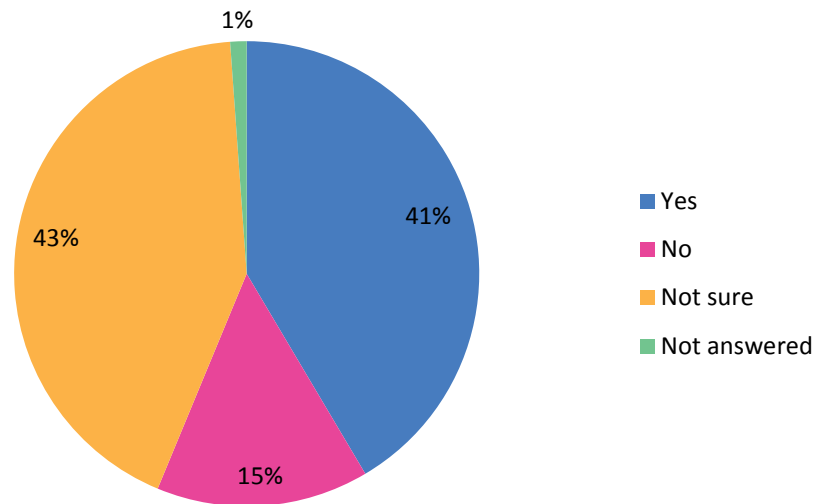
Figure 2 highlights the proportion of all respondents who agreed, disagreed or were not sure whether the draft Education Strategy achieves clarity on the Council's role. Whilst 41% (73 respondents) believe the draft Education Strategy does achieve clarity, 43% (75 respondents) were unsure. Table 10 highlights differences in responses between respondent categories.

Table 10. Does the draft Education Strategy achieve clarity on the Council's role?

Type of respondent	Does the draft Education Strategy achieve clarity on the Council's role?			
	Yes	No	Not sure	Not answered
Parent, guardian or carer	29	13	45	1
Other	9	2	5	0
General public	7	2	4	0
Primary education staff	5	3	4	0
Primary Head Teacher	6	1	2	0
Other specialist staff	4	1	4	0
Early years staff or provider	2	1	3	0
Secondary education staff	3	1	1	0
College / Further education staff	1	1	2	1
Other group or organisation	4	0	1	0
Pupil / student	1	0	3	0
Special school staff	1	1	1	0
Nursery school staff	1	0	0	0
Total	73	26	75	2

Agreement that the draft Education Strategy achieves clarity on the Council's role (respondents who stated 'yes') was highest amongst the General Public (54%). Disagreement (respondents answering 'no') was highest amongst all those respondents who work in an education capacity/environment (20%).

Agreement (respondents stating 'yes') that the draft Education Strategy achieves clarity on the Council's role was most pronounced for respondents living or working in Warwick District (45%) and Rugby Borough (43%), whilst the strongest disagreement was from respondents living or working in Nuneaton & Bedworth Borough (26% stated 'no').

Additional comments related to clarity on the Council's role

A total of 37 respondents chose to leave a comment or suggestion regarding the draft Education Strategy achieving clarity on the Council's role. A consistent message from the comments provided was that no specific details or practical action points as to how these proposals/targets will be met have been provided.

Table 11. Qualitative themes relating to clarity on the Council's role – online survey only

Theme	Examples for illustration	Count (base = 37)
Practical action plan required as to how these proposals/targets will be met	*"But how will these be achieved? Until that is clear, one can't wholly agree"* *"The language is fairly high level and does not provide detail on how these aims are to be achieved"* *"It would be helpful to have some case studies of how this would be achieved, and how this would be different from what we have currently"* *"It is a very broad statement and how is the effectiveness going to be measured?"*	28
A more inclusive Education Strategy required	*"It must maintain a broad understanding and expression of 'education' if the strategy is to work for all young people"* *"What I have read so far does not apply to all learners; it only appears to focus on vulnerable or disadvantaged learners. It is not clear what the council will do to support children who are not categorised as vulnerable or gifted"*	7

Additional information

Respondents were asked at the close of the survey if they had any further comments or suggestions in relation to what they would like to see in the Education Strategy. These included general comments and suggestions in relation to the draft Education Strategy with many returning to issues raised earlier in the survey.

Table 12 Key themes from 'any other comments or suggestions in relation to what you would like to see in our Education Strategy?' open text question

Key theme	Example for illustration	Count (base = 70)
Funding is required to achieve Priorities	*"Schools are having to pick up from lack of social services funding and are creaking at the seams as a result. Budgets are squeezed and the pressure and demands on schools is increasing. Moral is low. The housing being built in the area is excessive and I worry we just don't have the education provision to match the additional population, especially with regards to*	34

	secondary education"	
A clear action plan required to achieve goals	*"I would like to see how the council plan to achieve their goals - not just say that they will. How will they support teachers and schools? How will they provide support for disadvantaged students?"*	20
Support for vulnerable children	*"Within the priority to ensure schools are provided with right tools and skills to recognise and flag the right support needed for vulnerable children or children who have faces early childhood trauma"*	16
A more inclusive Education Strategy	*"Whilst there was often broad agreement that unlocking talent, building resilience, and fulfilling the potential of vulnerable learners is important, this should apply to all children, not just those classed as vulnerable"*	10
Support for training / development	*"For staff working in both early years and in schools to be given more training to support them to identify and support children who are not meeting age related expectations in speech, language and communication as this has a huge impact on children's learning and outcomes in later life"*	9
Focus on life / employability skills, not just educational achievement	*"There is too much focus on academia. Not everyone is a boffin, so tailor it accordingly so those less academic don't leave school with a chip in their shoulder or feeling inferior"* *"Support should be shared equally between all levels of ability in education. Children that aren't academic should have other skills taught and encouraged"*	7

HEAD TEACHERS' CONFERENCE MARCH 2018

Feedback from the Head Teachers' Conference in March 2018 (comprising 130 Head Teachers of Primary, Secondary and Special Schools from across the county of Warwickshire) was included via the Facilitated Group Survey. The findings from Facilitated Group Survey show that there is support from Head Teachers for the Priorities, but a number of further thoughts are provided in the following Tables (13, 14, 15, 16 and 17) to provide an overview of educational staff responses to the draft Education Strategy. In particular, the recurring themes from the comments provided were that more funding, training and support, as well as 'joined up thinking' (connecting schools, other local services and parents) is required in order for the Priorities to be successful.

Table 13. Comments on Priority 1

Description/theme	Count (base=60)
'Joined up thinking' – connecting schools with other local services such as social care, healthcare etc.	15
Better / quicker identification of additional needs before entering school system (eg. SEND or EAL needs)	13

More funding required	10
Standardised training and testing of all nurseries (especially private) via Ofsted or other bodies to make nurseries more accountable	7
More involvement from all parties regarding school readiness and smoother transitions	6
To hold parents more accountable for their children and their behaviour	5
Update to admissions and attendance procedures to give schools more autonomy so that the child gets the 'right' place first time	4

Priority 1 examples for illustration:

"If you get WE1 right, the rest will work"

"What does 'school ready' mean? Are schools 'children ready'?"

"'Corporate' approach to transition programmes for children going from Nursery to Reception, Reception to Year 1, Year 6 to Year 7"

"Raise the profile of Early Years so that parents are more accountable to their child's learning"

Table 14. Comments on Priority 2

Description/theme	Count (base=83)
'Joined up thinking' – agencies working together to support the child – not only the responsibility of the schools	17
Regarding admissions and where children are educated. Emphasis on more special places/schools. Some contradictions on having more/less children in flex/home school learning	10
More training for staff and school support	10
Earlier identifying and referring of vulnerable learners and the pace of referrals to be picked up	9
More parental accountability, training and support	9
More scope and training for developing individuals rather than treating all children in the same way	8
More funding required	7
More mental health training and support (for teachers as well) not only vulnerable learners	7
Updating targets and school readiness to ne more supportive/flexible for vulnerable children	3
More cohesion and communication between mainstream and SEND/special learning	3

Priority 2 examples for illustration: *"The strategy is wrong. Our aim should not be to force students into a school place where they are destined to fail/struggle. Other options are required."*

"We need adapted curriculum provision for 'challenging' pupils"
"Where is building resilience in this section?"
"Development of other life skills rather than just Maths/English skills"
"Every school needs a counsellor to support mental health needs. And consider the impact of a lack of resources on teachers' mental health"

Table 15. Comments on Priority 3

Description/theme	Count (base=38)
Admissions sufficiency and OFSTED ranking – make all schools better and use networking/support systems/LA to have good schools support and mentor struggling schools	12
More funding required	8
Funding and support requests for Head Teachers	7
'Joined Up Thinking' and extra-curricular support	5
Concerns over narrowing of curriculum	2
More training	2
More mental health training and support including for teachers	2

Priority 3 examples for illustration:

"Admissions information to parents being totally transparent and correct"
"Greater emphasis on dialogue/context in making school judgements"
"Support for 'A' and 'B' schools so that they don't slip into 'C' and 'D'"
"More recognition for senior leaders working in disadvantaged schools"
"Please continue with consortiums"
"Just call it 'Empowering Education Communities'"
"Allow schools to give pupils wider curriculum/opportunities so that they enjoy school – and leave school both academically and socially ready"
"Relieve the pressure on schools to focus heavily on teaching/tests thus narrowing the curriculum"
"Mental health around staff is an issue with workload and demanding pupils"

Table 16. Comments on Priority 4

Description/theme	Count (base=51)
Developing local business links and increasing their involvement in school and projects	16
Exam and curriculum alterations, especially including employability/skills earlier in the curriculum and feeding back information to primary how secondary children have progressed	13
Interschool support for local projects/enterprises/networks	6
More funding required	5
More apprenticeships	2
Special Schools partnerships/internships with local businesses and enterprises	2
Questions as to where adult learning fits in a school environment	2
More parent involvement and accountability	2
Issues begin with admissions	2
Change the wording to simply 'Promoting Employability'	1

Priority 4 examples for illustration:

"Employability curriculum starting at EYFS"
"Curriculum needs to fully prepare children for the world they will be adults in – jobs that robots won't do!"
"Shared resources across our schools: supported internship model, curriculum design, business links"
"Continuity of funding is needed rather than SFE seemingly being diverted into a series of 1 year hits
"Special schools supporting mainstream partner schools to share supported internship opportunities"

Table 17. Comments and suggestions for the Education Strategy

Description/theme
Does strategy have enough emphasis on wider community in supporting schools?
Visit each school to discuss individual needs, take ideas to senior level, little LA presence in schools
'Stretch' not 'achieve' potential
Will the LA promote itself as more than a service provider?
Why are the schools and colleges not explicit in the diagram when Children Centres and Early Year Providers are?

PUBLICISING OF EDUCATION STRATEGY 2018-2023 CONSULTATION

Publicising channel	Detail
External publication	
Ask Warwickshire	Dedicated consultation webpage (providing full information, copies of survey and policy documents and link to online survey)
Email (outbound)	Email distribution list: SEND and Inclusion; Adult and Community learning; Learning and Performance; Education Sufficiency and Access; Governors; Virtual School; Members; 250 Schools, Health and Wellbeing Board (HWBB); 250 PVIs, colleges and educational settings; Parent Carer Forum; District and Borough councillors; 500 childminders (where known); University of Warwick, ABP Co-ordinators; Prospect Services; Children and Families Partnership board; Safer Warwickshire Partnership board
Email (inbound)	Dedicated email address set up to provide an opportunity for people to respond via email
Media relations	News release sent to all local media; Presence on WCC news page; Liaison with Observer series re. consultation; interview request from Free Radio
Social media	Warwickshire County Council Facebook; Warwickshire County Council Twitter (10.5k followers, as well as retweets from other WCC accounts); WarksDemocracy Twitter (723 followers); WarksCoPro (200 Facebook followers and 400+ Twitter followers); Public Health; WCC Early Years; FIS; Libraries; Fostering; Warwickshire Parent Carer Forum (680+ Facebook followers)
Face-to-face	Face-to-face opportunities accessing various stakeholders through public consultation events. See 'Key Activities' table below for the Warwickshire Education Strategy Consultation Log list of meetings where the strategy was discussed
Newsletters	WCC channels; Heads Up, Warwickshire Weekly news release
Post (covering letter and leaflet)	1,500 to parents (via schools); 250 to schools; 1,500 to PVIs, colleges and educational settings; 500 to childminders (where known); 1,200 to E & L distribution; 40 at EY Visioning event (February 2018); Warwickshire Skills Conference with 140 delegates (heads, college leaders, university careers staff, WCC Economy staff, business leaders), Children's O & S Committee; WES focus group of MAT leaders; 300 to People Group and other internal leafletting
Paper surveys	On request
Internal publication	
Email (outbound)	See above
Email (inbound)	Dedicated email address set up to provide an opportunity for people to respond via email
Newsletters	WCC channels: Remember – 57 elected members

Meeting consulted	Attendees and involvement
February Challenge Board 20 heads	20 heads
Early Years Visioning event	40 attendees – wide range of stakeholders
Closing The Gap Board	10 WCC attendees plus 6 heads / colleagues WE2 (ii) - Closing the Gap Board to Lead
Primary SENCos	February meeting
Secondary SENCos	February meeting
Southern Area Analysis Group	February meeting
Safer Education Board	30x leaflets distributed to meeting attendees
Primary School focus groups	12 parents, 10 pupils, 10 staff
Fair Workload Charter Group	10 leaflets
Primary Team Meeting	20 LIOs and members of the Learning Performance Team
Headteachers' Meeting	107 delegates. 105 schools represented. Coventry DBE and Midlands Academy Trust also represented. Leaflets given out in delegate packs. Strategy and four priorities introduced. Discussion on tables - summary of feedback shared and all feedback on post-it notes collected at the end of the meeting to be collated and fed into consultation
Education Challenge Board	20 heads plus colleagues and representative of Coventry Diocese and Regional Schools Commissioner
Warwickshire Skills Conference today	140 delegates (heads, college leaders, university careers staff, WCC Economy staff, and business leaders) 90 leaflets taken
Warwickshire MPs	All Warwickshire MPs sent notification of Consultation Period along with links and contact details. Inviting them to pass on to their constituents
High School	20 leaflets
Education strategy email	3 emails received, read and included, responded
	20 leaflets given out at Children's O&S Committee plus a lengthy agenda item on the consultation.
Schools forum	30 leaflets, and lengthy discussion – see minutes
Northern, Nuneaton and Bedworth Area Analysis Group	minutes
Eastern Area Analysis Group	minutes
Central Area Analysis Group	minutes
Norther, Nuneaton and Bedworth Area Analysis Group	minutes
WES focus group	20 Ed Strategy leaflets to the WES focus group of MAT leaders and heads
Schools of Concern	
Secondary Team Learning Improvement Officers	
Primary School Improvement Board	
Primary Team Learning Improvement Officers	
SEND Programme Board	
Special School Heads	
Primary Special Education Mental Health	
Governor Focus Groups	Present: 12 governors and clerks

Primary school focus groups	8 staff, 10 parents, 10 children
Special school focus groups	4 staff, 8 students
Secondary school focus groups	9 staff, 13 students
Parish Council response (in post)	

EQUALITY AND DIVERSITY ANALYSIS

The online survey asked respondents to complete information regarding equality and diversity. The results are set out in Table 18 below.

Table 18. Online respondent profile

Gender	Male (including trans man)	34
	Female (including trans woman)	129
	Other including non-binary	0
	Prefer not to answer	8
	Not answered	5
Age in years	Under 18	4
	18-29	9
	30-44	73
	45-59	65
	60-74	14
	75+	0
	Prefer not to answer	8
	Not answered	5
Long standing illness or disability	Yes	9
	No	156
	Prefer not to answer	7
	Not answered	4
Ethnicity	White- English/Welsh/Scottish/Northern Irish/ British	148
	White - Irish	2
	White - Gypsy or Irish Traveller	0
	White - Any other background please specify	3
	Mixed - White and Black Caribbean	1
	Mixed - White and Black African	0
	Mixed - White and Asian	0
	Mixed - Any other background please specify	2
	Arabic	0
	Asian or Asian British - Pakistani	0
	Asian or Asian British - Bangladeshi	0
	Asian or Asian British - Chinese	0
	Asian or Asian British - Indian	3
	Asian or Asian British - Any other background	0
	Black or Black British - African	0
	Black or Black British - Caribbean	0
	Black or Black British – Any other background	0
	Any other Ethnic group - Please specify	2

	Prefer not to answer	12
	Not answered	3
Religion	Buddhist	0
	Christian	91
	Jewish	0
	Muslim	0
	Hindu	0
	Sikh	2
	Other – Please specify	4
	None	57
	Not answered	3
Sexuality	Heterosexual or straight	150
	Gay or lesbian	1
	Bisexual	3
	Other	2
	Prefer not to answer	17
	Not answered	3

Cabinet

14 June 2018

Education Sufficiency Strategy
2018 – 2023

Recommendation:

That Cabinet recommends that Council approves the Education Sufficiency Strategy for the academic years 2018-2023.

1.0   Background

1.1   Warwickshire County Council has a statutory responsibility to secure sufficient school, early years and childcare places to meet the needs of all Warwickshire children.

1.2   Warwickshire's Education Strategy 2018 – 2023, has been revised outlining the priorities for the next five years. The Education Sufficiency Strategy has been revised to align with these priorities.

1.3   The Education Sufficiency Strategy, attached as appendix A, will cover the academic years 2018 to 2023 and make provision to ensure ongoing sufficiency for both in year pressures and those expected for the start of the academic years covered.

1.4   All proposals for capital works and improvements are subject to scrutiny via a three stage process. The first being capital working group, second capital board and the last being presentation for approval by Cabinet.

1.5   Any specific school expansions or school organisation changes will be subject to a further cabinet report.

2.0   Proposed sufficiency strategy

2.1   The sufficiency strategy sets out the principles underpinning school place planning; the ways in which places will be delivered, the information which will be used and the way we work with providers, schools, academy trusts, and partner agencies to deliver high quality, accessible school and early years places for all learners.

2.2   School and planning area level pupil number forecasts are an essential tool for monitoring, assessing and planning for school places. The strategy

outlines the steps that will be taken to ensure the inputs and outputs of the forecasting model are as robust and accurate as possible.

2.3   When planning for school places, the level of surplus capacity available will also be considered. The target for Warwickshire is, where possible, for the supply of places to exceed demand by approximately 4% in any planning area.

2.4   In the delivery of new schools, Warwickshire County Council will continue to work in partnership with academy trusts already operating in the county to support their free school applications. This support will take the form of providing demographic information to strengthen the trust's application, liaising with the Education and Skills Funding Agency regarding the need for the free school in question and also assisting those external providers in finding sites for their proposed schools.

2.5   The strategy outlines the following key strategic priorities that Warwickshire are keen to address where the scope of expansion works and the funds available allow and that underpin the decisions made when a capital solution is required to expand any school to meet the expected need for places:

- **Local places for local children**

    We are committed to providing school places for children in their local community whenever possible.

- **Removal of half forms of entry**

    In order to provide schools with stability when organising classes we will look to remove half forms of entry.

- **Increase 1 form of entry (FE) to 2 forms of entry (FE)**

    Where it is possible and appropriate we will look to expand schools to 2FE to provide better financial stability.

- **Amalgamate infant and junior schools**

    We will support and expect infant and junior schools to amalgamate where appropriate, particularly when both schools are located on a shared site or when one head teacher leaves.

- **Address safeguarding issues relating to buildings and grounds**

    We are committed to addressing any safeguarding within schools relating to the school building or grounds and will address any issues identified in a timely manner to ensure the safety of children in Warwickshire schools

- **Address buildings defects and Equality Act noncompliance**

Where funds allow we will address any identified defects. All school buildings in Warwickshire should be accessible to all and up to an equal standard.

- **Incorporate SEND facilities within mainstream schools**

  To make best use of education facilities, and increase inclusion for pupils with Special Educational Needs and Disabilities, we are developing schemes to include SEND facilities within mainstream schools and expand capacity.

3.0   Information and engagement

3.1   Information and engagement events on the sufficiency strategy and subsequent delivery of school places across Warwickshire were held for early years settings, head teachers and school governors. 3 events were held and were well attended by approximately 30-40 persons per meeting with attendance from private, voluntary and independent settings within the early years sector and representatives from primary and secondary schools from across the county.

3.2   In addition a briefing session for members was held in January, which focused on school place planning and the sufficiency strategy and was well attended.

3.3   Following the information and engagement events a series of follow up meetings have also been held, and will continue to be held on an ongoing basis, with individual schools, early years settings, and consortium of schools within specific areas to discuss on a local level and ensure all stakeholders are kept informed.

4.0   Financial implications

4.1   It is expected new school places will be funded via grant funding from the Department for Education and/or funding contributions from developers where a need is related to housing development.

4.2   All future additions to the capital programme will be subject to further cabinet reports identifying specific funding streams.

4.3   When a school expands or a new school opens there is a potential time-lag between the schools admitting the additional pupils and the Education and Skills Funding Agency allocating revenue funding to the school. In order to support schools in this situation Warwickshire Education and Learning will provide growth funding for the additional class.

4.4   The total budget for the growth fund in any given financial year is based on the difference between the Dedicated Schools Grant allocation for the schools block, and the sum of the allocations to schools' budgets.

4.5   The growth fund for 2018/19 is estimated at £1.1million. Funding available to support those schools that are currently in the process of expansion or are expected to admit additional children for 2018/19 is therefore capped at this level.

5.0   Next steps

5.1   Presentation to full council on 26th July 2018.

5.2   Following ratification by full council the strategy will be published on Warwickshire County Council webpages.

Appendices

Appendix A – Draft Education Sufficiency Strategy 2018-2023

Appendix B - EQIA

Background papers

1.   Annual Education Sufficiency Update 2018

2.   Early Years and Childcare Sufficiency Assessment 2018

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Cllr Les Caborn
Cllr Colin Hayfield
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Cllr Julie Jackson
Cllr Clive Rickhards
Cllr Chris Williams

Warwickshire County Council

Education and Learning

Education Sufficiency Strategy

2018 – 2023

DRAFT

Contents

1. Introduction and Warwickshire's Education Vision

Warwickshire's Education Strategy 2018 - 2023 outlines the County Council's strategic vision for Education and Learning over the next five years.

The key elements of the Education Strategy are:

> ### 'Working in partnership, celebrating success, aiming for excellence'
>
> **WE1:** Our challenge is to foster children's love of learning from birth through early childhood and into Year 1 so that all young children achieve their potential.
>
> **WE2:** Our challenge is to promote a broad, empowering and creative curriculum, focusing on times of transition, and prioritising vulnerable groups.
>
> **WE3:** Our challenge is for all learners to enjoy a high quality learning experience.
>
> **WE4:** Our challenge is to champion employability by promoting the best opportunities for all learners.

In this context, the Sufficiency Strategy will help schools, parents, council officers, local partners and stakeholders understand how Warwickshire County Council plans for and anticipates the growth in demand for places and looks to maximise the use of funding in local area, ensuring that all children and young people thrive in sustainably good or outstanding schools and settings throughout their education, wherever they live in Warwickshire.

It sets out the principles underpinning school place planning; the ways in which places will be delivered, the information which will be used and the way we work with Warwickshire's family of schools, and partner agencies to deliver high quality, accessible school and early years places for all learners.

Warwickshire is entering a period of significant growth, with large scale housing development proposed across the county over the next 15 years and beyond. It is expected this will require education provision for over 30,000 additional Warwickshire children. As development progresses across the county there will be the need for the delivery of new provision during the next 5 years and effective planning for further new provision beyond that period.

From publication in July 2018 this Sufficiency Strategy will cover the academic years 2018 to 2023 and makes provision to ensure ongoing sufficiency for both in year pressures and those expected for the start of the academic years covered.

The strategy is effective for the period of five years. In addition an annual sufficiency update will be published outlining up to date pupil number forecasts, an overview of the forthcoming pressures expected, and details of how those pressures will be met, including current planned capital schemes.

