

# Cabinet

## Agenda

Thursday 13 September 2018

**The Cabinet will meet at SHIRE HALL, WARWICK on Thursday 13 September 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 if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with.
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

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

#### **3) Minutes of the meeting held on the 24 July 2018**

To approve the minutes of the meeting held on 24 July 2018.

#### **4) Public Speaking**

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

**2. One Organisational Plan Quarterly Progress Report- Period under review: April to June 2018**

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

Cabinet Portfolio Holders: Councillors Peter Butlin and Kam Kaur

**3. 2019/20 Service and Financial Planning Arrangements and the Development of the Strategic Plan 2020-25**

This report considers the level of commitment needed to deliver the new Planning Framework and the necessary decisions required for its implementation as part of setting the 2019/20 budget, to ensure that the county Council is able to demonstrate its financial resilience and sustainability.

Cabinet Portfolio Holder: Councillor Peter Butlin

**4. Digital and Technology Strategy**

This report seeks Cabinet approval for the adoption of the Digital and Technology Strategy 2018 to 2021.

Cabinet Portfolio Holder: Councillor Kam Kaur

**5. Warwickshire Visitor Economy – Forward Plan: 2018-2022**

This report asks Cabinet to endorse the Forward Plan to grow the visitor economy's contribution to economic prosperity across Warwickshire.

Cabinet Portfolio Holder: Councillor David Reilly

**6. Maintenance and Inspection Services of Traffic Signals and Intelligent Transport System and the Supply and Installation of Traffic Signal Equipment and other Works**

Cabinet is requested in this report to approve proceeding with an appropriate procurement process for the provision, supply, installation and maintenance of traffic signal equipment and intelligent transport systems.

Cabinet Portfolio Holders: Councillor Peter Butlin and Councillor Jeff Clarke

**7. Fitter Futures Warwickshire Proposed Re-tender of Services**

This report seeks Cabinet approval for the proposed new model for Fitter Futures Warwickshire (FFW) services that are based on the findings from a consultation process.

Cabinet Portfolio Holder: Councillor Les Caborn

**8. Children and Young People’s Emotional Well-being and Mental Health Services Task and Finish Group**

Cabinet is asked to consider and approve the recommendations of the Task and Finish Group.

Cabinet Portfolio Holders: Councillor Les Caborn and Councillor Jeff Morgan  
Chair of the Task and Finish Group: Councillor Pete Gilbert

**9. Report of the Loneliness Advisory Group**

This report sets out the conclusions of the Loneliness Advisory Group and seeks Cabinet approval of its recommendations.

Cabinet Portfolio Holder: Councillor Les Caborn  
Chair of the Advisory Group: Councillor Clive Rickhards

**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. Exempt Minutes of Cabinet 24 July 2018

To consider and agree the exempt minutes from the 24 July 2018 meeting

**David Carter**  
**Joint Managing Director**  
**Warwickshire County Council**  
**September 2018**

#### **Cabinet Membership and Portfolio Responsibilities**

Councillor Izzi Seccombe OBE (**Leader of the Council and Chair of Cabinet**)  
[cllrmsseccombe@warwickshire.gov.uk](mailto:cllrmsseccombe@warwickshire.gov.uk)

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

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

Councillor Jeff Clarke (**Transport & Planning**)  
[cllrclarke@warwickshire.gov.uk](mailto:cllrclarke@warwickshire.gov.uk)

Councillor Andy Crump (**Fire & Rescue and Community Safety**)  
[cllrcrump@warwickshire.gov.uk](mailto:cllrcrump@warwickshire.gov.uk)

Councillor Colin Hayfield (**Education and Learning**)  
[cllrhayfield@warwickshire.gov.uk](mailto:cllrhayfield@warwickshire.gov.uk)

Councillor Kam Kaur (**Customer and Transformation**)  
[cllrkaur@warwickshire.gov.uk](mailto:cllrkaur@warwickshire.gov.uk)

Councillor Jeff Morgan (**Children's Services**)  
[cllrmorgan@warwickshire.gov.uk](mailto:cllrmorgan@warwickshire.gov.uk)

Councillor David Reilly (**Environment and Heritage & Culture**)  
[cllrreilly@warwickshire.gov.uk](mailto:cllrreilly@warwickshire.gov.uk)

#### **Non-voting Invitees -**

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

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

or their representatives.

#### **Public Speaking**

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All public papers are available at [www.warwickshire.gov.uk/cmis](http://www.warwickshire.gov.uk/cmis)

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](mailto:paulwilliamscl@warwickshire.gov.uk)

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All public papers are available at [www.warwickshire.gov.uk/cmis](http://www.warwickshire.gov.uk/cmis)

**Minutes of the meeting of the Cabinet  
held on 24 July 2018**

**Present:**

**Cabinet Members:**

Councillors	Izzi Seccombe OBE	Leader of Council and Chair of Cabinet
	Peter Butlin	Deputy Leader (Finance and Property)
	Les Caborn	Adult Social Care & Health
	Jeff Clarke	Transport & Planning
	Andy Crump	Fire and Rescue and Community Safety
	Colin Hayfield	Education and Learning
	Kam Kaur	Customer & Transformation
	Jeff Morgan	Children's Services
	Dave Reilly	Environment and Heritage & Culture

**Non-Voting Invitees:**

Councillor Richard Chattaway	Leader of the Labour Group
Councillor Jerry Roodhouse	Leader of the Liberal Democrat Group

**Other Councillors:**

Councillors Falp, Golby, Holland, Kondakor, Olnier, Parsons, Phillips, Redford, Webb

**Public attendance:**

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**1. General**

**(1) Apologies for absence**

There were no apologies for absence.

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

With reference to Item 4 on the agenda (Schools Capital Programme) Councillor Alan Webb declared a non-pecuniary interest as a Governor at Boughton Leigh School, Rugby.

**(3) Minutes of the meeting held on 14 June 2018 and Matters Arising**

The minutes for the meeting held on 14 June 2018 were agreed as an accurate record and signed by the Chair. There were no matters arising.

**(4) Public Speaking**

Councillor Izzi Seccombe (Leader of the Council and Chair of Cabinet) welcomed members of the public to the meeting and in particular the four members of the public attending to speak on matters relating to the Warwickshire Minerals Plan. (Specifically site 4, Wasperton).

**Mr Edward Kirkby** expressed his disappointment at the continuing inclusion of site 4 in the Warwickshire Minerals Plan. The development of a sand and gravel quarry at this location, he stated, would lead to the production of dust and vehicle fumes which would have a detrimental impact on people's health. Mr Kirkby challenged a statement made by the County Council that any dust generated by the extraction process would be similar to that produced in the course of farming activities. Concerns were also raised over the impact of quarrying operations and associated vehicle movements on safety along the main access road to Barford, the A429. Cabinet was informed that Barford has grown in recent years and has become a vibrant community. Residents, it was stated are now being blighted by the proposals set out in the plan. Specific reference was made to children with special needs who attend Round Oak School. The health of these children along with that of the elderly would be severely compromised.

**Ms Wendy Barlow** raised a series of concerns stating that Warwickshire County Council has not paid due regard to planning guidance and legislation. Having reminded Cabinet that it had previously been presented with a full ecology report Ms Barlow stated:

- It is illegal to remove or destroy important hedgerows according to the Hedgerows Regulations Act 1997.
- The sustainability appraisal acknowledges that permanent changes to the landscape and visual impact will occur. This is contrary to the National Planning Policy Framework (NPPF) and Warwick District Council's Local Plan Policy NE4.
- An ecology, biodiversity and geological impact assessment has concluded that development at the site would be contrary to NPPF circular 5/2005 and Policies NE2 and NE3 in the Warwick District Local Plan.
- Contrary to regulations and guidance the reasons for the selection and rejection of sites has not been outlined in the Sustainability Appraisal report. It should also provide conclusions on the sustainability of the different alternatives including those selected as the preferred approach in the Local Plan.
- The sustainability appraisal has failed to comply with the Environmental Assessment of Plan and Programmes Regulations 2004 and the NPPF guidelines by not including the key findings from the consultation exercise.
- The viability and deliverability of the proposals have not been assessed as required by the NPPF.

**Mr Chris Harris** highlighted to Cabinet the need to protect the best and most versatile farmland and questioned the ability to restore the land of site 4 back to its original condition following extraction. In support of this Mr Harris added:

- There is a lack of availability of inert landfill.
- The process of extraction destroys the substructure that has created the high quality of farmland.
- Nowhere has restoration to existing conditions been achieved.

Mr Harris added that health and regulatory considerations were being ignored and it appeared that the Council was seeking an easy route to achieve its aims.

**Peter Phillips**, Warwick District Councillor for Budbrooke Ward and resident of Wasperton set out issues concerning the proximity of Site 4 to Barford stating,

- The original site as proposed in 2015 extended to the boundary of Barford. The latest proposal has a 350 metre stand-off between Barford and the site.
- Part of the distancing was to be achieved by the 2016 proposal to build 135 houses in the North West corner of the site instead of mineral extraction. The proposal was rejected by officers. The stated reason was that, "The proposed development will have an adverse impact on the rural character of the area by introducing large scale built development on a greenfield site". Officers also stated that the area around Barford is of "predominantly high landscape sensitivity". Officers concluded that the proposed housing development would cause a significant level of landscape harm.
- Site 4 does not concern the construction of houses but would arguably be a large scale development and as such would have a similar impact on the landscape.
- The proposed housing development also attracted objections on highway grounds in that it would generate additional traffic.
- The Minerals Plan refers to a stand-off of at least 100m from any house. The boundary of site 4 is under 100m away from Holloway Farm, Wasperton Farm and Glebe Farm and is 20m away from accommodation for 14 agricultural workers at Bradshaw Farm.
- The site is adjacent to an area for cultivation of hydroponically grown crops approved in June 2018.
- The current plan limits extraction to 70 hectares. In October 2015 this was 60 hectares. The number of proposed lorry movements has decreased from 80 to 60 a day. Both arrangements were or are to yield 1.8m tonnes. These figures suggest a degree of inconsistency.

Councillor Phillips concluded by requesting that in view of the concerns raised over the plan it be referred back to officers for further work.

## **2. Warwickshire Minerals Plan – Proposed Submission (Section 20) and Further Publication Consultation (Regulations 19 and 35)**

Councillor Jeff Clarke (Portfolio Holder for Transport and Planning) introduced the published report explaining how a drop in demand for aggregates along with increased provision at Brinklow Quarry following extension had resulted in the draft Minerals Plan requiring review. Councillor Clarke added that although two sites had been deleted from the latest draft plan there does remain a need to ensure an effective geographical spread of mineral extraction across Warwickshire and those minerals can only be extracted from where they lie.

Councillor Izzi Seccombe emphasised that before submission to the Secretary of State the draft plan would be subject to further consultation.



Councillor Keith Kondakor challenged the method by which forecast demand for minerals is established adding that reviewing average demand over the preceding ten years fails to take account of the increased use of recycled materials and changes in building technology and practices in the future. In addition Councillor Kondakor called for a moratorium on fracking and underground coal gasification.

Councillor Les Caborn (Portfolio Holder for Adult Social Care and Health) thanked the local community for its work to date noting that the previous site 5 had now been removed from the Minerals Plan and that the proposal for site 4 included a larger stand-off than previously. Councillor Caborn stressed that it is important that the comments made by members of the public in the meeting should be taken full account of in future discussions.

Councillor Bill Olnier stated that demand for minerals is always fluctuating and as such it makes the forecasting of future demand very difficult. Not only are building practices changing but aggregates are also imported to the area. Demand and supply are in the hands of the private sector.

Councillor Seccombe reminded Cabinet that the matter would be considered by Council on 26 July 2018.

### **Resolved**

That Cabinet:

- 1) Recommends that Council approve the submission of the proposed Minerals Plan to the Secretary of State for independent examination; and
- 2) Subject to such approval approves the revised Minerals and Waste Development Scheme set out in Appendix 3 of the published report.

### **3. Bermuda Connectivity**

Councillor Jeff Clarke summarised the rationale behind the proposed road scheme before Cabinet as set out in the published report. Cabinet was reminded that the matter would be considered at the 26 July 2018 meeting of Council.

Councillor Keith Kondakor stated that the proposed road development will not, in his view, be able to achieve what is claimed. There are issues of congestion in Nuneaton town centre, at the Griff Island on the A444 and at the junction with the M6 Motorway. The current design may benefit 2000 motorists a day and save seven seconds on journey times he stated. Referring to para 8.2 of the report Councillor Kondakor was concerned that he had been unable to read the Transport Assessment as it had yet to be completed. The project as proposed, he added will lead to an increase in noise and pollution on what is effectively a back road. Overall the project was too expensive and more could be done with the money being allocated to it.

Referencing appendix H (Capital Infrastructure Fund Panel Evaluation) Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) asked that more detail be provided before the Council meeting on Friday 26 July 2018 on the risks around cost. He noted that concerns had been raised during the evaluation but considered that more information was required.

In response to a question from Councillor Jeff Morgan (Portfolio Holder for Children's Services) it was confirmed that in response to the consultation exercise parking restrictions along the route would be relaxed.

Councillor Clare Golby (local member for Arbury) stated that she did not support the Bermuda Connectivity scheme. A particular concern was that the responses to the consultation exercise appeared to have been ignored. She cited increases in levels of opposition to the scheme where this did not appear to have been taken account of. Referencing para 1.4 of the report Councillor Golby also expressed concern over the reliance on "value-engineering" principles which seek to attain best value for projects. Such an approach may not deliver the best scheme.

Councillor Peter Butlin (Deputy Leader – Finance and Property) reiterated the need to address congestion issues on the A444. He observed that developments proposed for Nuneaton may present solutions to traffic issues in the future but the project before Cabinet could be delivered rapidly.

Councillor Bill Olnier expressed his support for the scheme.

### **Resolved**

That Cabinet:

- 1) Approves the Bermuda Connectivity Scheme as proposed in this report including the modifications detailed in paragraph 4.2;
- 2) Recommends that Council approve the addition of £1 million of further expenditure to the Capital Programme, to be fully funded by a capital grant contribution from the Coventry and Warwickshire Local Enterprise Partnership, and the addition of to the Programme of £4.198million from the Capital Investment Fund to deliver Bermuda Connectivity at a cost of £8.900million with the commitment that any further alternative sources of funding secured for the scheme result in a £ for £ reduction in the Capital Investment Fund's contribution and that any further scheme cost increases are met from the Transport and Economy Business Unit's existing revenue resources;
- 3) Subject to Council approving the recommended changes to the Capital Programme authorises:
  - i) The Joint Managing Director (Communities) to finalise the design of the Scheme (including making minor modifications to the scheme as described in this report), and procure contractors for delivery, on terms and conditions acceptable to the Joint Managing Director (Resources), and to take all steps required to implement the scheme including the submission of applications for planning permission and any other consents and approvals;
  - ii) The Joint Managing Director (Resources) to acquire by agreement the land required for the implementation of the scheme; and

- iii) The Joint Managing Directors to determine jointly whether the compulsory acquisition of interests in any such land that cannot be acquired by agreement is justified pursuant to sections 239, 240, 246 and 250 of the Highways Act 1980 and Section 2 of the Acquisition of Land Act 1981 and, if they so determine, to make any compulsory purchase order(s) for the purpose of acquiring such interests in exercise of that power and to take any steps required to secure the confirmation of such order(s) and acquire such interests (whether by agreement or in exercise of such order(s)) including the determination of compensation and agreement of terms for the withdrawal of objections (including where appropriate the exclusion of land or new rights from the order(s)) and any other incidental or consequential arrangements.

#### **4. Education and Learning (Schools) Capital Programme 2018/19 and Approval of Statutory Proposals**

Councillor Colin Hayfield (Portfolio Holder for Education and Learning) explained the basis of the published report. The total cost of the projects outlined was just over £1.9m. This would come from educational capital resources and developer contributions.

In the case of Water Orton Primary School additional funding is required to supplement that being provided by HS2. This will enable the new school to be an improvement over the current one when the HS2 construction works require relocation of the school.

In response to a question from Councillor Keith Kondakor regarding delays to the provision of a new school at Weddington Councillor Hayfield agreed to provide an update after the meeting.

#### **Resolved**

That Cabinet agrees:

- 1) To the request to carry out the following consultations (as outlined in Section 3):
  - To expand Boughton Leigh Infant School, Rugby, from 3 forms of entry to 4 forms of entry
  - To extend the age range at Brownsover Infant School, Rugby, from 3 to 7 years old to 3 to 11 years old
- 2) To approve the following proposal for prescribed alterations (as outlined in Section 4):
  - The reconfiguration and refurbishment of classrooms at Exhall Grange School to enable the increase in places for learners with SEND
- 3) To approve the sum of £1,934,013 to be added to the capital programme to deliver the schemes outlined in Section 4 and the feasibility work outlined in Section 3.

- 4) To approve the proposal to relocate Lighthorne Heath Primary School as outlined in Section 4.
- 5) That the Joint Managing Director (Communities) is authorised to invite tenders and enter into the appropriate contracts on terms and conditions acceptable to the Joint Managing Director (Resources), or (where the scheme is school-led) to make the necessary funding arrangements for these schemes.

## **5. Authorisation to Establish a Framework for Alternative Education Provision**

The report was introduced by Councillor Colin Hayfield.

The need to ensure that the framework under consideration “dovetails” with other work around young people, eg early years and youth justice, was stressed by Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group). In response to questions by Councillor Dave Parsons and Councillor Roodhouse, Cabinet was assured by Councillor Hayfield that provision of services will be distributed fairly and appropriately across the entire county.

It was agreed that the Children and Young People’s Overview and Scrutiny Committee could review progress on the delivery of services under the framework at a later date.

### **Resolved**

That Cabinet:

- 1) Approves proceeding with an appropriate procurement process for the provision of an Alternative Education Provider Framework.
- 2) Approves and authorises the Joint Managing Director (Communities) to enter into all relevant contracts for the provision of an Alternative Education Provider Framework on terms and conditions acceptable to the Joint Managing Director (Resources).

## **6. Warwickshire Youth Justice Service Strategic Plan 2018-2019**

As this was the last meeting of Cabinet to be attended by Lesley Tregear (Service Manager, Warwickshire Youth Justice) prior to her retirement members thanked her for her hard work over the years and wished her well for the future.

Councillor Andy Crump (Portfolio Holder for Fire and Rescue and Community Safety) explained that the Youth Justice Service Strategic Plan is an annual requirement. Following consideration by Cabinet it must be finally endorsed by Council. The Warwickshire Youth Justice Service is recognised as being one of the best in the country with significantly lower levels of first time offending and reoffending. The service seeks to improve the lives of young people and their families and to improve outcomes for victims of youth crime.

Councillor Keith Kondakor called on the Police to contribute more to the Youth Justice Service.

## **Resolved**

That Cabinet endorses the Warwickshire Youth Justice Service Strategic Plan 2018/19 for adoption by Warwickshire County Council.

### **7. Annual Governance Statement**

Councillor Kam Kaur (Portfolio Holder for Customer and Transformation) stated that the Annual Governance Statement was due to be considered by Council on 26 July 2018 but prior to that it would be presented to the Audit and Standards Committee.

## **Resolved**

That Cabinet endorses the Annual Governance Statement for 2017/18 prior to submission to Council for approval.

### **8. Audit & Standards Committee Annual Report 2017/18**

Councillor Kam Kaur thanked the committee and supporting officers for their efforts over the preceding 12 months.

## **Resolved**

That Cabinet approves the Audit and Standards Annual Report 2017/18 before submission to Council.

### **9. Award of contracts for S278 works in connection with the Link Road to Houlton, Rugby**

Councillor Peter Butlin explained that the report before Cabinet presented good news principally because the schemes involved could be progressed earlier than originally anticipated. Homes England are to provide the funding as an “up front” payment. This means that it will not be necessary to wait for the developers to make the funds available.

Councillor Alan Webb, noting that the proposed Rugby Parkway station has been delayed asked that every effort be made to expedite it.

## **Resolved**

That Cabinet approves the award of the following contracts to Galliford Try plc:

- Rugby Radio Station Link Road S278 Works Butlers Leap Junction;
- Rugby Radio Station Link Road S278 Works Hillmorton Lane Junction and The Kent (subject to the approval of Council to the addition of this scheme to the 2018/2019 capital programme).

### **10. Any Urgent Items**

None

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

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. Exempt Minutes of Cabinet 14 June 2018**

The exempt minutes of the Cabinet meeting of 14 June 2018 were agreed as an accurate record for signing by the Chair. There were no matters arising.

### **13. Residential Services for Children**

Councillor Jeff Morgan (Portfolio Holder for Children's Services) explained to Cabinet that whilst there are fewer Warwickshire children in residential care than in other areas some of those live many miles away from the county. It has been found necessary, therefore, to find a more effective means of procuring residential care services for children. This will come in the form of a new procurement framework.

The new approach was welcomed by Councillor Richard Chattaway.

Councillor Jerry Roodhouse stated that it will be necessary to review the effectiveness of the new arrangements and called for a clear trigger to be identified for when such a review would be deemed appropriate. It was agreed that the Overview and Scrutiny Committee should review progress and that in doing so it should take account of the views of the Corporate Parenting Panel.

The recommendations were agreed as set out in the exempt minutes.

### **14. Property Rationalisation Programme Montague Road**

Councillor Peter Butlin explained the need to complete the arrangements for the properties as set out in the report explaining that the requirements of some services had changed and that in some case new solutions were required.

The recommendations were agreed as set out in the exempt minutes.

### **15. Property Services Review and Facilities Management and Construction Delivery Model**

Councillor Peter Butlin explained that the report was the result of efforts made by officers to establish a more cost effective way of maintaining the Council's property.

Councillor Keith Kondakor recognising that some arrangements for maintenance must be handled on a large scale there remains a need to retain the capacity to handle small jobs in-house. Members agreed with this, emphasising the need for a relatively simple structure of delivery.

The recommendations were agreed as set out in the exempt minutes.

**16. Proposed Operating Model and Leadership Team Structure**

Cabinet considered a report that proposed a new structure for the County Council's Leadership Team.

The recommendations were agreed as set out in the exempt minutes.

The meeting rose at 15.15

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Chair

## Cabinet

13 September 2018

### One Organisational Plan Quarterly Progress Report Period under review: April to June 2018

#### Recommendations

Cabinet is recommended to:

- 1) Consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.
- 2) Approve the net transfer of £2.014 million to Business Unit reserves in order to support the delivery of services in future years, as outlined in section 3.2.

#### 1. Report Summary

- 1.1. This report outlines the performance of the organisation at the Quarter 1 position, 1st April to 30th June 2018.
- 1.2. This report summarises the Quarter 1, 1st April to 30th June 2018, financial position of WCC.
- 1.3. Key human resources performance is outlined
- 1.4. High level risks to WCC are highlighted within the report.

#### 2. Performance Commentary

- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. These are measured through 62 Key Business Measures (KBMs) which are grouped under, and reported against, the seven agreed policy areas.

For the outcome Warwickshire's communities and individuals are supported to be safe, healthy and independent there is a total of 35 Key Business Measures included in four Policy area dashboards:

- Children are Safe - 15 Key Business Measures
- Adult Social Care - 8 Key Business Measures
- Health & Wellbeing - 6 Key Business Measures
- Community Safety and Fire - 6 Key Business Measures

For the outcome Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure there is a total of 13 Key Business Measures included in two Policy area dashboards:

- Economy, Infrastructure and Environment - 10 Key Business Measures,
- Education & Learning - 3 Key Business Measures.



To demonstrate OOP delivery by ensuring that WCC makes the best use of its resources a total of 14 Key Business Measures have been presented on one dashboard.

- 2.2 The table below provides an overview for Cabinet regarding performance for each of the 7 agreed policy areas at Q1, it should be noted that additional information may be available for current quarter and performance may have changed:

### **Children Are Safe (15 KBMs)**

#### **Areas of Good Progress**

The % of care leavers who are NEET (not in education, employment or training) has reduced from 32.9% in Quarter 4 2017/18 to 29.5% in Quarter 1 2018/19. A new process has been implemented recently to improve recording and a culture of proactively keeping in touch with young people to ensure that the Authority is providing good support and oversight of their situation has been embedded. An officer has also been employed who has a role to focus on education and employment of care leavers.

In addition, the percentage of care leavers in suitable accommodation has increased from 78.3% in Quarter 4 2017/18 to 88.1% in Quarter 1 2018/19.

Although the % Education Health Care Plan (EHCP) including exception cases issued within 20 weeks (44%) is only marginally above the profiled target set (40%), it is expected that the Service will remain below 50% until September (the year end target is 90%). At Q1 the current priority for the team was converting statements to EHC plans. In September 2014, the Department for Education stated that by 2018, all existing statements of Special Educational Needs would be converted to an EHCP. In September 2014, Warwickshire had a caseload of 2,781 statements to convert, of which encouragingly, there are now two left to convert. The new priority will then be to meet the 20 week deadline.

#### **Areas of concern including remedial action**

There remains high numbers of children protection plans in place. A recent audit on rising Child Protection numbers was completed to understand and address this trend. The audit identified the need to focus on better use of child in need processes in respect of some child protection referrals, and reducing the time that children are subject to child protection plans by minimising the delays for the provision of some assessments and direct work services. Learning and recommendations from the audit have been shared with practitioners.

The number of children in need has increased (June figures are at 4079) and the rate is higher than the 2016/17 statistical neighbours average. There is significant work being undertaken to understand demand and undertake targeted work to manage demand through the strategic review which will make recommendations by September 2018.

The Service aims to safely reduce the number of children looked after (CLA) by continuing to support more children to remain at home; reducing the time children are looked after; and, where safe, looking at options to prevent a young person being looked after via rehabilitation home, the granting of a Special Guardianship or Child Arrangement Order, or via adoption. The number of children entering care has reduced compared to previous years but children are spending too long in care before permanent care arrangements are made. A new approach to impact CLA is being implemented which includes a permanency panel and ensuring that any barriers which prevent permanency being achieved are quickly understood and addressed.

There has been a rise in average caseloads per FTE for the 7 frontline social care children and families teams, however this is a result of a rise in demand not a fall in the number of social workers. Recruitment for social workers remains a priority for Council and positively, most teams have appointed for the majority of their vacancies and by the end of September 2018 a total of 31 new social workers will have started with the authority. Turnover of social workers has reduced significantly but is slightly higher than ideal at 15% (target is 12%). Work to establish a retention strategy is being undertaken.

## **Adult Social Care (8 KBMs)**

### **Areas of Good Progress**

The number of people in receipt of an Adult Social Care service has remained on par with the end of Quarter 4 2017/18, with the March figures at 6525 and the June figures at 6520.

The demand for the Reablement Service has decreased across Quarter 1 2018/19 following an extremely busy winter period, however is similar to the trend seen in the same period last year. The Service is implementing processes, such as broadband, to enable better connectivity for co-located teams and scheduling tools to enable multiple visits to be programmed. The Service is working with referrers in health and social care to ensure that the right customers are referred to the Service to gain the maximum benefit from the enabling programme.

### **Areas of concern including remedial action**

There has been a reduction in the number of people receiving a Direct Payment from 1158 recipients in February 2018 to 1054 in June 2018. These figures have reduced as a result of data cleansing prior to the move to Mosaic and also due to requirements for the payment cycle, meaning that some annual payments cannot be added until their payment date. It is anticipated that this will be resolved by the end of the financial year and that a consistent and confident baseline will therefore be achieved.

Where individuals are eligible for council funded services then practitioners are expected to offer Direct Payments as a means of receiving this service and they are required to record that this has been offered. Recent case file audit feedback is showing that practitioners are recording the offer.

Workshops for Operations Managers and Team Leaders have taken place to increase the knowledge of managers on Direct Payments and to compliment the Direct Payments learning programme offered to all staff.

Officers from the Independent Living Team are being linked to social care and support teams from July 2018 to support practitioner knowledge to continue to increase the take up of Direct Payments.

## **Health and Wellbeing (6 KBMs)**

### **Areas of Good Progress**

With regards to the Average Daily Beds Occupied by Delayed Warwickshire Patients measure,

since the end of May, performance at the 3 main Warwickshire providers has been close to or below the target.

- Actual performance for May-18 of 41 was below (better than) the new target for 2018/19 of 43.
- Forecast performance of 35 for June-18 is well below (better than) target.

### **Areas of concern including remedial action**

Although the latest data for the rate of hospital admissions as a result of self harm is not available until March 2019, the 2016/17 annual rate is 502.9 per 100,000, which is above the West Midlands and England average. A self-harm working group is being set up over the summer 2018 and will bring together commissioners and professionals from a range of services working with children and young people. An action plan will be developed that will focus on how Warwickshire's self-harm rates can be reduced.

### **Areas to note**

Data for the following measures will not be available until later in the year:

- % women who smoke at the time of delivery- October 2018.
- % of Year 6 Children (aged 10-11 years) in Warwickshire who are classified as obese - November 2018
- Rate of hospital admissions for alcohol related conditions per 100,000 population (all ages) - February 2019.
- % of eligible population aged 40-74 offered a NHS Health Check who received a NHS Health Checks - September 2018.
- Rate of conception per 1,000 aged 15-17 (Warwickshire) - September 2018
- Rate of hospital admissions as a result of self-harm per 100,000 population aged 10-24 years - March 2019

## **Community Safety and Fire (6 KBMs)**

### **Areas of Good Progress**

Over the last 2 months the performance for the first fire appliance response time has improved with both months (76.92% in May, 76% in June) achieving target (75%) following a lower level of performance in April. Monthly performance for this measure is variable and can be impacted by a number of reasons including geographical location of incidents and over the last 3 years the trend is decreasing. Retained Duty System availability also plays a key part in maintaining response standards and levels of availability have declined in the last couple of months, partly as a result of very high levels of operational activity leading to staff requiring rest periods. Continuing scrutiny is maintained within the Service as it is a key measure to ensuring an effective response to emergency incidents and to keeping the public safe.

Overall numbers of emergency incident types are at a similar level compared to the same period last year including fires where property or vehicles are involved and deliberate fire setting. This is as a result of continuing focus on monitoring of emerging trends, understanding risk across the county and effective safety activities including Safe and Well Checks and Fire Safety Inspections.

The first quarter of the year has seen a reduction in the number of people Killed or Seriously Injured (KSI's) on Warwickshire roads compared to last year (62 in June, compared to 71 in June 2017). The number of fatalities are at a similar level to 2017 however serious collisions are at a lower rate. All collisions are down on the comparable period with 2017. WCC are working closely with partners through the Road Safety Partnership to deliver coordinated activities/initiatives. Further bids are to be made to the CIF (Capital Improvement Fund) for funding to finance the delivery of Casualty Reduction Schemes across a number of key sites including a proposed programme of route wide safety camera schemes.

### **Areas of concern including remedial action**

With the recent hot, dry period and subsequent increase in fires where there is not any property or vehicle involved there has been a significant rise in overall incidents attended in quarter 2, including supporting other Fire and Rescue Services in line with normal mutual aid arrangements. There are already a number of incident types for Warwickshire Fire and Rescue Service (WFRS) that are increasing including Accidental Dwelling Fires, Special Services and False Alarms.

In addition there has been a suspected domestic fire related death and an increase in the number of fire related injuries across the first quarter. WFRS investigate each and every death or injury to fully understand the individual circumstances to inform preventative activity.

### **Areas to note**

The Ministry of Justice has changed the calculation methodology for the '% of young offenders who reoffend' measure, consequently:

- They have predicted this will increase the re-offending rates by 5%
- The Warwickshire 2018/19 target has been revised
- The actual number within the cohort for Q1 is 86, of which 34 (39.5%) re-offended
- The cohort numbers are small and therefore statistical comparisons become difficult where other Youth Offending Teams have much larger cohorts. However, the current Q1 performance compares favourably with the previous cohort (43.4%).

## **Economy, Infrastructure and Environment (10 KBMs)**

### **Areas of Good Progress**

In Quarter 1, 30 new services had been created through third sector support contract and locality work with third sector and Town & Parish Councils.

The employment rate in Warwickshire remains extremely high (79.6, compared to a target of 76) due to the current strength in the economy and demand for labour.

100% of Core Highways Maintenance Contract performance measures have achieved target. As part of this area, although repair times for emergencies (2 hours) and defects (28 days) is considered as the main area of concern, it continues to show year on year increases in performance with 66% achieved in year one, 87% in year 2 and 90% for the first quarter in year 3.

### **Areas to note**

There are two measures where the latest data is not currently available:

- Data for Gross Value Added (GVA) is reported annually in arrears in Dec/Jan time. As such, updates can only be provided towards the end of the year. Previous data however suggests good improvement in recent years productivity levels, taking Warwickshire above the average for the UK.
- % of Warwickshire road network meeting specified condition is an annual measure and will be reported at the end of the year. The data for 2017/18 has recently been processed, confirming the outturn figure of 83.2%, which is an increase compared to the performance in 2015/16 and 2016/17.

### **Education and Learning (3 KBMs)**

#### **Areas of Good Progress**

The % pupils attending schools (including nursery schools) judged good or outstanding by Ofsted is positive, with current performance is 89.2% compared to the national benchmark of 86%. In Warwickshire the breakdown by category is 25.1% as outstanding; 64.2% as good, 9% requires improvement and 1.7% inadequate for WCC. Nationally 23.1% outstanding, 63% good, 11.6% requires improvement, 2.3% inadequate.

#### **Areas of concern including remedial action**

There has been a large increase in the number of pupils who were excluded in the 17/18 academic year, compared to the 16/17 year (both secondary and primary age children). Since January there has been a detailed review and analysis of effectiveness of Area Behaviours Panels (ABPs). As a result many of the functions of ABPs have been recentralised, working in partnership with head teachers via the ABP Steering Group. Exclusions spike at key transition times: - Reception to Year 1; Year 6 to Year 7; and Year 10 onwards. Subsequently there will be focus on helping mainstream schools to manage with particular emphasis on these areas.

### **Warwickshire makes the best use of its resources (14 KBMs)**

#### **Areas of Good Progress**

With regards to our use of resources, although investments fluctuate quarter on quarter, overall the Council is on track with its finances, with the Quarter 1 return on investment exceeding the target set of 0.36%.

Sickness absence is steady, currently running at 9.66 days per FTE, which is consistent with the same time last year. In order to ensure that the trajectory remains in the right direction, the Service continues to monitor sickness absence and take a proactive approach to absence management. There will be a specific detailed breakdown of sickness absence included within the Annual Sickness Absence report, which will be presented to Staff and Pensions Committee on 10th September.

Of the four capital projects due to be completed this year, one, Shipston High School, has been completed during Quarter 1. It was completed early, the original date for completion was September. The three remaining capital projects are:

- Old Shire Hall/Judges House - Preparation of Asset as an events venue
- Coleshill CE Primary School - Classroom Extension
- Barford St Peters Primary School - Kitchen Extension

An [update report](#) was taken to Resources, Fire and Rescue OSC on 11th July on the Digital by Design programme. There is now a dedicated Digital by Design team, which is part of the Corporate Transformation team.

### **Areas of concern including remedial action**

There have been six upheld following complaints made to the Ombudsman, Information Commissioner and the courts (judicial review proceedings), which compares to the target of 12 for the year. 4 were Ombudsman decisions and 2 were ICO decisions. In order to mitigate against any further complaints, the Service shares Ombudsman digests, reviews complaints regularly to understand if there are any lessons which can be learned and continues to monitor the information centrally in order to pick up any patterns and trends.

### **Areas to note**

There are two measures where the latest data is not currently available:

- The Staff Engagement Score will be available in September 2018, and therefore reported in the Quarter 2 report, following an analysis of the 'You Say' Survey which was conducted in early Summer 2018.
- The '% level of assurance based on the audit outcomes' measure will be updated in the Quarter 2 report. An update report will be presented to Audit and Standards Committee on 29th November.

2.2 Progress on the KBMs on each policy area is reported through the dashboards in Appendix A.

### **Management of HR and Risk**

2.3 A summary of the position on Corporate Risks and HR management is shown below:

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.

Headcount has increased by 0.22 % since the end of the financial year with turnover for the quarter at 3.1% which is consistent with the same period last year. Age profile remains stable with an average age of 44.9. Absence is running at an average of 9.6 days per fte which is consistent with the same period last year. A sickness absence monitoring group has been established within HROD to support the proactive approach to absence management.

## **3 Financial Commentary**

### **3.1 Revenue Budget**

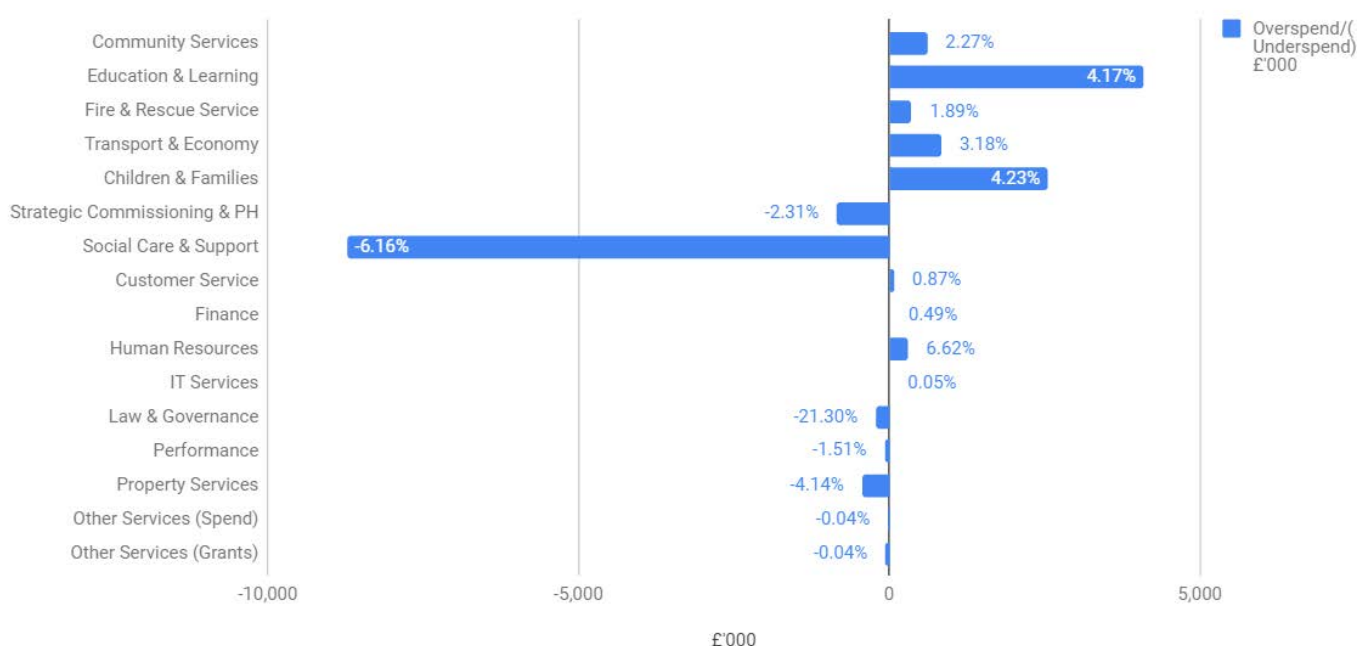
3.1.1 The approved net revenue budget for 2018/19 is £292.782 million. Against this, at Quarter 1, an under-spend of £1.507 million or 0.51% is forecast overall for the whole authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.



3.1.2 The chart below shows the forecast position for each Business Unit. It shows both the absolute under/overspends for each Business Unit as well as those which are outside of the tolerances agreed for reporting purposes of no overspend or a less than 2% underspend. To supplement the assessment of financial performance against these tolerance levels, monthly forecasting reports are considered by Directorate Leadership Teams and forecasting is a standing item at all Corporate Board meetings to allow issues of concern to be escalated quickly. Any issues raised through this process are reported to Members as part of these quarterly reports.

3.1.3 At Quarter 1, nine Business Units are forecasting they will overspend and four are

2018/19 Forecast Variance



forecasting underspends greater than the -2% tolerance agreed; the remaining two have underspends within the agreed tolerance level.

3.1.4 The overall revenue position of the authority is favourable. Where an overspend is forecast, the Business Units or Directorates have sufficient reserves to meet any residual overspend, where a business unit does not have sufficient reserves to cover its overspend this will be a first call on the following year's revenue budget. **Appendix A** and **Annexes A-O** outline the reasons for all variations in budget. Additionally, good progress is being made towards delivering the savings plan, any savings which are falling short of delivery are being managed by Business Units and actions or proposals are in place to either find alternative savings or services are working to deliver the required savings in future years.

3.1.5 Key Lines of Enquiry for Cabinet on the Revenue Budget position are as follows:

- In Community Services, the majority of the overspend is from Waste Management issues. Increased housing growth continues to increase tonnages of residual waste which outstrip the current budget allocations. No allowances have been made for increased green waste tonnage due to a one-off budget allocation for 2018/19. By

adding £0.757 million to reserves, as detailed in para 3.2.4 below, the business unit's overspend position will become larger than is currently forecast. The overall position in Waste Management is currently being reviewed and will be reflected in the Quarter 2 OOP report.

- In Education & Learning, the DSG Review, two Digital by Design business cases as well as the Demand Management Review of SEND and Home to School Transport will assist in moving towards a balanced budget in future years.
- In Transport & Economy, there are numerous variations across services both in the gross expenditure and gross income area, aggregating to a large overspend. There is likely to be a reduction in the forecast overspend position at Quarter 2 due to reviews in specific areas including; Design Services; Planning and Development; Infrastructure and Regeneration and Road Safety.
- For the Children & Families business unit, there are issues across Safeguarding, Corporate Parenting, Specialist Intervention, ACE and SEND. Also the business unit is not achieving its overall savings target which is having a knock on effect on the revenue position.
- Social Care & Support is forecasting an £8.7m underspend, there are three main reasons for this variance:
  1. The largest portion results from delays to the start of projects, there are ongoing discussions within People Directorate about reinvesting this in preventative services, with business cases submitted mid August for consideration.
  2. In Disabilities and Older People, primary drivers of the underspend are that spend on direct payments is not rising as much as the budget increased and income forecasts are higher than budgeted for residential and community income due to better recovery of client contributions than anticipated in the demand workings of the OOP budget
  3. In Integrated Care, there are underspends on equipment, reablement and hospital & occupational therapy staffing, these are one off underspends with initiatives underway to increase take-up of these services.

## 3.2 Reserves

3.2.1 The authority currently holds reserves of £129.324 million. With a current underspend of £1.507 million, reserves are forecast to be £130.831 million at the end of the financial year, as detailed in para 3.2.4 several business units are proposing to add a share of their underspends to reserves at Quarter 1. Business units have also requested to draw down £1.946 million to support services in year, meaning total reserves of £128.885 million are forecast for the end of the financial year.

3.2.2 Of this funding one third is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks, to cash-flow timing differences between when spend is incurred and savings are delivered or for specific investment in projects. Financially this continues to place us in a healthy position to address the financial challenges



facing the authority through changes to local government funding by 2020 and the next organisational plan.

3.2.3 Business Units are seeking members' approval to draw down £1.946 million from reserves to support delivery of their plans in the current year as follows:

Education & Learning (£0.071 million)

- £0.071 million of funding required to complete the implementation of the education management information system

Fire & Rescue (£0.273 million)

- £0.041 million to support the ongoing costs of the Joint Control project
- £0.156 million to support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity
- £0.076 million to support the replacement of critical IT systems

Transport & Economy (£0.703 million)

- £0.170 million to support the costs of the Cycle Races in Warwickshire and also contribute to the Transforming Nuneaton works
- £0.150 million to support resourcing costs to deal with S38 legacy schemes
- £0.201 million to support the flood alleviation programme and provide match funding for EA funded schemes
- £0.093 million to support the Employment & Skills programmes as budgeted
- £0.089 million for match funding of the Business Support (ESIF) programme as budgeted

Children & Families (£0.164 million)

- £0.164 million to be utilised to pump prime placements in boarding schools scheme, to reduce the overall costs of residential placements

Property Services (£0.052 million)

- £0.052 million drawdown from LATC Operational reserve to offset the impact of lower contracted support service costs to Educaterers to ensure there is no knock on effect to other council services.

Other Services (£0.683 million)

- £0.683 million drawdown from the DSG reserve to fund reduced income as a result of the 17/18 Early Years funding clawback for 3 & 4 year old provision by the Education & Skills Funding Agency.

3.2.4 Business Units are seeking members' approval to add £3.960 million to reserves, mostly from current underspends, for use in future years as follows:

Community Services (£0.757 million)

- £0.757 million to replenish the negative Waste Management reserve which currently contains the 2017/18 overspend, this is a first call on the 2018/19 budget as per the rules set out in the Reserves Strategy. This transfer will in effect 'reset' the reserve to a starting position of nil for the year and result

in the business unit's overspent position becoming larger than is currently forecast.

#### Social Care & Support (£3.000 million)

- £3.000 million budget for transformation and projects spend which will be incurred in future years, this in line with the Council's long term strategy to address adult social care pressures.

#### Property Services (£0.203 million)

- £0.164 million of net savings for 2018/19 approved by Cabinet on the 24th July 2018 to be carried forward to 2019/20
- £0.039 million to return previously approved use of reserves for the Switch & Save scheme to be used in 2019/20

### 3.3. Delivery of the 2017-20 Savings Plan

3.3.1 Three Business Units; Community Services, Education & Learning and Children & Families are presently forecasting that they will not meet their 2018/19 savings targets, with the overall shortfall expected to be £2.661 million.