Annual Sufficiency Update (LINK to be inserted in final published version)

2. Statutory Context

Warwickshire County Council has a legal duty to:

- secure sufficient early years and childcare places;
- ensure sufficient school places exist to meet local demand;
- ensure sufficient post 16 provision;
- ensure sufficient suitable special educational provision exists to meet the needs for Warwickshire 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.

These responsibilities still remain despite the government policy giving schools more autonomy. As a result, all schools in the Warwickshire' family of schools', including academies and free schools, are considered equally in the County Council's planning of school places.

It is the Council's role to plan, commission and organise education places in a way that promotes improved standards, manages supply and demand and creates a diverse infrastructure.

This strategy provides for the longest possible planning horizon to ensure that need is anticipated and met in a transparent, objective, cost effective and sustainable way.

3. Co-ordinated strategic approach

The strategy supports the co-ordinated approach to Warwickshire County Council's estates and assets, set out in the Council's property strategy. The Council is committed to providing accommodation, whether permanent or temporary, that is high quality, fit for purpose, provides value for money and ensures flexibility to respond to changes in need and curriculum.

The focus of this strategy is the provision of places for age 0-19; this strategy also links with a number of other key Council strategies:

- WCC One Organisational Plan for 2020
- Education Strategy 2018-2023 (LINK to be inserted in final published version)
- Early Years and Childcare Sufficiency Assessment
- SEND & Inclusion Strategy (LINK to be inserted in final published version)
- Post 16 – Raising the Participation Age Strategy

4. Pupil Forecast Methodology and Planning Considerations

Pupil Forecasts

School-level forecasts of future pupil numbers are produced each year on the receipt of the latest population data from the health authorities and the latest data on parental preferences and housing development numbers. The following process outlines the steps taken and considerations included in producing pupil number forecasts.

Reception Intakes

Data is provided at postcode level from health authorities on all Warwickshire resident children aged 0-4; this is then aggregated to primary planning areas. This data is provided annually and allows identification of trends in families moving in and out of each area with pre-school aged children. Once these have been taken into account, it is possible to compare recent numbers of pre-school children with the number that then arrived in Warwickshire schools Reception classes. A percentage is generated for each planning area to reflect how many children in that area are likely to attend a Warwickshire school (e.g. 95% of the number of children resident in Bedworth will enter a Reception class at a Warwickshire school) These percentages are then applied to the most recent health data to give a forecast on the number of pupils living in each planning area likely to start in Reception in a Warwickshire

school over the next few years. Once this has been established the Reception class numbers in each planning area are distributed across the County's schools in line with recent trends in parental preference (e.g. 15% of pupils living in Warwick go to Westgate Primary school). Where schools are popular with children residing outside of Warwickshire the expected numbers are then increased in line with the average number of these 'out of county' children, this is particularly prevalent for school near the county borders where the number of Warwickshire children may be significantly lower that the school admission number.

Year 7 Intakes

The process is identical to the one explained above for Reception intakes except that the expected number of Year 7 pupils living in each planning area is arrived at by comparing the size of recent Year 7 cohorts with the size of that cohort when they were in Year 6. This generates a percentage for each planning area and these are applied to all younger year groups to generate Year 7 numbers for future years in each planning area.

In-year Movement

An in year transfer rate is applied to each forecast year group as it moves through the school, this is again based on trends in recent years. Any irregular points of transfer, such as with the county's remaining infant and junior schools, are also approached in a similar way to the reception and Year 7 transfers but on a smaller scale.

Housing development

The pupil forecasting model includes a database of housing developments with the expected housing delivery trajectories and the estimated associated pupil yields. These pupil yields are sensitive to each district/ borough and are based on previous development experienced in that area and census information. The additional children expected as a result of ongoing development in any given area are then included in the forecast numbers where appropriate –with assumptions made as to the number of children per each year group generated by new houses that are occupied in a given year and the rate the houses will be built and occupied if trajectory information is not available.

Maintaining Available Capacity

The target for Warwickshire is for the supply of places to exceed demand by approximately 4% in any planning area. The level of surplus capacity available in Warwickshire schools varies from area to area, with extremely low levels of surplus capacity available in urban areas, particularly across the primary phase of education. In contrast to this, higher levels of surplus capacity are recorded in the county's rural

areas. There is a need to maintain a certain amount of capacity within a given area to allow for flexibility to enable in-year movement of pupils, to meet parental preference as much as possible, and allow families moving to an area to be able to secure a place at a local school or for each of their children at the same school.

We recognise that where there are single school planning areas, 4% capacity may be unattainable or lead to issues with financial viability for the school. In these situations we will work with and support schools to allow for flexibility to admit pupils over the admission number as exceptions if no reasonable alternative school is available.

This need to maintain available capacity is been factored in all of the planning and analysis undertaken to ensure sufficiency of places. Current and forecast capacity across Warwickshire planning areas will be published in the accompanying annual sufficiency update.

Quality of Provision

Consideration for the quality of the education provision available in any area must be included when planning for sufficient places. Ofsted reports and School Improvement analysis will be reviewed to ensure the places provided are of a high quality and schools have the capacity to take on additional children while maintaining standards of education. We will also look to support those schools aspiring to achieve and raise education standards, ensuring all schools are part of the solution to ensure sufficient capacity moving forward.

School Admissions

All aspects of school admissions are based on the School Admissions Code. It governs the way all schools set their admissions oversubscription criteria, ensures compliance with local co-ordinated schemes, makes offers of places and allows for school admissions appeals. It also places the local authority as a regulator for all other admission authorities within its boundaries, with the expectation of the local authority reporting those admission authorities whose admission arrangements are not in line with the School Admissions Code to the schools adjudicator.

The School Admissions Code places a requirement on all local authorities to publish a 'co-ordinated scheme' and manage the admissions process for; entry into Reception, the transfer from Infant to Junior school (Years 2 to 3) and the transfer from primary to secondary school (Years 6 to 7).

Warwickshire Admission Arrangements

In this context all approaches to ensuring sufficiency of school places must be clearly aligned to the admissions code and take into account of the practicalities of how school places are allocated, factoring in distance to the school, priority areas, and over subscription criteria. This ensures that when planning for sufficient school places the children they are intended for will be able to access those places and will be allocated under the coordinated scheme.

Admission to specialist provision (e.g. special school) at Reception year is determined via a County panel taking into account the needs of the child and whether these can best be met in mainstream or specialist provision. The expectation remains that the vast majority of children with special educational needs and disability can be supported in their local mainstream school. After Reception year, admission is agreed via the Warwickshire Specialist Provision Admissions Panel. Further guidance on admission to specialist provision is available on the SEND Local Offer.

Warwickshire SEND Local Offer

Home to School transport

WCC provides home to school transport to pupils in accordance with national legislation. In instances where a place at a school named as a parental preference, cannot be offered to a pupil and the alternative place offered is above the distance criteria set out below (or use of a walking route that is deemed 'unsafe' is required), WCC will provide transport to the alternative school.

Pupils under the age of 8: 2 miles

Pupils aged 8 and over: 3 miles

Warwickshire Home to School transport Policy

It is the intention of WCC to provide 'local places for local children', reducing the need for pupils to access home to school transport services.

5. Key strategic priorities

Where possible, we will consult with all schools in the area and decide upon the most cost effective way forward.

We are committed to ensuring all schools are kept informed with regards to long term school planning. We will, where possible, design buildings which enable schools to be flexible in the longer term regarding use of buildings and grounds.

Each year we will communicate with all schools regarding our proposals for new schools, expansions and the long term demand by area in the annual sufficiency update. Schools will be invited to comment and declare an interest in expansion where relevant.

We are committed, where the scope of expansion works and available funds allow, to addressing the following areas:

- **Local places for local children**

   We are committed to providing school places for children in their local community whenever possible.

- **Removal of half forms of entry**

   In order to provide schools with stability when organising classes we will look to remove half forms of entry.

- **Increase 1 form of entry (FE) to 2 forms of entry (FE)**

   Where it is possible and appropriate we will look to expand schools to 2 (FE) to provide better financial stability.

- **Amalgamate Infant and Junior schools**

   We will support and expect Infant and Junior schools to amalgamate where appropriate, particularly when both schools are located on a shared site or when one of the Head teachers leaves.

- **Address safeguarding issues relating to buildings and grounds**

   We are committed to addressing any safeguarding within schools relating to the school building or grounds and will address any issues identified in a timely manner to ensure the safety of children in Warwickshire schools

- **Address buildings defects and Equality Act noncompliance**

   Where funds allow we will address any identified defects. All school buildings in Warwickshire should be accessible to all and up to an equal standard.

- **Incorporate SEND facilities within mainstream schools**

   To make best use of education facilities, and increase inclusion for pupils with Special Educational Needs and Disabilities, we are developing schemes to include SEND facilities within mainstream schools and expand capacity.

6. Funding

Basic Need Grant Funding

Capital allocations to meet projected shortfalls in provision are provided by the Education and Skills Funding Agency (ESFA) to all local authorities based on the data provided in the annual School Capacity return (SCAP). This return informs the ESFA of the expected change in pupil numbers over the next few years, the current capacity of schools to meet those numbers and the planned changes to that capacity. There is pressure on capital budgets for new school places across the country and it is likely that allocations will continue to be limited for the foreseeable future. It is important, therefore, to consider value for money in the process of commissioning school places.

The SCAP return asks local authorities to provide forecasts of pupil numbers that exclude pupils brought to the area by new housing development; there is an expectation that provision for these pupils will be funded through contributions provided by the developers.

It is vital that all Net Capacity assessments are completed and maintained in order to inform the SCAP return. We will liaise with schools to ensure all plans and Net Capacity assessments are accurate.

[Breakdown of funding received](#)

Developer contributions

Warwickshire County Council is committed to ensuring we secure the best solution regarding the provision of additional school capacity. When this additional capacity is required as a result of housing development and when planning with the District and Borough councils we are mindful of their need to meet the housing demand, versus our need to provide the associated education infrastructure.

Warwickshire County Council's Education and Learning business unit is responsible for assessing the estimated additional demand for early years, primary and secondary school, post 16 and special educational needs places generated by development in any given area, against the current available and forecast capacity within the relevant planning areas.

Where new housing development creates a demand for school places in excess of those available, the County Council will work with District/Borough Councils and developers to ensure that the appropriate contributions for the provision of additional

school places are given. We will seek the maximum contribution from developers to support the provision of additional places that we believe is proportionate to the impact of the development ensuring all requests for contributions are compliant with the relevant legislation.

The County Council will seek to secure financial contributions and / or the provision of land from developers towards providing additional education provision, either through the expansion of existing schools or the opening of new schools, when the predicted impact of a new housing development creates a shortfall. It is critical that developers make a contribution to school places as, without it, the Local Authority will be unable to deliver the required provision. Further information on Warwickshire County Councils approach to developer contributions is available from the Infrastructure Delivery team.

Other capital funding

Other funding streams that may be available to ensure sufficient education provision include:

- Centrally funded new schools via the Government's Free School programme.

- Capital Receipts – proceeds from the sale of former education settings deemed surplus to requirements.

- Capital contributions from individual school budgets and/or bids by Academies for 'Capital Infrastructure Funding' (CIF).

- Capital funding allocations for 'Voluntary Aided' schools (LCVAP funding).

- Capital funding via the Government's the Special Provision fund

Pupil increase revenue funding

Warwickshire's Schools Forum has agreed to retain centrally a level of revenue funding for schools that have been asked to expand. This growth fund is to support those schools that the local authority has specifically asked to take on additional pupils and the exact criteria for allocation will be decided by Schools Forum as part of agreeing the Dedicated Schools Grant (DSG) budget for the relevant forthcoming year.

At time of publication in July 2018 the usual payment is £32,930 to support the initial cost of employing staff and purchasing resources. Growth funding will also be available to fund bulge classes and expanding schools across Key Stage 1.

The amount agreed is based on 7/12 of the cost of a main scale teacher and a teaching assistant (estimated total £27,500), with an additional sum of £5,000 to fund additional costs such as resources.

In line with the regulations above, this figure is increased proportionately for academies which are funded on an academic year and thus have a 12 month 'lagged' period.

7. New schools and expansion of existing provision

School expansions

Where a predicted shortfall of places has been identified, the most common solution is to expand an existing school. Where possible, we will consult with all schools in the area and decide upon the most effective way forward after considering expansion opportunities available within various school sites and the resulting benefits from financial input.

There are a number of factors taken into consideration when looking at expansion as set out below:

	Criteria	How is this Measured
1	**Access – Serving Area of Need**	Pupil number forecasts.
		Locality of schools in relation to demand.
		Long term planning applications in the adjoining area.
		Proposed admission arrangements.
2	**Suitability of site and buildings for expansion**	Existing Net capacity of schools.
		Size of site.
		Capacity of existing M&E to accommodate expansion requirements.
		Possible planning issues, including highways and transport impact.
		Barriers to expansion including listed buildings, grant funding conditions, third-party impact.
		Demonstrable commitment to making maximum use of the existing school buildings.
3	**Leadership capacity & Quality of provision**	OFSTED reports.
		School position in terms of pupil attainment.
		Capacity to maintain standards and manage change during build programme.
4	**Consequential**	Impact on pupil numbers at other local provision.

impact of project	Potential for expansion project to improve condition need of existing buildings within funding envelope.	
	Current number of forms of entry/ class organisation.	
	Infant/junior split and location of sites to each other	
	Early Years provision.	

New schools

The need for new schools often arises when there are no opportunities to expand existing local schools or where new housing developments are expected to bring large numbers of new families to an area. It is the responsibility of the local authority to seek sponsors for these new schools and the County Council will be looking to engage with potential suitable organisations over the next few years including existing high-quality providers within Warwickshire.

When the need to establish a new school arises, there is a presumption in law that these schools will be Free Schools. The role of the local authority is to identify a site for the school and to seek applications to run the new school from potential sponsors. The final decision on who should sponsor a new school is taken by the Regional Schools Commissioner (RSC) and is outside of Local Authority control.

At the time of publication there are currently five Free Schools operating in Warwickshire; The Priors School, Rugby Free Primary School, Rugby Free Secondary School, Quest Academy, and Heathcote Primary School. There is a further Free School planned to open in 2018, St Gabriel's C of E Academy, and currently two further Free Schools proposed to open in 2019/2020.

Warwickshire County Council has worked in partnership with Academy Trusts already operating within the county to support their Free School applications. This support has taken the form of providing demographic information to strengthen the Trust's application, liaising with the ESFA regarding the need for the free school in question and also assisting the external providers in finding sites for their proposed schools.

The council intends to work collaboratively with the Education and Skills Funding Agency, office of the Regional Schools Commissioner, and other external providers to open a number of new free schools to meet expected demand across Warwickshire over the lifespan of this Sufficiency Strategy and beyond.

Warwickshire County Council will also seek to encourage 'good' and 'outstanding' education providers from other areas of the country to begin operating within Warwickshire. This will not only help ensure that the WCC continues to fulfil its statutory obligation of providing sufficient school places within the County over the

coming years but also provide increased choice and diversity of education provision for parents.

When there is a requirement is for new primary school provision we will ensure all new build primary schools include facilities on site for Early Years/ Pre School provision, in order to secure sufficient early years places where existing provision in the local area is at capacity.

Additional capacity will also be built into new schools, Primary and Secondary, to support the Local Authority's commitment to increasing access to mainstream provision for SEND learners across the County wherever possible and appropriate.

Early Years

The Gaps Analysis within the annual Childcare Sufficiency Assessment identifies areas of need for specific types of early years and childcare provision across the county.

In Warwickshire, the Council has not been the direct provider of early years' places in the majority of cases in recent years. There are 6 Maintained Nursery Schools and 52 maintained nursery classes, with the remainder of the provision delivered by the private, voluntary and independent (PVI) sector through nurseries, pre-schools and childminders (currently 443 in total).

The Council values the contributions made to the sufficiency of places by all types of early years' providers, and recognises that this diversity allows parents to choose the provision (or combination) that is most suitable for their family needs.

In order to address gaps in sufficiency, the Early Years Sufficiency and Business Support team works with schools and PVI providers to offer advice and support around market management, business expansion and meeting local demand. The team also works closely with the School Organisation and Planning Managers to ensure that data on housing development is shared, and proposals for new schools and school expansions include plans to secure early years' places where relevant.

Special school provision

It is recognised that the scale of the increasing demand for specialist provision cannot be addressed solely through expansion of Warwickshire's existing special schools. The Council is working in partnership with the County's existing providers

in order to pursue development of new Special Free Schools to meet longer term pressures.

Warwickshire's remains committed to its principle that the needs of vulnerable learners will be met in their local education setting of choice wherever possible, but one of the factors driving the exponential growth of demand for special schools is the fact that mainstream settings are under a combination of pressures that can weigh against inclusion.

New models of provision will need to be developed to ensure that learners with SEND in every part of the County have access to the same level of high quality educational practice, whether that be in their local mainstream school or in specialist provision. The Council, with its partners, is looking for innovative solutions including co-location of special schools or satellites with mainstream schools, and 'hub-and-spoke' models where specialist providers operate across a number of sites. It is via this approach we will be reviewing options for the inclusion of SEND provision on site at all new mainstream schools.

Secondary and Primary SEN Resourced Provision

In addition to the development of new special free schools over the past two years Warwickshire has developed 7 SEN Resourced Provision bases offering 60 places across the county. These bases have proved themselves both in terms of improving access to education and financial impact. Resourced Provision allows learners to continue in a mainstream environment, whilst providing some targeted support in groups of 6-8.

Plans and funding are already in place to develop 3-4 new bases during the next 5 years, providing 24-32 additional places. However, it is recognised that Warwickshire still lags behind national and statistical neighbour averages for the amount of this type of provision available, we will work to continue with the current programme of development to introduce an additional 60 places in a further 7 bases.

Alternative Provision

Alternative Provision for primary age pupils in Warwickshire is currently provided by the Specialist Teaching Service (STS) operating from Links bases on two primary school sites to cater for excluded primary age pupils. A memorandum of understanding exists between the primary schools and STS which outlines clear criteria to schools on the universal and targeted provision which is expected to be in place for children at risk of exclusion before enhanced support from STS. Once a primary age child is permanently excluded educational provision is provided by STS from the sixth school day following the exclusion.

Currently two Links bases are in operation at schools in the Nuneaton and Bedworth area, based at Wheelwright Lane Primary School and Stockingford Primary School. These provide enhanced targeted intervention for children at risk of permanent exclusion to maintain their mainstream school placement. It is recognised that there is a continued need for this provision and a third Links base is planned at Paddox Primary School in Rugby.

Following the closure of Warwickshire's Pupil Referral Unit (PRU) in 2012, four Area Behaviour Partnerships (ABPs) were set up to enable secondary schools to work collaboratively to support the education of young people permanently excluded from school or at risk of permanent exclusion from school.

Alternative Provision for secondary age pupils in Warwickshire is currently provided through a range of full and part time, short term and longer term placements. Approximately 24 providers currently work with Warwickshire secondary schools and the four ABPs to offer packages of support for pupils who have been permanently excluded from school or who are at risk of permanent exclusion from school.

We will review the current system of Alternative Provision in Warwickshire with a view to re-introduce an Alternative Provision framework contract from autumn 2018, which will provide a list of approved providers that schools, ABPs, and WCC can commission.

It is recognised that the need exists within Warwickshire to support the opening of a new Alternative Provision Free School. We will explore the options available to deliver new provision, including the submission of an application to the DfE as part of the Free School wave in summer 2018. If successful the expectation is that this new AP Free School would open in 2020/2021.

8. Organisation, Viability and Sustainability of schools

Partnership working

When planning for sufficient education places in Warwickshire we are committed to working in partnership with Warwickshire's family of schools to ensure the most effective solutions are found for meeting the expected need for places.

There is an expectation that small schools or schools with known budget pressures will work in partnership or collaborate with suitable partner schools whenever possible, to achieve economies of scale, for example: through federation and shared staffing/resources. This may help those schools to maintain financial viability and remain sustainable longer term.

Further to this governing bodies are expected to consider forming / joining a Multi-Academy Trust as part of plans to provide a strong and sustainable infrastructure.

Size

The minimum size for a primary school will vary across the County; however, it is an important consideration when looking to ensure the long-term viability of schools. In the County's urban centres particularly, primary schools smaller than one form of entry (FE) (i.e. one class of 30 children per year group) are likely to struggle financially. When looking at expanding primary school provision, the local authority will look to expand primary schools from 1FE to 2FE where possible to help with the financial viability of those schools. Where new schools are required, the preferred model will be for 2FE primaries, although specific context may require smaller or larger schools to be provided. The largest primary school in Warwickshire is 4FE.

Similarly, the appropriate size for a secondary school will vary depending on where it is in the county; smaller secondary schools may be appropriate in more rural areas but may not be viable financially. It is unlikely that any new secondary school would be built at less than 6 forms of entry (180 places per year group).

Organisation

Warwickshire has a number of separate infant and junior schools but is committed to creating all-through primary schools where the opportunities allow; as this is considered a more effective and efficient way to organise provision. There is no overall requirement for Infant and Junior schools to amalgamate but we will expect and support Infant and Junior schools to amalgamate where and when appropriate; for example where both schools are located on a shared site or when a natural opportunity due to change in leadership arises.

A number of schools in the county are operating with half forms of entry (e.g. admit 45 or 15 pupils per year group) this often requires the school to organise into mixed age classes in order to provide financial viability towards covering the cost of a full time teacher. Whilst it is possible to operate in this manner, it is more challenging for teachers and can be unpopular with parents. The local authority will look to remove half forms of entry where possible, particularly through expansion programmes.

A small number of primary schools are based on split sites that are a significant distance from each other, this ultimately results in duplication of costs relating to administration, staffing etc. The County Council will look to address this through expansion and/or relocation where possible and appropriate.

Warwickshire currently has one mainstream all-through school from age 4 to age 18 following the expansion of an existing secondary school. This model is seen as an effective way of creating new primary age places in areas of high demand. Where new housing developments justify a new primary and secondary school, the LA will look to open all-through schools to attain economies of scale.

Rural schools

Warwickshire has a number of schools serving predominantly rural areas; many of these schools operate with small admission numbers and/or small numbers on roll. Due to the rural nature of much of the county it is often the case that the next nearest alternative school is a significant distance away. We recognise that it is important to support these schools in ensuring they remain viable as they fill a particular need within the rural parts of the county in providing local school places. We aim to ensure children are able to gain a place at their local school; this may not always be the priority school where the family reside and could be the closest school by distance.

Schools on county borders

It is essential that all factors are considered when planning for schools on the county borders with other local authorities, and not only the numbers on roll from out of county or numbers from within Warwickshire.

As planning takes account of pupil preference, and there is a need to ensure support for rural and border schools, it is essential that when growth in a particular area is forecast or taking place a school is not penalised in terms of budget pressures whilst growing to accommodate forecast need.

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EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Education and Learning Schools Sufficiency Strategy

Warwickshire County Council

Equality Impact Assessment/ Analysis (EqIA)

Group	Communities
Business Units/Service Area	Education and Learning
Plan/ Strategy/ Policy/ Service being assessed	Education Sufficiency Strategy
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	It is an existing policy / service which is subject to review. **July 2017**
EqIA Review team – List of members	Bern Timings Emma Basden-Smith
Date of this assessment	22/05/2018
Signature of completing officer (to be signed after the EqIA has been completed)	**B.Timings**
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

Warwickshire
County Council

Working for
Warwickshire

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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/ <u>NO</u>**
Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities? **If yes please explain how**.									**YES/ <u>NO</u>**

Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	The Sufficiency Strategy will help schools, parents, council staff, local partners and stakeholders understand how Warwickshire County Council plans and provides school places to ensure that all children and young people thrive in sustainably good or outstanding schools and settings throughout their education, wherever they live. It sets out the principles underpinning school place planning; the ways in which places will be delivered, the information which will be used and the way we work with people to deliver high quality, accessible schools and early years places for all learners. Warwickshire County Council has a legal duty to: • 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.

	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. This strategy provides for the longest possible planning horizon to ensure that need is anticipated and met in a transparent, objective, cost effective and sustainable way.
(2) How does it fit with Warwickshire County Council's wider objectives?	By ensuring children are able to continue to access education it fits in with the objectives of Learning and Achievement to: ● 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.
(3) What are the expected outcomes?	To ensure sufficient and appropriate education and early years provision throughout Warwickshire.
(4)Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	The sufficiency strategy is in place ensure all children have access to the most appropriate education provision. This could benefit any of the above groups with protected interests.
Stage 2 - Information Gathering	
(1) What type and range of evidence or	Forecasting information incorporating; local plans, housing developments, birth data, early

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information have you used to help you make a judgement about the plan/ strategy/ service/ policy?	years data and school admissions data, patterns of movement.
(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?	Information and Engagement events on the sufficiency strategy and subsequent delivery of school places across Warwickshire were held for Early Years settings, Head Teachers and school Governors
(3) Which of the groups with protected characteristics have you consulted with?	All schools and Early Years settings within Warwickshire have been informed of theStrategy and were invited to attend the Information and Engagement events.

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	DISABILITY	GENDER
	MARRIAGE/CIVIL PARTNERSHIP	AGE	GENDER REASSIGNMENT

	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION
(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?	The strategy does not distinguish between any groups with protected characteristics as it is in place to ensure sufficient and appropriate education for all pupils within Warwickshire.		
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?			
(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 quickly provided with education provision within their priority 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.

Stage 4 – Action Planning, Review & Monitoring	
If No Further Action is required then go to – Review & Monitoring	EqIA Action Plan

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(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 consideration by Corporate Board / O&S.				
	To review / revise the document following consultation exercise	Bern Timings	March 2018		
	To review / revise the document following implementation.	Bern Timings	March 2019		
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	The policy will be regularly reviewed as the proposals move through the democratic services / consultation process.				

Please annotate your policy with the following statement:

Appendix B

'An Equality Impact Assessment/ Analysis on this policy was undertaken on 24/01/2017 and will be reviewed on an annual basis.

Cabinet

14 June 2018

WCC Fair Access Protocol for Secondary Schools

Recommendation

That Cabinet agrees the WCC Fair Access Protocol for Secondary Schools

1.0 Key Issues

1.1 Each local authority must have a Fair Access Protocol (FAP), agreed with the majority of schools in its area, in which all schools including Academies must participate. The purpose of the FAP is to ensure that – outside the normal admissions round – unplaced children, especially the most vulnerable, are offered a school place as quickly as possible, so that the amount of time any child is out of school is kept to a minimum. The local authority must ensure than no school, including those with available places is asked to take a disproportionate number of children who have been excluded from other schools or who have challenging behaviour.

2.0 The Proposals

2.1 The current protocol was adopted in June 2016 and came into full process in September 2016. Fair Access Protocols should be reviewed every 2-3 years to ensure they remain relevant and robust to enable the placement of vulnerable children as quickly as possible; the implementation of this protocol will feed into the draft Education Strategy WE2 by working in partnership with the project group looking specifically at learners who are currently missing education.

2.2 Following some concerns raised about the operation of the current FAP it was proposed that a revised version should be produced. As well as minor wording changes the following were identified as more substantial areas proposed for revision:

2.2.1 It is considered that some pupils may not be able to be accommodated within mainstream schools, so a system for identifying these children has been proposed;

2.2.2 The time period during which the local authority agrees not to place a number of pupils in excess of 2% of the total number of pupils in the relevant year group has been proposed to increase from six weeks to twelve weeks;

2.2.3 The time-limit for an initial response from schools when approached by the local authority to take a child under the FAP is proposed to increase from 5 school days to 10 school days;

2.3   It is also proposed to make changes to the circumstances under which an admission authority can refer a child to the FAP. This includes removing children who have been unable to find a place due to shortage of places or refusal to admit (as more appropriate alternatives exist in such circumstances which do not require use of the FAP) as well as the general categories of Year 11 pupils as it is considered that such pupils need to find school places as soon as possible, and should not be disadvantaged by having to go through the FAP process. It was however considered that pupils who have been permanently excluded and are without a school place as a result should be added to the FAP.

2.4   An additional list of categories of children who could not be refused a school place under the FAP but where their admission to school would gain the school points towards FAP allocations is proposed to be added to the Protocol. This includes the following:

2.4.1 Children who have been accepted permanently into a school following a successful managed move;

2.4.2 Children whose managed moves broke down or ended after a minimum of six weeks;

2.4.3 Looked After Children;

2.4.4 Year 11 Pupils;

2.4.5 Children who have been removed by their parents from a school roll to be educated 'otherwise' and are now seeking another school place; and

2.4.6 Children with an Education, Health and Care Plan.

2.5   The points system continues to be popular with Headteachers as a way of noting students placed within each school across the County and information on the current status of the database with points and rankings is sent regularly to all Headteachers.   The points system will continue to be reviewed annually and takes into account the following information for all schools;
   o Geo-demographic Factor (now based on Free School Meals data)
   o Pupils whose Home Language is not English
   o SEN
   o Mobility
   o Prior Attainment
   The points system enables the Local Authority to use this as a guide in identifying the most appropriate school, thereby ensuring no school is asked to accept a disproportionate amount of pupils with challenging behaviour, even if places are available. The points system is designed to enable the placement into schools facing less challenge, in terms of general poor behaviour of pupils.

2.6   For any school to refuse to accept a pupil via the protocol, they must fully demonstrate why their school is not able to support the placement. Furthermore, they must be able to demonstrate they have a higher than average number of challenging pupils on roll, that the placement of the pupil will significantly affect the efficient and effective use of resources.

3.0 Consultation

3.1 Prior to the consultation being sent to all mainstream State Funded Secondary School Headteachers in Warwickshire, a revised draft protocol was produced with input from the Lead Officer for Fair Access and WCC Legal Team and shared with the Protocol Steering Group (a team of 6 Headteachers from across the County). A meeting was held with this Steering Group and members of School Improvement and Vulnerable Groups on 6th February 2018 to consider the draft Fair Access Protocol.

3.2 Feedback from this group meeting was considered by the Admissions and Legal teams and changes made as appropriate. Agreement was sought from Councillor Hayfield and permission given for a Consultation process to begin. This document was then emailed out to all mainstream Secondary School Headteachers in Warwickshire on Monday 16th April for consultation advising that the consultation would run until 18th May 2018. Due to time constraints there was insufficient time to go back out to consultation following feedback, however, all feedback was discussed again with the Lead Officer for Fair Access and the Legal Team and further responses sent directly to Headteachers.

3.3 At the close of the consultation 33 out of 36 (92%) secondary schools provided some form of response to the proposed protocol. Of the schools that responded, 23 said 'Yes' to the statement 'Do you agree to the implementation of this Fair Access Protocol for September 2018?' 8 schools replied 'No', however, following responses from the Lead Office for Fair Access and the Legal Team 3 schools changed their responses to 'Yes'. Two other schools emailed in their 'Yes' response but did not complete the online feedback form. This means in total 28 out of 36 (78%) secondary schools are in agreement with the proposed Fair Access Protocol, with 4 schools maintaining their 'No' response, one school verbally saying 'No' but not completing the online feedback and only 3 schools not giving any response at all.

3.4 The statutory guidance requires that the Protocol is agreed with the majority of relevant schools in the area. It is clear from the responses received during the consultation, that the majority of secondary schools are content with the proposed protocol.

3.5 Comments on the proposed Fair Access Protocol are attached in Appendix A along with responses and feedback.

4.0 Cost Implications

4.1 There are no cost implications for implementation of the protocol. Area Behaviour Partnerships in each area remain the source of funding and the route to place pupils into Alternative Provision. The Fair Access Protocol is designed to access mainstream education where appropriate and will liaise with the ABPs where a pupil may require Alternative Provision other than

mainstream school. In these cases, pupils will be required to be on the roll of a local school however, the education provision will be provided offsite and monitored by the hosting school and ABP.

5.0   Summary

5.1   The Local Authority has a statutory duty to provide a Fair Access Protocol. The consultation indicates the majority of schools agree with the principles of the new proposed protocol. The requirement for transparency whilst ensuring pupils are not out of school for long periods continues to be addressed by the proposed protocol.

6.0   Timescales Associated with Next Steps

6.1   If Cabinet approve the document, full implementation will commence in September 2018 at the start of the new academic year 2018/19.

Background papers

None.

Appendices

Appendix A – Consultation responses
Appendix B – Draft Fair Access Protocol
Appendix C – Equality Impact Assessment/Analysis (EqIA)

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The report was circulated to the following members prior to publication:

Elected Members:

Councillors Colin Hayfield, Morgan, Dahmash, Williams, Davies, Roodhouse.

Appendix A: Fair Access Protocol (Secondary Schools) Consultation – Comments, Queries and Concerns.

Comments from each Headteacher, or school representative below have been responded to individually. Responses are in red.

Turnaround time in terms of process days is too short for often missing background information.

We are proposing to change the 5 days to 10 days response time. This initial 10 days is for dialogue to be opened with the Lead Officer for Fair Access to discuss the case more fully. We take on board the reference to missing background information and we are putting measures in place to have a much fuller document sent out to Heads, with the option of course of requesting anything more specific once we are in conversation, if for instance, further information has come to light since the initial request was made.

Yes, but see comments below –
Page 3, point 2 (xii) "...The pupil will sit a test to identify their levels of ability and whether they may cope with the academic structure within grammar schools." I think this would be the case if the pupil was not previously tested using 11+ or our in year tests, but not if they had previously been tested. In such cases we would not re-test for admission.

We are suggesting the following sentence be added after the word schools – (Unless previously tested and already proven to be of academic ability for the particular school).

Page 2 - Point 2.vii. It may be worth adding that the subjects studied at the previous school cannot be guaranteed at the school being applied to.

We will add the following comment – particularly when the same subjects and/or syllabi may not be available upon such a change.

Children with special educational needs, disabilities or medical conditions (but without an Education, Health and Care Plan).'

Why is being SEN FAP? Because it is a statutory criteria as defined in the School Admissions Code 3.15 criteria G. This is not a Warwickshire Criteria and has been in every protocol we have used. What are you classing as SEN? All four categories? - Yes. This doesn't really fit in with the idea of inclusive schools. Where will all the SEN students go then? - They will be placed via the protocol. Are we talking lower level SEN support? - Yes. This would allow a school to refuse someone due to a lower reading age or basic literacy need. Have SENDAR been consulted on this? - No because it is a statutory criteria under the School Admissions Code 3.15 Criteria G.

Also

'A child without an Education, Health and Care Plan may be assessed as not being suitable to attend a mainstream school where at least two previous mainstream school placements have irretrievably broken down for reasons relating to behaviour, attendance, mental health or other related reasons. Final decisions will be taken by Warwickshire County Council, informed by all circumstances relevant to the case.'

Are you sure about this? I can see a lot of parents and schools using this to their advantage to say a student is not able to attend their school, then what happens. Could also be used to 'get out' of providing suitable provision to meet an SEN need. How will you assess whether they are suitable to attend school? I can think of 5 off the top of my head at our school this could apply to. Yes, we are confident, following discussions with the Steering Group that this won't be allowed to be used as a way for schools to use this as a 'get out'.

Also

'aim shall be that within any 6 week period no school will be asked to accept a number of pupils under the FAP for any particular year group which is in excess of 2% of the total number of pupils within that year group. (SA Code 3.9).' This is now being changed to 12 weeks.

So if you're a larger school, with a bigger cohort you will have to take more than others?

Fair Access Protocols should not be used as a means to circumvent the normal in year admissions process. A parent can apply for a place as an in year admission for their child at any time, to any school outside the normal admissions round and is entitled to an appeal when a place is not offered, even if the reason for refusal is for FAP-related reasons.'

This may be so, but this has happened too many times this year with schools asking for managed moves when parents applied direct themselves, and no need for it to be a managed move. It has to be same rule for all and all schools have to comply. This is being closely monitored and will be reflected in the processes moving forward for ABP's which will be linked to Fair Access. Discussions will take place with individual schools as to the reasons for this request.

'The groups of children and young people placed via the protocol are in many cases likely to be vulnerable. If after admission, a school identifies that a child presents issues of concern, they should initiate an Early Help Assessment.'

Shouldn't this be up to the school to decide. Schools will likely already have waiting lists, ongoing EHs etc. so I'm worried if this is mentioned to parents the relationship may start off negative. I think needs rewording to say involve suitable external agencies – Early Help isn't necessarily the right one. - The wording will be changed to *they should take appropriate steps to engage other agencies.*

'Unplaced children presenting with significant behavioural problems, who have been identified as being at risk of permanent exclusion, including those who had left the country, and who were previously attending a Warwickshire school within the same academic year or within one term.'

What do you mean by significant? How prolonged? Does a 1 day exclusion mean another school could say they are FAP? In these cases shouldn't they go through ABP? Or at least the school that has to take gets support from ABP? These will be looked at case by case as part of our agreement or otherwise of Fair Access Cases once a refusal is received and advice given on a way to proceed which may include support from the ABP. As there is currently a review of ABP's taking place I cannot pre-empt this further.

'The presence in the same year group at the preferred/identified school of a child with significant challenging behaviour who also falls into one or more of the following categories: o Looked After Child; o Child with an Education, Health and Care Plan; o Children without an Education, Health and Care Plan but who are in receipt of at least £6,000 per year of special educational needs support; and o Child admitted following a successful managed move.'

Are you sure about this? This would mean we would be able to refuse for every year group currently. We are suggesting changing this to *The numbers of children present in the same year group ......*

This is not a reason for refusal, but will be taken into account when we make decisions on placing students.

3ii - 2% IYFAP as a maximum in any 6 week period is too much for any one year group. If the PAN for a year group is 200 this could be as many as 4 students in one year group within 6 weeks. This could significantly affect the stability and dynamics of a year group within a school. I think this should be reconsidered. Other Heads have also expressed concern. We are changing it to 12 weeks.

3vi - it will only be possible to hit the 5 day limit if all the information relating to a student is sent immediately. If it is not, I feel schools should be given additional time to make an informed decision. Again, other Heads have expressed concern. We are changing it to 10 days.

3viii - are these factors arranged in rank order? If so, I think they need to be reordered. No, they aren't in rank order.

5i - parental preference should not be a deciding factor that overrides the points system. It isn't a deciding factor, but needs to be considered.

7 - managed transfers in a year group should be considered when potentially allocating an IYFAP student. This could again affect the dynamic and stability of a year group and the potential success of the managed transfer student. This is always considered, we are looking at ways of working even closer with ABP coordinators to ensure we have up to date information on this.

Flow diagram on p17 is corrupted. Contains coloured lines that have no purpose – These will be removed.

Further comments -

2vii - there is a local agreement in NW not PEX year 11 where at all possible and use alternative provision to support students in relation to the completion of exams.

2xi - I like this point.

2xii - agreed.

3i - I agree with this point, tackling this is long overdue.

3iii - agreed.

3iv - agreed, this is also overdue.

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2 vii) Year 11 - they should remain on the roll of the school they are moving from if within the area - eg North Warwickshire, South etc as this would mean host schools are protected from impact no results. We have done this in the past for exceptional cases, to avoid permanent exclusion, so in effect the student is on a long term managed move. However this would be unlawful unless agreed with the other school and cannot be applied to all year 11's who move schools or move into the County.

3 viii) Schools need to have a trial period for students who are non-attenders so that they do not take students on roll, who then never come. This was agreed with LA at NASHCL meeting. Again, this can be looked at case by case and we have done this in the past for a set period of time which is very closely monitored, as legally all students should be on the roll of the school they are attending.

4 v) Should there be mention of the Admission Team meeting with ABP to agree appropriate school for hard to place. This is a localised procedural matter and not across the whole County and as such does not need to appear in the protocol. As the workings and operations of the ABP's are under review anyway, this may change.

Chart 2 Children who have been removed from a school roll. This is a real issue for schools. If not FAP need more guidance on what schools are expected to do when admissions applications of this nature come in. We weren't sure what is meant by this - happy to discuss further.

7 I) Good that individual ABPs have their own processes but should these be available on a central website so parents can see them? Do ABPs other than the North have their own agreed protocols that could be published? Do these need to be checked by legal team? Managed move processes tend not to be published as they are localised. As this area is under review it may be something which is looked at further.

I was on the working group which produced the document and I fully support the new version, having taken part in careful consideration of it.

At the moment, the protocol is a bit woolly in relation to quantifying troublesome pupils in the receiving school. Therefore, as discussed, I do think we need to find a way to quantify and reflect in the protocol the impact of having pupils in the receiving school who would, without the good management of behaviour in the school, be placed on the register of pupils seeking places. I've suggested that the way to do that would be to deduct points from a school when pupils leave on the same basis that we add points to a school when they take pupils. This isn't about punishing schools for excluding pupils but about trying to quantify the challenges already being successfully dealt with by receiving schools.
I don't suggest we make this change in the current protocol but perhaps it is something we can discuss further at the next steering group meeting. Agreed. This can be put on the next Agenda.

In it's current form, I have to say no as I do not believe all of the points are sufficiently considered. I do feel we need a FAP, but would ask that the following points are taken into account: - 3.ii. The aim shall be that within any 6 week period no school will be asked to accept a number of pupils under the FAP for any particular year group which is in excess of 2% of the total number of pupils within that year group. Taking a child into a year group each 6 weeks would be catastrophic for the stability of that year group. It is unlikely that a school would be asked to take a student each 6 weeks, but the protocol should guard against this. Our smallest year group is 55 students. Taking just 1 student into this year group would be too many and unfair on the incoming student as they would have no chance of 'blending in'. Other Heads have also raised this point. We are changing it to 12 weeks.
3. iii) In selecting appropriate placements, the local authority will take account of the percentage of pupils who pose additional challenges currently on roll; assessment of the number currently on roll posing additional challenges will be assessed using the same criteria in use for allocating points. This is a good idea and very much welcomed. Perhaps worth us conducting this in advance rather than trying to place a child with us and then having to conduct this evaluation. If the LA already knew which schools had difficulties in particular year groups then this would allow the most appropriate provision to be identified before any transfer of data commenced. i.e. our current Year 10 is too small and has too many children with issues. We have exhausted our resources and as such could not offer an incoming child a fair chance in this year group. We are trying to develop this area and so welcome this feedback. This will be included in the review of how ABP's will work moving forward and how best we liaise with schools to gain this information.

3. vii)All known details of the pupil's previous educational history, contact details etc will be made available and passed to the identified school within the protocol letter sent to the identified school for their consideration. Schools must open dialogue with the County Council regarding their ability to meet the needs of the pupil within 2 school days of the first approach being made/ receipt of letter. It is expected that a school will, within 5 school days of the first approach, either agree a starting date for the pupil or set out its reasons for refusal in writing to the local authority. The timescale for placement is unrealistic. I will never offer a place unless I have met the parent and child. This is essential to ensure that all parties are fully aware of needs and difficulties. Equally, parents often select us and then when visiting realise that actually getting their child to us is logistically impossible. Setting up visits often takes more than 5 days. Again other Heads have concerns over the time frame. We are proposing to change the 5 days to 10 days response time. This initial 10 days is for dialogue to be opened with the Lead Officer for Fair Access to discuss the case more fully.

I was part of the working party so have already shared by feedback.

1. The six week limit in para 3ii) is too short - this should be much longer and in the region of several months - Other Headteachers have commented the same. It will be increased to 12 weeks
2. Five days to respond (para 3vi) is too short - I suggest 10 days - We agree and it will be changed to 10 days

- Page3 , para ii: We welcome the 2% suggestion as this recognises the variously sized year groups in schools. However, the 6 week period is too short. Please reconsider this time frame. Other Headteachers have commented the same, we will increase this to 12 weeks.

- Page 4, para vi: definition of 'unplaced' to include pupils with a place but unable to attend current school sits uneasily. Should not FAP be for pupils without a place? It should and on the whole it is used for students without a school place, however, there will always be exceptional circumstances and cases and to have it written into the protocol ensures is does not exclude a child who may be extremely vulnerable and need to move - not necessarily to do with behaviour and this gives us a platform to be able to do this. It will be monitored carefully so as to not be over-used.
- Page 4, para vii: The five day expectation is too short, and does not always allow time to meet the family. I will always want the family to visit the school before confirming a place, as they must have a clear knowledge of the school they are joining. Could the five days be for confirming contact with the family, and perhaps ten days for offering or refusing a place? This is not a delaying tactic, but a genuine desire to have all parties informed of the expectations of the new school to ensure the placement works from the start. Again other Headteachers have raised this issue. We are changing it to 10 days. These 10 days are primarily for dialogue to be opened up with the Lead Officer for Fair Access me so that things don't drift for too long.

Thank you for the work on this document. It clearly reflects recent discussion and feedback between schools and the LA.

3 ii) This translates to no more than 5 students per year group in a 6 week period in our setting. If this number were to be admitted with challenging behaviour, in this time period, we feel students would not be able to get the support needed to make them successful in the main stream. Other Headteachers have raised this as an issue - we are changing it to 12 weeks.

Chart 2 (Page 7) Feel students who were removed from a roll by parents should remain under Chart 1, as it is this year, as this can be a way for parents to work around the FAP, proposed to be Chart 2 in future.   Home Educated students can often be difficult to place and this is why the points have been raised from 10 to 20. Also, we have found in the past that this can include students who have been 'encouraged' to leave and so may indeed have issues to bring with them to a new school. They have to go through the normal process of applying, however, if taken will have points allocated. This was moved to that chart to try and speed up the process. We will always be happy to find out further information for schools, but often there isn't much information to be found on these students - depending how long they have been out of school. We are working closely with the Vulnerable Groups of CME and EHE to monitor children coming out of schools so that we can hopefully stop any bad practise and these will then become genuine cases to manage.

Why does Year 11 no longer qualify for FAP as it does this academic year? Year 11's historically take far too long to place and so it was felt that by removing the option to refuse, but giving points for taking, we would be able to speed up the process, which will be far better for both the student and the school, as the quicker they are in, the quicker they can start to catch up ready for exams.

Why has current FAP code N (transferred between 2 or more secondary schools..) been removed from FAP? Because it was rarely used as standalone criteria, as they usually fell under another category. We have tried to tighten up on the criteria used as some appeared too woolly or were repeats of other criteria.

Would we still continue to get FAP points for accepting EAL students to our school?

EAL students were taken out of the protocol some time ago and weren't in the current one which was adopted in June 2016. This category of student were taken out by the EMTAS team as they felt it wasn't needed as funding goes into schools for these students. What we do find however, is that often they fall under other criteria such as being out of school for more than two months, SEN without a statement (in a few cases), or they are asylum seekers, in which case points can be awarded.

Overall we agree with the vast majority of the points made in this document. I am, however concerned by one point and the absence of one point. 1) Paragraph 3 viii) identifies factors taken into account in identifying the most appropriate educational provision. The first of these factors is the distance the school is from the child's home. Schools in more rural areas and villages usually have one secondary school. Therefore, children considered for placement will have to travel long distances in order to be placed in these rural schools. Schools in towns and cities will therefore be more likely to be selected by parents as they will be in closer proximity. In our area, four schools have taken the majority of IYFAP this year. We are situated in an area of deprivation with some serious social issues. Therefore, pupils who fit the IYFAP criteria are more likely to live close to our school than other, more rural, affluent schools.
We do recognise this as a real issue, particularly in the Central Area and also the Southern Area of the County. We do have to consider distance and transport for every student we place under Fair Access, due to the overspend in the Transport Budget the LA currently faces. However, to apply the protocol correctly, we will always have to face some costs as we strive to make the Protocol fair for ALL schools and we MUST continue to include schools on the outskirts of an area.

2) Chart 2 on Page 7 shows how points are awarded to admissions where FAP does not apply. I am concerned that as the number of Multi academy trusts grows, managed moves

between trust schools will also become more common. We are against the awarding of points to managed moves within trusts being credited with points as it disadvantages single academies and LA schools.

We agree. Unless a student goes through the protocol then points won't be awarded on the database. It is an issue which will need close monitoring as Multi Academy Trusts continue to grow.

I do support the vast majority of the new FAP. If the above points could be addressed we would be more than happy to support.

I think it might be worth adding 'and curriculum' following 'academic structure in 2xii.
Agreed, this has been added.

One thing I can see that is missing is a time frame for testing. I don't mind it not being there but it might be helpful to know that we usually need at least a fortnight as we have to book an invigilator for the day and staff need time to mark papers once they have been completed.
Thank you. This has been noted.