- There is a £0.030 million shortfall in the Community Services business unit, specifically in the Heritage and Environment service. Discussions are underway to determine if this position can be rectified in-year.
- In Education & Learning, the SEN transport budget is forecasting to overspend by £0.934m, this is having a detrimental effect on the business unit's ability to deliver the savings on Home to School Transport. A new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme.
- In Children & Families there is a savings shortfall of £2.108 million. The children centre savings are on track to be met but all other savings are not being delivered and are being reviewed as part of strategic review of the service. Draft plans are being established as part of the review which will be finalised in September. High cost and repeat areas of overspend are subject to a systemic and detailed review as these contribute to a continued overspend.
- In Social Care & Support, the business unit has found alternative recurring savings as a result of ongoing prevention and early intervention work to cover £1.477m of the original savings plans which are forecast as not being achieved.

3.3.2 Cabinet approved the revisions to the Property Services savings plan on 24 July 2018, this has been reflected in Appendix A and Annex N. There was a £1.105m underachievement of savings in 2017/18, the restructure of the Property Services business unit delivers a long term financially sustainable service which incorporates making good this underachievement.

3.3.3 Further information on the savings plan position can be found in **Appendix A** and **Annexes A to O**.

3.3.4 Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

### 3.4 Capital Programme

3.4.1. The total forecast level of planned capital spend is £118.156 million in 2018/19, with a further £139.632 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £50.752 million for 2018/19 with a further £7.500 million over the medium term.

There have been two recent allocations made from the CIF of £10.000 million for the A46 at Stoneleigh and £0.783 million for Addison / Lawford Road Rugby Casualty Reduction.

The level of forecast capital spend for 2018/19 at Quarter 4 was £122.534 million. At Quarter 1 this figure has reduced to £118.156 million, a reduction of £4.378 million. The £118.156 million forecast spend plus the remaining CIF allocation of £50.752 million makes up the total 2018/19 forecast figure of £168.908 million within the graph and table at 3.4.5.

3.4.2. Managers' forecasts indicate that £31.004 million (25%) of the planned spend for 2018/19 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2018/19 of £26.626 million resulting in the overall decrease to the programme for 2018/19 of £4.378 million.

3.4.3. The main reasons for the £31.004 million slippage in the quarter compared to the approved budget are:

- Community Services - £0.019 million of spending will no longer go ahead as part of the capital project in Countryside Rural Maintenance.
- Customer Services - £0.052 million of spending has been brought forward on the Alcester Library project, this increase reduces the overall slippage in the quarter.
- Education and Learning – The slippage of £1.003 million relates to Welford on Avon Primary School due to reconfiguration of the project as approved by the Education and Learning Capital Access and Organisation Board.
- Fire & Rescue - £4.027 million of slippage is due to the re-phasing of the Training Centre new build which has been paused pending the outcome of the Memorandum of Understanding with the West Midlands Fire and Rescue Service.
- Information Assets - £0.411 million of slippage is due to the consolidation of the three lots within the BDUK project, the lots represent geographical areas. All lots have been awarded to a single supplier which has reduced management and production costs. The remaining funds will be reinvested and remodelled in the project by 2021/22.

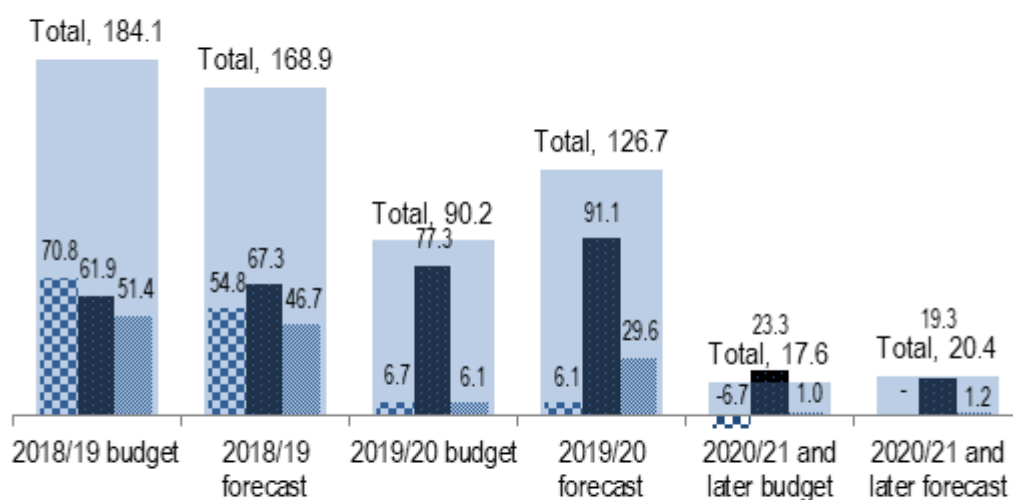
- Property Services - £0.934 million of slippage relates to strategic site planning applications, a further £1.368 million was added to the capital programme in 2017/18 Q4 for this project following cabinet approval in February 2018. This was all allocated incorrectly to 2018/19, the Strategic Asset Management team now have a Project Manager in place who has re-profiled the spend across the financial years based on expected delivery.
- Strategic Commissioning - £1.035 million of slippage, £0.501 million relates to Adult Social Care modernisation, there has been a delay in developing proposals for projects due to the Project Manager leaving the Council, a new Project Manager is now in place who is actively pursuing options and the spend has been re-profiled accordingly. £0.535 million relates to Client Information Systems Review, Mosaic is now live for Social Care and Support and Children and Families, the slippage is in relation to funding which was to support further developments on Mosaic; however these developments were on hold until Mosaic was live for both Social Care and Support and Children and Families. Proposals are now being developed and spend has been re-profiled accordingly.
- Transport and Economy – The slippage of £23.627 million has resulted from an active review by Transport and Economy of its capital projects, further discussion with project managers and an analysis of project plans, to introduce a realistic profile of each project. £11.451 million relates to grant/developer funded schemes due to delays in planning approval and contract negotiations. £12.475 million relates to corporate resources and includes unallocated Area Delegated member funding £3.876 million, A444 corridor improvements was commissioned to Design Services in January 2018, construction will now not start until next year £4.000 million, Bermuda Connectivity which was paused pending further consultation £2.885 million, and the Safer Routes to Schools programme which is currently on hold 1.882 million. There has been an increase in spend of £0.300 million in relation to Street Lighting for additional works funded by revenue contributions.

3.4.4. Slippage in the capital programme means the benefits expected from the capital investment are delayed. To maintain the organisation's focus on the timely delivery of the capital programme, in addition to this quarterly report, a separate briefing on the slippage in major capital projects is prepared each quarter. This briefing is provided to the Resources and Fire and Rescue Overview and Scrutiny Committee.

3.4.5. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the planned and forecast capital expenditure is to be financed. These figures include the remaining Capital Investment Fund allocation of £58.252 million.

### Estimated Financing to 2020/21 & Later Years (£m)

■ Corporate Borrowing and Tax Base Growth  
■ Grants and Contributions



	2018/19 budget	2018/19 forecast	2019/20 budget	2019/20 forecast	2020/21 and later budget	2020/21 and later forecast
	£000	£000	£000	£000	£000	£000
<b>Total</b>	<b>184,067</b>	<b>168,908</b>	<b>90,181</b>	<b>126,701</b>	<b>17,569</b>	<b>20,431</b>
Corporate Borrowing	70,835	54,846	6,728	6,064	6,728	-
Self-Financed Borrowing	3,182	3,779	3,600	3,600	995	995
Grants and Contributions	61,893	67,320	77,284	91,057	23,270	19,272
Capital Receipts	45,960	39,128	537	24,830	-	-
Revenue	2,197	3,835	2,032	1,150	32	164

3.4.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this

report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and not require any additional use of corporate capital resources.

3.4.7 Key Lines of Enquiry for Cabinet for the Capital Programme are as follows:

- Education and Learning (£1.003 million slippage) - Welford on Avon Primary reconfiguration of project.
- Fire & Rescue (£4.027 million slippage) – Training centre new build paused pending outcomes of Memorandum of Understanding between Warwickshire FRS and West Midlands FRS.
- Strategic Commissioning – (£1.035 million slippage) – Adult Social Care modernisation and Client Information Systems Review, proposals in relation to further investment are being developed.
- Transport & Economy – (£23.627 million slippage) - Transport & Economy have carried out an active review to ensure all capital spend has been phased across financial years in line with expected delivery, which will result in less slippage going forward.  
£1.882 million – Safer Routes to Schools programme on hold pending further discussion between Head of Service and Strategic Director.

£4.000 million – A444 corridor improvements project was not commissioned to Design Services until January 2018, the project is therefore over a year behind.

Further detail has been included in 3.4.3

**Background Papers**

None

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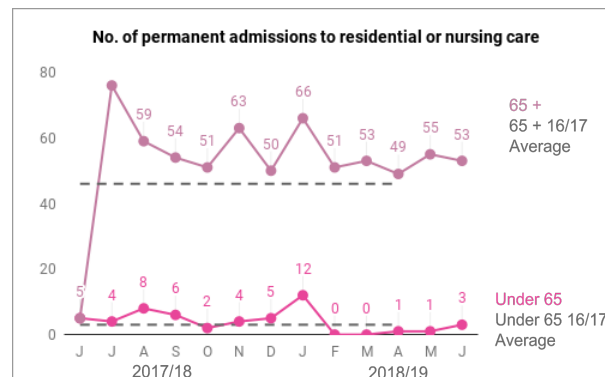
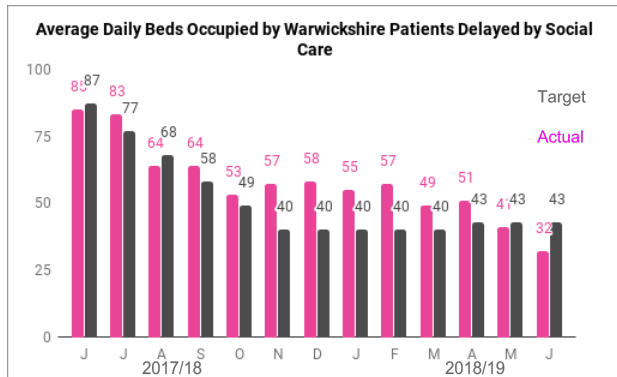
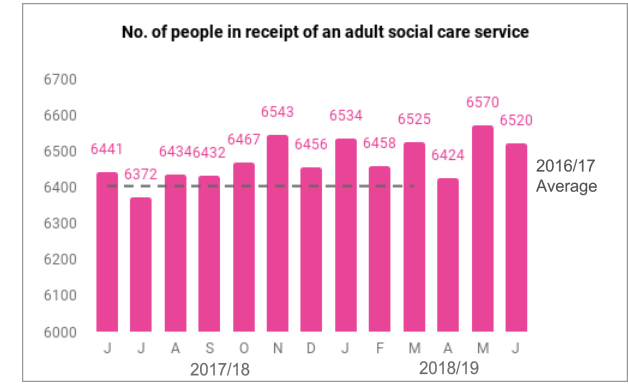
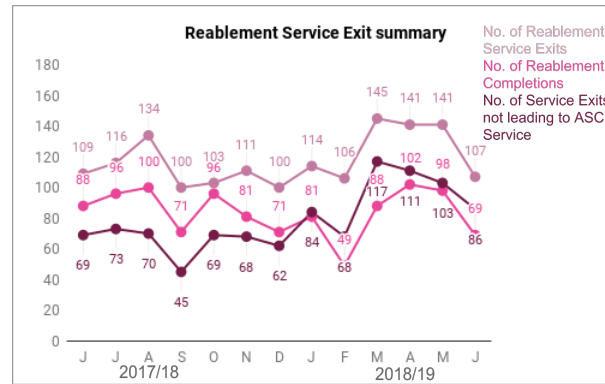
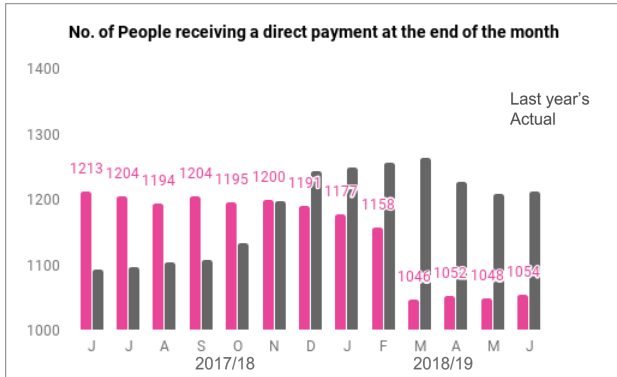
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	Cllr K Kaur, Portfolio Holder for Customer and Transformation; <a href="mailto:cllrkaur@warwickshire.gov.uk">cllrkaur@warwickshire.gov.uk</a>

This report was not circulated to elected members prior to publication.



**Q1 OOP Progress Report**  
 Adult Health and Social Care  
 23-Aug-2018

18/19 Actual  
 18/19 Target  
 17/18 Actual

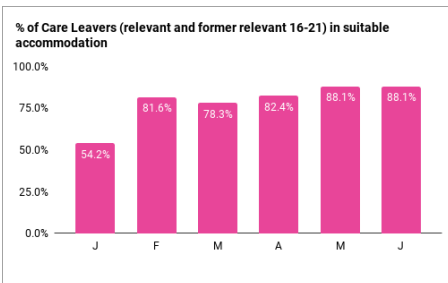
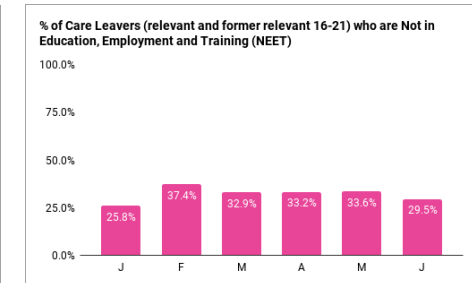
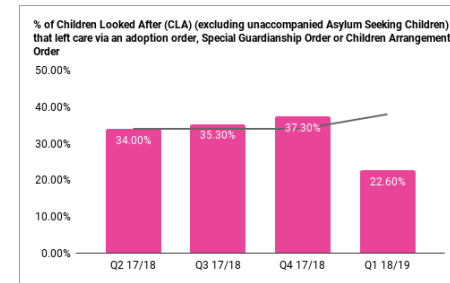
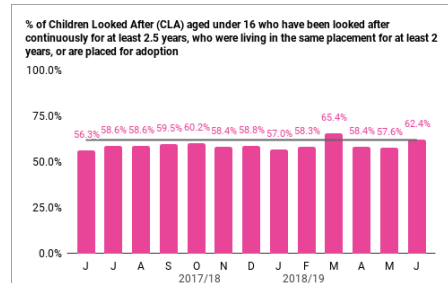
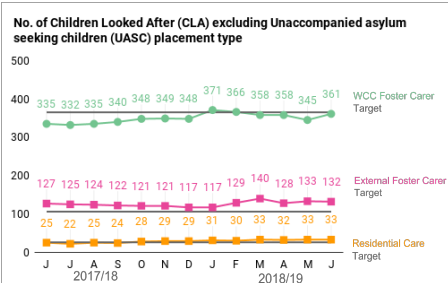
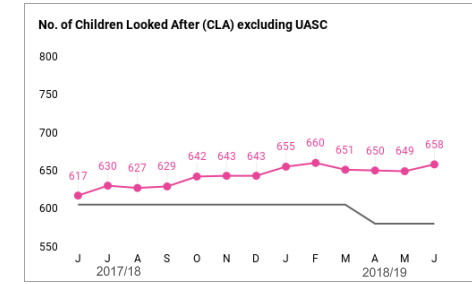
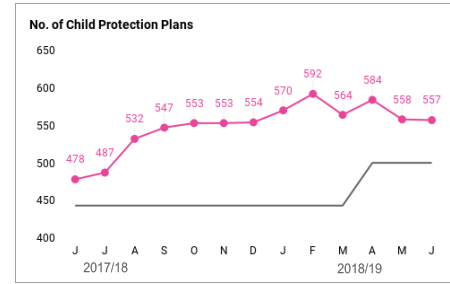
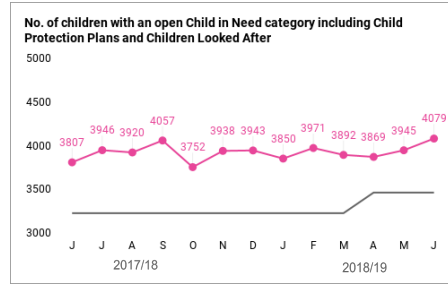
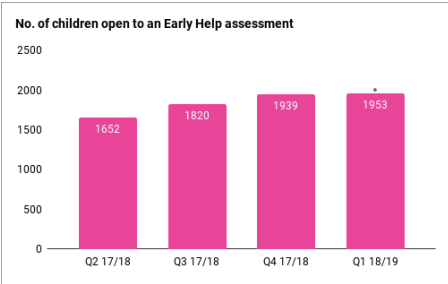
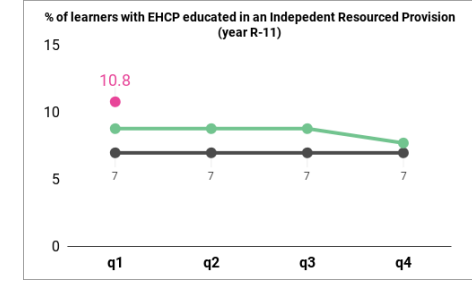
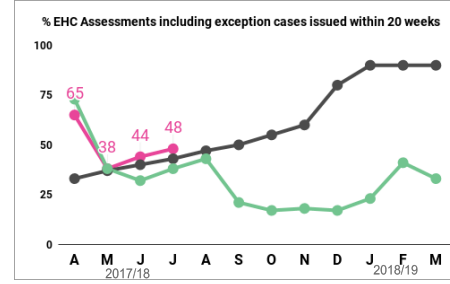
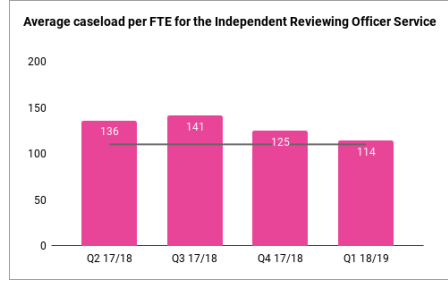
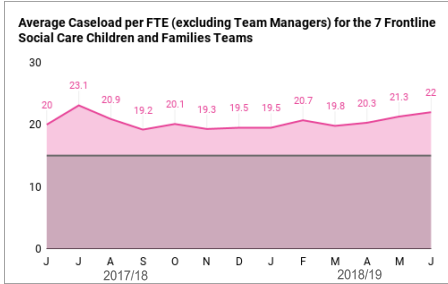


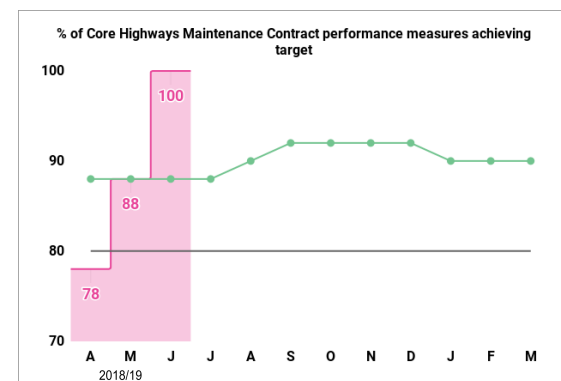
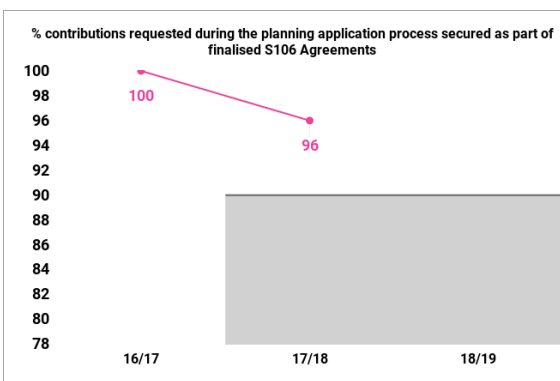
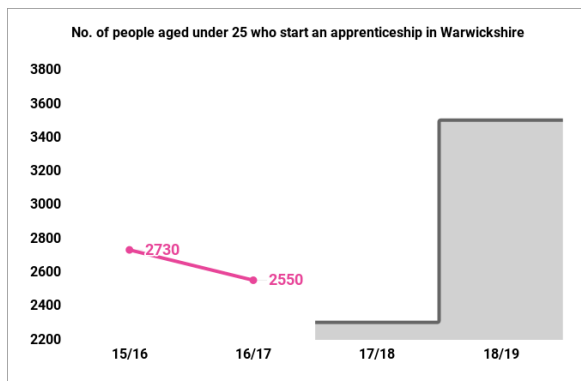
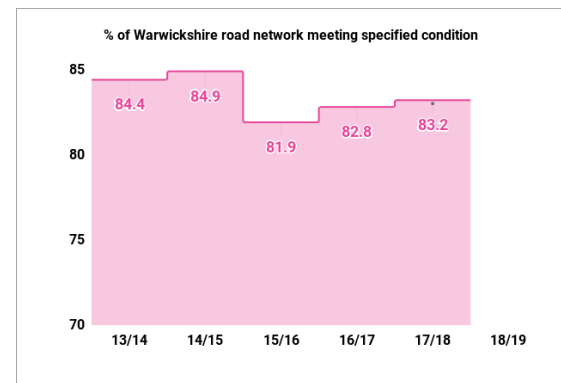
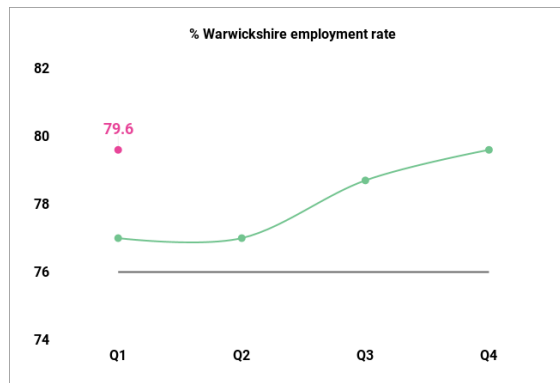
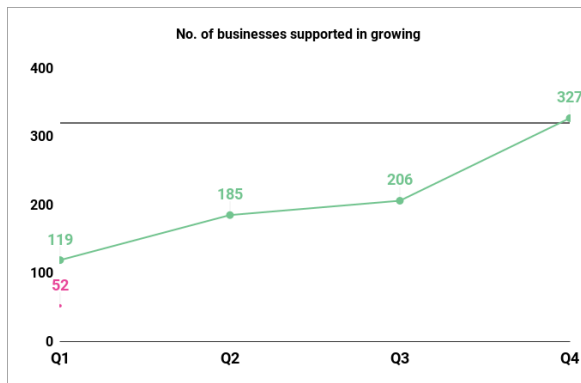
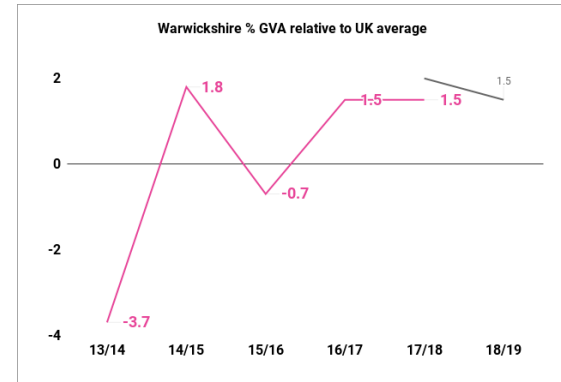
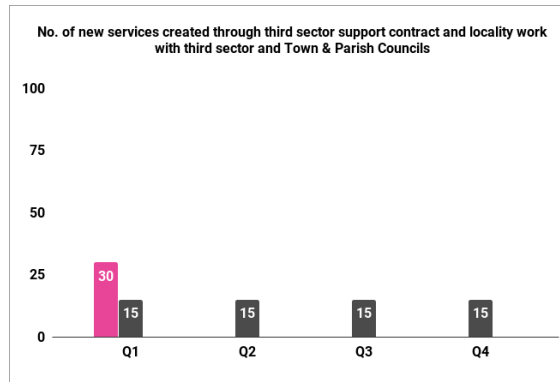
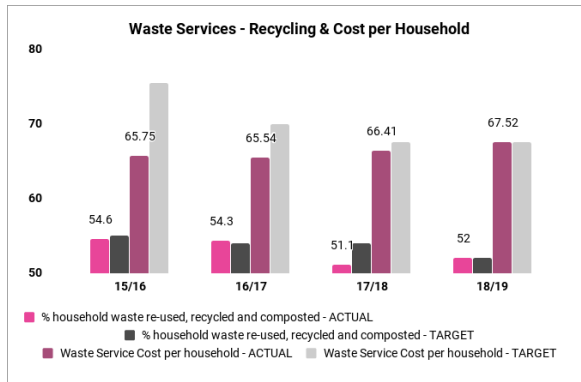