This isn't about fair access because there is a barrier put in place for children to gain access to all schools by a selection test, given that the fair disruption for hard to place children in the authority, by the very nature, even if they have the academic potential are very unlikely to meet the requirements because of their previous experience. In terms of a FA protocol I think it would be much fairer to gauge a pupils potential successfully with a grammar school by looking at their primary prior attainment. These are children that all schools will find challenging but these are all children who are entitled to our best efforts to achieve their potential. Creating barriers within the system that will deny them access to the grammar schools does not constitute fair access.

This is an issue about Government Legislation and something which will need to be taken up with the DfE as it is not something we can address through a local Fair Access Protocol. Unfortunately, we can't do anything about children needing to be of academic ability for the school. However we are working with schools to put in place more inclusive methods of considering ability.

This proposal supports the common good, with a preference towards the vulnerable and disadvantaged. It promotes an intelligent use of resources whilst securing greater responsibility and accountability at local level.

It is a positive step in countering a difficult and growing issue.

One comment is that if the common good is to be truly supported, then local powers to support these children must be respected.

Grammar schools should take a fair share of those students who are to be on roll but being educated in alternative provision regardless of their student's ability. We believe this should be included in 2.xii. It is important the grammar schools play a fair part in this process.

If the above is addressed we will support the protocol.
This is an issue about Government Legislation and something which will need to be taken up with the DfE as it is not something we can address through a local Fair Access Protocol. Unfortunately, we can't do anything about children needing to be of academic ability for the school. However we are working with schools to put in place more inclusive methods of considering ability.

In summary, we feel if correctly followed/applied and schools worked with, then the protocol should work. However this has not been our experience in the past, and specifically, we feel point 3.v. needs to be applied. It is my understanding that the needs of the pupil and those of the school should be taken into account in the current protocol, however it never feels like this. We agree and the work is continuing to forge closer links between Fair Access and the ABP to work even more collaboratively with all schools.

2 xii. Grammar schools. I am not happy with the comments here about coping with the academic structure. The Nuneaton Academy operates an academically rich, knowledge based curriculum. I am unclear as to why Grammar schools wish to participate, but are then dealt with differently.

This is an issue about Government Legislation and something which will need to be taken up with the DfE as it is not something we can address through a local Fair Access Protocol. Unfortunately, we can't do anything about children needing to be of academic ability for the school. However we are working with schools to put in place more inclusive methods of considering ability.

In section 6 reference is made to governing bodies, these structures are very different for academies, presumably the wording here needs to reflect this. i.e. will admission letters be going to Trust boards? Yes, they will. We have changed the wording to Admission Authorities.

It is better than the previous system, however the LA needs to create alternatives for students whose needs are too extreme for mainstream school. Currently, the only success criteria applied seems to be getting students onto school roles regardless of whether it is right for the child. LA has a responsibility to create alternatives for those students whose interests are not served in this way. This has been the response from heads for many years but still no actions. LA must also share all information regarding students in this system as experience shows that they have withheld information which showed the child would be a serious threat to children in the school.

We are continuing the work of reviewing the role of ABP's and the links it has with Fair Access. We are aware of the particular case you have mentioned and would comment that no information was intentionally withheld; there was some information that we did not have at the point of contact with your school. However, we will continue to ensure that as far as we are able we will provide all relevant information.

I strongly support the proposal.

I feel that the proposed numbers of potential request to a school of 2% per 6 weeks (if there was such a need) are too demanding of any school. We have a smaller than average group of comprehensives so 1 pupil into a year group can have significant impact if they require high levels of pastoral care. We are changing this to 12 weeks.

What does, not suitable to attend a mainstream school mean? What registered providers are there? Within reach of S Warks? Does that actually mean anything? This is under continual review and more work needs to happen around the definition of this area of work.

3. iii The taking into account the behaviour of other pupils in the year group needs to be linked to data held by ABP and pupils discussed as high behaviour risk etc. Not just description from schools. We agree.

What happens if schools are moving pupils or parents are trying to move pupils to avoid P Ex. If pupils are like this then we need to manage on the roll of the other school and have it as a managed move/taught elsewhere. We agree and this area will be closely monitored.

3 vii- Is 5 days too tight a turn around? 2 weeks? We have changed this to 10 days.

If pupils have been 'off rolled' then there needs to be some accountability to the schools they have come from or the LA needs to maintain those pupils until after the census. Could we publish the year 11 pupils being removed from Roll from schools in Autumn year 11 and Jan year 11 with reasons. This could generate further discussion if required. What has happened to PEX rates in year 10/11 across the county since P8? No change, fewer, more? Ironically, does P exing in 10 and 11 mean schools are more likely to take them as they won't count on P8? This will be an area discussed again at Steering Group as we feel there are some very valid points.

I have received feedback from my previous submission. I understand the time of response and 6 week suggestion have been changed. My recommendation would be to put 2% across 6 months.

In terms of my points about yr 11 I fully appreciate they are complex issues linked to many factors, not necessarily linked to FAP, but wanted to propose more of a dialogue about them.

A potential issue could be the availability of enough information to be able to determine whether a case is Fair Access or not. We agree and this area is continually reviewed. The new and adapted protocol is a workable process that will hopefully result in a more effective and equitable approach.

I'm happy with the protocol and look forward to some other local schools admitting a fair number in due course.
Thank you to everyone concerned with putting this document together.

The six limit needs to be extended even further than 12 weeks. Six months would be better.

APPENDIX B
Warwickshire County Council
Fair Access Protocol for Secondary Schools

1. Summary

i) The School Admissions Code 2014, issued under Section 84 of the School Standards and Framework Act 1998, requires each local authority to have in place a Fair Access Protocol (FAP) agreed with the majority of schools in its area. The requirement is supplemented by further advice from the Department for Education (DfE) in 'Fair Access Protocols: Principles and Process' published in November 2012. This sets out principles to clarify the expectations on all state funded schools (including academies and free schools) as well as all other admission authorities to ensure that FAP's operate effectively at a local level.

ii) The purpose of the Protocol is to ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Protocol also seeks to ensure that no school - including those with available places - is asked to take a disproportionate number of children who have been excluded from other schools, or who have challenging behaviour.

iii) Fair Access Protocols should not be used as a means to circumvent the normal in year admissions process. A parent can apply for a place as an in year admission for their child at any time, to any school outside the normal admissions round and is entitled to an appeal when a place is not offered, even if the reason for refusal is for FAP-related reasons.

iv) All admission authorities **must** participate in the Fair Access Protocol in order to ensure that unplaced children are allocated a school place quickly. There is no duty for local authorities or admission authorities to comply with parental preference when allocating places through the Fair Access Protocol.

2. The Warwickshire context and statutory guidance

i) The Fair Access Protocol (FAP) for Warwickshire has been written in accordance with paragraphs 3.9 – 3.23 of the School Admissions Code 2014, and the DfE's departmental advice November 2012 in partnership with the Protocol Steering Group (PSG), who review the process on a regular basis;

ii) All admission authorities must participate in the Fair Access Protocol (including Academies, all types of Free Schools, University Technical Colleges and Studio Schools) in order to ensure that unplaced pupils are allocated a school place quickly. (SA Code 3.11 & DfE Guidance Nov 12)

iii) The operation of the Fair Access Protocol is triggered when an eligible pupil has not secured a school place under normal in-year admission procedures. The Fair Access protocol is in addition to our In Year procedures. (SA Code 3.10, 2.21 and DfE Guidance Nov 12)

iv) Fair Access Protocols should not be used as a means to circumvent the normal in year admissions process. A parent can apply for a place as an in year admission for their child at any time, to any school outside the normal admissions round and is entitled to an appeal when a place is not offered.

v) Where a child has been permanently excluded from two or more schools there is no need for an admission authority to comply with parental preference for a period of two years from the last exclusion. The twice excluded rule does not apply to children who were below compulsory school age at the time of the exclusion, children who have been re-instated following a permanent exclusion (or would have been had it been practicable to do so), and children with Statements of Special Educational Needs or Education, Health and Care Plans. (SA Code 3.8 & DfE Guidance Nov 2012).

vi) Children allocated a place under the Fair Access Protocol will take precedence over those children already on the school's waiting list. (SA Code 2.14).

vii) Schools cannot cite oversubscription as a reason for not admitting a pupil under the Fair Access Protocol. Year 11 pupils, unless falling into a relevant category within Chart 1, are not part of the protocol and **schools will be expected to accept Year 11 pupils in accordance with their published admission arrangements**. We do not advise that year 11 pupils transfer school as a pupil can be greatly disadvantaged by a change of school during their GCSEs, particularly when the same subjects and/or syllabi may not be available upon such a change. When deciding on whether to apply for a transfer out of the current school parents will be advised to consider that work is not transferable between schools and exam boards can rarely be matched and coursework is monitored and cannot be re-done.

viii) All parents/carers should discuss any requests to transfer with the current school to see if any issues can be resolved and if the child can continue their education without interruptions to their GCSEs.

ix) Any requests for placements under the Protocol will be made via School Admissions/Fair Access once an appropriate school has been identified. ABPs (Area Behaviour Partnership) will, once a child has received intervention work, refer all cases back to admissions to enable a school to be identified. It is not the role of ABPs to place pupils into schools via the Protocol.

x) Warwickshire has in place Area Behaviour Partnership groups. All pupils, other than those assessed by Warwickshire County Council as not being suitable to attend a mainstream school, will be placed on the roll of a school identified via the protocol. Any child who is assessed as not being suitable to attend a mainstream school will be placed on the roll of a registered alternative provider or, in exceptional circumstances, have another form of education provided. Funding has been devolved to ABP teams to meet these requirements. Any

registered provision with which a child is registered will be expected to organise and monitor the child's progress both in the school and in any alternative provision sourced for them.

xi) A child without an Education, Health and Care Plan may be assessed as not being suitable to attend a mainstream school where at least two previous mainstream school placements have irretrievably broken down for reasons relating to behaviour, attendance, mental health or other related reasons. Final decisions will be taken by Warwickshire County Council, informed by all circumstances relevant to the case.

xii) Warwickshire has a number of grammar schools, all of whom wish to participate in the operation of the protocol. If a grammar school is identified as the most appropriate setting for a pupil that is currently being placed via the protocol, the following process will be followed. If the pupil has not previously taken a test to identify their levels of ability then they will sit such test to determine whether they may cope with the academic structure and curriculum within grammar schools. The results will be compared to those of the cohort that they would be joining. If the child has been found to fall within a range consistent with the cohort for the relevant academic year at the grammar school in question then consideration will be given by the grammar school for a placement. Grammar schools are also encouraged to support the Fair Access Process in other ways where appropriate.

3. Overview of process

i) The Fair Access Protocol's aim is to ensure every pupil residing within Warwickshire, eligible to be placed via the protocol, has access to the most appropriate education provision within a timely manner, thus avoiding time out of education. Once a pupil has had an application for a place refused on the grounds that the protocol applies, the process timeline will be followed as set out in appendix 2. **Parental preference does not need to be followed**.

ii) The local authority must ensure that no school – including those with available places - is asked to take a disproportionate number of children who have been excluded from other schools, who have challenging behaviour, or who otherwise fall under the terms of the protocol. What amounts to a disproportionate number will be assessed by the use of the points system. The aim shall be that within any 12 week period no school will be asked to accept a number of pupils under the FAP for any particular year group which is in excess of 2% of the total number of pupils within that year group. (SA Code 3.9)

iii) In selecting appropriate placements, the local authority will take account of the percentage of pupils who pose additional challenges currently on roll; assessment of the number currently on roll posing additional challenges will be assessed using the same criteria in use for allocating points.

iv) When seeking to place a pupil under the Fair Access Protocol, all schools should be treated in a fair, equitable and consistent manner. (DfE Guidance Nov 12)

v) All schools should work together collaboratively, taking into account the needs of the pupil and those of the school. (DfE Guidance Nov 12)

vi) To ensure that outside the normal admissions round – unplaced children, especially the most vulnerable, are offered a place at a suitable school quickly, to ensure the amount of time any pupil is out of school is kept to a minimum. The use of the word unplaced within WCC protocol will also cover children who are unable, on assessment by the County Council, to attend a school that they are currently registered with, so long as they fit into one of the appropriate FAP categories. **All schools are expected to respond to requests by the local authority to admit a pupil under the Fair Access Protocol within 10 school days to state their intention.** (DfE Guidance Nov 12)

vii) All known details of the pupil's previous educational history, contact details etc will be made available and passed to the identified school within the protocol letter sent to the identified school for their consideration. Schools must open dialogue with the County Council regarding their ability to meet the needs of the pupil as soon as possible the first approach being made/ receipt of letter. **It is expected that a school will, within 10 school days of the first approach, either agree a starting date for the pupil or set out its reasons for refusal in writing to the local authority.**

viii) All schools are expected to accept and enrol pupils placed via the protocol, within the agreed timeframes set out. Additional funding requirements for pupils placed via the protocol are to be met by the school or accessed via Area Behaviour Partnerships. Additional funds will only be identified if a school is able to demonstrate the needs of the pupil in question exceed the funds available within the school's budget. It is expected that the school has utilised all of its support mechanisms within school and engaged external partnerships as per the usual ABP procedure. Factors taken into account in identifying the most appropriate education provision will include, but are not limited to:

- *distance from home address,*
- *year group,*
- *pupil's previous history,*
- *available transport (including public transport links),*
- *the points system showing the ranked order of schools within the local area,*
- *local associations such as peer groups,*
- *previous association with a particular school.*

4. Who will the protocol cover?

APPENDIX B

The difference between In Year Admissions and Fair Access Protocol:

i) In Year Admissions (see appendix 1) relate to all admissions to school from reception to Year 11 which are not covered by phase transfer schemes. In most cases the admissions process is straightforward. A parent applies for a place in a school where there is a vacancy and the child is admitted to school if a place is available.

ii) In other cases there may be extenuating circumstances as to why the child's admission should be treated as an exception and the child placed in a school via the Fair Access Protocol, despite places being available within the relevant year group. **See chart 1**

The circumstances can include;

- an unplaced child who was not previously permanently excluded but who was attending a Pupil Referral Unit (PRU).
- an unplaced child whose parent/carer states that the child has medical or educational needs but does not have an Education, Health and Care Plan (All information will be explored to determine the best possible route for admission. WCC officers may refer to the Headteacher Protocol Steering Group members for advice.)
- an unplaced child who has not previously attended a mainstream school or who has not attended a mainstream school for more than 1 school term (possible home educated or persistent non-attender)
.

iii) All applicants are required to complete an In Year Common Application Form and return the forms direct to the Local Authority.

iv) The County Council will take all reasonable steps to ensure that admission authorities are provided with relevant information to ensure that decisions can be made by the admission authority as to whether the Fair Access Protocol applies. If an application is deemed to fit the criteria for placement under the Fair Access protocol, see Chart 1, a school **may** refer the case back to the Local Authority and refuse admission, even if they have places available. Parents retain the right to appeal this decision through the usual admission appeal route.

v) The Admissions Team will undertake appropriate due diligence on all Fair Access cases to ensure that as full as possible an understanding of each child involved is available both to itself and to relevant schools. The Admissions Team will then process the application via the protocol and identify the next school that is able to accept a protocol placement. It may be a school will accept a pupil even though they are not next on the points system to be considered, in which case they will be given the points for the child as if placed via the protocol.

vi) The groups of children and young people placed via the protocol are in many cases likely to be vulnerable. If after admission, a school identifies that a child

presents issues of concern, they should take appropriate steps to engage other agencies, for example through initiating an Early Help Assessment.

vii) If a child's circumstances are not covered in Chart 1 then the child does not form part of the FAP, and they therefore cannot be refused a place by a school on that basis. It is acknowledged however by the local authority that some other groups of children admitted to a school do pose some additional challenges, and therefore points will be awarded for admitting pupils fulfilling the criteria set out in Chart 2, so long as these are notified appropriately to the local authority

vii) The list of children to be included in a FAP is to be agreed with the majority of schools in the area but **must** as a minimum, include the following children of compulsory school age who have difficulty securing a school place: each of these categories is weighted as agreed by the steering group. SA Code 2014, 3.15.

Chart 1 – FAP applies and admission can be refused

	Weighting priority	Points
a) children from the criminal justice system or Pupil Referral Units who need to be reintegrated into mainstream education	1	50
b) children who have been out of education for two months or more	7	30
c) children of Gypsies, Roma, Travellers, refugees and asylum seekers;	3	50
d) children who are homeless;	9	20
e) children with unsupportive family backgrounds for whom a place has not been sought;	8	20
f) children who are carers; and	10	20
g) children with special educational needs, disabilities or medical conditions (but without an Education, Health and Care Plan).	4	50

In addition to the minimum requirements listed in the SA Code 2014, Warwickshire's protocol includes the following:

h) Children who have been permanently excluded and who have no school place as a result	2	50
i) Unplaced children known to other professional agencies as 'vulnerable' but with no obvious behavioural problems; (including persistent non-attenders)	11	10
j) children whose permanent exclusions have been quashed by an Independent	5	40

Review Panel, but who have no school place;		
k) Unplaced children presenting with significant behavioural problems, who have been identified as being at risk of permanent exclusion, including those who had left the country, and who were previously attending a Warwickshire school within the same academic year or within one term.	6	40

Chart 2 – FAP does not apply but points awarded for admission

Children who have been accepted permanently into a school following a successful managed move	40
Children whose managed moves broke down or ended after a minimum of six weeks	20
Looked After Children	30
Year 11 pre January census;	40
Year 11 post January census;	10
children who have been removed by their parents from a school roll to be educated 'otherwise' and are now seeking another school place.	20
Children with an Education, Health and Care Plan	25

5. Further considerations

i)   In order to take into account the needs of the pupil and those of the school, the following considerations will also be taken into account by Warwickshire County Council when placing pupils via the FAP. Whilst the points system indicates which schools are next able to accept a pupil via the protocol, the following factors are also considered before making a final decision as to where the child should be placed:

- Parental preference – **although we no longer have to comply with this**, the wishes of parents should be taken into account to avoid possible non-attendance (everything will be done to manage expectations). Where a parent names a preferred school, if this school is not deemed the most appropriate option and does not fall in the points system as the next school eligible to

accept a pupil, officers will inform parents. Officers will identify a school by use of the points system. If parents wish to pursue their preferred option, officers will make contact with that school and share all relevant details regarding the placement via the protocol. However officers will not pursue a placement with the school, if the school refuses to accept the pupil. Parents will still have the right to appeal the decision of the admission authority not to admit the child, as admission authorities are not obliged to refuse to admit when the FAP applies.

- The ranked order of schools in an area in accordance with the protocol points based system operated by the County Council.

- The number of children allocated previously to a particular school in an area under the FAP during the current term/academic year, or who have had points allocated to them.

- The distance to the identified school from the home address and availability of transport (including public transport links).

- Schools previously attended by the child – consideration will be given to any previous serious breakdown in relationships between a school and the family to include failed managed moves and peer relationship breakdown.

- The number of children in the same year group at the preferred/identified school with significant challenging behaviour who also fall into one or more of the following categories:

    o Looked After Child;
    o Children with an Education, Health and Care Plan;
    o Children without an Education, Health and Care Plan but who are in receipt of at least £6,000 per year of special educational needs support; and
    o Children admitted following a successful managed move.

***Please note:** it is the responsibility of all schools to inform the School Admissions/FAP team when a managed move is taking place to ensure we are able to collate this information.* It is important for the Fair Access team to recognise additional resources are being utilised to help assist a successful Managed Move. This may require placement to the next school identified on the points spreadsheet to avoid placing undue pressure on one school.

ii) Schools are responsible for presenting any cases listed above to the Lead Officer for Fair Access. The Lead Officer for Fair Access may utilise the local representative from the Protocol Steering Group for guidance and reference; however, the County Council reserves the right to start the formal process of direction to a school, if a school refuses admission and no local agreement can be reached. If schools have Academy status, referral to the EFA will follow.

iii) Where necessary for a child with significant challenging behaviour, the Area Behaviour Partnership and the identified school will then work together to ensure the pupil is ready for admission, looking at risk assessments, continued support required, and where applicable, additional funding support via presentation at high needs/behaviour partnership meetings.

6. Refusal to Admit Children and Direction to Admit

i) Admission authorities **must not** refuse to admit children in the normal admission round on the basis of their poor behaviour elsewhere. (SA Code 3.8)

ii) Where a pupil has been permanently excluded from two or more schools there is no need for an admission authority to comply with parental preference for a period of two years from the last exclusion. The twice excluded rule does not apply to children who were below compulsory school age at the time of the exclusion, children who have been re-instated following a permanent exclusion (or would have been had it been practicable to do so), and children Education, Health and Care Plans.' (SA Code 3.8). It also does not apply to any exclusion which has been quashed by an Independent Review Panel.

iii) Where a admission authority does not wish to admit a pupil with challenging behaviour outside the normal admissions round, even though places are available, it can refuse to admit the child if the Fair Access Protocol applies, but **must** refer the case to the local authority for action under the FAP. This will normally only be appropriate where a school has a particularly high proportion of children with challenging behaviour or previously excluded children. The points system will confirm or otherwise and support the case for any school found to have a disproportionate number of pupils with challenging behaviour.

iv) If the situation above applies, the case must be referred to the Lead Officer for Fair Access for consideration. The Lead Officer will expect to see evidence in such circumstances of the:
- particularly high proportion of children with challenging behaviour, and/or,
- particularly high proportion of previously excluded children, and/or
- Implications of the admission of an additional pupil with challenging behaviour.

v) The Lead Officer will then consider the case made by the school. The Lead Officer may consult with a member of the Protocol Steering Group for the area in deciding whether the FAP does apply.

vi) This provision will not apply to a looked after pupil, a previously looked after pupil or a pupil with an Education, Health and Care Plan naming the school in question, as these children **must** be admitted. (SA Code 3.12).

vii) Having concluded that the FAP does apply to a child, the Lead Officer will consider which school within the relevant Area Behaviour Partnership to refer the child to, taking into account points currently held by schools in the relevant area as a result of the application of Chart One and Chart Two, and also the Further Considerations listed in Section 5.

viii) **Admission authorities in Warwickshire are required to comply with the terms of this Fair Access Protocol and, as a result, should therefore admit any pupil referred to the school under the FAP.** If an admission authority refuses to admit a child, but the County Council remains of the view that it is the most appropriate school for the child, then the County Council will follow statutory steps under the School Standards and Framework Act 1998, either to direct admission or to make an application for direction to the Education Funding Agency, as appropriate.

ix) It is usual for Admission Authorities to delegate authority concerning aspects of admissions to Head Teachers. Letters will however be addressed to both, to ensure that a timely response is received to correspondence in order to avoid delays.

7. Managed Move Process

i) Individual Area Behaviour Partnerships operate Managed Move processes, designed to transition pupils who are at risk of permanent exclusion into new school settings. These processes are not operated by Warwickshire County Council, but are supported where they offer an opportunity for a fresh start for a pupil with challenging behaviour, and where both schools involved, as well as the parent / carer of the child in question, are supportive of such a move.

ii) Such processes operate independently of the Fair Access Protocol and this section is provided as guidance only.

iii) All managed moves should initially be for a maximum period of no more than 12 school weeks, extendable by one period of six school weeks in exceptional circumstances.

iv) If a managed move process breaks down, the child will be expected to return to their original school placement.

APPENDIX B
Example letter to school

For the attention of

Dear Headteacher

Re: **DOB:**   **NCY:**

This child has been referred to the School Admissions Team. From the information and history gathered, we have established that the child meets the agreed criteria described in the Warwickshire Fair Access Protocol.

The Fair Access Protocol (FAP), is designed to ensure that – outside the normal admissions round – unplaced children, especially the most vulnerable, are offered a school place as quickly as possible, so that the amount of time any child is out of school is kept to a minimum. The local authority must ensure than no school, including those with available places is asked to take a disproportionate number of children who have been excluded from other schools or who have challenging behaviour.

Admission authorities must comply with the FAP and are therefore expected to admit a child where the school is identified as the appropriate placement. Enclosed is a copy of the FAP which explains the process, who falls into its remit and how school places are identified.

xxx School is the identified school for ...... due to the School's position in the protocol ranking and an analysis of other factors relevant to the case.

The following are relevant details regarding the above-mentioned pupil:

Child's home address;

Parent / Carer name;

Parent / Carer contact details;

Previous school attended;

Other Agencies Involved;

Reason for Referral:

xxxxxx
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APPENDIX B
Brief History to aid admission and induction:

xxxxxx

Timings

Please make arrangements to ensure that ..... is placed on roll at your school. You should notify the County Council as to whether you agree to admit the child as soon as possible, and at the very latest within 10 school days, with a start date notified to the child's parent / carer and the County Council within a further 5 school days.

If you feel that the school cannot admit ....., you will be required to send further information in writing, stating your reasons and evidence for refusal within 10 school days. Any information you provide will be considered as a matter of urgency by the Lead Officer for Fair Access and, where necessary, further advice will be sought from a member of the Protocol Steering Group to achieve a speedy resolution.

Thank you for your co-operation in this matter. I look forward to receiving a response from the school within 10 school days and confirmation that a start date has been arranged for the child within a further 5 school days. I would be grateful if you would complete the reply slip on the bottom of this letter and return it to the email address stated below.

If you need any further information about placements made under the Fair Access Protocol please do not hesitate to contact myself on the number above.

Yours sincerely

Lead Officer for Fair Access

CC:

Behaviour and Attendance partnership advisor for the area

Example - Protocol Steering Group Representative

Governors / Trustees

APPENDIX B

REPLY SLIP

Please complete this slip and return it to the Senior Admissions Officer, within 10 school days) from receipt of this letter. Alternatively forward electronically to xxxxx email for the attention of the Lead Officer for Fair Access stated on the letter.

Re: **DOB:**   **NCY:**

We confirm that the above mentioned child will be admitted to xxxx School under the agreed Fair Access Protocol.

The planned start date for this child is_____

Signed _____ Date _____

APPENDIX B

Example parent letter

Dear parent

RE: **DOB:**   **NCY:**

Warwickshire County Council has been seeking a school place for ...... and we would like to take this opportunity to keep you informed of the progress we are making, and seek your views on our proposals.

We are considering naming [School Name] and asking them to admit your child. Before doing so however we are seeking your views on this proposal. Any comments that you have to make will be of benefit to the County Council in reaching its final conclusion. We should be grateful if you would let us know any thoughts that you have by no later than [X].

Please note that there is no duty for the Local Authority (WCC) to comply with parental preference when allocating places through the Fair Access Protocol, as we must ensure that no school is asked to take a disproportionate amount of children who have been excluded from other schools, or who have challenging behaviour. The school we have approached might not necessarily be your preferred school.

Enclosed is a leaflet explaining the Fair Access Protocol in more detail. Please be assured we are committed to finding the most appropriate setting for your child at this time.

Yours sincerely

Dear,

RE: **DOB:**   **NCY:**

Further to our previous letter notifying you that a school place had been identified for ..... under the Fair Access Protocol (FAP), we are now in a position to inform you that we do intend to name [School X].

We regret that this is not one of the schools stated on your application; however, when allocating places via the FAP, there is no duty for the Local Authority to comply with parental preference. The purpose of the FAP is to ensure that no school in an area, including those with available places, is asked to take a disproportionate number of children who have been excluded from other schools or who have challenging behaviour.

In accordance with the School Standards and Framework Act 1998 you have the right to appeal against the decision to refuse your preferred school. To request an appeal pack *to be completed in regards to where the parent has to obtain an appeal pack from dependant on the school parent has applied for.*

If the school have not yet made contact with you to arrange admission, you will need to contact the school direct on xxxx. This offer is subject to documentary evidence confirming your child's date of birth.

Please complete the reply slip and return to the school by the date specified below.

We hope that .... will be happy and successful at this school.

Yours sincerely

Senior Admissions Officer

APPENDIX B
Appendix 1

In Year time line

Day 1

Warwickshire Admissions Team receives completed application form from parent

1. Form scanned onto Synergy,
2. Details of application loaded to Synergy
3. Application acknowledged
4. Application sent via 'welearn' secure site to 1st preference school

Day 2 – 4

The school should respond with an outcome within 2 school days. The application sent to the first preference school will be accompanied by a child data sheet which includes a section for the school to complete, either offering the place or refusing and identifying the reasons for refusal.

Day 10

If place offered, application amended on Synergy to reflect offer and letter issued to parent.

If place refused as year group is full, Synergy updated to reflect refusal, letter sent to parent notifying them of outcome. Application sent to next preference (previous process repeated) or 'unplaced' offer made if appropriate

No response received from school, a further letter will be sent from the Manager for School Admissions asking the school to respond with 2 days

If school refuses citing FAP criteria as reasons for refusal, the Admissions Officer will refer the case to FAP officer. If the refusal is concurred the case will be referred through FAP

Escalation procedure to commence, initiated by the Manager for School notifying school of action to be taken

Day 15

School can refer to OSA, LA can inform the EFA or direct if under LA's responsibility

Day 20

On roll status updated on Synergy via ADA

If child is not on roll, identify why and if necessary refer to CME Officer

Fair Access time line

Day 1

In Year Application made by parent/carer

'Fair Access (FAP)'

'In Year' (see In Year flow chart)

Day 2

Admissions Officer begins case work to assist placement process – to be completed within 5 school days

Application sent to preference school for consideration, cycle should be completed within 10 school days

Day 6

FAP Officer confirms next school in area to take student, school approached and given 10 school days to respond

School refuses to admit, escalation process begins

School agrees to take student, start date confirmed – to be completed within 5 school days.

Checks made on ADA to confirm student on roll

Child on roll, case closed

Child not on roll, investigate and if necessary inform CME Officer

Working for Warwickshire

Appendix C

EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Fair Access Protocol

Warwickshire County Council

Equality Impact Assessment/ Analysis (EqIA)

Group	Communities
Business Units/Service Area	Education and Learning
Plan/ Strategy/ Policy/ Service being assessed	Fair Access Protocol
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	It is an existing policy / service which is subject to review. **June 2016**
EqIA Review team – List of members	Cheryl Wild
Date of this assessment	22/05/2018
Signature of completing officer (to be signed after the EqIA has been completed)	**C. Wild**
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>**YES**</u> **/ NO**
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

Warwickshire County Council

Working for Warwickshire

Appendix C

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)
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Fair Access Protocol			✓			✓		✓				✓		✓				✓			✓		

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/ <u>NO</u>**
Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities? **If yes please explain how**.	**YES/ <u>NO</u>**

Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining	
(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	i) The School Admissions Code 2014, issued under section 84 School Standards and Framework Act 1998, requires each local authority to have in place a Fair Access Protocol (FAP) agreed with the majority of schools in its area. The requirement is supplemented by further advice from the Department for Education (DFE) 'Fair Access Protocols: Principles and Process' published in November 2012. This sets out some principles to clarify the expectations on all state funded schools (including academies and free schools etc.) as well as all other admission authorities to ensure that FAP's operate effectively at a local level.
	ii) The purpose of the Protocol is to ensure that – outside the normal admissions round - unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Protocol also seeks to ensure that no school - including those with available places - is asked to take a disproportionate number of children who have been excluded from other schools, or who have challenging behaviour.
	iii) Fair Access Protocols should not be used as a means to circumvent the normal in year admissions process. A parent can apply for a place as an in year admission for their child at any time, to any school outside the normal admissions round and is entitled to an appeal when a place is not offered.
	iv) All admission authorities **must** participate in the Fair Access Protocol in order to

ensure that unplaced children are allocated a school place quickly. There is no duty for local authorities or admission authorities to comply with parental preference when allocating places through the Fair Access Protocol.

2.   The Warwickshire context and statutory guidance

i)   The Fair Access Protocol (FAP) for Warwickshire has been written in accordance with paragraphs 3.9 – 3.23 of the School Admissions Code 2014, and the DFE's departmental advice November 2012 in partnership with a representative from a local school in each area of the County forming a Protocol Steering Group (PSG) that will review the process annually;

ii) 'All admission authorities must participate in the Fair Access Protocol (including Academies, all types of Free Schools, University Technical Colleges and Studio Schools) in order to ensure that unplaced pupils are allocated a school place quickly'; (SA Code 3.11 & DFE Guidance Nov 12)

iii) 'The operation of the Fair Access Protocol is triggered when an eligible pupil has not secured a school place under normal in-year admission procedures'. The Fair Access protocol is in addition to our In Year procedures. (SA Code 3.10, 2.21 and DFE Guidance Nov 12)

iv) Fair Access Protocols should not be used as a means to circumvent the normal in year admissions process. A parent can apply for a place as an in year admission for their child at any time, to any school outside the normal admissions round and is entitled to an appeal when a place is not offered.

v) Where a child has been permanently excluded from two or more schools there is no need for an admission authority to comply with parental preference for a period of two years from the last exclusion. The twice excluded rule does not apply to children who were below compulsory school age at the time of the exclusion, children who have been re-instated following a permanent exclusion (or would have been had it been practicable to do so), and children with special educational needs statements or Education, Health and Care Plans. (SA Code 3.8 & DFE Guidance Nov 2012).

vi) Children allocated a place under the Fair Access Protocol will take precedence over those children already on the school's waiting list; 'Fair Access Protocol, must take precedence over those on a waiting list.'(SA code 2.14).

vii) Schools cannot cite oversubscription as a reason for not admitting a pupil under the Fair Access Protocol. Year 11 pupils, unless falling into a relevant category within Chart 1 are not part of the protocol and schools will be expected to accept Year 11 pupils in accordance with their published admissions arrangements. We do not advise that year 11 pupils transfer school as a pupil can be greatly disadvantaged by a change of school during their GCSEs, particularly when the same subjects and/or syllabi may not be available upon such a change. When deciding on whether to apply for a transfer out of the current school parents will be advised to consider that work is not transferable between schools and exam boards can rarely be matched and coursework is monitored and cannot be re-done.

viii) All parents/carers should discuss any requests to transfer with the current school to see if any issues can be resolved and if the child can continue their education without interruptions to their GCSEs.

	ix) Any requests for placements under the Protocol will be made via School Admissions/Fair Access or the SEN teams once an appropriate school has been identified. ABPs (Area Behaviour Partnership) will, once a child has received intervention work, refer all cases back to admissions to enable a school to be identified. It is not the role of ABPs to place pupils into schools via the Protocol. x) Warwickshire has in place Area Behaviour Partnership groups. It has been agreed via the Schools Forum and area Heads meetings, that all pupils will either be placed on the roll of a school identified via the protocol, or, will be placed on the roll of a registered alternative provider. Funding has been devolved to ABP teams to meet these requirements. The identified school will be expected to organise and monitor the child's progress in such provision. xi) Warwickshire has a number of grammar schools all of whom wish to participate in the operation of the protocol. If a grammar school is identified as the most appropriate setting for a pupil that is currently being placed via the protocol, the following process will be followed. If the pupil has not already been found to be of suitable academic ability for the relevant cohort then they will sit a test to identify their levels of ability and whether they may cope with the academic structure and curriculum within grammar schools. The results will be compared to those of the cohort that they would be joining. If they fall within the range set out by each grammar school consideration will be given by the grammar school for a placement.
(2) How does it fit with Warwickshire County Council's wider objectives?	By ensuring children are able to continue to access education it fits in with WE 2 of the Education Strategy.

(3) What are the expected outcomes?	The Fair Access Protocol's aim is to ensure every pupil residing within Warwickshire, eligible to be placed via the protocol, has access to the most appropriate education provision within a timely manner, thus avoiding time out of education.
(4)Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	The Fair Access Protocol is designed to ensure all children have access to the most appropriate education provision. This could benefit any of the above groups with protected interests.
Stage 2 - Information Gathering	
(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 School Admissions Code 2014, issued under section 84 School Standards and Framework Act 1998, requires each local authority to have in place a Fair Access Protocol (FAP) agreed with the majority of schools in its area. The requirement is supplemented by further advice from the Department for Education (DFE) 'Fair Access Protocols: Principles and Process' published in November 2012. This sets out some principles to clarify the expectations on all state funded schools (including academies and free schools etc.) as well as all other admission authorities to ensure that FAP's operate effectively at a local level. Data evidenced pupils out of education for long periods of time showed the need for a more robust system of challenge and fair distribution of challenging pupils. The policy is designed to reduce time out of education by implementing the legal process of direction much earlier.
(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?	Details of the proposed new Fair Access Protocol were emailed to Warwickshire State Funded Secondary School Headteachers on Monday 16th April 2018 and advised the consultation process would run until Friday 18th May 2018. They were asked to acknowledge receipt and give feedback by the deadline.

	At the close of the consultation 33 out of 36 (92%) secondary schools provided some form of response to the proposed protocol. Of the schools that responded, 23 said 'Yes' to the statement 'Do you agree to the implementation of this Fair Access Protocol for September 2018?' 8 schools replied 'No', however, following responses from the Lead Office for Fair Access and the Legal Team 3 schools changed their responses to 'Yes'. Two other schools emailed in their 'Yes' response but did not complete the online feedback form. This means in total 28 out of 36 (78%) secondary schools are in agreement with the proposed Fair Access Protocol, with 4 schools maintaining their 'No' response, one school verbally saying 'No' but not completing the online feedback and only 3 schools not giving any response at all.
(3) Which of the groups with protected characteristics have you consulted with?	Details of the proposed new Fair Access Protocol were emailed to Warwickshire State Funded Secondary School Headteachers.
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	DISABILITY	GENDER

	MARRIAGE/CIVIL PARTNERSHIP	AGE	GENDER REASSIGNMENT
	RELIGION/BELIEF	PREGNANCY MATERNITY	SEXUAL ORIENTATION
(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?	The purpose of the Protocol is to ensure that – outside the normal admissions round - unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. The Protocol also seeks to ensure that no school - including those with available places - is asked to take a disproportionate number of children who have been excluded from other schools, or who have challenging behaviour. The policy does not		

	distinguish between race, gender etc. but does ensure equality across all pupils who are placed via this process.
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	In implementing the Fair Access Protocol we will work closely with schools, colleges, parents, students and all other relevant parties to ensure children are allocated a suitable education provision. The policy does not include pupils who would be in receipt of an EHCP as these pupils are placed via our SEND team.
(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 quickly provided with education provision.
(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.

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.	EqIA Action Plan				

EqIA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments
To review / revise the document following consideration by Corporate Board / O&S.	Cheryl Wild	January – May 2018		Completed
To review / revise the document	Cheryl Wild	May 2018		Completed

	following consultation exercise				
	To review / revise the document following implementation.	Cheryl Wild	February 2019		
(2) Review and Monitoring State how and when you will monitor policy and Action Plan	The policy 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 22/05/2018 and will be reviewed on an annual basis.

Cabinet

14 June 2018

Capital Investment Fund 2018/19 Quarter 1 Report: Lawford Road/Addison Road Rugby, Casualty Reduction Scheme

Recommendations

That Cabinet:

1) Approve the addition of the Lawford Road/Addison Road Casualty Reduction Scheme to the capital programme at a cost of £0.847 million, split as £0.678 million in 2018/19 and £0.169 million in 2019/20.

2) Approve the allocation of £0.783 million of Capital Investment Fund (CIF) to fund the scheme, with the remaining £0.064 million coming from Members' delegated Budgets and to be used preferentially ahead of CIF funding in 2018/19.

3) Agree that any funding above the level approved needed to meet risks and contingencies is found from the existing resources of the Transport and Economy Business Unit.

4) Agree that funding allocated to the project will be reduced on a £ for £ basis if alternative sources of funding become available.

1.   Purpose of this report and context

1.1.   As part of the 2017/18 budget, Council approved the creation of the Capital Investment Fund (CIF) to provide an approach to funding capital schemes in support of the delivery of OOP 2020. Members approved a four stage approval process for projects seeking funding from the CIF that would be run on a quarterly basis:

- Stage 1: A service specific internal approval process, the conclusion of which is a bid to an Evaluation Panel submitted by the relevant Head of Service.
- Stage 2: The CIF Evaluation Panel provides a technical evaluation and commentary on the proposal that results in a recommendation to Corporate Board.

- Stage 3: Corporate Board review the evaluation and support/reject the proposal going forward to Members.
- Stage 4: For those schemes Corporate Board support, Cabinet/Council approve/reject the allocation. If approved the scheme is added to the authority's capital programme.

1.2.   Following the additional resources allocated to the CIF in the budget on February 6th 2018, and subsequent approval at Council on May 15th 2018 of an allocation of £10.000 million to the A46 Stoneleigh scheme, the CIF now has £59.035 million to be allocated over the next three years:

2018/19 £m	2019/20 £m	**Total £m**
51.535	7.500	**59.035**

1.3.   A number of schemes have been identified as "priority" schemes with notional CIF allocations, subject to approval by Cabinet and/or Council as they formally bid into the fund. The scheme in this report relates to one of those priority schemes, Casualty Reduction/Junction Improvements, which had a notional allocation of £5.000 million. Approval of this scheme will therefore leave the CIF with a total of £58.252 million for future allocations.

2.   Description of the Scheme

2.1.   The project aims to tackle a long-standing casualty hotspot for traffic collisions resulting in personal injury. The junction of Lawford Road and Addison Road in Rugby features consistently on the County's annual list of junctions with a poor safety record.

2.2.   The proposed improvements to the road layout will be beneficial to all road users but especially vulnerable road users such as pedestrians and cyclists, the latter being involved in a significant percentage of collisions at the site.

2.3.   The scheme involves:
- Provision of compact roundabout to replace existing mini-roundabout at junction of Lawford Road and Addison Road
- Realignment of Lawford Road and Addison Road carriageways into new roundabout junction
- Removal of existing dedicated left turn lanes from Addison Road and Lawford Road (westbound)
- Provision of dedicated cycleways to remove some cyclists from the carriageway prior to the new junction
- New puffin crossing on Lawford Road

2.4.   A road layout showing the proposed new junction design is included at
        Appendix A.

2.5.   The total cost of the scheme is £0.847 million (£0.678 million in 2018/19 and
        £0.169 million in 2019/20). This will be funded by £0.064 million from
        Members' delegated budgets (Cllrs Butlin and O'Rourke have agreed to this)
        to be used in 2018/19; the remainder of £0.783 million is to come from the
        CIF.

3.   Evaluation by the Panel

3.1.   The Panel has considered the bid and scored the scheme at 82.6/100. The
        scores awarded in each section were:

        • Alignment with the organisation's strategic objectives: 13.2/15;
        • Financial viability: 26.4/30;
        • Asset enhancement (community capacity and well-being): 36.0/45;
        • Political, social and environmental impact 7.0/10.

3.2.   The Panel's full comments are summarised in **Appendix B**. This is a very
        highly scoring scheme and the Panel recommend it to Cabinet for approval.

4.   Background Papers

        None

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Report Author	Vicki Barnard	vickibarnard@warwickshire.gov.uk
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Joint Managing Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Peter Butlin	peterbutlin@warwickshire.gov.uk

Appendices

Appendix A – Scheme Layout

Appendix B – CIF Panel comments

This report was circulated to the following members prior to publication:

Cllr Seccombe, Cllr Butlin (local member), Cllr Timms, Cllr Singh Birdi, Cllr Maggie
O'Rourke (local member), Cllr Boad

Appendix A

PROPOSED
CONTROLLED
PEDESTRIAN
CROSSING

EXISTING
CONTROLLED
PEDESTRIAN
CROSSING

Garage

90.5m

318

308

298

286

274

272

264

254

252

250

244

238

Recreation Ground

Recreation
Ground

Royal Oak
(PH)

El Sub Sta

PCs

LAWFORD ROAD

ADDISON ROAD

JUBILEE STREET

PINFOLD STREET

Christian
Life Centre

Posts

Depot

GVC

Garage

LB

93.3m

95.1m

93.0m
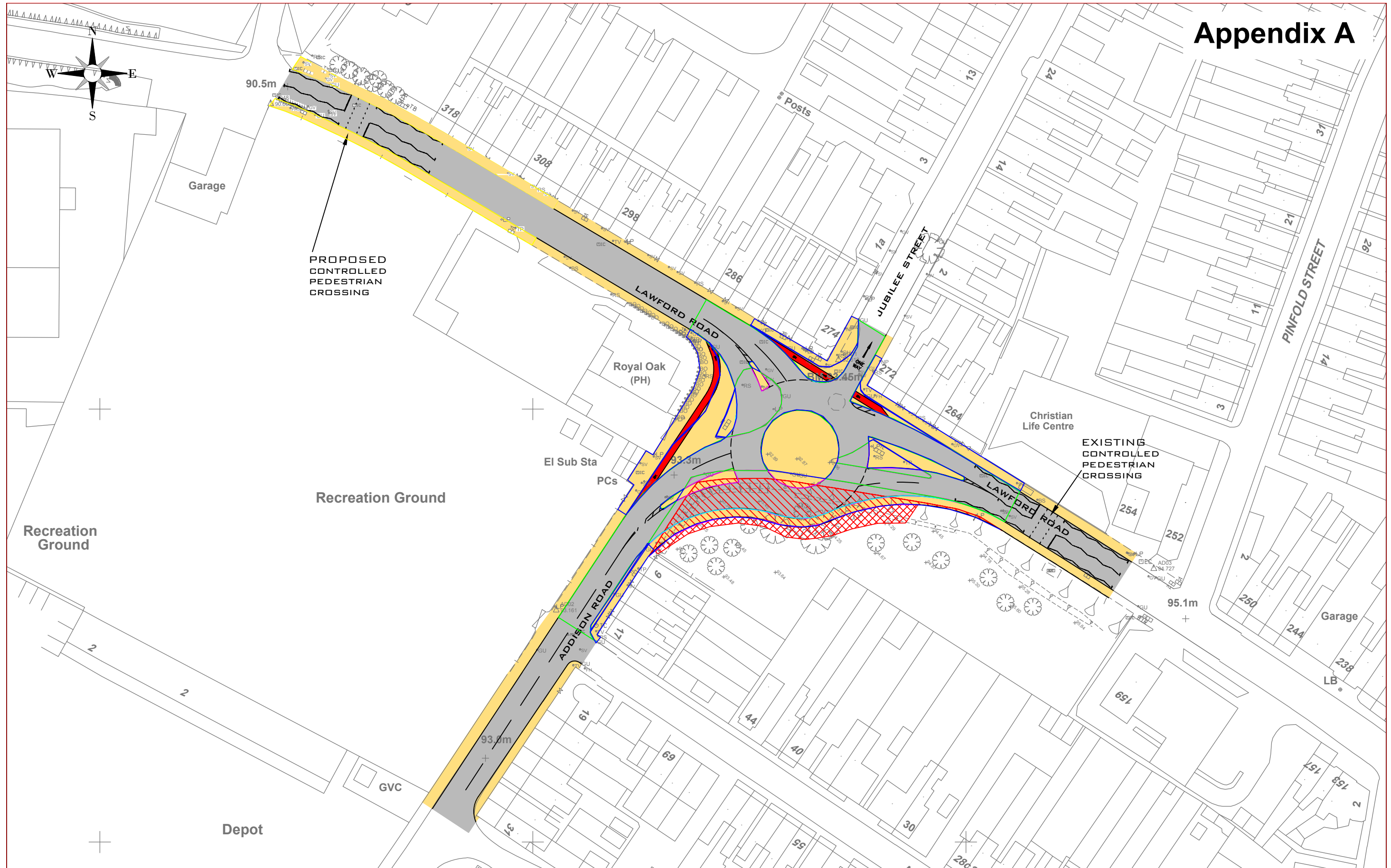
Warwickshire
County Council
**TRANSPORT
AND ECONOMY**

www.warwickshire.gov.uk
mailto:communities@warwickshire.gov.uk

Traffic & Road Safety
Communities,
Shire Hall Post Room
Warwick, CV34 4SP
Tel : 01926 410410

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NOTES

REV	DATE	BY	CHK	AMENDMENT
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-	--/--/--	-	-	-
-	--/--/--	-	-	-
-	--/--/--	-	-	-
-	--/--/--	-	-	-

Drawing title
**Casualty Reduction Scheme
Lawford Road/Addison Road
Rugby**

Project title
Lawford Rd CRS

Drawn by	Checked by
SH	**GP**

Date
September 2017

Scale
NTS @ A3_L

Drawing number
TR10433

Lawson Road/Addison Road Casualty Reduction Scheme Development - CIF Panel Comments

In considering the CIF bid, the panel made the following comments:

- Overall, the panel strongly supported the bid and scored it highly, at 82.6/100.
- The largest remaining risk is probably around the acquisition of the necessary land. The bid indicated that discussions were underway with Rugby Borough Council, the landowner, but the purchase remains to be confirmed. If the necessary purchase cannot be negotiated the Council will presumably either have to consider a new design or enter into CPO procedures. However the risk of this outcome is felt to be low given the local support for the scheme.
- The scheme is the tenth most accident-prone junction in Warwickshire; the panel requested more detail on why the top nine were not being addressed ahead of this junction. The project manager has since supplied information that shows that schemes are in progress (and either will be funded from existing budgets, from developer funding or from CIF bids to be made in the near future) for eight of these sites. The remaining site is judged not to have a treatable pattern of collisions.
- The panel noted that the key benefit of the scheme is to reduce the number of accidents and were satisfied by the evidence that this was likely to be the outcome of the suggested modifications. A number of other benefits such as reduced travel time and queue length may also be delivered but these are more marginal.
- However the panel noted that the bid contained no commitment to measure the impact of the junction changes on the key deliverables. The panel recommends that steps are taken to assess the success of the scheme after the works are complete, and that this should be a standard commitment for all Casualty Reduction CIF bids.
- The panel noted that the bid quotes the support of local members, the MP and the police, but does not provide direct evidence (such as a copy of the letter or email received). The scheme is expected to be supported locally as members of the public have complained about the existing junction to Members, but formal consultation with the community is yet to be undertaken. This is planned for later summer 2018.