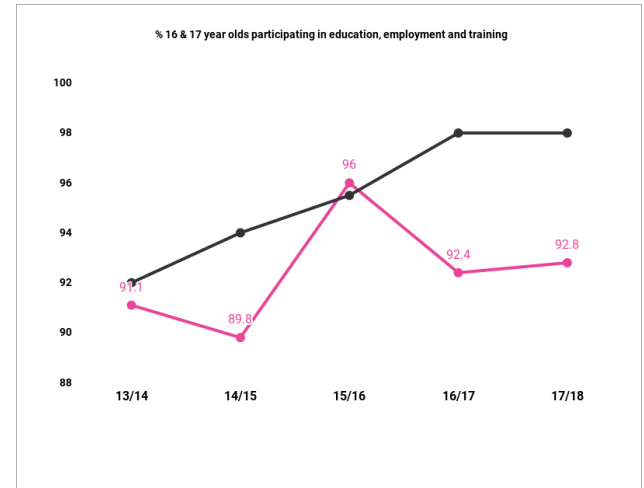
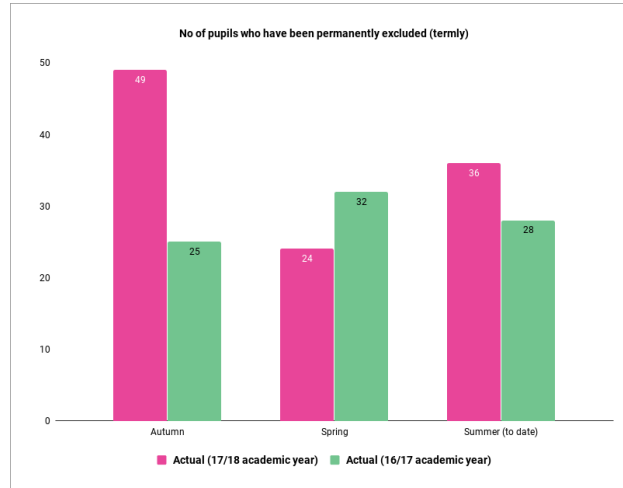
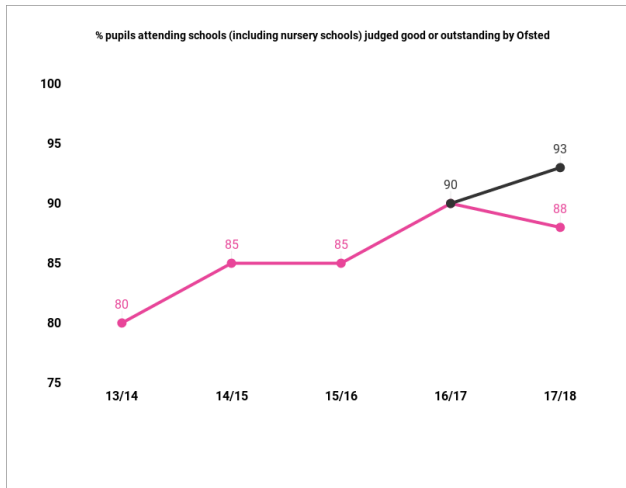


**Q1 OOP Progress Report**  
 Children are safe  
 22-Aug-2018

18/19 Actual  
 18/19 Target  
 17/18 Actual



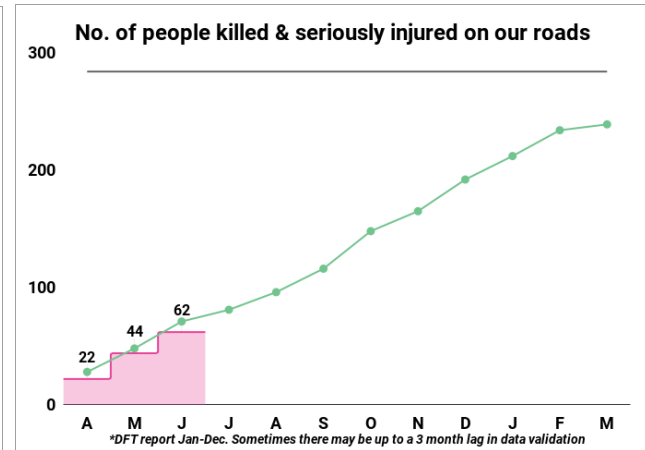
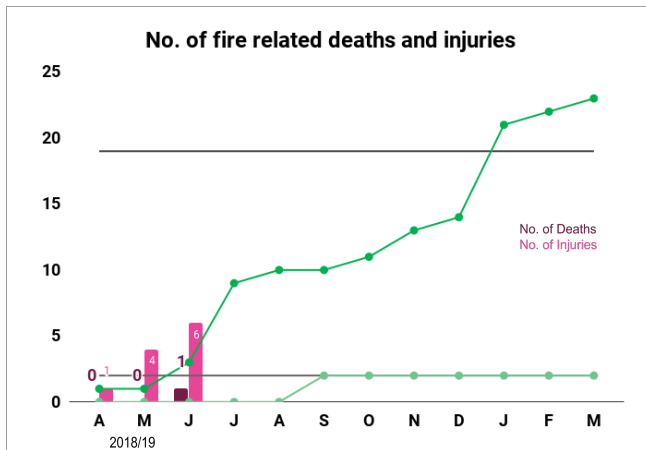
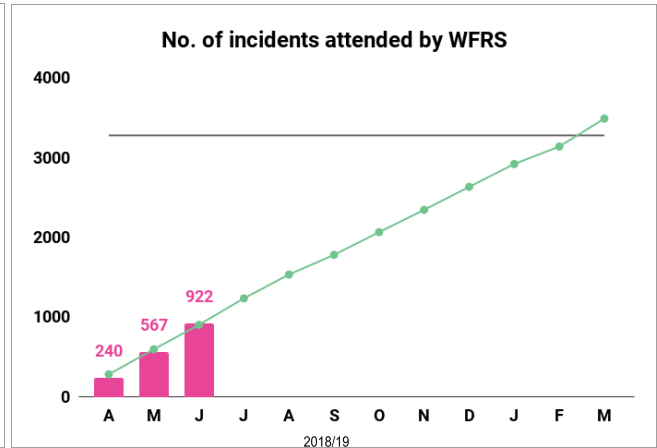
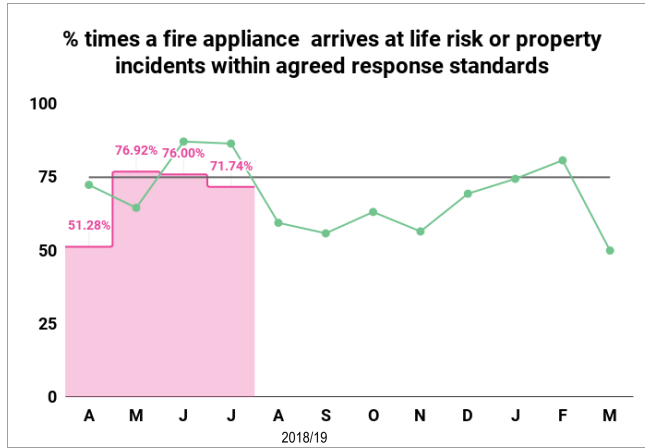
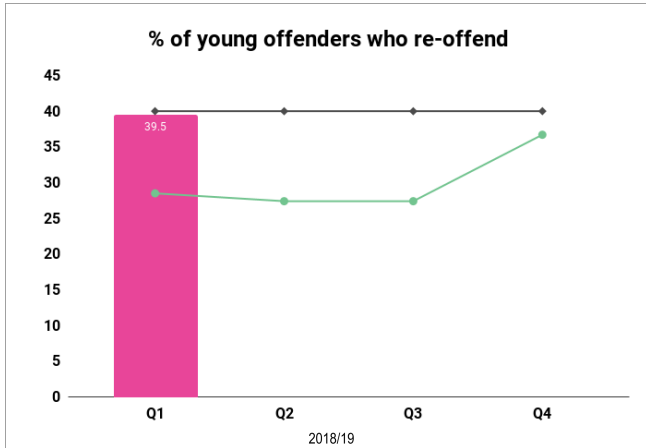


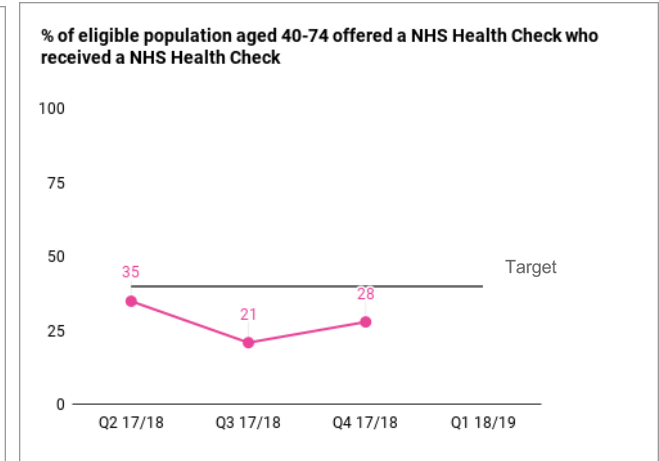
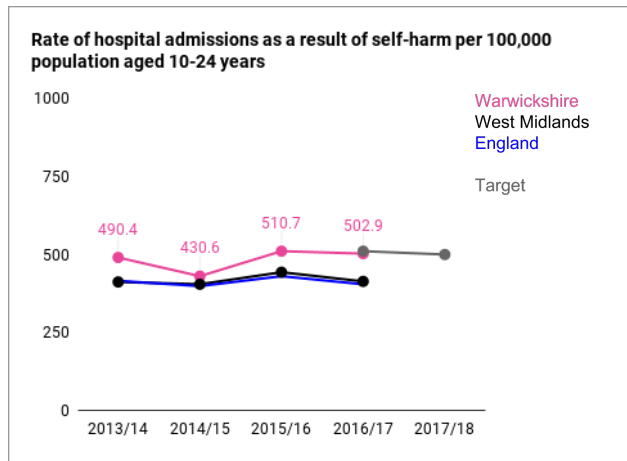
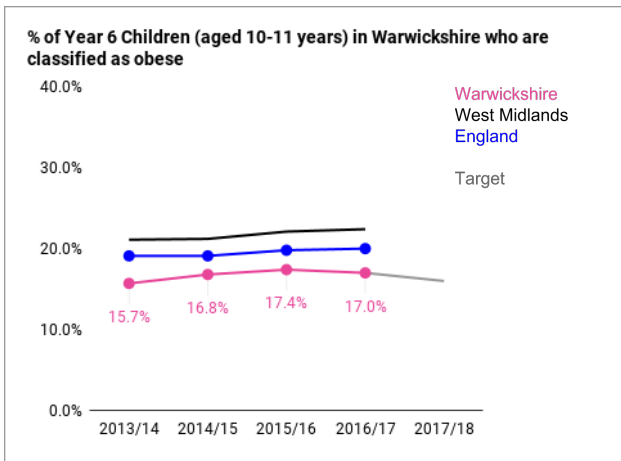
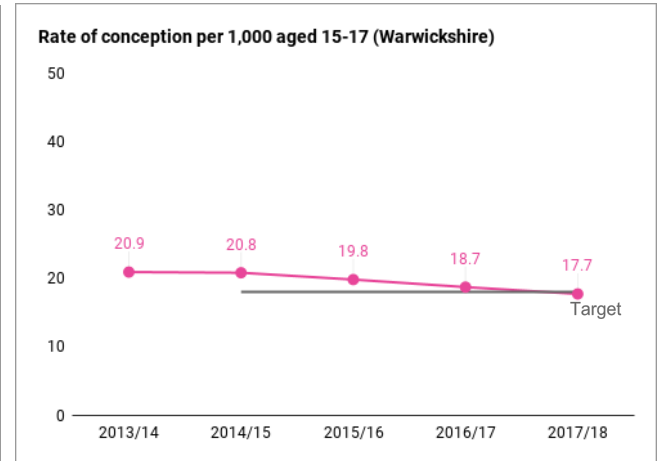
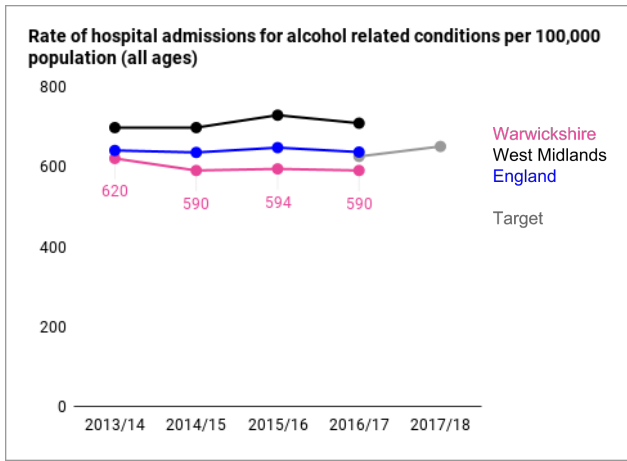
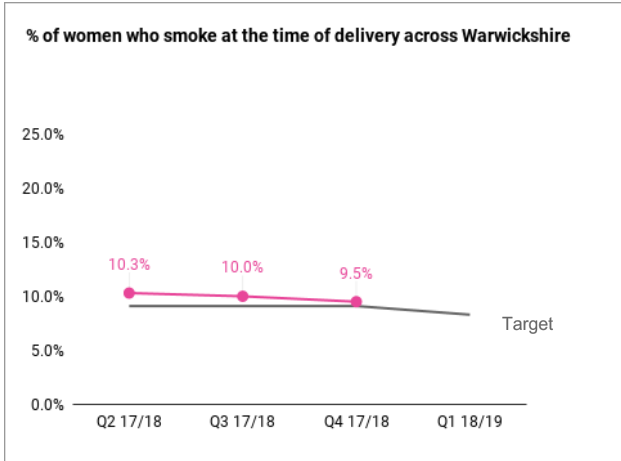




Q1 OOP Progress Report  
Fire & Community Safety  
22-Aug-2018

18/19 Actual  
18/19 Target  
17/18 Actual

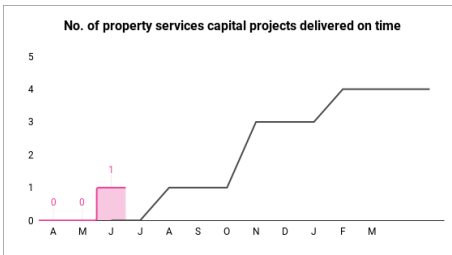
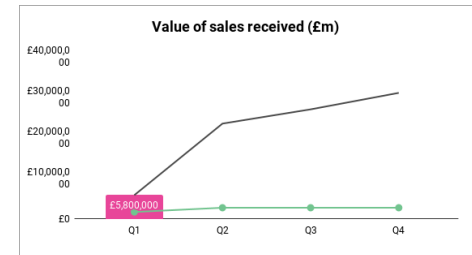
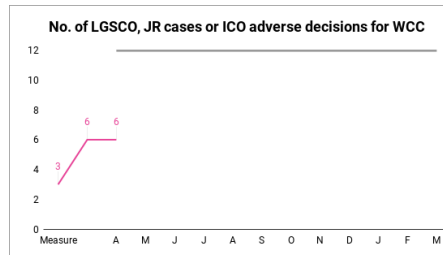
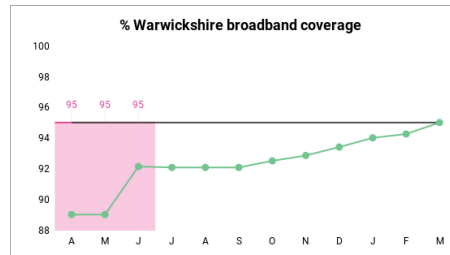
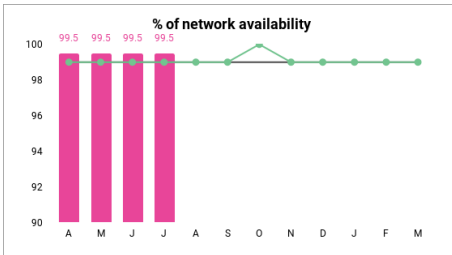
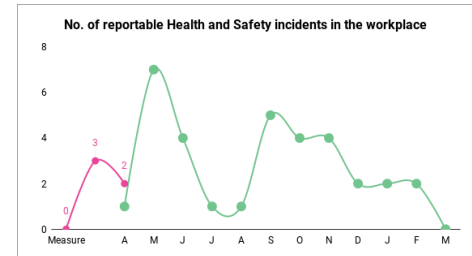
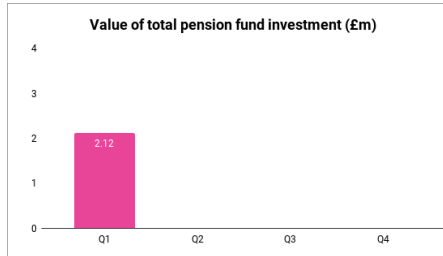
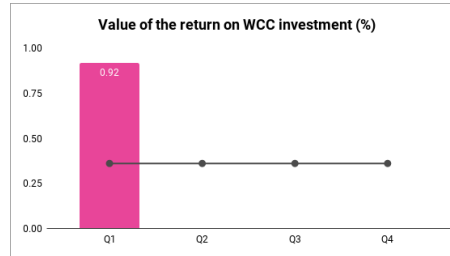
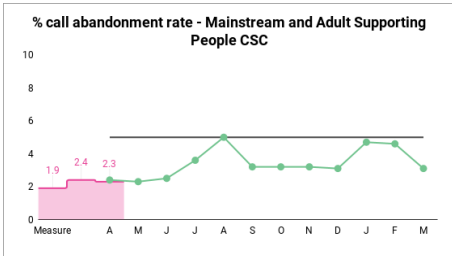
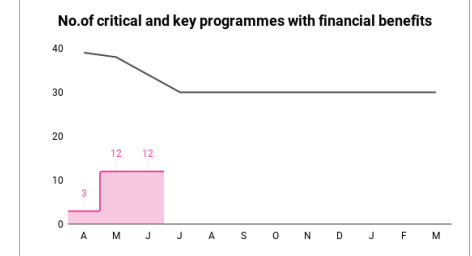
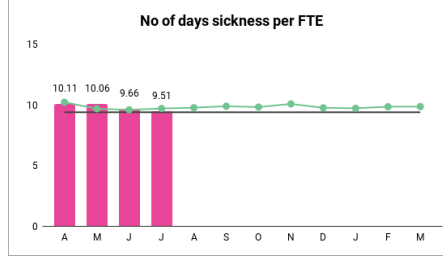
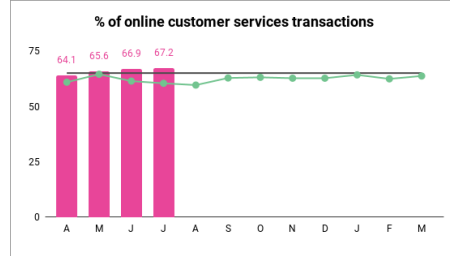
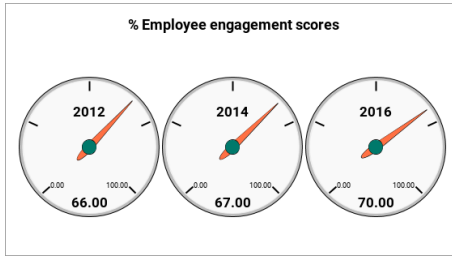






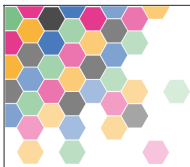
**Q1 OOP Progress Report**  
 Our resources are effectively and efficiently targeted  
 22-Aug-2018  
 Data relates to the year 2018/19

18/19 Target  
 17/18 Actual  
 18/19 Actual



**% level of assurance based on the audit outcomes**

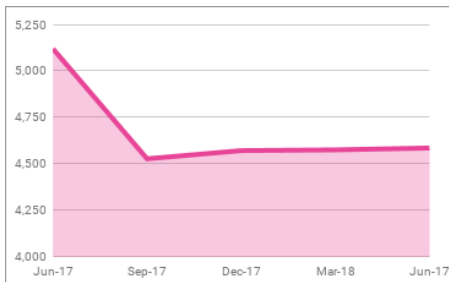
Data not yet available, will be reported in Q2



## Appendix A Part 2: Headline HR Information

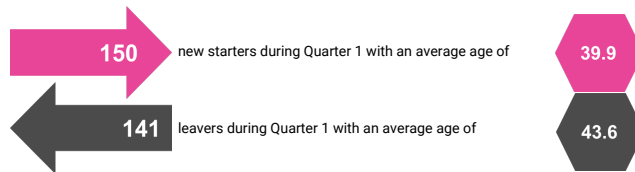
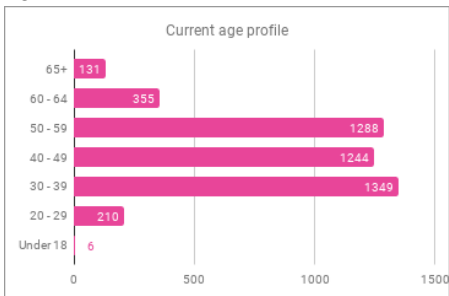
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

### Number of Employees

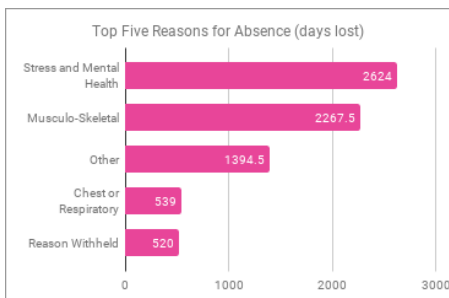


	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
<b>Headcount</b>	<b>5,119</b>	<b>4,527</b>	<b>4,571</b>	<b>4,575</b>	<b>4,585</b>			
Full-time Equivalents	4,023	3,750	3,789	3,789	3,799			
Whole-time Equivalents	3,954	3,725	3,763	3,641	3,738			
Number of Posts	5,382	4,761	4,813	4,820	4,824			

### Age Profile of our Workforce

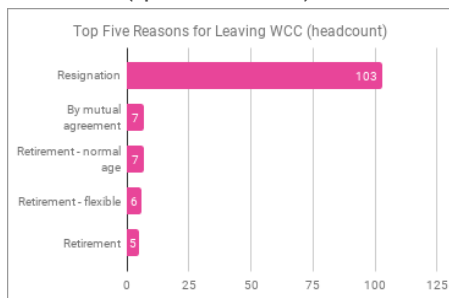


### Sickness Absence Statistics



	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
<b>Days lost through sickness</b>	<b>9,407</b>	<b>9,141</b>	<b>9,663</b>	<b>38,928</b>	<b>9,466</b>			
... of which short-term	3,339	3,382	3,759	14,247	3,061			
	35.5%	37.0%	38.9%	36.60%	32.4%			
... of which long-term	6,067	5,759	5,904	24,681	6,385			
	64.5%	63.0%	61.1%	63.40%	67.6%			

### Staff Turnover (April 2018-June 2018)



	New Starters	Leavers	% Turnover	Target 18/19
<b>Headcount</b>	<b>150</b>	<b>141</b>	<b>3.08% (Q1)</b> <b>14.12 (rolling year)</b>	<b>10%-20%</b>
Full-time Equivalents	128.8	108.9		
Posts	160	146		

### Commentary:

Headcount has increased by 0.22% since the end of the financial year with turnover for the quarter at 3.1% which is consistent with the same period last year.