Cabinet

14 June 2018

Transformation Update

Recommendation

That Cabinet endorses the proposed future direction, the planned activity and the design principles for the Council's transformation programme as set out in this report.

1.0   Key Issues

1.1   The Council's One Organisational Plan 2020 (OOP) sets out a clear vision to make Warwickshire the best it can be, together with our two priorities to support communities and people, and deliver a vibrant economy. We are clear within the OOP that we need to use our resources differently and transform the way we deliver and commission services.

1.2   In support of the OOP, the Council is transforming the way that it works in a number of different service areas. Members will be aware of many of the more significant transformation projects that are being undertaken in a number of areas including children's (such as the 0-5s redesign and social worker recruitment) and adults (such as greater integration between health and social care).   Activity is also underway, as part of a council-wide transition, aimed at more digital service delivery, transforming our service offer around the needs of the customer, integrating service pathways and automating customer processes.

1.3   This activity all forms part of our existing One Organisational Plan 2020 and is set against a backdrop of increasing demand for our services and a challenging financial landscape for local government. However for service delivery to be sustainable into the future we need to build on our existing transformation activity and develop a new and different model of operating which is fit for the future. This report provides an update on this work and asks Cabinet to endorse the proposed future direction and the design principles as set out in this report.

2.0   Progress to date

2.1   Over the past three months, an exercise has been undertaken to gather evidence and data from across the organisation to gain a shared understanding and a baseline picture of the way in which we currently work and deliver our services.

2.2   The data gathered has helped to inform the development of a new set of design principles which will set the framework for the way in which the Council will operate into the future. The design principles (Appendix) are simple and specific statements which will ensure that we have a consistent approach to how we work across the whole organisation, focused on;
- What we do;
- How we do things;
- How we will work

2.3   Further analysis of the data that has been gathered is underway to inform development of a new operating model for the Council which will enable our two strategic priorities to be delivered, underpinned by a single strategic direction. Whilst it is recognised that this work is likely to mean changes to the way in which the Council operates in all service areas and across all levels, our direction will continue to be underpinned by more effective demand management, better use of digital channels and technology to streamline our ways of working, working differently with partners and communities to provide new and innovative service delivery models and focusing our activity and efforts in support of our most vulnerable residents and a sustainable local economy.

2.4   This more detailed design work is at the early stages and will continue through to the winter. The outcome of this work will help us to start thinking about how we change and reshape services post 2020 so that they are sustainable and fit for the future. It will also enable us to align our future service delivery with our financial and budgetary modelling, looking beyond our current savings plan which runs to 2019/2020.   As part of this work, we will also be seeking to organise ourselves around achieving our outcomes by adopting flatter structures to simplify decision making. This will mean changes to the officer structure starting at the Heads of Service level and this will involve a consultation process with staff.   We expect to bring back details in relation to the management structure at this level to Cabinet and Council in July, for implementation by the autumn. Throughout this work, we are also continuing to communicate and engage with staff more widely through a series of briefings, workshops and forums.

3.0   Timescales associated with the decision

3.1   Further reports will be brought back to Cabinet/ Council in relation to this work and the Council's transformation programme as appropriate.

Background papers

None

	Name	Contact Information
Report Author	Claire Corbett, Transformation Lead	clairecorbett@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Cllr Kam Kaur	kamkaur@warwickshire.gov.uk

The report was circulated to the following members prior to publication:
Local Member(s): N/A

Other members: Councillors Kaur, Timms, Boad, Pandher and O'Rouke.

OOP 2020 | Doing things better

Design Principles

What we do

We will only commission activities that contribute to our outcomes

We will organise ourselves around achieving our outcomes

We will use data to inform what we do

We will invest in activities that strengthen economic sustainability
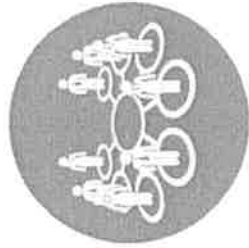
How we do things

We will enable our customers to support themselves

We will build resilient self supporting communities

We will retain our role as the commissioner of our outcomes

We will have a mixed economy of service delivery arrangements

How we will work

We will work collaboratively with our partners

We will be innovative and creative in our way of working

We will take accountability, ownership and responsibility for our performance

We will be lean, efficient and agile in the way we work

Cabinet

14 June 2018

GP Services Task and Finish Group

Recommendations

That Cabinet:

1) Receives and comments on the report of the GP Services Task and Finish Group, as approved by the Adult Social Care and Health Overview and Scrutiny Committee.

2) Considers the recommendations shown in Section 2 of the attached report, particularly those which concern lobbying the Government and recommendations made for actions by the County Council.

3) Confirms its decisions to the Adult Social Care and Health Overview and Scrutiny Committee in order that implementation of agreed actions can be monitored.

4) Notes that the Warwickshire Health and Wellbeing Board will also be invited to consider and respond to the issues for the wider Coventry and Warwickshire health 'system'.

1. Report of the Task and Finish Group (TFG)

1.1 At its meeting on 13 September 2017, the Adult Social Care and Health Overview and Scrutiny commissioned this task and finish review of GP Services. The drivers for a review at this time were the GP Five Year Forward View and to understand the impact of projected residential development throughout the County.

1.2 The objectives of this review were:

- To gain an understanding of service demand and levels of pressure on GPs.

- To identify the potential to reduce these pressures and particularly areas where the County Council has an influence, including through the Health and Wellbeing Strategy and Clinical Commissioning Group (CCG) strategies.

- An education role to reduce unnecessary GP appointments.

- Directing people to the appropriate health services including pharmacies or NHS helplines.

1.3 The TFG invited contributions through a number of evidence gathering sessions over the period October 2017 to February 2018, before meeting in March to consider the

draft review report. A list of the meetings and key discussion areas are set out below. The detailed evidence gathered from these sessions is provided as an appendix to the review report.

24 October   Context from the Director of Public Health
20 November   Presentations and evidence from Public Health and CCGs
5 December   Presentations and evidence from the Warwickshire Local Pharmaceutical Committee and Healthwatch Warwickshire
17 January   Evidence from the Warwickshire Local Medical Committee
19 February   Evidence from Infrastructure Delivery Manager and district and borough council planning officers

1.4   The TFG noted a number of recurring themes from the different evidence sources. This led to the formulation of the conclusions and recommendations shown in the review report from page 6 of the document, which is attached at the Appendix. The recommendations are grouped under the categories of:

- National issues – those that cannot be resolved for Warwickshire in isolation and require recommendations for national assistance.
- Those which require a Coventry and Warwickshire 'system approach'. These are areas to be considered by the Health and Wellbeing Board.
- Those which can be progressed by an individual agency, through recommendations to commissioners or providers of services.

1.5   The report was considered and approved without amendment at a meeting of the Overview and Scrutiny Committee held on 9 May 2018. Cabinet is asked to review the document, commenting on the findings and the recommendations made to respond to the issues identified.

Background Papers
None.

	Name	**Contact Information**
Report Author	Paul Spencer	01926 418615 paulspencer@warwickshire.gov.uk
Head of Service	Sarah Duxbury	
Joint Managing Director	David Carter	
Portfolio Holder	n/a	

The report was circulated to the following members prior to publication:

Local Member(s): None
Other members: Councillors Les Caborn, Wallace Redford, Clare Golby, Dave Parsons and Kate Rolfe.

GP SERVICES
TASK AND FINISH GROUP
FINAL REPORT

March 2018

Working for Warwickshire

CONTENTS   PAGE

1.0   Introduction

1.1   Executive Summary

Through this comprehensive review process, members have considered substantial written information and held four evidence gathering sessions, with representatives from a wide range of organisations. This resultant report proposed a number of recommendations which were approved by the Adult Social Care and Health Scrutiny Committee. It will be submitted to Cabinet, the Warwickshire Health and Wellbeing Board and partner organisations to consider. The recommendations can be seen at Section 2 (Page 6 onwards) and are grouped under the headings of:

National Issues - The evidence consistently showed a range of issues that will require national support and direction.

Issues for the Coventry and Warwickshire 'System' - As system leaders, the Coventry and Warwickshire Health and Wellbeing Boards are able to coordinate service delivery within the component organisations.

Areas within the control of an individual agency - The TFG makes recommendations for changes by the agency responsible for that service.

1.2 Appointment

The Adult Social Care and Health Overview and Scrutiny Committee (OSC) appointed a member task and finish group (TFG) to conduct a review of GP Services. It was agreed to co-opt representatives of district and borough councils to ensure the five areas of the County were represented. Through a scoping exercise, the TFG agreed to focus on the following areas:

- Primary Care profile in Warwickshire to include resources, demand, outcomes, quality.
- Primary Care Estate.
- Response to population changes and local plans.
- Community Resilience and Social Prescribing (subsequently, this aspect was withdrawn; another task and finish review is focussing on community capacity).

It was explicitly agreed that the review would not include patient experience, screening services, health checks and self-harm.

1.3   Members and Contributors

The eight members appointed to the Task and Finish Group were Councillors Margaret Bell (Chair, also representing North Warwickshire Borough Council), Keith Kondakor, Penny O'Donnell (Stratford District Council), Anne Parry, Dave Parsons, Pam Redford (Warwick District Council), Jerry Roodhouse and Jill Simpson-Vince.

The Task and Finish Group was supported throughout the review by The Director of Public Health, two of his staff and the Democratic Services Team. External support was provided by Clinical Commissioning Groups (CCGs) both through Chairs and executive officers, Healthwatch Warwickshire, with contributions from the local pharmaceutical and medical committees, planning officers from district and borough councils and the County Council's Infrastructure Development Manager.

1.4   Evidence

In order to achieve an understanding of the review topic, the Task and Finish Group considered both primary and secondary evidence from a range of sources. This included context from Dr John Linnane, Director of Public Health, a presentation from the Public Health Department which signposted to a variety of secondary information sources and a presentation from CCGs. In Section 3 of this report you will find the detailed reports on the evidence heard and key findings.

1.5   Dates and Timescales

Stage 1:   A meeting to provide context and agree the scoping document for this task and finish review (See Appendix A) – October 2017.

Stage 2:   Consideration of primary evidence, through presentations, questioning and more general discussion over four meetings – November and December 2017, January and February 2018.

Stage 3:   The consideration of conclusions and recommendations from this Task and Finish Group (TFG) – March 2018

Stage 4:   Approval of the final TFG report by the Adult Social Care and Health Overview and Scrutiny Committee – May 2018

Stage 5:   Presentation of the TFG report to Cabinet and the Warwickshire Health and Wellbeing Board Executive – June and September 2018

2.0   Recommendations

The TFG and Adult Social Care and Health OSC make a series of recommendations grouped under the headings of 'National Issues', 'Issues for the Coventry and Warwickshire System' and 'Areas within the remit of individual agencies'. The rationale for each of the recommendations is summarised below. Subsequent sections of the report and appendices provide the detail which supports these recommendations.

1.   **National Issues** - The evidence consistently showed a range of issues that will require national support and direction.

Recommendation 1.1 – Lobbying of National Government and Others

(i)   That the Adult Social Care and Health OSC and Warwickshire Health and Wellbeing Board be recommended to lobby national government and planning authorities about the definition of infrastructure, the need for both capital and revenue funding streams and the need to recognise workforce within this context.

Rationale – Lobbying of Central Government by these bodies is recommended on the issues identified in the conclusions. There needs to be national recognition that it is not always the physical infrastructure which has limits on capacity. New housing developments should factor in the impact on workforce infrastructure and where necessary support this through developer contributions. The rules on infrastructure contributions from development, the current pooling limitations related to smaller developments and the different funding constraints on health and local authorities should all be reviewed, given the aims to integrate services.

(ii)   That the Department of Health be lobbied to strengthen communications around appropriate NHS service use.

Rationale – There needs to be a national drive to raise awareness / educate people on the appropriate use of NHS services in order to alleviate pressures on general practice and enable GPs to focus on patients with the most complex needs. This should clearly set out the full range of self help, online and face to face services available to patients and the public, such as NHS 111 and local pharmacies.

2. Issues for the Coventry and Warwickshire 'System' - As system leaders, the Coventry and Warwickshire Health and Wellbeing Boards are able to coordinate service delivery within the component organisations.

Recommendation 2.1 – GP Capacity and Service Developments

That the Health and Wellbeing Board and Adult Social Care and Health OSC receive periodic updates on GP capacity and the locally derived solutions to meet the demands of population growth, which may include alternative provider medical services and funding for new services.

Rationale – Many of the conclusions reached in relation to the national issues are recognised by health commissioners and providers. Different solutions are put in place to respond to these issues appropriate to the locality. Sharing best practice on innovative solutions and where necessary lobbying at the national level are recommended.

Recommendation 2.2 – A Unified Response to Development Proposals

That the Health and Wellbeing Board seeks assurances across the Coventry and Warwickshire health economy that a unified and coordinated approach is taken to responding to housing growth and District and Borough local plans.

Rationale – NHS organisations are responding individually to planning applications. This may have an impact on where contributions are distributed. A more unified approach should ensure contributions are given to the services with the greatest capacity needs in relation to a particular area.

Recommendation 2.3 – 'Your Health is Your Responsibility'.

That the Health and Wellbeing Board, through its constituent partners publicises initiatives under the banner of 'your health is your responsibility'.

Rationale – This links to the lobbying of the Department of Health above. National coverage about the links between lifestyle choices and health impacts. There is a role for the Health and Wellbeing Boards as system leaders to champion this message as part of the proactive and preventative work stream of Better Health, Better Care, Better Value and the 'Year of Wellbeing'.

3. Areas within the remit of individual agencies - The TFG and OSC make recommendations for changes by the agency responsible for that service or where other agencies can assist.

Recommendation 3.1 – Assisting with Communication

That Warwickshire County Council and the five district and borough councils provide support to CCGs with awareness raising and publicity. Areas where we can assist are:

- *Raise awareness / educate on appropriate use of GP services through joint communication with CCGs.*
- *Strengthen the social prescribing / care navigation offer to ensure that patients are accessing the right services at the right times.*

Recommendation 3.2 – Suggested areas for further research

That CCGs give further consideration to the following areas identified through this review process:

- *Appropriate use of pharmacies to provide additional capacity to GPs.*
- *Research how the time required for clinical correspondence between acute service providers and GPs can be streamlined to increase capacity for GPs*
- *Areas of good practice identified from reviews of GP surgeries by the Care Quality Commission and Healthwatch being shared by commissioners with all GP surgeries.*

Rationale – It is acknowledged that CCGs have plans in place and are undertaking extensive work, but they could articulate them better to local authorities and the wider population. Local authorities can assist with this communication role.

Warwickshire County Council and the district and borough councils are large employers. There are well established communication channels in each authority to publicise initiatives. Through Council departments and elected members, local authorities can assist with awareness raising of initiatives of commissioners and providers of services.

Part of the pressure on GPs is due to the inappropriate use of appointments so ensuring that referrals are made to other health and wellbeing services when necessary may help alleviate pressure. System capacity is also affected by people missing appointments. Many surgeries use text message reminders, which could be advocated to all GP surgeries as an area of best practice. There was evidence of the significant time required for clinical correspondence. Streamlining this will provide additional capacity for GPs.

Collaborative working between GPs and Pharmacists was an area discussed at some length. A recommendation could be formulated to the Health and Wellbeing Board (HWBB) to encourage the local medical and pharmaceutical committees (LMC and LPC) to work collectively on this. There were some concerns from a commissioning perspective. Ultimately this is a matter for CCGs and it will be impacted by the overall financial envelope available.

Recommendation 3.3 – Improve Communication of Service Developments.

That clinical commissioning groups (CCGs) work with district and borough councils to provide periodic briefings to the Adult Social Care and Health OSC and other Warwickshire local authorities to keep them informed of known substantial residential developments, the additional service requirements and how the CCG will respond.

Rationale - There is evidence of established communication channels and good working arrangements between the CCGs, district and borough councils and the County Council. This recommendation will ensure that the dialogue extends to elected representatives to assist with wider communication of the plans to improve health services and facilities. It could form part of an annual report on commissioning intentions.

Recommendation 3.4 – Future Review Area – Securing New / Improved facilities

That the Adult Social Care and Health OSC reviews the processes required to secure new and extended medical services. This should include potential barriers/blockages and how they can be resolved more efficiently. It is recommended that this includes consideration of pilot projects using GP clusters of flexible working arrangements to enable people to access GP services in different ways.

Rationale - Evidence gathered through this review shows the potential for delays at several stages in providing new GP practices and other services. The replacement GP practice at Brownsover in Rugby Borough demonstrates this particularly. An area for further review is how to streamline the processes associated with Section 106 contributions, the viability arguments against developer contributions, achievement of 'triggers' for funding release at the earliest possible date and then understanding how agencies can work together more efficiently to utilise the funding to deliver new services in a timely manner to meet service demand.

Warwick and Stratford District Councils secure some infrastructure contributions through the Community Infrastructure Levy. The remaining districts and boroughs use the Section 106 provisions. This is a matter for each local authority, but there may be a useful dialogue between them to secure the maximum (and consistent) contributions across the County.

Data shows that younger patients generally favour modernised flexible ways to access GP services more than some older patients. The complexity of the patient's condition also influences whether they wish to visit the same GP throughout their treatment. People with chronic, long-term conditions generally prefer to see the same doctor.

> ### *Recommendation 3.5 – Review of Contracts*
>
> ***That Strategic Commissioning revisits its contracts with residential care homes to explore opportunities to seek incorporation of primary care service provision into developments and that the relevant CCG is involved in these discussions. It is recommended that the Adult Social Care and Health OSC add this as an area to its future work programme.***

Rationale - An area for further consideration is the care sector and the impact for GPs when called to residential or nursing homes. The elderly patient cohort has the most complex healthcare needs and places the greatest level of demand on GP time and capacity. Some of the functions that GPs are now called for could be delivered in other ways. This requires a system approach to reduce calls for GP service when they could see more patients during the same time in surgery.

3.0   Overview

3.1   Background

At its meeting on 13 September 2017, the Adult Social Care and Health OSC commissioned this task and finish review of GP Services. The drivers for a review at this time were the GP Five Year Forward View and to understand the impact of projected residential development throughout the County. The areas of focus suggested were the need for extra GP surgeries, the location of additional surgeries, issues for rural areas and workforce aspects.

3.2   Objectives

The objectives of this review were:

- To gain an understanding of service demand and levels of pressure on GPs.
- Identify the potential to reduce these pressures and particularly areas where the County Council has an influence, including through the Health and Wellbeing Strategy and CCG strategies.
- An education role to reduce unnecessary GP appointments
- Directing people to the appropriate health services including pharmacies or NHS helplines.

A copy of the full scope for the review is attached at Appendix A.

4.0   Detailed Findings

4.1 Secondary Evidence

An initial presentation was provided by the Public Health department, which signposted members of the TFG to a range of information sources. Each document was considered by the Group.

4.2 Primary Evidence

The TFG invited contributions through a number of evidence gathering sessions. The detailed report of each session are provided at Appendix B (from page 21):

24 October	Context from the Director of Public Health
20 November	Presentations and evidence from Public Health and CCGs
5 December	Presentations and evidence from the Warwickshire Local Pharmaceutical Committee and Healthwatch Warwickshire
17 January	Evidence from the Warwickshire Local Medical Committee
19 February	Evidence from Infrastructure Delivery Manager and district and borough council planning officers

5.0   Conclusions and Recommendations

5.1   Findings

The Task and Finish Group noted a number of recurring themes from the different evidence sources. The conclusions and from these the recommendations fall under categories of:

- ✓ National issues – these cannot be resolved for Warwickshire in isolation and require recommendations for national assistance.
- ✓ Those which require a Coventry and Warwickshire 'system approach'. These are areas to be considered by the Health and Wellbeing Boards for Coventry and Warwickshire.
- ✓ Those which can be progressed by the County Council and other individual agencies, through recommendations to commissioners or providers of services.

5.2   National Issues

The evidence consistently showed a range of issues that will require national support and direction. It is concluded that the key aspects are:

- The traditional GP partnership model is unlikely to be sustainable.

- There are GP staffing shortages, exacerbated as 600 GP training places are not filled each year. Once trained, only two thirds of GPs are planning to work in the NHS, with many younger GPs preferring to be salaried, to work as locums, privately or going abroad. GP's are retiring early, due to a number of drivers and 40% of GPs are over 50 years of age. Part time working is a further issue.
- Service redesign needs to provide the best working model for the patient. It is important to recognise that different models will be needed for different locations, but it is equally important not to create dual systems, which will complicate working arrangements with other parts of the health system. Some patients (and GPs) are resistant to change. Data shows that younger patients generally favour modernised flexible ways to access GP services more than older patients.
- Assistance with meeting increasing service needs. There are different funding systems and constraints for CCGs and local authorities. The key funding sources arising from development are the Community Infrastructure Levy (CIL) and Section 106 agreements. Timing for the release of this funding doesn't easily fit with the increased service need arising from population growth.
- Innovative solutions are needed, including shared use of premises and co-located services to deliver a health and wellbeing approach. In rural areas there aren't the economies of scale to have co-located services.
- Each GP is a private business. It has a 'red line' boundary beyond which it is not obliged to offer services. Furthermore a practice could 'close the list' and not be required to take on additional patients within its boundary.
- There are a range of issues associated with population increases from additional housing development. Provision of capital funding (for example for a new building) is not always the solution; contributions to meet the longer term revenue costs are also needed. This is not feasible through Section 106 funding. There are limits on aggregating contributions from smaller developments as only five developments can be 'pooled' for this purpose. Lobbying to remove these national pooling restrictions could be helpful.

5.3   Issues for the Coventry and Warwickshire 'System'

As system leaders, the Coventry and Warwickshire Health and Wellbeing Boards are able to coordinate service delivery within the component organisations. The conclusions directed to these bodies comprise:

- The TFG acknowledges it is the role of CCGs to look at major site developments (and the cumulative impact of smaller developments), the existing GP surgeries covering the area and the options available to meet future population need.
- Review the timeline and the processes required for provision of a new or expanded GP practice, with agencies working cohesively to understand and remove causes for delay.

- Areas of good practice from reviews of GP surgeries by the Care Quality Commission (CQC) and Healthwatch should be shared by commissioners with all GP surgeries. It is recognised that each GP is a private business, so these can only be recommendations and not mandatory. Each practice will have differing circumstances and some recommendations won't suit all practices.
- Patient migration has been referenced. GP shortages in some locations may mean patients don't move GP when they relocate, for example from Coventry to Warwickshire. Cleansing of GP patient records is advocated There are two issues, first people who have moved within UK but not moved their registration. The second are people who came to the UK to work or study and have since left the UK. These are the ones that are called ghost patients.
- There is potential to develop the current work on care navigation. The TFG heard evidence from the Local Pharmaceutical Committee (LPC), about changes to the Herefordshire system to provide pharmacy support to alleviate some of the current pressures on GPs. This could help for example with assessment of minor ailments, medication reviews and increasing the dosage of medications authorised in advance by GPs.
- It is recognised that there is a range of complexities including an additional training need for GP receptionists to provide this 'care navigation' advice, to build relationships between the GP and pharmacists, with the benefits of co-located pharmacies being referenced. Warwickshire CCGs are training some receptionists and working with CAVA on signposting / care navigation. There was some scepticism amongst GPs and particularly the Local Medical Committee (LMC) on the capacity of pharmacy to take on further roles.
- Issues around patients not taking their prescribed medication and/or repeat prescriptions being automated where the patient doesn't continue to need some of those medicines. This is an unnecessary cost to the health system.
- For smaller/rural GP surgeries, the option of a co-located pharmacy may not be feasible. A suggestion to provide these services on rotation, or to establish rural dispensing practices, with a pharmacist as part of the team.
- Locating staff in nursing and residential care homes, to provide an initial filter, reducing avoidable GP appointments. Lost time and reduced appointment availability when the GP visits patients in the care home.
- Recognition that pharmacists, like GPs are private businesses. There are areas where pharmacy could reduce GP workloads and the Health and Wellbeing Board could consider this from a system-wide approach. There is an opportunity when commissioning new or additional services.
- Clinical correspondence and the optimisation of medical reviews are potential areas for review to enable GPs to focus more on patients.

Reducing the administrative workloads generated between acute trusts and GPs would be helpful.

If some, but not all GPs adopt the recommendations this would result in a dual system of service provision which would be less efficient than the current arrangements. A round table discussion involving GPs, commissioners and pharmacy is suggested to discuss how this approach could work in practice. A key role for the County Council to educate communities, through its elected members as community leaders and the council's staff.

- Undertaking pilot schemes where patients with minor ailments are signposted to pharmacists. A need to identify willing partners to participate in trials. The revised commissioning requirements to meet substantial housing growth in Rugby, was suggested as an area where this could be trialled.
- Commissioning of services delivered at care and nursing homes. Workforce issues associated with Brexit are significant, both for medical staff and care workers. A solution could be to train staff locally, but there is no career progression currently from care to nursing. Making care work and nursing more attractive is an area of needed change.
- Agreeing protocols with care homes to reduce unnecessary reliance on GPs and other parts of the NHS. Some care homes have policies which didn't align with NHS or national guidelines, an example being the 'no lifting' policy after a resident has a fall. A proactive approach is needed to manage demanding cases in the community and to change the culture of reliance on GPs.
- The Local Medical Committee (LMC) perceived a lack of consultation on some service development issues, despite there being a formal requirement to do so. Its representatives were concerned about the increasing demands associated with care home developments where patients had to be visited, rather than them attending the practice. In Rugby area there was a current shortage of GPs and significant development plans. Care homes now accepted people who previously would have resided in a nursing home. Those residents had more medical needs and there were increasing numbers of dementia cases. Nursing homes no longer provided the services they used to, with GPs now attending for such things as providing vaccinations or to confirm the death of a resident.
- Ensuring care homes remained sustainable and financially viable was a challenge and taking a system approach was advocated. For example, investment in nursing staff in care homes would reduce demands on GPs, but the cost to social care would rise and consideration would be needed of how to fund this as a system.
- WCC was working with Coventry University to explore the viability of a course which spanned both social care and health.
- On GP service delivery, the LMC was asked how best practice could be shared with and adopted by other GPs. The LMC was concerned at the ability to adopt such an approach without reducing the number of

patients they were able to see. The focus should be to meet patient 'needs' not 'wants'. Many GPs went 'over and above' core requirements.

- There are a range of issues associated with population increases from additional housing development. There can be substantial delays between commencement of development and the additional monies being received. This creates a timing challenge to assess when new services will be needed and impacts on existing services in the interim. Cross border developments also have to be taken into consideration. There are different issues for more rural communities. The CCGs have plans to expand and/or provide additional GP surgeries, having undertaken options appraisals for some areas already.

- Agencies have to balance contributions against the developers' viability argument and in some cases agencies don't claim all entitled contributions.

- An area for further consideration is borrowing against known future S106 funding contributions, to deliver new premises in a more timely and cost efficient way. Building costs for new facilities will increase. At paragraph 6.1, Finance colleagues have provided additional context that will need to be weighed. This is not a cost neutral option. The costs of servicing the resulting debt would need to be funded from the relevant organisation's revenue resource. This is not a cost free option. There is however the option for organisations to provide forward funding for infrastructure developments.

- Similarly, the time from planning consent to construction often meant an increase in the value of each house. This should be considered when developers used the viability argument to reduce infrastructure contributions. Officers do revisit contributions where they can.

- Some developers pay their S106 contributions at an early stage, which presents a different challenge, in that spending of the monies has to be achieved by a deadline, or there is the potential for 'clawback' of the monies.

- From the discussion with planning officers, the value of regular discussion between the various agencies in planning for large developments was stated. Avoiding the potential for individual challenges or an aggressive approach to securing funding and the need to evidence spending of infrastructure contributions, to avoid potential 'clawback' of unspent monies was noted.

- There are established forums for liaison between the agencies and a regular dialogue between officers on planning and the potential for infrastructure contributions. It is evident that those in the south of the County are better established and can be developed for the north of Warwickshire. A need to ensure that Coventry is involved also.

- For future planning applications, adopting a site specific approach is suggested to bring together the relevant agencies for that area.

5.4   Areas for individual agencies including the County Council

There are several aspects where the County Council can assist directly as a large employer and through its elected members as community leaders. Similarly there will be other areas where individual agencies can do likewise.

- Assist with communication strategies to reduce the numbers of cancelled and unnecessary GP appointments. Publicise internally to WCC staff and elected members and externally in communities, through parish councils, patient forums and partner organisations. This consultation role could extend to the points about care navigation.
- Make patients more aware of their responsibility for their own health and to manage their conditions.
- Through publicity and engagement, work with CCGs to inform the public about new models of delivery for primary care.
- From the oral evidence session with the LMC, an area where local councils could do more was engagement on planning matters.
- It would be useful to investigate how the County Council, GPs and care homes could agree a way forward on the filtering the calls made to GPs where other parts of the system could respond.

6.0   Financial and Legal Implications

The views of relevant Directors/ Heads of Service, Finance, Legal and Equalities and Diversity have been sought on this report, prior to its submission to the Adult Social Care and Health Overview and Scrutiny Committee. Their feedback is set out below.

6.1   Finance

There are no direct and immediate financial implications arising from the recommendations of the Task and finish review of GP Services for the County Council. However, several of the recommendations, depending on how they are taken forward, may have financial implications in the future. These include:

- A recognition of the increased need for funding for enhancing GP capacity and alternative provider medical services when prioritising the infrastructure needs, arising from new housing developments.
- The review of Strategic Commissioning contracts with residential care homes to seek incorporation of primary care service provision into developments.

Any financial implications or priorities for investment identified, be brought forward for consideration through the process for agreeing the One Organisational Plan and the associated medium term financial planning and

annual budget refresh. In this way the issues can be considered alongside other priorities for the use of the Council's scarce resources.

There are references in the report for the timing of receiving developer funding and when the need for infrastructure on the back of housing developments arises. The advance funding for infrastructure will always be a cost, whether incurred by the developer or forward funded by the relevant public body. The option for any public section organisation, (including the County Council), to borrow against known future S106 funding contributions is not cost neutral. The costs of servicing the resulting debt would need to be funded from the relevant organisations revenue resource until such time as the S106 funding is received.

Appendix A
Scoping Document

Review Topic (Name of review)	GP Services Task and Finish Group
TFG Committee Members	Councillors Margaret Bell, Keith Kondakor, Penny-Anne O'Donnell (SDC), Anne Parry, Dave Parsons, Pam Redford (WDC), Jerry Roodhouse and Jill Simpson-Vince.
Co-option of District and Borough members (where relevant)	District and borough council representation has been sought to ensure local input from each of the five areas of Warwickshire. Councillors Penny O'Donnell (SDC) and Pam Redford (WDC) appointed. Councillor Margaret Bell represents both WCC and NWBC.
Key Officers / Departments	John Linnane (Director of Public Health), Emily Fernandez and Gemma McKinnon (Public Health)
Lead Democratic Services Officer	Paul Spencer
Relevant Portfolio Holder(s)	Councillor Les Caborn, Portfolio Holder for Adult Social Care and Health
Relevant Corporate Ambitions	The Health and Wellbeing of all in Warwickshire is protected
Type of Review	Task and Finish Group (TFG)
Timescales	Complete review and report to the March 2018 Adult Social Care and Health Overview and Scrutiny Committee
Rationale (Key issues and/or reason for doing the review)	Identifying the problems that exist now and those anticipated in the future, including the aging population, increasing demands on health services, at the same time as decreasing GP numbers.
Objectives of Review (Specify exactly what the review should achieve)	To gain an understanding of service demand and levels of pressure on GPs. Identifying the potential areas to reduce these pressures and particularly areas where the County Council has an influence, including the Health and Wellbeing Strategy and CCG strategies. An education role to reduce wasted/unnecessary GP appointments and directing people other services including pharmacies or NHS helplines, where these are appropriate.

Scope of the Topic
(What is specifically to
be included/excluded)
	Include - There are four main themes
	1. Primary Care profile in Warwickshire to include resources, demand,
	    outcomes, quality:
	
	    • Consideration of the GP Five Year Forward View:
	      https://www.england.nhs.uk/gp/gpfv/
	    • Mapping of services. Examine current GP service capacity and
	      future capacity based on predicted population growth. Use waiting
	      times for non-urgent appointments and the availability of
	      emergency appointments as indicators.
	    • Establishing a baseline of what constitutes 'good practice', which
	      could include co-located services, alternative models of service
	      delivery, out of hospital commissioning and from this learning, to
	      share the good practice with others.
	    • Qualitative research on comparative demands for health services.
	    • Review recent CQC and Healthwatch data for Warwickshire GP
	      practices.
	
	2. Primary Care Estate
	    • Seek information on the CCG 'estates', their adequacy for the next
	      10 years and additional planned provision of medical centres and
	      GP practices, being mindful of the 'other work being undertaken'
	      section below.
	    • Travel distance to the GP and the proportion of patients who aren't
	      registered with a GP.
	
	3. Response to population changes and local plans
	    • Patient migration. This will include the implications of older people
	      housing developments and the costs of providing medical services
	      for those with complex/greater medical needs**.**
	    • Explore with CCGs how they interact with the planning process to
	      secure financial contributions for health services from new
	      developments and the 'triggers' for release of funds.
	
	4. Community Resilience and Social Prescribing
	    • Examine how the One Organisational Plan contributes to social
	      prescribing, the sustainability of the voluntary sector and the
	      increasing reliance on this sector. It is important to focus on the
	      areas where the County Council has most influence, also avoiding
	      duplication of work as there is a planned review of community
	      resilience due to be scoped shortly.
	
	Does not include
	    • Patient experience, screening services, health checks and self-
	      harm are outside the review's scope.

How will the public be involved? (See Public Engagement Toolkit / Flowchart)	• Ask Healthwatch Warwickshire to contribute as the patient voice and given the extensive work on GP 'enter and view' visits. • Invite representatives of the Patient Participation Group Chairs' forum. • Review CQC patient surveys.
What site visits will be undertaken?	• No site visits are planned.
How will our partners be involved? (consultation with relevant stakeholders, District / Borough reps)	• Involvement of the three clinical commissioning groups, Healthwatch Warwickshire and the Patient Participation Group Chairs. Also, meet with the local medical committee (GP representatives) and the local pharmaceutical committee
How will the scrutiny achieve value for money for the Council / Council Tax payers?	• Provide evidence, conclusions and recommendations for consideration and implementation both within the County Council and by its partners. • Explore the synergies that can be achieved from partnership working.
What primary / new evidence is needed for the scrutiny? (What information needs to be identified / is not already available?)	The following people be invited to contribute: • The three clinical commissioning groups, Healthwatch Warwickshire and the Patient Participation Group Chairs. • Kushal Birla - the County Council's lead officer on social prescribing. • Paul Tolley, CAVA - the voluntary sector perspective on social prescribing • The local medical committee (GP representatives) and the local pharmaceutical committee • Mark Ryder, Chair of the County Infrastructure Group
What secondary / existing information will be needed? (i.e. risk register, background information, performance indicators, complaints, existing reports, legislation, central government information and reports)	• General Practice Five Year Forward View Document. • CCG briefing and overview of the key work programmes • Director of Public Health to pull together a GP data pack of key information, with patient numbers per GP and patient profiles, working with the Observatory and others, the data pack to be disaggregated for each district/borough area, **if possible** • Links to web sources including the CQC inspection reports and Healthwatch 'enter and view' visits to GP surgeries. • Data on CCG estates and an infrastructure spreadsheet.

Indicators of Success – (What factors would tell you what a good review should look like? What are the potential outcomes of the review e.g. service improvements, policy change, etc?)	• The review should conclude with a report containing a series of recommendations to the Overview and Scrutiny Committee, Cabinet and partners outside the County Council. This may identify further areas for consideration as subsequent reviews.
Other Work Being Undertaken (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)	There is a range of work being undertaken around GP service planning: • All three CCGs as commissioners of primary care have undertaken an utilisation exercise to understand the capacity within the current estate. This also factors in planned housing growth to highlight how existing estate would manage growth. • From these plans the CCGs produced strategic estates plans which identify any potentially estate opportunities and constraints across the locality. These also factored in the emerging STP work and GPFV • Alongside these strategic plans the CCGs host regular Local Estates Forums (LEF) with a range of health and local authority partners to discuss health infrastructure on a locality by locality. It is here that discussions around S106 requests, responses to planning applications and general estate updates are given. • These groups feed into the wider STP Estates Strategy Group which is where discussions aligning to any estate plans are held and where governance dictates that any new plans and/or disposals have to go through the group to be approved. • For SWCCG the GP practices attend on a rotating basis, dependant on the locality focus and this is where main engagement takes places and opportunities for CCG, providers and GPs to have an open discussion • For WNCCG each project has a smaller team and within the engagement with GPs takes place.

Appendix B
Primary Evidence Detail

1.1 Context – 24 October

As part of the scoping of the review, Dr John Linnane, Director of Public Health summarised the national issues faced by General Practice (GP) doctors:

- A national shortage of GPs, but the position in Warwickshire was not as bad as some locations.
- Only 76 practices across a large rural county (approximately the same number of GP practices serve the city of Coventry).
- A recent GP practice closure and other planned mergers / closures being considered in both Warwick and the north of the County.
- GPs taking early retirement in their fifties and a proportion of GPs who work on a part time basis.
- A shortage of practice nurses.
- National and local drivers for change - GP Five Year Forward View and the Out of Hospital Programme.
- Changes to the way public bodies deliver community services, working with the voluntary and community sector through a 'hub' approach.
- Social prescribing - there are many differing unconnected models of delivery. A conversation is needed to share good practice.

1.2 Evidence Session – 20 November

1.2.1 Public Health Presentation

To provide a baseline and background a presentation with high level data was provided which included links to further reading and information sources. The presentation included:

- GP practices in Warwickshire
- Population profiles and growth
- Care Quality Commission (CQC) reports
- Further data available at GP level
- GP workforce, practice size and GP to patient ratios
- Local plans on demand
- SHAPE tool (information mapping for each practice)
- Joint Strategic Needs Assessment place based profiler tool

1.2.2 CCG Contribution

Throughout the evidence gathering stage of the review, support was provided by the Chairs and executive officers of the three Coventry and Warwickshire

CCGs. The CCGs commission services for their respective area, including GP Services. The CCG Chairs are current or retired GPs, also serving on the Warwickshire Health and Wellbeing Board, making them a valuable contributor to the work of this group.

1.2.3 The CCGs made a combined presentation, giving background, current national drivers and local issues. This included:

- Data on patient population, the number of practices, the move to delegated commissioning, practice changes and CQC inspections.
- GP patient surveys, showing overall patient experience, access and confidence in GPs and nurses.
- General Practice Forward View (GPFV), the five pillars on which it is built – Investment, Workforce, Workload, Practice Infrastructure and Care Redesign and how the CCGs are responding.

1.2.4 Learning points from this evidence:
- There are current GP staffing shortages. Contributing factors are early retirements and part time working. There are extra costs for the practice where several people are employed as one full time equivalent.
- Population age is directly linked to levels of service need. This is notable for the Coventry and Rugby areas (covered by the same CCG). In Coventry, there is a high number of students, unlike Rugby and the rest of Warwickshire, which have an older population.
- The traditional GP partnership model is unlikely to be sustainable. Many younger GPs are salaried or choose to be locums. A shortage of new GPs and many are not choosing to work in the NHS.
- Service redesign needs to provide the best working model for the patient. Some patients (and GPs) are resistant to change. Data shows that younger patients favour modernised flexible ways to access GP services more than older patients.
- Planning for predicted growth. Related to this are migration of population, the link between economic and population growth and government direction on increasing affordable housing development.
- Understanding GP capacity both now and in the future as a result of housing growth. A finding that additional GPs will not provide the whole solution. GP services are only part of primary care services.
- Complexities around funding for development of additional and expanded GP Services. CCGs cannot own assets but do contribute towards additional / expanded premises. For leased premises, a disparity between the assessed and commercial rent levels. Variance across the County and between town centre and edge of town /out of town locations.
- Innovative solutions include shared use of premises, with co-located services to deliver a health and wellbeing approach. This may include third sector, charity groups, faith groups and local authority services.

This will recycle the funding contributions from development back into the public sector.

- In rural areas there aren't economies of scale to have co-located services. Different solutions will be needed for smaller communities. There are differing issues across the County. In some areas it is more difficult to attract GPs, whilst in others there are additional service demands due to a higher number of care homes. It takes much longer for home visits, reducing the number of patients seen in surgery.
- Delays in providing new services. The example quoted was for the replacement Brownsover GP surgery.
- Comparing the location of current GP surgeries and the areas they serve with known development requiring additional services. In Rugby, for the mast site development there are presently just two GP practices within the area affected. Each practice has a 'red line' boundary beyond which it is not obliged to offer services. Furthermore a practice could 'close the list' and not be required to take on additional patients within its boundary. GP practices are private businesses.
- There are different funding systems and constraints for CCGs and local authorities. The key funding sources arising from development are the Community Infrastructure Levy (CIL) and Section 106 agreements. Timing for the release of this funding doesn't easily fit with the increased service need arising from population growth.

1.2.5 Areas identified for further discussion:

- Overlaying the 'red line' boundaries of current GP practices with development plan sites to see if some are outside the boundaries of current GP practices.
- A timeline and the process required for provision of a new GP practice. Understanding and removing causes for delay.
- There is a known shortage of GPs and practice nurses nationally. It would be useful to consider how services could be delivered differently, with more involvement from the third sector and use of social prescribing. Diverting demand away from primary care is a key strand of the Out of Hospital work currently underway.
- The use of Section 106 and CIL monies. Advice to be sought from WCC officers about how to 'pump prime' developments / services. Another way might be the contribution of land in exchange for development to secure services.
- The TFG should review areas deemed as good practice and share its findings with other GP surgeries.

1.2.6 Potential Action Areas:

- Assist with communication strategies to reduce the numbers of cancelled and unnecessary GP appointments. Publicise internally to

WCC staff and elected members and externally in communities, through parish councils, patient forums and partner organisations.

- Make patients more aware of their responsibility for their own health.
- Through publicity and engagement, work with CCGs to inform the public about new models of delivery for primary care.

1.3 Evidence Session – 5 December

1.3.1 Contribution from Warwickshire Local Pharmaceutical Committee (LPC).

Fiona Lowe and Theresa Fryer of the Coventry and Warwickshire LPCs provided evidence to the TFG. Fiona is Chief Officer of the Coventry, Warwickshire, Hereford and Worcestershire LPCs.

1.3.2 The areas discussed and key findings were:

- There are 113 community pharmacies across Warwickshire, of which 80 are healthy living pharmacies.
- Service reviews in Herefordshire to 'signpost' some patients away from the GP to other service providers. Additional training is required for GP receptionists to provide this 'care navigation' advice.
- Consideration of potential Warwickshire services which could be directed to pharmacy including some minor ailments.
- A range of complexities and potential barriers to success
  - some services are not available to all age ranges
  - a financial argument for patients entitled to a free prescription
  - some medicines can't be supplied without a prescription.
- The work in Herefordshire started in November; the initial feedback was positive, but a longer timeframe would give more meaningful data.
- The need to build relationships between the GP and pharmacists. This is easier where a pharmacy is co-located in the GP practice. Potential barriers are frequent staffing changes in larger pharmacies and use of online prescription services.
- Care navigation. Warwickshire CCGs are training some receptionists and working with CAVA on signposting / care navigation. Differing views amongst GPs about care navigation and it isn't suitable for all patients.
- Pharmacists cannot prescribe medication. Aside from the potential conflict of interest, GPs have the diagnosis responsibility, before a pharmacist could fulfil the prescription.
- There are monies from Public Health Warwickshire, to 'pump prime' healthy living pharmacies and initiatives around prevention, wellbeing and to assist with chronic illnesses.
- Issues around patients not taking their prescribed medication and/or repeat prescriptions being automated where the patient doesn't

continue to need some of those medicines. This is an unnecessary cost to the health system.

- Electronic prescriptions for some lifetime conditions are helpful.
- Some patients (and GPs) are resistant to change. A considered communication plan would be needed. This is an area where local councils and MPs could assist, rather than lobbying against service changes.
- Rotating pharmacy services around smaller GP surgeries, where they can't be collocated on a permanent basis. Another option is to have a rural dispensing practice, with a pharmacist as part of the team.
- Limitations on influence. Pharmacists and GPs are private businesses. Whilst there are areas where pharmacy could reduce GP workloads, it was a case of recommendation and suggestion rather than instruction on proposals for improvements for patients.
- GP services are not sustainable in their present form. There is a growth in demand from an ageing population, long term illnesses and increasing numbers of frail elderly people. There needs to be a common sense and system-wide approach rather than silo working.
- A good role for this group and the County Council is to recommend changes to contribute to that system wide approach including to the Health and wellbeing Board.
- Clinical correspondence has been recognised as a key area of GP workload that could be directed elsewhere.

1.3.3 CCG Commentary on Pharmacy Contribution

The attendance of CCG officers and GPs at this session was helpful. They were able to explain the initiatives already being implemented:

- Workforce models are being reviewed.
- There is a shortage in the numbers of people receiving training and once trained many move on to more senior roles.
- Increasing demand for support in care homes. GPs, pharmacists and others could be collocated at the home, but the residents have choice of which GP they registered with.
- The optimisation of medical reviews was seen as an area for review.
- CCGs are already working on many of the areas referenced, but perhaps could articulate this better.
- The potential for recommendations from the TFG to be adopted by some, but not all GPs. This could result in a dual system of service provision within an area which would be less efficient than the current arrangements.
- An opportunity when new services were commissioned and through that processes could be redesigned.