Age profile remains stable with an average age of 44.9.

Absence is running at an average of 9.6 days per fte which is consistent with the same period last year. A sickness absence monitoring group has been established within HRD to support the proactive approach to absence management.



# Appendix A

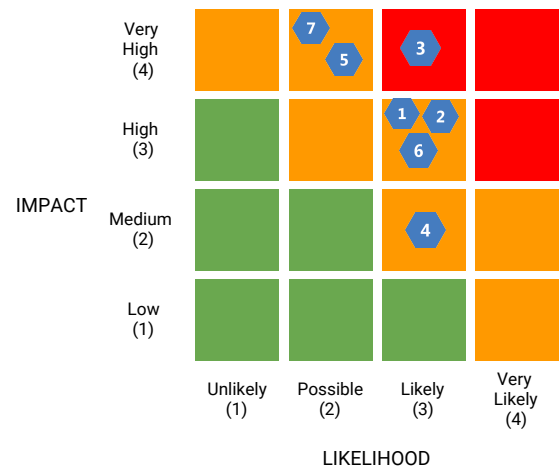
## Part 3: Strategic Risk Information

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).

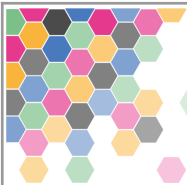
	Risk Description	Gross Risk level	Net Risk Level
1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery	16	9
2	Continuing pressure on Adult Services and Health	16	9
3	Failure to adequately safeguard Children and Vulnerable Adults	16	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 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

### Part 4: Use of Financial Resources

#### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Community Services</b>	26,881	27,492	611 2.27%	(347)	264
<b>Head of Service Commentary</b>	The Business Unit continues to have significant budget pressures particularly in Waste. All opportunities to manage down expenditure are being considered.				
<b>Education &amp; Learning</b>	97,823	101,907	4,084 4.17%	(298)	3,786
<b>Head of Service Commentary</b>	Cost centres are being scrutinised more closely and the Education and Learning Senior Team is meeting regularly as a group with finance colleagues. As a result forecasts should be more reliable and accurate in 2018/19. In areas with deficits, the DSG Review, two Digital by Design business cases as well as the Demand Management Review of SEND and Home to School Transport will assist in moving towards a balanced budget in future years.				
<b>Fire &amp; Rescue</b>	19,121	19,482	361 1.89%	(2,027)	(1,666)
<b>Head of Service Commentary</b>	The Service continues to face budget pressures from the lack of resilience within the establishment caused by long term sickness and the use of a business continuity pool is causing an ongoing pressure of £283k. Further managerial action is being planned to reduce this in the future and it is being closely managed within the Service. The Service is currently experiencing a high demand of calls due to the hot spate weather conditions and it is recording any specific costs related to its response during this busy period. The over spend of £202k in Service Improvement relates to a number of larger projects and the Service will continue to draw down reserves to meet these costs throughout the year. The under spend of £207k in Service Support is down to the uncertainty of some Firefighter pension costs and the unused ill health retirement budget, in the short term the under spend will be used to balance over spend elsewhere while longer term options are developed.				
<b>Transport &amp; Economy</b>	26,361	27,198	837 3.18%	(3,670)	(2,833)
<b>Head of Service Commentary</b>	As indicated in the individual budget line narrative there is likely to a reduction in the forecast overspend position at Q2 due to reviews in specific areas :Design Services; Planning and Development; Infrastructure and Regeneration and Road Safety.				
<b>TOTAL COMMUNITIES DIRECTORATE</b>	170,186	176,079	5,893 3.46%	(6,342)	(449)
<b>Children &amp; Families</b>	60,109	62,652	2,543 4.23%	(1,876)	667
<b>Head of Service Commentary</b>	<p>A review of all high cost spending areas is being completed along with the strategic review, which will enable a sustainable financial plan to be implemented from the Autumn, to ensure spend remains within budget.</p> <p>Placement spend overall has reduced since last year but the number of children in residential care has not met our targets. Children have been identified to move from residential to foster placements but the appropriate foster placement is still being sort. Commissioning are block purchasing suitable placements to enable the cost of residential to fall. Compared to statistical neighbours we have a low number 4% (of our CLA population) , when nationally 12% of children are placed in residential but these are a high cost.</p> <p>The high numbers and spend on parent and baby residential placements has been a result of either court orders or our not being able to locate a parent and baby foster placement when a community based assessment is seen as too greater risk by the Court. Recruitment for parent and baby foster carers is ongoing.</p>				
<b>Social Care &amp; Support</b>	141,526	132,811	(8,715) -6.16%	(8,959)	(17,674)
<b>Head of Service Commentary</b>	<p>SCS is forecasting an £8.7m underspend. The main cause is from projects underspending, and client contributions for purchased care forecast to exceed the budget.</p> <p>Where specific OOP savings will not be achieved, alternative savings have been recognised to reflect the effect of transformational and preventative work on demand.</p>				



## Appendix A

### Part 4: Use of Financial Resources

#### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Strategic Commissioning &amp; Public Health</b>	36,249	35,411	(838) -2.31%	(5,184)	(6,022)
<b>Head of Service Commentary</b>	There are no significant financial issues to highlight at this time.				
<b>TOTAL PEOPLE DIRECTORATE</b>	237,884	230,874	(7,010) -2.95%	(20,448)	(27,458)
<b>Customer Service</b>	9,106	9,185	79 0.87%	(654)	(575)
<b>Head of Service Commentary</b>	There are no significant financial issues to highlight at this time				
<b>Finance</b>	3,702	3,720	18 0.49%	(880)	(862)
<b>Head of Service Commentary</b>	Although there are a number of spend variations within the service (to support various projects), overall the bottom line is a very small forecast variation, which if it materialises will be funded from within the Business Unit reserves.				
<b>Human Resources &amp; Organisational Development</b>	4,577	4,880	303 6.62%	(638)	(335)
<b>Head of Service Commentary</b>	Overspend is largely attributable to implementation of Your HR. A service specific reserve was set up at project inception for this purpose and project costs associated with implementation will be funded from this reserve. Main area of underspend is in HR advisory due to staffing vacancies.				
<b>ICT Services</b>	9,116	9,121	5 0.05%	(20)	(15)
<b>Head of Service Commentary</b>	Following on after the June forecast, we have been notified that there will be a potential fall of income of c£100k in Schools Traded Services with a number of academies from a Trust looking to leave the ICT service. We are working on the options to resolve this situation including cost reductions and utilising underspends in other areas of the business unit.				
<b>Law &amp; Governance</b>	1,000	787	(213) -21.30%	(213)	(426)
<b>Head of Service Commentary</b>	L&G Variance to budget £213k (Under). This is largely due to increased Legal Services external income. Net position forecast has increased by £202k, due to GDPR (DPO) work for schools and new childcare work from another authority. Implications of Worcs CC decision to bring audit back in-house need to be worked through with associated changes made to future budget forecasts.				
<b>Performance</b>	4,782	4,710	(72) -1.51%	(25)	(97)
<b>Head of Service Commentary</b>	Expenditure on the transformation programme is in line with the agreed budget and anticipated activity in the Design Phase of the programme. Any further drawdowns will be presented to the JMD's for approval through the submission of an Outline Business Case for consideration as part of the new transformation governance arrangements.				



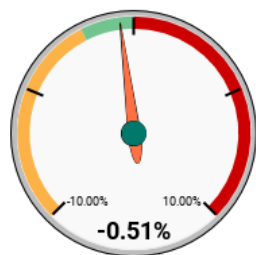
## Appendix A

### Part 4: Use of Financial Resources

#### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Property Services	10,528	10,092	(436) -4.14%	0	(436)
<b>Head of Service Commentary</b>	This forecast is based on the revised savings plan for approved by Cabinet on 24th July 2018. The savings plan continues to rely on achieving over £800k of savings from the disposal of surplus properties as capital receipts.				
<b>TOTAL RESOURCES DIRECTORATE</b>	42,811	42,495	(316) -0.74%	(5,100)	(5,416)
Other Services	-158,099	-158,173	(74) -0.05%	(97,434)	(97,508)
<b>Head of Service Commentary</b>	There are no significant financial issues to raise at this moment. Where there are overspends and underspends there are specific reserves already in place to manage these volatile budgets				
<b>TOTAL WHOLE AUTHORITY</b>	292,782	291,275	(1,507) -0.51%	(129,324)	(130,831)

#### Revenue Variance for the Whole Authority



#### Notes:

All positive revenue variances (i.e. overspends) are shown as Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is highlighted in the body of the OOP report. 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 Directorate and Resources Directorate have retained reserves which are held at the Directorate 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.



## Appendix A

### Part 4: Use of Financial Resources

#### Savings Plan Position by Business Unit

Service	2018/19 Target £'000	2018/19 Actual to Date £'000	2018/19 Forecast Outturn £'000	Comments	2018-20 Implementation Status £'000
Community Services	747	717	717	Overall Green, but with an amber rating in particular for savings allocated to Heritage and Environment where there is some danger of no delivery. In addition, whilst Waste Management's savings for 2018/19 will be delivered there will be continuing costs pressures on the Waste Budget	G
Education & Learning	733	455	455	Savings are on track except Home to School Transport. There are in-year deficits in the High Needs Block of the DSG and in Home to School Transport	G
Fire & Rescue	0	0	0	The collaboration work with the West Midlands Fire Service is progressing well and there are meetings planned between John Betts and Andy Hickmott regarding these along with the wider short term and longer term savings options for 2019/20. The RAG rating remains at amber given the timescales associated with some savings options or the organisational acceptability of others.	A
Transport & Economy	689	585	689		G
<b>TOTAL COMMUNITIES DIRECTORATE</b>	<b>2,169</b>	<b>1,757</b>	<b>1,861</b>		
Children & Families	2,985	877	877	Children & Families Centre savings is on track to be met but all other savings are red RAG rated and are being reviewed as part of strategic review of the service. Draft plans are being established as part of the review which will be finalised over the next two months. High cost and repeat areas of overspend are subject to a systemic and detailed review as these contribute to a continued overspend.	R
Social Care & Support	2,562	1,647	2,562		G
Strategic Commissioning & Public Health	406	406	406		G
<b>TOTAL PEOPLE DIRECTORATE</b>	<b>5,953</b>	<b>2,930</b>	<b>3,845</b>		
Customer Service	10	10	10		G
Finance	65	65	65	The savings for 2018/19 have already been delivered. There is still an additional £95k to identify for 2019/20, but the service is confident that this is deliverable.	G
Human Resources & Organisational Development	75	0	75		G
ICT Services	363	363	363	All savings are on target except RTG-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. The saving on the reduction in staffing is on schedule. However the savings on personal computing costs is currently Amber. Work is under way around a broader review of end user computing (£130k of savings in 18/19 and £80k of savings in 19/20) - looking at alignment with New Operating Model as part of the Digital by Design Programme. Areas include devices, Office tools and more broadly unified comms; EDRMS and business intelligence. Revised proposal with budget implications to be presented to JMD for Resources in August 2018.	G
Law & Governance	49	39	49		G
Performance	55	55	55	The savings for 2018/19 have been delivered.	G
Property Services	1,583	1,061	1,583	The savings for 2018/19 have already been delivered. However, there is a carried forward of £1.2m of savings from previous years not shown in these figures. This carry forward is reliant on two major capital receipts. One of those was delivered on 3rd May, the second is on track for Q3 2018. The restructure of the property services business unit delivers a long term financially sustainable service as agreed at Cabinet on 24th July 2018 which incorporates making good this underachievement	G
<b>TOTAL RESOURCES DIRECTORATE</b>	<b>2,200</b>	<b>1,593</b>	<b>2,200</b>		
Other Services	100	100	100		G
<b>TOTAL WHOLE AUTHORITY</b>	<b>10,422</b>	<b>6,380</b>	<b>8,006</b>		

**Key:**

If a business unit's savings are forecast to be fully delivered in year it is shown as Green.  
 If savings are forecast to be less than 90% delivered it is shown as Red.  
 If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.  
 The 'Implementation Status' RAG rating relates to the whole of the 2018-20 savings plan.



## Appendix A

### Part 4: Use of Financial Resources

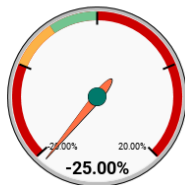
Capital spend position and slippage by Business Unit

Service	Approved budget for all current and future years (£'000)	Slippage from 2018/19 into Future Years £'000	Slippage from 2018/19 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Later Years Slippage (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	374	0	0%	0	0	374	
Community Services	820	(19)	-4%	35	(20)	835	Slippage on Countryside Rural Services Capital Maintenance
Customer Service	2,518	52	10%	0	0	2,518	Spending on Alcester Library has been brought forward
Education & Learning	33,931	(1,003)	-7%	4,010	1,149	39,090	£1m slippage on Welford on Avon Primary School.
Fire & Rescue	10,456	(4,027)	-58%	597	(1,511)	9,542	£4m slippage relates to the training centre new build which has been paused pending the outcome of the MoU with West Midlands FRS
Information Assets	22,171	(411)	-5%	1,531	0	23,702	The consolidation of lots (which represent geographical areas) within the BDUK project has reduced management and production costs as the work will be carried out by a single supplier, the remaining funds will be reinvested and remodelled in the project by 2021/22.
Property Services	26,789	(934)	-6%	0	0	26,789	A new Project Manager has been recruited in the Strategic Asset Management Team and the spend has been reprofiled in accordance to expected delivery
Social Care & Support (Adults)	3,350	0	0%	0	0	3,350	
Strategic Commissioning	2,030	(1,035)	-51%	4,186	0	6,216	Slippage relates to Adult Social Care modernisation and Client Information Systems Review. Proposals in relation to further investment in systems are being developed.
Transport & Economy	120,344	(23,627)	-33%	24,666	358	145,368	T&E has actively reviewed its capital projects to introduce a realistic profile of each project, further to discussion with project managers and an analysis of project plans. This has resulted in £23.6m being moved from 2018/19 into later years (however will mean less slippage going forward): £11.5m relates to grant/developer funded schemes (delays due to planning approval and contract negotiations); £12.5m relates to corporate resources and includes unallocated Area Delegated member funding (£3.9m), A444 corridor improvements commissioned in Jan '18 where construction will not start until next year (£4m), Bermuda Connectivity which was paused pending further consultation (£2.8m), and the Safer Routes to Schools programme which is currently on hold (£1.8m).

#### Key:

In the current forecast the following tolerances have been used to identify slippage from 2018/19 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 2018/19 into Future Years for the Whole Authority



Q1 Total WCC	All Years Budget	New Schemes all years	Later Years Slippage	All Years Forecast
Total WCC All Years Capital Programme (£'000)	222,783	35,025	(24)	257,784

Q1 2018-19 Capital Programme	2018-19 Budget	18-19 Slippage (£000's)	18-19 Slippage %	New 18/19 Schemes	New 18/19 Forecast
Total 2018/19 Capital Programme (£'000)	122,534	(31,004)	-25%	26,626	118,156

18-19 Capital Programme	Q1	Q2	Q3	Q4
Slippage for 2018/19	(31,004)			

Annex A - Community Services - OOP 2018/19 Q1

Community Services - Phil Evans

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Community Services Management	161	161	0	0	0	0	161	161	0	
Community Services Support Costs	571	571	0	(11)	(11)	0	560	560	0	
Community Safety	1,734	1,839	105	(790)	(790)	0	944	1,049	105	Increased expenditure and reduced income in the Gypsy & Traveller team, this overspend will be covered in year by underspends in Localities & Partnerships. Moving forward expenditure reductions in Gypsies & Travellers function will need to be identified.
Localities & Partnership	2,598	2,624	26	0	(2)	(2)	2,598	2,622	24	Unbudgeted expenditure supporting the Armed Forces Community Covenant. For future years explicit budget provision will need to be provided to support the AFCC work.
Heritage and Environment	3,486	3,614	128	(2,396)	(2,456)	(60)	1,090	1,158	68	Anticipated underachievement of income targets in relation to the 2018/19 OOP2020 savings target of £280,000 across the service. All opportunities for further income generation are being explored.
Heritage and Environment - Traded Educational (LACE)	15	37	22	(28)	(29)	(1)	(13)	8	21	
Heritage and Environment - Traded Non-Educational (Arch)	1,185	1,188	3	(1,392)	(1,396)	(4)	(207)	(208)	(1)	
Heritage and Environment - Total	4,686	4,839	153	(3,816)	(3,881)	(65)	870	958	88	
Waste Management	22,107	22,533	426	(3,244)	(3,244)	0	18,863	19,289	426	Increased housing growth continues to increase tonnages of residual waste which outstrip the current budget allocations. No allowances have been made for increased green waste tonnage due to a one-off budget allocation for 2018/19. All areas of expenditure are being reviewed to seek to manage down the forecast overspend.
Youth Justice Service	2,203	2,197	(6)	(660)	(671)	(11)	1,543	1,526	(17)	
Trading Standards	1,476	1,455	(21)	(438)	(428)	10	1,038	1,027	(11)	
Emergency Management	214	182	(32)	(54)	(24)	30	160	158	(2)	
Communities Group Resources	206	207	1	(62)	(65)	(3)	144	142	(2)	
<b>Net Service Spending</b>	<b>35,956</b>	<b>36,608</b>	<b>652</b>	<b>(9,075)</b>	<b>(9,116)</b>	<b>(41)</b>	<b>26,881</b>	<b>27,492</b>	<b>611</b>	

Annex A - Community Services - OOP 2018/19 Q1

Community Services - Phil Evans

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	-388		-794	-1182	-757	Transfer of 17/18 Waste Management deficit from 18/19 budget allocation to reset reserve
Museums Development Fund	111			111		
Museum Ethnographic Fund	19			19		
Records Purchase Fund	7			7		
Records Donation Fund	65			65		
Community Services - Savings	0		5	5		
Community Services - Trading	0		95	95		
Proceeds of Crime	146			146		
Domestic Homicide Reviews	0		83	83		
Secure Remand Reserve	387			387		
<b>Total</b>	<b>347</b>	<b>0</b>	<b>(611)</b>	<b>(264)</b>	<b>(757)</b>	

# Annex A - Community Services - OOP 2018/19 Q1

Community Services - Phil Evans

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-CS-06	Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	0	0	0	222	222	
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	206	206	206	206	206	
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	203	203	203	203	203	
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	36	36	36	679	679	
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.	22	22	22	43	43	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	280	250	250	360	360	An element of savings appears unlikely to be delivered in the current year. Remedial action is being discussed.
	<b>Total</b>	<b>747</b>	<b>717</b>	<b>717</b>	<b>1,713</b>	<b>1,713</b>	
			747	747		1,713	
	<b>Target</b>						
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>30</b>	<b>30</b>		<b>0</b>	