1.3.4   Summary of key learning on areas where pharmacy and others could assist GPs, together with the measures required to facilitate this:

- Assistance by pharmacy with medical reviews and treatment of minor ailments.
- Increasing the dosage of medications authorised in advance by GPs (often repeat appointments for a GP where a gradual increase could be authorised in advance, in conjunction with the pharmacist).
- Support in nursing and residential care homes, to provide an initial filter, reducing avoidable appointments.
- More medical reviews could be undertaken by practice nurses. They could act as a filter, only raising issues of significance with the GP.
- Good communication and a formal two-way referral system between the GP and pharmacist are essential.
- Reducing the waste of resources for unneeded repeat prescriptions.
- A public education role that the County Council would assist with.
- A round table discussion involving GPs, commissioners and pharmacy to discuss how this approach could work in practice.
- Recognising the training need for medical receptionists and allocating sufficient resources to give capacity for care navigation. However, this shouldn't provide a barrier to a person seeing their GP.
- Sharing the learning from this review to educate residents, through elected members as community leaders and the council's staff.
- Undertaking pilot schemes where patients with minor ailments are signposted to pharmacists. A need to identify willing partners to participate in trials. The revised commissioning requirements to meet substantial housing growth in Rugby, was suggested as an area where this could be trialled.

1.3.5   Healthwatch Warwickshire (HWW)

Chris Bain, Chief Executive of HWW gave an overview of the work completed over a two-year period to assess every GP surgery in Warwickshire through 'Enter and View' visits. A copy of the report is available via this link:
(http://www.healthwatchwarwickshire.co.uk/our-reports/gp-practices/).

Key findings from the HWW work were:

- The demographics of Warwickshire - a growing and aging population, some people have complex conditions.
- The Secretary of State for Health had stated the need for an extra 5000 GPs nationally by 2020, which was not achievable with the training lead time required.
- An increase in GPs working on a part time basis.
- GPs not wanting to be a practice partner.
- 600 GP training places are not filled each year.

- Once trained, only two thirds of GPs plan to work in the NHS, with many working as locums, privately or going abroad.
- GP's retiring early; 40% of GPs are over 50 years of age.
- The implications of Brexit – there had been a significant reduction in the number of overseas GPs coming to the UK.
- There is a shortage of practice nurses too.

From its findings, Healthwatch had suggested potential solutions:

- Don't address primary care in isolation – a system wide approach is needed.
- The need for the public to take more responsibility for their own care and manage their conditions. This was a potential communication aspect for the County Council and others.
- An enhanced role for community nurses in care homes.
- Making the health and care professions more attractive; there is a lot of training needed and to retain these people after their training.

The key learning from this session was:

- On staffing levels, long term vacancies for GPs and workforce issues associated with Brexit are significant concerns. The same concerns are pertinent for the County Council and for the care sector. A solution could be to train staff locally, but there is no career progression currently from care into nursing. Making care work and nursing more attractive is an area of needed change.
- Reducing the administrative workloads generated between acute trusts and GPs would be helpful.

1.4   Evidence Session – 17 January

1.4.1   The Local Medical Committee (LMC) gave oral evidence at this session, being represented by Drs Bill Fitchford, Lesli Davies and David Weston. The LMC's perspective was sought on current issues for GPs and areas where the County Council may be able to assist.

1.4.2   There seemed a lack of consultation with the LMC on some issues where it should be involved, to give the view of local doctors. An area where local councils could do more was engagement with the LMC on planning matters. The staffing issues for both GPs and practice nurses raised at previous TFG meetings were reiterated. Many staff are leaving the service and recruitment of replacements is a challenge. In the Rugby area there is a shortage of GPs and significant development plans (the mast site). Additionally there has been a practice closure and considerable delays in providing its replacement. On GP service delivery, system capacity is an issue and the focus should be to meet patient 'needs' not 'wants'.

1.4.3   There has been an increase in the number of care homes in the south of the County. New care homes import people with higher dependencies who have to be visited, rather than them attending the practice. This takes much more of the GPs time. Hospital discharge processes and the provision of adequate care packages were raised. If these were not in place or were inadequate, GPs were involved and the patient could be readmitted to hospital.

1.4.4   Questioning and discussion took place on the following areas:

- How the LMC and CCGs work together. There is a frequent dialogue, but a view that CCGs were not representative of all GPs.
- Consultation on major planning developments included CCGs, but not the LMC. The CCGs hold bimonthly estate forums to which local GPs are invited. The meetings could include discussion of any major development proposals. It was noted there was a statutory requirement for CCGs to consult the LMC on new practice developments.
- A perceived system disconnect between different parts of the NHS and the care sector. Care homes should be viewed as a part of primary care. A need for a proactive approach to manage demanding cases in the community and to change the culture of reliance on GPs. This could be raised through the HWBB to seek a system wide approach.
- Views were sought about how pressure on GPs could be reduced by redirecting some patients to other parts of the system. Could minor ailments be referred to a pharmacist? The LMC representatives' view was there were already many demands on pharmacists. The key factor was the variable levels of training. The co-location of a pharmacist was considered beneficial. From a financial perspective, if the co-located pharmacy was making a loss, then after three years the GP surgery had to support it financially.
- The perceived differences between the north and south of Warwickshire in terms of GP numbers and being 'under doctored'.
- It was questioned how best practice identified in GP surgeries could be shared with and adopted by other GPs. An aspiration of a 'gold standard' couldn't be afforded. Many GPs had areas of interest, which meant they provided additional services or support for those areas, even though the practice received no additional funding for it. If a gold standard approach was implemented, the time with each patient would increase and less patients would have access to their GP. Alternatively, if GPs only delivered contracted services, the level of service would be less than currently provided.
- Data showed a reduction in the number of care home beds across the county. In the south, there were several new developments, because of the profit they generated. In the north of Warwickshire five GP practices had closed their patient lists as they were at capacity, due to the service demands from care home residents.
- It was questioned how to alleviate the service demands created by care homes. Each care home visit to a patient in rural areas like Rugby took

a long time which could be used to see several patients in the surgery. A key area was training for care home staff to avoid the need for a GP visit unless it was necessary. Some care homes had policies which didn't align with NHS or national guidelines, an example being the 'no lifting' policy after a resident fell. Capturing data on those care homes that repeatedly used GP services unnecessarily would be useful. A possible area for the County Council to initiate was how WCC, GPs and care homes could agree a way forward on this issue.

- Care homes now accepted people who previously would have resided in a nursing home. Those residents had more medical needs and there were increasing numbers of dementia cases. Nursing homes no longer provided the services they used to, with GPs now attending for such things as providing vaccinations or to confirm the death of a resident.

- There was an increasing need for care home places given Warwickshire's aging population. Ensuring care homes remained sustainable and financially viable was a challenge and taking a system approach was advocated. For example, investment in nursing staff in care homes would reduce demands on GPs, but the cost to social care would rise and consideration would be needed of how to fund this as a system.

- Points were made about the low salaries of care home workers and their inability to progress into other areas. WCC was working with Coventry University to explore the viability of a course which spanned both social care and health.

- Approximately 70% of the people in Warwickshire care homes self-funded their care (less in the north of the county). It was noted that the rate the Council paid for its placements was below the market rate.

- Paying a higher fee for a care home place didn't necessarily mean a better quality of care. Training and retention of good staff were more important. The age profile of care home staff, the proportion from EU countries and potential implications of Brexit were also referenced.

- Securing financial contributions through the planning process. Section 106 provides capital funding for new premises, but continued revenue funding is also needed for the staff to occupy them. When a new practice is approved, the lengthy time taken for its completion is a frustration.

- Questions to the LMC about how WCC could assist as the provider of social care to both adults and children. In response a view that the current system wasn't working. Better dialogue was sought.

- Other areas discussed were loneliness and the care navigator system, social prescribing and how to address the current shortfall in GPs. It was confirmed that more GPs were needed, but training course places were not fully occupied. The attractiveness of general practice had reduced.

1.4.5 The Chair provided a summation of the key learning points from this evidence session:

- It was difficult to look at GP services in isolation, without regard for the other primary care services and care homes.
- One of the recommendations from the review could be other areas for research by scrutiny or the Health and Wellbeing Board.
- Confirmation of the staffing issues affecting GPs, practice nurses and the social care sector.
- How to better engage the LMC in the planning process for development of new surgeries and to assess the impact of care home developments.
- How the LMC could be represented on or interact with the Health and Wellbeing Board.
- How to work collectively to address the risk averse approach of some care homes, to reduce demand on GP services.

1.4.6 **Contribution from NHS England (NHSE)**

Salma Ali, Programme Director of NHSE West Midlands had agreed to a telephone conference to provide the perspective of NHSE. It was noted that most of the commissioning decisions were now taken locally by CCGs and was agreed to receive evidence from NHSE through written questions.

1.5 Evidence Session – 19 February 2018

1.5.1 Planning and Infrastructure.
The purpose of this session was to understand how local authorities through the planning process, secure financial contributions from developers to meet the costs of infrastructure and additional services associated with population growth.

1.5.2 Janet Neale, the County Council's Infrastructure Development Manager gave an outline of the Infrastructure Development Team's work with district and borough councils and with health services. The Infrastructure team had been formed three years ago to provide a single voice to developers working with local authorities and the health sector, with the aim of building relationships and coordinating activity. Through work with CCGs and hospital trusts on a number of large planning applications, an understanding had been gained of what could and couldn't be achieved. Some cases had been tested on appeal and provided a good evidence base for future applications. These had secured capital funding and in the case of South Warwickshire Foundation Trust a financial contribution equivalent to a year's running costs. A proactive approach was taken and there were benefits of early dialogue between the agencies and developers. There was a good track record of success on cases and as a result of this developers now were less likely to challenge the contributions requested. This robust

approach needed to be replicated across the County as there were
known significant developments planned for both Rugby and the north
of Warwickshire.

1.5.3   The key learning from this evidence session were:

- There was a lengthy delay between commencement of development
  and the Section 106 financial 'triggers' being reached, when monies
  were actually received. In the interim, existing services had to absorb
  the additional service demands. In some cases, developers would slow
  down or cease development of a site when nearing such triggers.
- Agencies had to balance securing contributions against the developers'
  arguments of viability. In some cases the County Council had not
  claimed all the contributions it could have because of the viability
  argument. In other cases developers sought to reduce for example the
  affordable housing element.
- Provision of capital funding (for example for a new building) was not
  always the solution; contributions to meet the longer term revenue
  costs were also needed.
- Aggregating contributions from a number of smaller developments to
  provide a contribution to new facilities. Only five developments could be
  'pooled' for this purpose. Removal of these national pooling restrictions
  would be helpful.
- what constituted a large development, with figures of 100-300 units
  being quoted.
- Cross border developments impacted on health services and
  infrastructure more generally.
- CIL was explained in more detail. The local planning authority held the
  CIL monies and different agencies submitted bids for individual
  schemes from the fund for example for highways, health or education
  schemes. Some large scale developments did not provide any
  contribution from the Community Infrastructure Levy (CIL), due to other
  known infrastructure costs to improve the road network. The costs of
  addressing land contamination could also be used as a means of
  avoiding or reducing CIL.
- CCGs had timing challenges to assess when new services would be
  needed. They had to balance when funding from development would
  be received against the amount of development that had taken place
  and the service demands it created. An area of discussion around
  whether monies could be provided to agencies to hold in advance. This
  would enable them to prioritise service delivery, but there are a number
  of constraints on the release and use of such monies. Costly legal
  variation orders would be needed to achieve this.
- People in rural areas have to travel to access a GP. Questions about
  capacity in the system. The CCGs have plans to expand and/or provide
  additional GP surgeries, having undertaken options appraisals for
  some areas already. Funding for new developments and the
  implications of the HS2 rail development were also raised.

- Questioned if borrowing could take place against known future S106 funding contributions, to deliver new premises at an earlier date. The delay from agreeing the S106 to receipt of funds meant an increase in building costs. This would be an issue for those receiving the S106 contributions to assess, in terms of risk.
- Similarly, the time from planning consent to construction often meant an increase in the value of each house. This should be considered when developers used the viability argument to reduce infrastructure contributions. Officers did revisit contributions where they could.
- The County Council was trying to establish a fund for delivery of infrastructure improvements at an early stage, with the fund being replenished when the S106 funds were received. Something similar could be sought for health contributions, but this would need discussion of which organisation held the funds.
- Some developers paid their S106 contributions up front or at an early stage. This presented a different challenge, in that spending of the monies had to be achieved by a deadline, or there was the potential for 'clawback' of the monies.
- It was evident that well established communication channels had been developed in the south of Warwickshire between the CCG and the district councils.

1.5.4 Contribution from District and Borough Planning Officers

All district and borough councils had been invited to submit written evidence and to attend this meeting. A pack of written evidence was circulated and verbal evidence was taken from planning officers of Warwick District (WDC) and North Warwickshire Borough Councils (NWBC).

There were complex financial rules around local authority and health service use of development contributions. The early involvement of agencies was advocated. They should be engaged at the strategic stages of the local plan and infrastructure planning. There was an opportunity to engage at the pre-application discussion stage for major applications and at various stages of the formal process. Planning authorities viewed infrastructure as a key priority, to ensure that transport, health and education needs were met.

WDC had started to use CIL, a fixed tariff based on the floor area of each development, in December 2017 and this offered some additional flexibility. CIL worked by having a list of known projects. Contributions from smaller developments could be included in the CIL fund. The planning authority determined which projects would be progressed, in liaison with the other agencies. It was noted that if a project was listed for CIL, it could not attract S106 monies as well.

Jeff Brown of NWBC explained the difficulties of delivering infrastructure through the planning function. The local plan was the core document in identifying the numbers of new houses and infrastructure required. For NWBC, there were cross border issues with developments in Staffordshire and it was important to have a coordinated evidence base to show the requirements for developer contributions.

An area where learning from the south of Warwickshire could be adopted county-wide was coordination of agencies to secure financial contributions arising from development. An example was quoted where George Eliot Hospital had demanded contributions from developments, threatening the Judicial Review (JR) of planning applications. It wasn't helpful when agencies needed to work together to secure the infrastructure needed for the area. A collaborative response was normally provided to planning applications on behalf of the various agencies, but in these cases, GEH had responded directly and through a legal route.

Through discussion, the key learning from this session was:

- The benefits of early discussions between the various agencies in planning for large developments.
- The need to improve dialogue and joint working to remove the potential for individual challenges or an aggressive approach to securing funding.
- The need to evidence spending of infrastructure contributions. There is the potential for developers to 'clawback' unspent monies.
- The HWBB has a role as system leaders, to lever accountability out of the partners.
- Acute service providers are not statutory consultees for planning applications. However, WCC circulates planning applications which could potentially secure an infrastructure contribution to them.
- Whilst a complex area, it is worth revisiting the 'viability' argument to explore the potential for contributions from developers.
- There are established forums for liaison between the agencies and a regular dialogue between officers on planning and the potential for infrastructure contributions. It is evident that those in the south of the County are better established and can be developed for the north of Warwickshire. A need to ensure that Coventry is involved.
- For future planning applications, adopting a site specific approach is suggested to bring together the relevant agencies for that area.
- The national agencies (NHS England, NHS Improvement and the Care Quality Commission) needed to give space to let the local dialogue happen.

Appendix C - Glossary

Term	Definition
Care Navigation	A referral system to ensure patients are seen by or referred to the appropriate primary care service
Warwickshire Community and Voluntary Action (CAVA)	The countywide infrastructure organisation for Warwickshire providing vital support to the volunteers, groups, organisations, enterprises and charities
Care Quality Commission (CQC)	The independent regulator of all health and social care services in England. The Care Quality Commission monitors, inspects and regulates hospitals, care homes, GP surgeries, dental practices and other care services
Community Infrastructure Levy (CIL)	A funding mechanism to provide infrastructure linked to planning applications through a fixed tariff based on the floor area of each development by having a list of known projects the CIL is used for
Clinical Commissioning Group (CCG)	An NHS body that funds delivery of services in its locality
DPH	Director of Public Health
GEH	George Eliot Hospital
GP	General Practice Doctor
HWBB	Health and Wellbeing Board – a body comprising key partners from across the health, third sector and local authorities
HWW	Healthwatch Warwickshire
LMC	The Local Medical Committee is a representative body comprised of General Practice doctors.
LPC	The Local Pharmaceutical Committee is a representative body comprised of pharmacists
NWBC	North Warwickshire Borough Council - district and borough council representation was sought for this review to give a local perspective
OSC	Overview and Scrutiny Committee. That relevant to this review is Adult Social Care and Health OSC
SDC	Stratford District Council - district and borough council representation was sought for this review to give a local perspective
Section 106 contributions	A funding mechanism under planning legislation to provide infrastructure linked to new development. Sometimes abbreviated to S106
Triggers	The point at which infrastructure contributions are due to be provided by the developer
TFG	Task and Finish Group
WCC	Warwickshire County Council
WDC	Warwick District Council - district and borough council representation was sought for this review to give a local perspective

Appendix C
Scrutiny Action Plan

	Recommendation National Issues	PfH Comments	Cabinet Comments	Target Date for Action	Lead Officer	OSC Update	Progress Notes
1.1	That the Adult Social Care and Health OSC and Warwickshire Health and Wellbeing Board be recommended to lobby national government and planning authorities about the definition of infrastructure, the need for both capital and revenue funding streams and the need to recognise workforce within this context.						
1.2	That the Department of Health be lobbied to strengthen communications around appropriate NHS service use.						
	Recommendations Issues for the Coventry and Warwickshire System	**PfH Comments**	**Cabinet Comments**	**Target Date for Action**	**Lead Officer**	**OSC Update**	**Progress Notes**
2.1	That the Health and Wellbeing Board and Adult Social Care and Health OSC						

	receive periodic updates on GP capacity and the locally derived solutions to meet the demands of population growth, which may include alternative provider medical services and funding for new services.						
2.2	That the Health and Wellbeing Board seeks assurances across the Coventry and Warwickshire health economy that a unified and coordinated approach is taken to responding to housing growth and District and Borough local plans.						
2.3	That the Health and Wellbeing Board, through its constituent partners publicises initiatives under the banner of 'your health is your responsibility'.						
	Recommendation Areas within the remit of individual agencies	**PfH Comments**	**Cabinet Comments**	**Target Date for Action**	**Lead Officer**	**OSC Update**	**Progress Notes**
3.1	That Warwickshire County Council and the five district and borough councils provide support to CCGs with						

	awareness raising and publicity. Areas where we can assist are: • Raise awareness / educate on appropriate use of GP services throughout joint communication with CCGs. • Strengthen the social prescribing / care navigation offer to ensure that patients are accessing the right services at the right times.					
3.2	That CCGs give further consideration to the following areas identified through this review process: • Appropriate use of pharmacies to provide additional capacity to GPs. • Research how the time required for clinical correspondence between acute service providers and GPs can be streamlined to increase capacity for GPs • Areas of good practice identified from reviews of					

	GP surgeries by the Care Quality Commission and Healthwatch being shared by commissioners with all GP surgeries.						
3.3	That clinical commissioning groups (CCGs) work with district and borough councils to provide periodic briefings to the Adult Social Care and Health OSC and other Warwickshire local authorities to keep them informed of known substantial residential developments, the additional service requirements and how the CCG will respond.						
3.4	That the Adult Social Care and Health OSC reviews the processes required to secure new and extended medical services. This should include potential barriers/blockages and how they can be resolved more efficiently. It is recommended that this includes consideration of pilot projects using GP clusters of flexible working arrangements to enable people to access GP services in different ways.						

3.5	That Strategic Commissioning revisits its contracts with residential care homes to explore opportunities to seek incorporation of primary care service provision into developments and that the relevant CCG is involved in these discussions. It is recommended that the Adult Social Care and Health OSC add this as an area to its future work programme.						

Cabinet

14 June 2018

The Prevention Concordat for Better Mental Health

Recommendation

That Warwickshire County Council signs up to the Prevention Concordat for Better Mental Health as set out in the application form in the Appendix.

1.0 Key Issues

1.1 The Prevention Concordat for Better Mental Health was first developed in 2016 and promotes a joined up preventative approach to improve Mental Health at both local and national level. The Warwickshire Health and Wellbeing Board have already agreed to sign up to the Concordat. This report recommends that the County Council also signs up to the Concordat.

1.2 A range of public bodies including the Local Government Association, Association of Directors of Public Health UK, Public Health England and NHS England have signed a national Consensus Statement under the Prevention Concordat for Better Mental Health, committing to work together to promote good mental health and prevent mental health problems. The consensus statement and full list of signatories can be accessed via the link below.

1.3 The County Council together with its partners and stakeholders are already working in a way which is consistent with the Concordat. The current activity and commitment to the Concordat is summarised in the Application Form attached as an Appendix.

2.0 Timescales associated with the decision and next steps

2.1 There are no particular timeframes associated with the decision.

Background papers

1. https://www.gov.uk/government/publications/prevention-concordat-for-better-mental-health-consensus-statement/prevention-concordat-for-better-mental-health#consensus-statement

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The report was circulated to the following members prior to publication:

Local Member(s): None
Other members: Cllr Seccombe, Cllr Caborn, Cllr Morgan, Cllr Parsons, Cllr Rolfe and Cllr Bell.

Prevention Concordat for Better Mental Health: information required from signatories to the Consensus Statement

We are delighted that you are interested in becoming a signatory to the [Prevention Concordat for Better Mental Health Consensus Statement](). You will be joining a number of organisations who have committed to working together to prevent mental health problems and promote good mental health through local and national action.

Please can you complete the template below to enable us capture your pledge and the key contacts in your organisation. Once completed, please send to: publicmentalhealth@phe.gov.uk

Lead Contact	Emily van de Venter, Associate Director of Public Health, Warwickshire County Council and South Warwickshire CCG.
Name of Organisation	Warwickshire County Council
Type of Organisation	Public Sector X Private company ☐ Membership Organisation ☐ Charity ☐ Other (please state) ……………
Are you a national organisation?	Yes ☐ Please State which regions you cover ………………………….…
Please tell us more about your organisation's work *(no more than 150 words)*	Warwickshire County Council provides essential public services to 560,000 residents of Warwickshire, from education, public health, child and adult social care to fire and rescue, trading standards, roads, environment and strategic planning.
What are you currently doing on: • **prevention of mental health problems and suicide** • **promotion of mental health**	1. We have a multi-agency suicide prevention plan 2. We have an elected member champion for the County Council 3. We have a running programme of mental health campaigns targeted at different audiences 4. We have a programme to support people with mental health illness return to employment 5. We work closely with the voluntary sector through the Community Resilience workstream within the Sustainability and Transformation Partnership and a local Mental Health Partnership forum involving public and third sector representatives.

	6. "It Takes Balls To Talk" campaign has been running since 2016 to engage males in conversations about mental health, primarily through engagement at local sporting venues. 7. We have a new Child and adolescent mental health service (RISE) and a School Health and Wellbeing Service which incorporate prevention and whole school approaches to promote wellbeing. 8. A range of support for those experiencing mental health challenges is provided through a network of Wellbeing for Warwickshire Hubs. 9. We have established working groups to focus on addressing social isolation and self-harm across the county. 10. We are working with partners within our Sustainability and Transformation Partnership to improve the recovery of patients with mental health illness and to pilot innovative community-based provision for individuals experiencing distress. 11. 2019 will be a "Year of Wellbeing" in Coventry and Warwickshire and we will use this to galvanise promotion of wellbeing as a priority for our organisation and our partners, building on activity that is already happening to support the wellbeing of employees and residents in Warwickshire.
What contribution would you like to commit to in 2018/19 and beyond	*We will ensure that promoting positive mental health and preventing mental distress becomes a core part of what we do for our residents and employees through the actions outlined above. This will include a social marketing approach as part of the Year of Wellbeing and provision of mental health awareness and suicide prevention training to a range of community and public sector stakeholders. We will continue to develop the community-based offer for protecting and promoting wellbeing for Warwickshire residents.*
Can you provide a brief communication plan to indicate how you will promote your commitment?	1. Promotion through staff newsletters 2. Promotion through CCG and GP newsletters 3. Announcement at our annual Mental Health Partnership Conference in June 4. Communications to the Mental Health Partnership forum 5. Briefing round all elected members in Warwickshire 6. Communications with District and Borough Councillors and partners within the Sustainability and Transformation Partnership to promote and encourage sign-up.
Please provide a confirmation from the CEO or Board of your organisation *(include name and date)*	Izzi Seccombe, Leader of Warwickshire County Council and Chair of the Health and Wellbeing Board
Name of the signatory from your organisation.	County Councillor Margaret Bell, Mental Health Champion for Warwickshire County Council and County Councillor for Hartshill, Mancetter, Ridge Lane, Ansley Common, Ansley Village & Old Arley