# Annex A - Community Services - OOP 2018/19 Q1

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

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Waste Management</b>														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,520	43	0	0	1,563	1,520	43	0	0	1,563	0	0	
10454000	Lower House Farm	25	0	0	0	25	25	0	0	0	25	0	0	
11303000	HWRC Maintenance 2016/17	48	0	0	0	48	48	0	0	0	48	0	0	
11304000	HWRC Maintenance 2017/18	54	77	0	0	130	54	77	0	0	130	0	0	
11450000	HWRC Maintenance 2018/19	0	80	0	0	80	0	80	0	0	80	0	0	
11535000	HWRC Maintenance 2019/20	0	0	80	0	80	0	0	80	0	80	0	0	
<b>Countryside</b>														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	27	0	0	100	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	606	0	0	0	606	606	0	0	0	606	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	432	0	0	0	432	432	4	0	0	436	4	4	Forecasts adjusted for final payments/retention on 2 projects, now complete.
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	0	0	0	362	362	0	0	0	362	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	200	20	0	0	220	200	26	0	0	226	6	6	Actual cost of tracked chipper greater than previous forecast.
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	249	0	0	249	0	220	0	0	220	-29	-29	Utilisation of corporate resource to fund previous year projects. Reduction in revenue contribution.
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	220	0	220	0	0	220	0	220	0	0	
<b>Trading Standards</b>														
11642000	Calibration Fuels	32	0	0	0	32	32	0	0	0	32	0	0	
11670000	Mettler Toledo XPE 1003KMC Mass comparator	0	0	0	0	0	0	35	0	0	35	35	35	Approved scheme to be financed from Revenue
<b>Heritage</b>														
10623000	County Records Office Service - Digital Asset Management	95	6	0	0	101	95	6	0	0	101	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	913	18	0	0	932	913	18	0	0	932	0	0	
11534000	Healey collection	97	0	0	0	97	97	0	0	0	97	0	0	
<b>Community Safety</b>														
11523000	Community Buildings Capital Grant Fund	0	0	0	0	0	0	0	0	0	0	0	0	
11524000	Emergency Stopping Places	81	0	0	0	81	81	0	0	0	81	0	0	
		<b>4,538</b>	<b>520</b>	<b>300</b>	<b>0</b>	<b>5,359</b>	<b>4,538</b>	<b>536</b>	<b>300</b>	<b>0</b>	<b>5,374</b>	<b>15</b>	<b>15</b>	

Annex B - Education & Learning - OOP 2018/19 Q1

Education & Learning - Chris Malone  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	150	150	0	0	0	0	150	150	0	
Business Unit	1,442	1,288	(154)	(193)	(239)	(46)	1,249	1,049	(200)	Under spend of £0.188m represents the surpluses generated from trading with schools, funding will be used to offset overspends elsewhere within the service. £0.012m relates to one off in year under spends relating to movements in staffing costs.
Business Unit - Traded Educational (Warwickshire Music, Marie Hall)	3,129	3,122	(7)	(3,304)	(3,296)	8	(175)	(174)	1	
Business Unit - DSG	69	69	0	0	0	0	69	69	0	
Head of Service - Total	4,790	4,629	(161)	(3,497)	(3,535)	(38)	1,293	1,094	(199)	0
Education, Access & Sufficiency	17,098	17,741	643	(1,390)	(1,143)	247	15,708	16,598	890	There is a forecast overspend on SEN transport of £0.934m this is being offset against a small underspend of £0.090m on crossing patrols and mainstream school transport. A new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme.
Education, Access & Sufficiency - Traded Educational (Admissions)	311	319	8	(330)	(330)	0	(19)	(11)	8	
Education, Access & Sufficiency - DSG	28,715	28,566	(149)	(3)	(3)	0	28,712	28,563	(149)	The DSG Schools block (SB) is forecasting to overspend on the growth fund by £0.079m due to commitments to schools to fund bulge classes, if there is no other under spend at the end of 2018/19 this will be a pressure on the SB for 2019/20. There is an underspend on the Early Years DSG block (EYB) of £0.236m, funding will be reduced by the ESFA in 2019/20 to remove any surplus funding on the EYB.
Education, Access & Sufficiency - Total	46,124	46,626	502	(1,723)	(1,476)	247	44,401	45,150	749	Service renamed from Schools, Organisation, & Planning
SEND and Inclusion	4,020	4,013	(7)	(1,293)	(1,406)	(113)	2,727	2,607	(120)	The additional income forecast is from Education Psychologists Service (EPS) and is due to a review of reporting income, this surplus offsets the deficit traded income (line below), and is a reporting adjustment and not an increase in business. There is an overspend of £0.030m on Attendance, Compliance, & Enforcement, which is an under achievement of the savings target CG-EL-03, please refer to savings summary for further information.
SEND and Inclusion - Traded Educational (ACE, Ed Psych, EMTAS, STS)	2,383	2,290	(93)	(2,778)	(2,609)	169	(395)	(319)	76	There is reduction on EPS income, due to review of income as mentioned above, this is reduced by the under spend in gross expenditure due to slippage in salary costs.
SEND and Inclusion - DSG	46,281	47,318	1,037	(1,515)	(1,642)	(127)	44,766	45,676	910	The overspend on the DSG High Needs block (HNB) is due to increase demand on top up budgets, there is a £1.043m over spend on Special School, Independent, & Post 16 budgets this is being slightly offset against a small underspend of £0.110m on mainstream school top-ups. Post 16 has seen greatest increase in demand, spend is forecast to increase by 21% compared to 2017/18 outturn. The overall forecast overspend on the HNB is £3.527m, if you take into account the deficit budget balance set at budget setting, this overspend budget is shown within Schools Residual - DSG. It is a national situation as well as local, and the new SEND Board will also be focusing on addressing the overspends in the HNB.
SEND and Inclusion - Total	52,684	53,621	937	(5,586)	(5,657)	(71)	47,098	47,964	866	
Learning and Performance	2,714	3,288	574	(1,362)	(1,947)	(585)	1,352	1,341	(11)	
Learning and Performance - Traded Educational (Sch Gov)	268	253	(15)	(301)	(326)	(25)	(33)	(73)	(40)	The underspend is due to a growth in Governor Services, resulting in additional income, the service has also increased it trading surplus by making staffing savings.
Learning and Performance - DSG	2,917	2,711	(206)	0	(1)	(1)	2,917	2,710	(207)	Underspend on the DSG HNB is as a result of reduction of spend in Area Behaviour Partnerships services this has been achieved by more economical procurement practices and recentralising budgets, resulting in efficiency savings.
Learning and Performance - Total	5,899	6,252	353	(1,663)	(2,274)	(611)	4,236	3,978	(258)	
Adult Community Learning	1,650	1,642	(8)	(1,731)	(1,731)	0	(81)	(89)	(8)	
Schools Residual Pensions	2,116	2,116	0	0	0	0	2,116	2,116	0	
Schools Residual - DSG	(1,168)	1,766	2,934	(72)	(72)	0	(1,240)	1,694	2,934	The LA set a deficit DSG budget in 2018/19 this is broken down by blocks as follows, Central Support Services £471,307 under spend, Early Years £726,140 over spend, and High Needs £2,808,246 over spend. The Early Years overspend is a short term budget pressure as the ESFA will adjust the LA's 2018/19 budget allocation in 2019/20 based on 2018/19 actuals.
Schools Residual - Total	948	3,882	2,934	(72)	(72)	0	876	3,810	2,934	
<b>Net Service Spending</b>	<b>112,095</b>	<b>116,652</b>	<b>4,557</b>	<b>(14,272)</b>	<b>(14,745)</b>	<b>(473)</b>	<b>97,823</b>	<b>101,907</b>	<b>4,084</b>	

Annex B - Education & Learning - OOP 2018/19 Q1

Education & Learning - Chris Malone  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Forecast Closing Balance 31.03.19 £'000</b>	<b>Transfer Request (To)/From Reserves £'000</b>	<b>Reason for Request</b>
Education and Learning - Savings	-260		-523	-783		
SEND Earmarked Reserve	427		0	427		
School Improvement Monitoring & Brokering Reserve	0		0	0		
Education MIS Project	71		-71	0	71	Funding required to complete implementation of the education management information system.
Early Years Delivery Support Fund (30 hrs)	60		0	60		
DSG Reserve	0		-3,490	-3,490		
<b>Total</b>	<b>298</b>	<b>0</b>	<b>(4,084)</b>	<b>(3,786)</b>	<b>71</b>	

## Annex B - Education & Learning - OOP 2018/19 Q1

Education & Learning - Chris Malone

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Hayfield (Education & Learning)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	139	109	109	139		The ACE service had planned to make these savings in 2018/19, by reducing headcount within the service. This has been slightly postponed however there is still the expectation this will be achieved late 2018/19 early 2019/20.
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.	110	110	110	110		
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.	101	101	101	101		
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	35	35	35	70		
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	100	100	100	221		
CG-EL-09	Reduction in the Home to School Transport Budget:	248	0	0	248		SEN transport budget is forecasting to overspend by £0.934m, a new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme.
	<b>Total</b>	<b>733</b>	<b>455</b>	<b>455</b>	<b>889</b>	<b>0</b>	
	<b>Target</b>		<b>733</b>	<b>733</b>		<b>889</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>278</b>	<b>278</b>		<b>889</b>	

# Annex B - Education & Learning - OOP 2018/19 Q1

Education & Learning - Chris Malone  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Learning - Devolved</b>														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	7,235	0	0	0	7,235	7,235	4,010	0	0	11,245	4,010	4,010	Estimate of schools spend for 2018/19
<b>Learning - Other</b>														
11393000	Minor Works Block Header 2015/16	634	48	0	0	682	634	48	0	0	682	0	0	
11399000	CMS Musical Instruments 2015/16-2017-18	80	11	0	0	91	80	11	0	0	91	0	0	
11476000	Nursery & pre school provision minor works	3	0	0	0	3	3	0	0	0	3	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	33	4	0	0	38	33	4	0	0	38	0	0	
11501000	Camp Hill Nursery improvements & extension works	-5	0	0	0	-5	-5	0	0	0	-5	0	0	
11556000	Education MIS	426	0	0	0	426	426	0	0	0	426	0	0	
11557000	Early Years Capital Fund / Knightlow Children's Partnership	196	0	0	0	196	196	0	0	0	196	0	0	
11558000	Early Years Capital Fund / Nic Nac Pre-School	174	0	0	0	174	174	0	0	0	174	0	0	
11559000	Early Years Capital Fund / Acom Wood Day Nursery	195	0	0	0	195	195	0	0	0	195	0	0	
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	78	0	0	78	0	78	0	0	78	0	0	
11571000	Bridges Childcare	0	40	0	0	40	0	40	0	0	40	0	0	
11573000	Planning & Development block header 17/18	10	190	0	0	200	10	190	0	0	200	0	0	
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	54	0	0	186	0	0	
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	6	244	1,400	0	1,650	6	244	1,400	0	1,650	0	0	
11630000	Minor Works 18/19	16	284	0	0	300	16	284	0	0	300	0	0	
11633000	Weddington Nursery Provision - demolition and new build	0	388	0	0	388	0	388	0	0	388	0	0	
11643000	Marie Hall Outdoor Education Centre	15	0	0	0	15	15	0	0	0	15	0	0	
<b>Primary - expansion</b>														
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	900	50	0	0	950	900	50	0	0	950	0	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	0	0	0	878	-25	-25	£25,259 moved to 11620000
11174000	Kingsway Primary extension and reorg (pupil places)	1,013	0	0	0	1,013	1,013	0	0	0	1,013	0	0	
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	
11249000	Bishopton School extension - targeted basic need	2,689	11	0	0	2,700	2,689	11	0	0	2,700	0	0	
11253000	Lapworth School extension - targeted basic need	718	0	0	0	718	718	0	0	0	718	0	0	
11255000	Paddox School extension - targeted basic need	2,670	0	0	0	2,670	2,670	2	0	0	2,672	2	2	Increase in project costs
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)	2,695	0	0	0	2,695	2,695	0	0	0	2,695	0	0	





# Annex B - Education & Learning - OOP 2018/19 Q1

Education & Learning - Chris Malone  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11320000	Shipston High temporary classroom	114	66	0	0	180	114	66	0	0	180	0	0	
11404000	Shipston Academy - Contribution to replacement gym	48	0	0	0	48	48	0	0	0	48	0	0	
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	34	0	0	75	41	34	0	0	75	0	0	
<b>SEN - other</b>		<b>0</b>												
11178000	Woodlands School (improve facilities)	305	0	0	0	305	305	0	0	0	305	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	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)	44	16	0	0	60	44	16	0	0	60	0	0	
11409000	New SEN provision - Complex Mental Health needs	53	0	0	0	53	53	0	0	0	53	0	0	
11477000	North Warwickshire & Hinckley College SEN provision	365	0	0	0	365	365	0	0	0	365	0	0	
11478000	Warwickshire College SEN provision	210	0	0	0	210	210	0	0	0	210	0	0	
11495000	Stockingford Primary School new SIG module building	359	41	0	0	400	359	41	0	0	400	0	0	
11496000	Middlemarch Junior School - SEN resourced provision facilities	64	36	0	0	100	64	36	0	0	100	0	0	
11569000	Paddox Primary SIG	2	298	0	0	300	2	298	0	0	300	0	0	
11589000	SEND facilities block	1	249	0	0	250	1	249	0	0	250	0	0	
11625000	Arden Fields Academy - creation of additional facilities	30	36	0	0	66	30	36	0	0	66	0	0	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	0	200	0	0	
<b>SEN - expansion</b>		<b>0</b>												
11567000	Woodlands Special School school contribution to fencing & car park	10	0	0	0	10	10	0	0	0	10	0	0	
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	26	119	0	0	145	26	119	0	0	145	0	0	
11623000	Ridgeway School - Reconfiguration of classrooms	0	60	0	0	60	0	60	0	0	60	0	0	
11624000	Round Oak School - Reconfiguration of classrooms	0	190	0	0	190	0	190	0	0	190	0	0	
11641000	Keeping SEND children local	0	200	130	0	330	0	200	130	0	330	0	0	
<b>SEN - new</b>		<b>0</b>												
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,804	196	0	0	6,000	5,804	196	0	0	6,000	0	0	
11644000	Water Orton Evergreen Unit	0	50	600	0	650	0	50	600	0	650	0	0	
		<b>58,994</b>	<b>15,096</b>	<b>14,575</b>	<b>4,260</b>	<b>92,925</b>	<b>58,994</b>	<b>18,103</b>	<b>16,727</b>	<b>4,260</b>	<b>98,084</b>	<b>3,007</b>	<b>5,159</b>	



Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue - Andy Hickmott  
 Chief Fire Officer - Andy Hickmott  
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	10,129	10,417	288	(20)	(25)	(5)	10,109	10,392	283	Due to long term sickness absence the Service has had to create additional capacity to cover front line deficiencies. This has resulted in a forecast overspend of £283k (part year effect of over establishment posts, 6 RDS temporary contracts, use of Crewing Pool and RDS Peripatetic pool) and at Q1 the Service is requesting to draw down £84k from Service Savings toward these costs. The Service is monitoring and reviewing this additional capacity on a monthly basis through the Workforce Planning Forum. Current predictions suggest that through effective sickness management this pressure will be reduced throughout the year and therefore temporary staffing measures reverted.
Service Delivery - Planning and Protection	886	891	5	0	(2)	(2)	886	889	3	
Service Delivery - Fire Control	756	773	17	(32)	(32)	0	724	741	17	Increase in overtime due to sickness absence. The Service is predicting that through effective sickness management this pressure will be reduced throughout the year and therefore temporary staffing measures reverted.
Service Delivery - Prevention	598	618	20	(63)	(63)	0	535	555	20	The Service has created additional capacity to further support the Health Agenda following a specific £200k funding allocation by members. This overspend will be met from the remaining ring-fenced funding that is currently held in the Vulnerable People reserve.
Service Support - Technical Support	2,124	2,131	7	0	0	0	2,124	2,131	7	£5k of this overspend relates to the contractual increase in the provision of Personal Protective Equipment, and £2k relates to the cost of temporary employment to cover sickness absence. Although the Q1 forecast reflects an increase in operational activity and associated equipment attrition, the Service Manager is confident that through prudent budget management this pressure will be resolved by the year end.
Service Support - Training & Development	1,581	1,620	39	(100)	(105)	(5)	1,481	1,515	34	The majority of this overspend relates to the costs of a National Operational Policy Project Manager. Funding for this post is currently being held in the Fire Service Savings Reserve and the request for approval to draw down this funding is included within the Q1 reserves appendix. Going forward the Service was planning to fund this post and associated team members from savings achieved through a new training delivery model. It is now unlikely that these savings will be realised by 2019/20 so this post will become a revenue pressure for the Service to consider.
Service Improvement - Business Transformation & Projects	310	512	202	0	0	0	310	512	202	There are a number of projects currently operating within this service area: Joint Control Project, Emergency Services Network & ICT Replacement Systems. The Service is holding earmarked reserves to fund these projects and at Q1 a request to draw down £117k has been submitted. It is likely that the Service will continue to draw down upon these reserves throughout the year as the projects progress.
Brigade Management	574	575	1	0	0	0	574	575	1	
Service Support - HR, IT, Finance & Pensions	2,164	1,954	(210)	(3)	0	3	2,161	1,954	(207)	£150k of this underspend relates to FF Pensions funding. As in previous years there are currently no ill-health retirements projected during 2018/19. Staff on long-term sickness absence are actively supported to return to work rather than taking ill health retirement and this underspend is meeting some of the related pressures caused in Response.
WFRS Head of Service	217	218	1	0	0	0	217	218	1	
<b>Net Service Spending</b>	<b>19,339</b>	<b>19,709</b>	<b>370</b>	<b>(218)</b>	<b>(227)</b>	<b>(9)</b>	<b>19,121</b>	<b>19,482</b>	<b>361</b>	

Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott  
 Chief Fire Officer - Andy Hickmott  
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	268		0	268		
Fire Control Project	233		(41)	192	41	To support the ongoing costs of the Joint Control project.
Service Savings Reserve	600		(198)	402	156	To support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity.
Fire Services - ESMCP	765		(46)	719		
RSFRS Project	116		(76)	40	76	To support the replacement of critical IT systems.
Vulnerable People	45		0	45		
<b>Total</b>	<b>2,027</b>	<b>0</b>	<b>(361)</b>	<b>1,666</b>	<b>273</b>	

Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott

Chief Fire Officer - Andy Hickmott

Portfolio Holders - Councillor Crump (Fire and Community Safety)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Alternative savings to be identified	0	0	0	1,520	1,520	
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,520</b>	<b>1,520</b>	
	<b>Target</b>		<b>0</b>	<b>0</b>		<b>1,520</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

## Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott  
 Chief Fire Officer - Andy Hickmott  
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

### 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11584000	Vehicle Replacement Programme 2017/18	284	0	0	0	284	284	0	0	0	284	0	0	
11660000	Vehicle Replacement Programme 2018/19	0	0	0	0	0	0	597	0	0	597	597	597	At this stage of the year the Service has only committed to the purchase of an Aerial Appliance, further fleet purchases have been paused whilst collaboration / reviews are taking place.
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>284</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>284</b>	<b>284</b>	<b>597</b>	<b>0</b>	<b>0</b>	<b>881</b>	<b>597</b>	<b>597</b>	
11300000	Equipment for new Fire Appliances 2017/18	100	66	0	0	165	100	66	0	0	165	0	0	
11448000	Equipment for new Fire Appliances 2018/19	0	120	0	0	120	0	94	26	0	120	-26	0	
11544000	Equipment for new Fire Appliances 2019/20	0	0	120	0	120	0	0	120	0	120	0	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>100</b>	<b>186</b>	<b>120</b>	<b>0</b>	<b>405</b>	<b>100</b>	<b>160</b>	<b>146</b>	<b>0</b>	<b>405</b>	<b>-26</b>	<b>0</b>	
11229000	New Fire & Rescue Centre Leamington Spa	3,183	53	0	0	3,236	3,183	53	0	0	3,236	0	0	
11373000	Response Location - Gaydon	765	0	0	0	765	765	0	0	0	765	0	0	
11374000	Training Centre - New Build	2,069	5,809	1,511	0	9,389	2,069	1,809	4,000	0	7,878	-4,000	-1,511	This project has been paused pending the outcomes from the MoU with West Midlands FRS. The latest cost comparison report suggests the total project costs will be in the region of £10m. Once the direction of this project is known the Service will report accordingly.
11600000	WFRS Water Training Facility	0	500	0	0	500	0	500	0	0	500	0	0	This project has been paused pending the outcomes from the MoU with West Midlands FRS. Once the direction of this project is known the Service will report accordingly.
11601000	Fire & Rescue HQ Leamington Spa	4	287	1,908	0	2,198	4	287	1,908	0	2,198	0	0	
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>6,037</b>	<b>6,648</b>	<b>3,419</b>	<b>0</b>	<b>16,104</b>	<b>6,037</b>	<b>2,648</b>	<b>5,908</b>	<b>0</b>	<b>14,593</b>	<b>-4,000</b>	<b>-1,511</b>	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	83	0	0	932	0	0	
<b>Sub Total - Fire Control Project</b>		<b>849</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>932</b>	<b>849</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>932</b>	<b>0</b>	<b>0</b>	
<b>Grand Total</b>		<b>7,269</b>	<b>6,918</b>	<b>3,539</b>	<b>0</b>	<b>17,725</b>	<b>7,269</b>	<b>3,488</b>	<b>6,054</b>	<b>0</b>	<b>16,812</b>	<b>-3,429</b>	<b>-914</b>	

Annex C - Fire & Rescue - OOP 2018/19

Net Red Risks

Risk Ref	Risk	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0888	Inability to keep our communities safe from harm.	18/07/18	16	<p>Current senior officer oversight manages the redesign of the Fire Service to ensure that any changes maintain a safe and effective Fire and Rescue capability. The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly.</p> <p>The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk.</p> <p>Senior officer's maintain an open dialogue with Fire Authority members on any emerging issues</p> <p>Corporate Business Continuity Plan and Policy approved by Corporate Board.</p> <p>An Integrated Risk Management Plan has been drafted and consultation with the public completed. This will form our final IRMP which will propose recommendations for managing the Fire and Rescue within its resources and budget. 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 prioritise 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 managerially and legally to deliver key projects</p> <p>A range of key actions have been completed as part of the operational preparedness and resilience work schedule</p> <p>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 guidance being developed by the NOG Programme. An action plan has been delivered as a result of the Fire and Rescue Service Peer Review 2016.</p>	12	<p>WFRS will continue to review risk through its IRMP process and deliver an annual action plan to reduce risks to an acceptable level. Continued development of collaborative work with WMFS.</p> <p>WFRS will introduce RDS flexible wholetime contracts when and where necessary to maintain crewing levels as an interim measure until vacancies are filled by the next recruitment process.</p>
R0890	N/WFRS not achieving the aims and objectives within the scope of the Joint Fire Control Project and/or failing to achieve system functionality by June 2018 deadline.	30/07/18	12	<p>Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny. Project risk registers for Command and Control project workstreams populated with emerging risks.</p> <p>Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and report into both boards. It was has now been agreed to move to one main decision making board. Improved communications established with Capita through programme board.</p> <p>Capita reporting to project board with confirmed revised schedule to complete project by an agreed date.</p> <p>Business Continuity arrangements as set out in R0901 below.</p> <p>Regular meetings between Board members and senior Capita managers to identify issues and risks and ensure sufficient resources are in place and milestones are being achieved. Variations to agreed milestones are agreed by DCFO if appropriate.</p> <p>Weekly meetings between DCFO, Lead AC and Project Manager to review progress.</p> <p>Weekly stakeholder meetings within WFRS, led by AC and Project Manager.</p> <p>Reporting by exception to the Home Office leads.</p> <p>Request for specific dedicated resource from CAPITA to assist with completion of project.</p> <p>Review current payment schedule, particularly SAT and UAT contract and payment milestones</p> <p>Legal letter to Capita re changes to SAT and UAT contract and payment milestones</p> <p>Calculate and collate budget pressures incurred as a result of project delays</p> <p>Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation.</p> <p>Some interim payments upheld until full system functionality is confirmed by NWFRS.</p> <p>A greater level of support is being provided by WFRS to support NFRS to meet</p>	12	<p>Continue to take legal advice around the possibility of instigating breach of contract action and obtaining compensation from Capita. Withhold scheduled payments until full system functionality is confirmed by N-WFRS.</p> <p>WFRS are supporting NFRS with resources in order to achieve project completion</p> <p>Continue to take legal advice around contractual arrangements with Capita. Meet with Capita senior management team and WFRS/NFRS legal teams to communicate our concerns, deadlines and proposals. Develop contingency arrangements for if project fails to meet its objectives</p> <p>Consider scope for an alternative approach to Control provision through the MoU with WMFS</p>
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017 - 2020) - financial risk	31/03/18	12	<p>Monthly monitoring of the budget is provided through the People and Finance Meeting.</p> <p>Monthly monitoring of performance is provided by the Brigade Command Team</p> <p>Dialogue continues with NFRS around the joint control project, but progress towards a single control is uncertain</p> <p>The RAG rating of the OOP monthly highlight report to Corporate Board has been upgraded to red</p> <p>Savings target reduced to £1.5 million by Conservative Group, and range of OOP options developed to meet the target</p> <p>External Review established to consider scope for service to make savings</p>	12	<p>Close monitoring of the emerging options for OOP 2020 and the likely impact of these are regularly monitored by the CFO and DCFO</p> <p>Continue political discussion with Portfolio Holder and political lead for transformation programmes</p> <p>Continue to explore the opportunities for expanding the trading arm of Training and Development</p>

Annex D - Transport & Economy - OOP 2018/19

Transport & Economy - Mark Ryder  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Clarke (Transport & Environment)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/Under £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/Under £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/Under £'000	
Transport & Economy Management	186	259	73	0	0	0	186	259	73	Unallocated OOP savings target - to be cleared in 2019/20 budget setting. This is linked to management rationalisation across the Business Unit
Transport & Economy support costs	555	430	(125)	0	0	0	555	430	(125)	One off reimbursement of RCCO which was made in 2017/18
Economy & Skills	1,818	1,868	50	(969)	(1,016)	(47)	849	852	3	
Economy & Skills - Business Centres	1,176	1,163	(13)	(1,576)	(1,603)	(27)	(400)	(440)	(40)	Higher levels of occupancy than budgeted.
Planning and Development & Flood Risk	1,457	1,574	117	(973)	(861)	112	484	713	229	The overspend is related to S38 developer funding and is subject to a review of the flow of income across the lifetime of schemes. This 'worst case' scenario is likely to reduce in year. Following a review a revised forecast will be reported in Q2
Infrastructure & Regeneration	1,107	1,425	318	(122)	(122)	0	985	1,303	318	Undelivered savings targets (now in progress). The OVO Cycle Tours are another pressure here.
Design Services	5,085	5,972	887	(4,621)	(5,205)	(584)	464	767	303	Early indications show that there should be some additional surplus achieved, This position is being reviewed and an updated forecast reported for Q2. Use of commuted sums, as appropriate will also bring this budget line closer to balance at Q2. There are two other potential pressures in 2018/19: rationalisation of S278 revenue expenditure with capital slippage, and potential expenditure in respect of the South Western Relief Road. Neither can be quantified in financial terms at Quarter 1.
County Fleet Management - Traded Educational	92	74	(18)	(112)	(93)	19	(20)	(19)	1	
County Fleet Management - Traded Non-Educational	3,186	2,918	(268)	(3,596)	(3,329)	267	(410)	(411)	(1)	
County Highways	16,408	16,408	0	(1,400)	(1,400)	0	15,008	15,008	0	
Network Management	1,927	2,023	96	(2,234)	(2,838)	(604)	(307)	(815)	(508)	Additional income forecast based on current levels of work.
Transport Operations	31,673	31,092	(581)	(22,741)	(22,355)	386	8,932	8,737	(195)	One off salary savings through vacant posts and additional income.
Transport Planning	2,188	2,768	580	(473)	(492)	(19)	1,715	2,276	561	Overspend is largely attributable to large scheme development costs.
Road Safety and Traffic Projects	5,257	5,058	(199)	(6,937)	(6,520)	417	(1,680)	(1,462)	218	Overspend sits mainly in Parking Management and Speed Awareness - there is some confidence that this forecast can be reduced through careful planning throughout the year. Also awaiting national decision on SAW charging rates which will affect our income levels but cannot, as yet, be quantified.
<b>Net Service Spending</b>	<b>72,115</b>	<b>73,032</b>	<b>917</b>	<b>(45,754)</b>	<b>(45,834)</b>	<b>(80)</b>	<b>26,361</b>	<b>27,198</b>	<b>837</b>	

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2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	150			150		
Speed Workshops	694			694		Requirement to retain reserve under the SLA with Warwickshire police
Transport & Economy - Savings	654		-374	280	170	To support the costs of the Cycle Races in Warwickshire and also contribute to the Transforming Nuneaton works.
S38 Developer Funding	650		-150	500	150	To support resourcing costs to deal with S38 legacy schemes
Flood Management Reserve	480		-201	279	201	To support the flood alleviation programme and provide match funding for EA funded schemes
European Match Funding	276			276		
Skills Delivery for Economic Growth	399		-23	376	93	Supporting the Employment & Skills programmes as budgeted
Rural Growth Network	367		-89	278	89	Match funding of the Business Support (ESIF) programme as budgeted
<b>Total</b>	<b>3,670</b>	<b>0</b>	<b>(837)</b>	<b>2,833</b>	<b>703</b>	

## Annex D - Transport & Economy - OOP 2018/19

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2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target	Actual to	Forecast	Target	Forecast	
		£'000	Date	Outturn	£'000	£'000	
	2017/18 Underachievement of savings	180		0		180	Awaiting a decision on part of these outstanding savings. Also reviewing the Group budget to facilitate resolution of the savings target.
CG-TE-03	Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	50		50	100	100	
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.	5	5	5	10	10	
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.	10		10	20	20	
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	44		44	88	88	
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.	85	85	85	250	250	
CG-TE-14	Commissioning of the cycle training service to an external provider.	5	5	5	5	5	
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	400	400	400	700	700	
CG-TE-16	Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through proactive measures to improve service quality to enable increased rents in line with market conditions.	20	20	20	50	50	
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.	25	25	25	50	50	
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	20	20	20	20	20	
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25	25	25	50	50	
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0			25	25	
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0			75	75	
CG-TE-22	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	0			698	698	
CG-TE-23	Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	0		0	80	80	Not been able to progress plans to extend the business centres portfolio, so will not be able to achieve income levels through new activity. This will have to be absorbed within the budget of the current portfolio, which may put pressure on this service.
	<b>Total</b>	<b>869</b>	<b>585</b>	<b>689</b>	<b>2,221</b>	<b>2,401</b>	
	<b>Target</b>		<b>869</b>	<b>869</b>		<b>2,221</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>284</b>	<b>180</b>		<b>(180)</b>	



# Annex D - Transport & Economy - OOP 2018/19

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## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Area Delegated Funded Schemes</b>														
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	346	0	0	0	346	346	0	0	0	346	0	0	
10479000	Hwys Maint/Road Safety 2013/14 Warwick Area Com	315	0	0	0	315	315	0	0	0	315	0	0	
10482000	Hwys Maint/Road Safety 2013/14 N Warks Area Com	365	0	0	0	365	365	0	0	0	365	0	0	
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	440	0	0	0	440	440	0	0	0	440	0	0	
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	541	26	0	0	568	541	19	0	0	561	-7	-7	
11274000	North Warwickshire Area Committee	418	0	0	0	418	418	0	0	0	418	0	0	
11275000	Nuneaton and Bedworth Area Committee	479	9	0	0	488	479	0	0	0	479	-9	-9	
11276000	Rugby Area Committee	416	36	0	0	452	416	0	36	0	452	-36	0	
11277000	Stratford Area Committee	292	0	0	0	292	292	0	0	0	292	0	0	
11278000	Warwick Area Committee	439	0	0	0	439	439	0	0	0	439	0	0	
11354000	Area Delegated Funding 17-18	0	260	0	0	260	0	6	217	0	223	-254	-38	
11394000	Transport & Roads Area Delegated Funding	514	66	0	0	580	514	75	0	0	588	8	8	
11395000	Street Lights Area Delegated Funding	162	0	0	0	162	162	0	0	0	162	0	0	
11396000	County Highways Area Delegated Funding	275	48	0	0	323	275	48	0	0	323	0	0	
11397000	Transport Planning Unit Area Delegated Funding	61	0	0	0	61	61	0	0	0	61	0	0	
11398000	Design Services Area Delegated Funding	148	12	0	0	160	148	12	0	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	4,109	0	0	4,109	0	0	3,560	0	3,560	-4,109	-549	Schemes allocated and the remaining unallocated funding moved to future year
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	84	14	0	0	98	84	17	0	0	101	3	3	Increased budget due to higher costs
11484000	Delegated Budget 2016-17 Bridge Maintenance	6	0	0	0	6	6	0	0	0	6	0	0	
11485000	Delegated Budget 2016-17 Road Safety	496	219	0	0	716	496	157	0	0	653	-63	-63	Scheme 11484049 £62,797 transferred to CRS 11669000 (Major Projects)
11487000	Delegated Budget 2016-17 Transport Planning	98	29	0	0	127	98	28	0	0	127	0	0	
11488000	Delegated Budget 2016-17 Casualty reduction	23	10	0	0	33	23	161	0	0	184	151	151	New schemes added
11489000	Delegated Budget 2016-17 Street Lighting	17	4	0	0	21	17	4	0	0	21	0	0	
11490000	Delegated Budget 2016-17 Programmes	414	151	0	0	564	414	151	0	0	564	0	0	
11547000	Area Delegated Funding 19-20	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	5	0	0	6	1	5	0	0	6	0	0	
11590000	Delegated Budget 2017-18 Road Safety	145	508	0	0	652	145	530	0	0	674	22	22	
11592000	Delegated 17-18 County Highways	326	284	0	0	610	326	307	0	0	633	23	23	Increase in budgets due to higher costs
11593000	Delegated Budget 2017-18 Transport Planning	34	18	0	0	52	34	18	0	0	52	0	0	
11594000	Delegated Budget 2017-18 Street Lighting	0	16	0	0	16	0	16	0	0	16	0	0	
11652000	Jo Edwards Delegated Schemes 2018 2019	0	0	0	0	0	0	105	0	0	105	105	105	New schemes allocated to this block header
11653000	John Grant Delegated Schemes 2018 2019	0	0	0	0	0	0	269	0	0	269	269	269	New schemes allocated to this block header
11654000	Gaf Din Delegated Schemes 2018 2019	0	0	0	0	0	0	0	0	0	0	0	0	
11655000	Mike Cunningham Delegated Schemes 2018 2019	0	0	0	0	0	0	0	0	0	0	0	0	
11656000	Nigel Whyte Delegated Schemes 2018 2019	0	0	0	0	0	0	22	0	0	22	22	22	New scheme allocated to this block header
<b>Economic Development</b>														
10154000	Centenary Business Centre Phase 3	1,883	7	0	0	1,890	1,883	7	0	0	1,890	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	598	122	0	0	720	598	52	70	0	720	-70	0	Slower take up from community than originally expected, but growing list of schemes under development & progressing.
11425000	Capital Growth Fund Business Loans and Grants	1,439	561	186	43	2,229	1,439	561	186	43	2,229	0	0	
11549000	Vicarage Street Site Investigations	30	10	0	0	40	30	10	0	0	40	0	0	Work completed.
11596000	Eliot Park Innovation Centre - improvements to the car park	437	35	0	0	472	437	35	0	0	472	0	0	
11611000	Transforming Nuneaton	0	555	3,200	3,800	7,555	0	555	3,700	3,300	7,555	0	0	
11612000	Capital Investment Fund/ Duplex Fund	0	250	500	1,250	2,000	0	460	546	995	2,000	210	0	Expenditure brought forward in line with profile agreed with delivery body.

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## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11613000	Capital Investment Fund/ Small Business Grants	0	300	0	0	300	0	175	125	0	300	-125	0	Some expenditure moved into 2019/20 based on anticipated demand from applicant businesses in summer and autumn rounds.
11668000	Business Centre Strategy	0	0	0	0	0	0	150	0	0	150	150	150	New addition to Capital Programme funded from Revenue reserves
<b>Flood Management</b>														
11424000	Snitterfield Flood Alleviation	2,791	72	0	0	2,863	2,791	72	0	0	2,863	0	0	
11427000	Ladbrooke Flood Alleviation	34	32	0	0	66	34	21	24	0	79	-11	13	Budget reduced to reflect actual works cost and moved to new year; additional Env Agency grant added in 2019/20
11513000	Bulkington Property Level Protection	0	0	0	0	0	0	0	0	0	0	0	0	
11514000	Grendon Property Level Protection	8	0	0	0	8	8	0	0	0	8	0	0	
11550000	Flood modelling	69	16	0	0	84	69	16	0	0	84	0	0	
11574000	Kites Hardwick flood alleviation	62	0	0	0	62	62	8	0	0	70	8	8	Revenue contribution to scheme
11599000	Cherrington Flood Risk Management Scheme	29	36	0	0	65	29	24	12	0	65	-12	0	Scheme to be delivered over two years rather than one.
<b>Integrated Transport - Casualty Reduction Schemes</b>														
11355000	Casualty Reduction Schemes 15/16	391	129	0	0	520	391	358	0	0	749	229	229	Funding reallocated from 11356000 and 11357000 to complete schemes
11356000	Casualty Reduction Schemes 16/17	251	77	0	0	328	251	27	0	0	277	-50	-50	Underspends allocated to 11355000 to complete schemes
11357000	Casualty Reduction Schemes 17/18	12	197	0	0	209	12	0	0	0	12	-197	-197	Underspends allocated to 11355000 and to 11453000 for reallocation in 2018/19
11453000	Casualty Reduction Schemes 18-19	0	356	0	0	356	0	375	0	0	375	19	19	Underspends from previous programmes added to current provision for allocation
11546000	Casualty Reduction Schemes 19-20	0	0	350	0	350	0	0	350	0	350	0	0	
<b>Integrated Transport - Cycle Schemes</b>														
10324000	Lawford Road Cycle Route	498	17	0	0	515	498	17	0	0	515	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	27	123	0	0	150	27	123	0	0	150	0	0	
10434000	North West Warwick Cycle Scheme	778	3	0	0	781	778	3	0	0	781	0	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	55	0	0	0	55	55	0	0	0	55	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	41	0	0	0	41	41	0	0	0	41	0	0	
<b>Integrated Transport - Other Schemes</b>														
11456000	Stratford Park & Ride site alterations	86	14	0	0	100	86	14	0	0	100	0	0	
<b>Integrated Transport - Public Transport</b>														
11193000	Access to Stations - Leamington	212	0	0	0	212	212	0	0	0	212	0	0	
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	110	110	0	237	0	0	
<b>Integrated Transport - Safer Routes to Schools</b>														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	36	157	0	0	193	36	0	157	0	193	-157	0	Programme on hold - retained funding - pending discussion between Head of Service & Strategic Director
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	8	0	0	81	73	0	8	0	81	-8	0	Programme on hold - retained funding - pending further discussion between Head of Service & Strategic Director
11635000	Home to School Routes 17-18	0	1715.963	0	0	1,716	0	0	1,716	0	1,716	-1,716	0	Programme cancelled - retained funding - pending discussion between Head of Service & Strategic Director
<b>Integrated Transport - Safety Camera Schemes</b>														
10192000	Safety Camera Funded Schemes	1,576	20	0	0	1,596	1,576	20	0	0	1,596	0	0	
<b>Integrated Transport - School safety zones</b>														
11358000	School Safety Zones 15/16	299	0	0	0	299	299	0	0	0	299	0	0	Projects all complete
11359000	School Safety Zones 16/17	1,553	163	0	0	1,716	1,553	397	0	0	1,950	234	234	Projects remaining to be completed are shown with expected levels of expenditure. Other projects are completed. Additional funding accelerated from 11586000 2019/20 allocation.
11564000	School Safety Zones 17/18 A	354	617	0	0	971	354	617	0	0	971	0	0	
11525000	School Safety Zones 17/18 B	14	0	0	0	14	14	0	0	0	14	0	0	Project completed
11585000	School Safety Zones 18/19	0	500	0	0	500	0	500	115	0	615	0	115	Projects identified to be delivered over 2 year period shown as part funded this year and next
11586000	School Safety Zones 19/20	0	0	500	0	500	0	0	151	0	151	0	-349	Reduced budget to facilitate projects that will overrun from prior year allocations

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## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Major Transport Projects</b>														
10203000	Rugby Western Relief Road	59,097	649	0	0	59,746	59,097	649	0	0	59,746	0	0	
10362000	Kenilworth Station	13,663	212	0	0	13,875	13,663	245	0	0	13,908	33	33	Transfer of funding from NUCKLE to fund wayfinding
10421000	Portobello Bridge	523	71	1,461	5	2,060	523	5	66	1,466	2,060	-66	0	The project is programmed to follow completion of adjacent private development, which has suffered delays.
11333000	Kenilworth Station Contingency	0	0	0	0	0	0	0	0	0	0	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,565	32	0	0	5,596	5,565	32	0	0	5,596	0	0	
10981000	NUCKLE	1,897	33	0	0	1,930	1,897	0	0	0	1,897	-33	-33	
11100000	Footbridge at Stratford Town Station	2,070	0	0	0	2,070	2,070	0	0	0	2,070	0	0	
11221000	M40 Junction 12	11,491	580	0	0	12,072	11,491	580	0	0	12,072	0	0	
11272000	Rugby Gyrotory Improvements	1,553	59,412	0	0	1,612	1,553	10	15	0	1,578	-49	-34	Project underspend - funding transferred back to Highways 11451000 where original funding came from
11339000	Bermuda Connectivity	1,317	3,385	0	0	4,702	1,317	500	2,885	0	4,702	-2,885	0	Programme Slippage: Commencement of construction work has slipped due to the need to carry out further consultation.
11509000	A444 Coton Arches, Nuneaton	355	3,265	100	0	3,720	355	3,265	100	0	3,720	0	0	Construction works started on site on 03 April and are progressing well.
11510000	A46 Stanks Island, Warwick	481	5,519	0	0	6,000	481	4,132	877	0	5,490	-1,387	-510	Programme board agreed to split scheme in to 2 phases with phase 2 expected to take place in FY 19/20. Funding from Highways England was lost due to inability to spend within timescales so £400,000 has been removed from the budget. £110,094 was also initially spent as revenue and has been removed from the £6 million budget. Final scheme budget is now £5,489,906. The scheme is not expected to exceed the new budget due to phase 2 cost reduction exercise.
11604000	A444 Corridor Improvements - Phase 2	4	4,266	0	0	4,270	4	266	4,230	100	4,600	-4,000	330	The project was not commissioned to Design Services until January 2018 therefore the programme is over a year behind. The majority of the budget will therefore be spent in 2019/20 when the project is now expected to be on site. Additional £330k S106 funding added at Qtr 1 2018.
11605000	A3400 Bham Road Stratford Corridor Improvements	7	1,403	2,090	0	3,500	7	175	3,318	0	3,500	-1,228	0	Construction now expected in 2019/20
11636000	A452 Myton Road And Shire Park Roundabouts	19	0	3,781	0	3,800	19	0	3,781	0	3,800	0	0	
11649000	A46 Stoneleigh Junction Improvements	145	0	0	0	145	145	4,886	5,000	0	10,031	4,886	9,886	Council approved a £10m allocation from the WCC CIF on 15/5/18, as part funding towards an overall scheme value of £33.1m. The remaining funding is due to be received from external sources, the DfT and WMCA, and funding applications and approval processes are currently being completed. Council confirmed that £2m would be available for the development of the scheme immediately and the remainder would be released on confirmation of the other funding.
11669000	Lawford Road / Addison Road Casuality Reduction	0	0	0	0	0	0	648	199	0	846	648	846	Funding £783,000 CIF, contribution from Area Delegated Budget of £62,797 from 11484049 and a small RCCO of £373.
<b>Street Lighting</b>														
11125000	Street Lighting Column Replacement 2014/2015	1,239	0	0	0	1,239	1,239	0	0	0	1,239	0	0	
11220000	Street Lighting Column Replacement 2015/2016	1,057	0	0	0	1,057	1,057	0	0	0	1,057	0	0	
11279000	Pump Priming allocation for LED street lighting	2,434	1,000	1,000	0	4,434	2,434	1,300	1,000	0	4,734	300	300	Scheme to be funded from revenue contribution.
11360000	LED Street Lights March Funding	8,179	0	0	0	8,179	8,179	0	0	0	8,179	0	0	
11459000	Street Lighting Column Replacement 2016-17	1,108	0	0	0	1,108	1,108	0	0	0	1,108	0	0	
11563000	Street Lighting base budget 17-18	568	156	0	0	723	568	0	0	0	568	-156	-156	Unallocated funding moved to new year code
11651000	Street Lighting base budget 18-19	0	0	0	0	0	0	876	0	0	876	876	876	DfT funding (£720k) transferred from Highways Qtr 1
<b>Structural Bridge Maintenance</b>														
10413000	Structural Maintenance of Bridges 2009/10	1,395	0	0	0	1,395	1,395	0	0	0	1,395	0	0	
10977000	Minor Bridge Maintenance Schemes 2011/2012	1,014	0	0	0	1,014	1,014	0	0	0	1,014	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,341	0	0	0	2,341	2,341	5	0	0	2,347	5	5	Funding reallocated from other financial years
11241000	Minor Bridge Maintenance Schemes 2013/2014	302	135	0	0	437	302	175	0	0	477	40	40	Funding reallocated from other financial years
11308000	Minor Bridge Maintenance schemes 2014/2015	860	0	0	0	860	860	0	0	0	860	0	0	Funding reallocated from other financial years
11382000	Minor Bridge Maintenance schemes 2015/2016	1,317	327	0	0	1,643	1,317	393	0	0	1,710	66	66	Funding reallocated from other financial years
11457000	Minor Bridge Maintenance schemes 2016/2017	469	97	0	0	566	469	111	0	0	581	14	14	Funding reallocated from other financial years

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11587000	Minor Bridge Maintenance schemes 2017/2018	710	380	0	0	1,090	710	1,421	0	0	2,132	1,042	1,042	Funding reallocated from other financial years
11658000	Minor Bridge Maintenance schemes 2018/2019	0	0	0	0	0	0	213	0	0	213	213	213	Remaining 18-19 allocation (£1.350m transferred from Highways Qtr 1) +/- adjustments (Creditors, Debtors, Refunds & "Windfall" Income)
<b>Structural Maintenance of Roads</b>														
11361000	Highways Maintenance 16-17	15,114	164	0	0	15,278	15,114	0	0	0	15,114	-164	-164	Budget moved to new year codes
11362000	Highways Maintenance 17-18	15,532	757	0	0	16,289	15,532	13	0	0	15,545	-744	-744	Pot Hole Budget moved to new year codes
11451000	Highways Maintenance 18-19	0	12,708	0	0	12,708	0	15,032	0	0	15,032	2,324	2,324	Budget allocated to new codes including new Highways Incentivisation funding (£2.188m) and Pot Holes grant (£1.416m) plus vehicles RCO (£98k) plus £34,412 returned from Rugby Gyrotory 11272000; less DfT Local Transport funding re-allocated to Street Lighting (£720k), Bridge Maintenance (£1.35m) and Traffic Signals (£250k).
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	12,708	0	12,708	0	0	12,708	0	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	
<b>Traffic Signals</b>														
11309000	Traffic Signals 2014-15	232	9	0	0	241	232	0	0	0	232	-9	-9	Reallocation of funds to future years
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	13	0	0	194	0	0	
11458000	Traffic Signals 2016-17	202	0	0	0	202	202	0	0	0	202	0	0	
11591000	Traffic Signals Base Budget 2017-18	235	54	0	0	289	235	59	0	0	294	5	5	Reallocation of funds from prior years
11657000	Traffic Signals Base Budget 2018-19	0	0	0	0	0	0	254	0	0	254	254	254	£250,000 funding allocated from Highways DfT grant at Qtr 1, remaining funding from prior years
<b>Total Transport &amp; Economy (excluding funded developer schemes)</b>		<b>173,180</b>	<b>47,304</b>	<b>27,986</b>	<b>5,098</b>	<b>253,568</b>	<b>173,180</b>	<b>41,916</b>	<b>47,263</b>	<b>5,903</b>	<b>268,262</b>	<b>-5,388</b>	<b>14,694</b>	
<b>Developer Funded Transport - s106 schemes</b>														
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	3	0	0	0	3	3	0	0	0	3	0	0	
11464000	Clifton on Dunsmore Traffic Calming S106	73	247	0	0	320	73	247	0	0	320	0	0	
11607000	Southbound bus stop on A426 Leicester Road Rugby	11	69	0	0	79	11	69	0	0	79	0	0	
11614000	Bus Stop Enhancement Works In Alderminster	0	21	0	0	21	0	21	0	0	21	0	0	
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd, Alcester	2	13	0	0	15	2	13	0	0	15	0	0	
11618000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	0	0	0	0	0	0	97	0	0	97	97	97	£100k S106 contribution approved by the deputy leader on 20 April 2018; Developer invoiced in revenue in 2017/18 and the remaining balance of £97k will be contributed to fund this project.
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in Stratford upon Aon	0	0	0	0	0	0	14	0	0	14	14	14	New S106 Funded Scheme
<b>Developer Funded Transport - minor schemes</b>														
10132009	S278 Waitrose Alcester	3	0	0	0	3	3	0	0	0	3	0	0	
11194001	Cycle Improvement Link York Road	42	6	0	0	48	42	0	0	6	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	9	0	0	9	0	9	0	0	9	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores )	0	75	0	0	75	0	75	0	0	75	0	0	
11194006	Install Variable Message Signs A444 ( Prologis )	0	82	0	0	82	0	0	82	0	82	-82	0	Moved to 2019/20
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall ( David Wilson Homes )	0	45	0	0	45	0	0	45	0	45	-45	0	Moved to 2019/20
11194008	Provision of new bus shelter at Whitnash Section 106	7	0	0	0	7	7	0	0	0	7	0	0	
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0	

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11194010	Install bollards & associated traffic management - historic spine Stratford	0	0	0	0	0	0	41	0	0	41	41	41	To be used as a contribution towards Hostile Vehicle Mitigation project on Waterside, Stratford.
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	6	0	0	6	0	0	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	-40	0	0	0	-40	-40	0	0	0	-40	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	5	26	0	0	31	5	26	0	0	31	0	0	
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES	40	0	0	0	40	40	0	0	0	40	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	9	0	0	0	9	9	0	0	0	9	0	0	
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.	53	3	0	0	56	53	3	0	0	56	0	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	68	0	0	68	0	68	0	0	68	0	0	
11441005	Section 106 Funded Bus Stop Enhancement Works ( Salford Rd , Bidford )	25	0	0	0	25	25	0	0	0	25	0	0	
11441006	Bus Shelter Coventry Street , Southam S106	18	0	0	0	18	18	0	0	0	18	0	0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	0	20	0	20	-20	0	Scheme delivery delayed due to protracted time taken for road to be formally adopted by WCC
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	2	0	0	18	16	2	0	0	18	0	0	
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	11	0	0	16	0	0	
11441011	Heathcote Primary School Puffin Crossing Harbury Lne Nr Nightingale Avenue Leamington Spa	68	0	0	0	68	68	0	0	0	68	0	0	
11441012	Heathcote Primary School Puffin Crossing Harbury Lne Nr Garrett Drive Leamington Spa	72	0	0	0	72	72	0	0	0	72	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	2	16	0	0	18	2	0	16	0	18	-16	0	Awaiting for the Developer to reinstate WCC maintained highway to enable the works to be implemented
11441014	Highways improvements to bus stops at land off the Longshoot S106	2	18	0	0	20	2	18	0	0	20	0	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	4	5	0	0	9	4	5	0	0	9	0	0	
<b>Developer Funded Transport - other schemes</b>														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	916	0	0	0	916	916	0	0	0	916	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	0	0	0	4	-396	-396	S278 now abandoned and alternative agreement has been made with the developer
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	329	0	0	391	62	0	329	0	391	-329	0	Scheme delayed due length of time required for land acquisition
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	0	871	621	250	0	0	871	0	0	
11326000	Elliots Field Retail Park	815	3	0	0	817	815	3	0	0	817	0	0	
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	0	199	0	204	-199	0	Delay due to developer not progressing
11328000	New Roundabout Southam Road Kineton	464	35	0	0	499	464	35	0	0	499	0	0	
11336000	Ansty Business Park Phase 3	1,433	1,120	0	0	2,553	1,433	500	620	0	2,553	-620	0	Final Phase (3rd junction) now waiting for STW diversion. Scheme completion now expected in 2019/20
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	6	0	0	334	0	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	344	0	273	0	617	344	0	273	0	617	0	0	

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11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	19	129	109	0	257	19	19	219	0	257	-110	0	Scheme design now being co-ordinated with design of other highway scheme and delivery anticipated in 2019/20
<b>Developer Funded Transport - s278 schemes</b>														
10010001	Unallocated S278 developer funds	-41	1,487	0	0	1,446	-41	0	1,487	0	1,446	-1,487	0	This funding is former Developer Funding. A scheme of projects for allocation from this funding is being produced by T&E Mgmt Team for works necessitated from new developments being constructed - profile of spend is currently unknown.
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	-63	62,564	0	0	0	-63	63	0	0	0	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	0	275	245	30	0	0	275	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,634	66	0	0	2,700	2,634	66	0	0	2,700	0	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	306	44	0	0	350	306	44	0	0	350	0	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	362	0	0	0	362	362	0	0	0	362	0	0	
11437000	B4632 Campden Road / C47 Station Road	557	93	0	0	650	557	93	0	0	650	0	0	
11438000	B4642 Coventry Road / site access Cawston	598	0	0	0	598	598	0	0	0	598	0	0	
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	1,412	38	0	0	1,450	1,412	38	0	0	1,450	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	500	0	0	500	1	0	500	0	500	-500	0	Scheme now expected to be delivered in 2019/20
11461000	A47 The Long Shoot Nuneaton	65	535	0	0	600	65	535	0	0	600	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	295	252	0	0	548	295	252	0	0	548	0	0	
11463000	B4451 Kineton Road, Southam - new roundabout	598	2	0	0	600	598	2	0	0	600	0	0	
11467000	C43 Traffic Junction for Country Park on Harbury Lane	550	50	0	0	600	550	85	0	0	635	35	35	Scope of scheme increased leading to increased cost and time. 100% of increase will be funded by the Developer via the S278
11505000	A422 Alcester Road, Stratford upon Avon	250	0	0	0	250	250	0	0	0	250	0	0	
11506000	A426 Southam Road, Southam	301	0	0	0	301	301	0	0	0	301	0	0	
11507000	A428 Lawford Road, Rugby	0	450	0	0	450	0	450	0	0	450	0	0	
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	64	0	0	122	0	0	
11511000	A429 Ettington Road, Wellesbourne	878	102	0	0	980	878	102	0	0	980	0	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,179	271	0	0	1,450	1,179	271	0	0	1,450	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	692	0	0	0	692	692	0	0	0	692	0	0	
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	113	0	0	0	113	113	0	0	0	113	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	250	0	0	250	0	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	71	779	0	0	850	71	779	0	0	850	0	0	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	170	0	0	0	170	170	0	0	0	170	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	150	0	0	153	3	200	0	0	203	50	50	Tender cost higher than estimated. 100% of this increase will be funded by the Developer via the S278
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	150	0	0	151	1	200	0	0	201	50	50	Tender cost higher than estimated. 100% of this increase will be funded by the Developer via the S278
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	1	300	0	0	301	1	300	0	0	301	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	1	200	0	0	201	1	200	0	0	201	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	8	75	0	0	82	8	75	0	0	82	0	0	
11552000	Warwick Town Centre transport proposals	289	0	261	0	550	289	61	200	0	550	61	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	1,000	0	0	1,000	0	1,000	0	0	1,000	0	0	

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11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	400	0	0	400	1	0	400	0	400	-400	0	Scheme moved to 2019/20 as Technical Review still to be completed.
11578000	C98 Loxley Road, Tiddington.	0	650	0	0	650	0	0	650	0	650	-650	0	Developer programme moved to 2019/20
11579000	D7050 Common Lane, Kenilworth.	359	941	0	0	1,300	359	2,041	0	0	2,400	1,100	1,100	Amount increased by Portfolio Holder Finance & Property on 15/12/17
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	2,800	0	0	2,800	0	1,800	1,700	0	3,500	-1,000	700	Increase due to change of scope identified during the Technical Review process. The increase will be 100% funded via a S278 Agreement with the Developer
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	2,700	0	0	2,700	0	1,000	1,700	0	2,700	-1,700	0	Scheme delayed so will now slip into 2019/20
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	1,500	0	0	1,500	0	1,000	1,000	0	2,000	-500	500	Scope of works has increased adding to the cost and time required to design and construct the scheme. Project now expected to be completed in 2019/20
11595000	A422 Banbury Road Ettington Ghost Island	99	101	0	0	200	99	101	0	0	200	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	500	0	0	500	0	750	0	0	750	250	250	Increased scope of works above original estimate. 100% of this increase will be funded by the Developer via the S278
11598000	A426 Leicester Road Rugby Highways Improvements S278	1,998	0	0	0	1,998	1,998	600	0	0	2,598	600	600	Scope of work increased as a result of changes on site. The increase will be 100% funded by the Developer via a S278 Agreement
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	4	3,496	0	0	3,500	4	2,500	1,500	0	4,004	-996	504	Start delayed whilst awaiting Technical Approval. Cost Estimate increased which will be 100% fully funded by the Developer via a S278 agreement
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	1	150	0	0	150	1	150	0	0	150	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	0	150	0	0	150	0	150	0	0	150	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	200	0	0	200	0	200	0	0	200	0	0	
11616000	A47 The Long Shoot ( Callendar Farm ) highway alterations S278	0	150	0	0	150	0	150	0	0	150	0	0	
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	0	300	0	0	300	0	300	0	0	300	0	0	
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	7,500	0	7,500	0	0	7,500	0	7,500	0	0	
11638000	A452 M40 spur west of Banbury Road	0	0	7,600	0	7,600	0	0	7,600	0	7,600	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	0	0	0	0	0	0	450	0	450	0	450	Scheme added to capital programme 16/3/18
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	0	0	0	0	0	0	1,800	0	0	1,800	1,800	1,800	Scheme added to capital programme on 16/3/18
11664000	C8 Trinity Road, Kingsbury (St Modwen)	0	0	0	0	0	0	1,500	0	0	1,500	1,500	1,500	Scheme added to the capital programme on 16/3/18
11665000	D538 Station Road, Coleshill (Aldi Stores)	0	0	0	0	0	0	150	0	0	150	150	150	Scheme added to the capital programme on 16/3/18
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	0	0	0	0	0	85	0	0	85	85	85	New scheme added to the capital programme
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	0	0	0	0	0	0	400	0	400	0	400	Scheme added to capital programme on 18/5/18. Estimated increased and delay to 2019/20 as scope of work has changed.
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	0	0	0	0	0	400	0	0	400	400	400	New scheme added to the capital programme on 15/6/18
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	0	0	0	0	0	350	0	0	350	350	350	New scheme added to the capital programme on 15/6/18
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	0	0	0	0	0	600	0	0	600	600	600	New scheme added to the capital programme on 15/6/18
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	0	0	0	0	0	400	0	0	400	400	400	New scheme added to the capital programme on 15/6/18
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	0	0	0	0	0	250	0	0	250	250	250	New scheme added to the capital programme on 15/6/18
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties )	0	0	0	0	0	0	400	0	0	400	400	400	New scheme added to the capital programme on 15/6/18
<b>Total Funded Developer Schemes</b>		<b>19,602</b>	<b>24,212</b>	<b>15,743</b>	<b>-</b>	<b>59,557</b>	<b>19,602</b>	<b>23,390</b>	<b>26,890</b>	<b>6</b>	<b>69,888</b>	<b>-821</b>	<b>10,331</b>	
<b>Grand Total - All Transport &amp; Economy</b>		<b>192,782</b>	<b>71,516</b>	<b>43,730</b>	<b>5,098</b>	<b>313,126</b>	<b>192,782</b>	<b>65,306</b>	<b>74,153</b>	<b>5,909</b>	<b>338,150</b>	<b>-6,210</b>	<b>25,025</b>	

## Net Red Risks

Risk Ref	Risk	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	04/07/2018	16	<p>The Council has agreed the investment of an additional £2m a year for the next two years to supplement government capital grant allocations for maintaining the condition of Warwickshire's roads.</p> <p>Road maintenance are prioritised using a number of criteria including traffic volumes, types of usage and conditions of the road These priorities are based upon inspections, surveys, known defects and accident data.</p> <p>Road construction strategy has been reviewed and updated to take into account changes to the Specification for Highways Works and to reflect increased emphasis on safety, sustainability, environment and minimisation of resource use.</p> <p>Highways maintenance contract has been renewed with Balfour Beatty in partnership with Solihull and Coventry Councils.</p> <p>Increased, and ongoing, monitoring and review of Term Contractors operational performance in place to ensure effective delivery of all revenue and capital investment programmes</p>	12	<p>Further developing asset management approach including life cycle planning scenarios to ensure best use is made of available resources.</p> <p>Work on Balfour Beatty contract to ensure effective delivery</p> <p>The service has achieved Level 3 Incentive Funding from SDfT, ensuring maximum amount of capital block grant is received.</p> <p>Additional budget has been made allocated by DfT from the Pothole Fund and will be used to supplement capital maintenance programmes.</p>
R0895	A major flood risk materialises	04/07/2018	16	<p>Maximise the opportunities to get funding to deliver schemes to alleviate flooding.</p> <p>Publicise all we are doing to manage flood risk (e.g. Flood Summits)</p> <p>Putting operational procedure for team in place for flood events.</p> <p>Working with communities with CSW Resilience to help them better manage local flood risk and be more resilient to flooding.</p> <p>Through statutory consultee role, ensuring no increase in flood risk and, where possible, reducing flood risk through development.</p> <p>Identifying third party assets in Trent catchment with high risk of failure (such as old large culverts).</p>	12	<p>Surface Water Management Plan (SWMP) to be further developed with draft investment plan.</p> <p>Identify third party assets in Severn catchment with high risk of failure (such as old large culverts).</p> <p>Working with members to identify and secure WCC match funding to enable successful bids for external funding.</p>



# Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Morgan (Children's Services)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Children & Families - Head of Service	5,908	4,563	(1,345)	0	0	0	5,908	4,563	(1,345)	There are a number of one off under-spends / deliberately under-utilised budget (to offset the overall BU over-spend) as well as approximately £250,000 on-going under-spend which is currently being held to contribute to temporary service investment areas including over-establishment posts required due to increased demand.
Safeguarding Quality & Assurance	3,391	3,499	108	(361)	(423)	(62)	3,030	3,076	46	
Early Help Service	7,354	7,083	(271)	(2,003)	(1,864)	139	5,351	5,219	(132)	Variations in part due to decision not to backfill vacancies at this stage in light of the need to await further guidance in relation to the Troubled Families Programme and awaiting outcomes from the Strategic Review
Children's Safeguarding & Support	20,345	21,915	1,570	(16)	(314)	(298)	20,329	21,601	1,272	Forecasts for placements are predicting a £1,592,000 over-spend. This is a reduction of £715,000 since period 2. Internal foster care saw a reduction of £328,000 to now being £459,000 over-spent which largely is due to cases being moved over to Leaving Care and therefore the forecast is more accurate. Residential Care has reduced by £325,000 with exit strategies in place for 14 children and anticipated discharge dates applied. This currently stands at £27,000 over-spend. This is now dependent on commissioning providing block purchase of foster placements to enable children to "step down" from residential to foster care. External foster care has reduced by £142,000 compared to period 2 due to leave dates being released with 24 due to discharge before the end of the financial year. Current forecast is £941,000 over-spend.  Parent and baby placements on the other hand has increased its forecast to now £165,000 over-spent with 10 families already being accommodated so far this year. Also, allowances are currently showing a small overspend of £12 with 484 being financially supported. Budgets were uplifted to accommodate the expected rise in growth in this area.  Salaries in total are forecasted £496,000 underspending for which £483,000 is on social workers. Agency is £61,000 forecasted over-spent with sessional work continuing to forecast an under-spend by £97,000 this financial year compared to budget. Section 17 is forecasted to be £28,000 over-spent.
Corporate Parenting	13,707	14,190	483	(4,528)	(3,761)	767	9,179	10,429	1,250	Residential Care is showing an overspend of £67,000 which is a reduction of £314,000 since period 2. This forecasts now reflects anticipated discharge dates. There are 13 current placements of which 7 are due to be discharged before the end of the financial year. Internal foster care has increased its spend to now £300,000 over-spent due to a more accurate forecast following transfer of cases from Childrens Teams. External foster care is currently showing an overspend of £64,000 compared to budget with 11 due to discharge on their 18th birthday. Salaries in total are £246,000 over-spent at this point with the most significant over-spend being on social workers of £195,000 and agency £41,000. At the moment the estimate for the asylum seekers grant being underfunded stands at £235,000 and leaving care accommodation is currently showing a £443,000 overspend.
Specialist Intervention	5,839	6,327	488	(1,819)	(1,729)	90	4,020	4,598	578	Staffing overspend on Family Focus of £281,196 due to more experienced staff on higher scale points than the budgeted midpoint and uncertainty of income funding streams. Increases in costs for Travel Expenses of £34,450, Increases in supplies e.g. hardware of £21,500. £25,668 overspend on Specialist & Targeted Support staffing.
Initial Response	5,417	5,652	235	(184)	(185)	(1)	5,233	5,466	233	Staffing is £159,000 over-spent with social workers accounting for £154,000, administration is £63,000 over-spent with Hay £58,000 under-spent due to a secondment. There is also a £44,000 over-spend in EDT on overtime due to staffing pressures.
ACE	7,397	6,379	(1,018)	(7,397)	(6,953)	444	0	(574)	(574)	The Service forecasted underspend of £574,000, consists of £339,000 on the purchasing / selling of adopters due to reduced activity with the remainder of the under-spend due to staffing vacancies. This underspend is the under the joint stewardship of the 4 LA's partners in accordance with the governorship of the legal Host Agreement.
Innovation & Transformation	3,708	3,318	(390)	(1,814)	(1,655)	159	1,894	1,663	(231)	Surplus budget for the House project Hub of £178,710, this surplus and part of the budget will be transferred to the new National Hub Charity that is being set up to open from the 1st December 2018
SEND	5,450	8,578	3,128	(285)	(1,967)	(1,682)	5,165	6,611	1,446	Forecasts for placements are predicting a £1,540,000 over-spend. (This is broken down by internal foster care £117,000 over-spend, external foster care £266,000 over-spent and residential care £879,000 over-spent and supported Accommodation £278,000 over-spend). So far this year there have been 3 new placements in residential care and 4 new placements in external foster care. There are currently 2 children being cared for in a supported accommodation placement although this will reduce to 1.  Direct payments are £132,000 over-spent although current projections for equipment is showing an underspend of £134,000 compared to the increase in budget for 2018/19.  Salaries in total are £238,000 under-spent with social workers being £456,000 under-spent. There is a loss of income from DSG for administration salaries of £171,000 which is coupled with an over-spend of £49,000. There are agency staff being employed which is currently showing at £171,000 over-spend.
<b>Net Service Spending</b>	<b>78,516</b>	<b>81,504</b>	<b>2,988</b>	<b>(18,407)</b>	<b>(18,851)</b>	<b>(444)</b>	<b>60,109</b>	<b>62,652</b>	<b>2,543</b>	

Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Morgan (Children's Services)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18	Movement in Year	Effect of Outturn	Forecast Closing Balance 31.03.19	Transfer Request (To)/From Reserves	Reason for Request
	£'000			£'000		
C&F - Savings	0		(3,535)	-3535		
Young Carers Contract	0		0	0		
0-5 Strategy for Children	1,032		58	1,090		
Priority Families Reserve	580		(40)	540		
Adoption Central England Partnership (ACE)	100		574	674		
Traded	164		0	164	164	To be utilised to pump prime placements in Boarding schools scheme - to reduce the overall costs of Residential Placements.
House Project	0		361	361		
Central DSG Reserve	0		39	39		
<b>Total</b>	<b>1,876</b>	<b>0</b>	<b>(2,543)</b>	<b>(667)</b>	<b>164</b>	

## Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Morgan (Children's Services)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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	149	109	109	209		A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	1592	0	0	4,792		This saving is currently being reviewed as whilst a reduction in children entering care has been achieved the overall target has not been met. This is being reviewed and additional actions taken to ensure that targets are met. The number of children identified as potentially able to safely leave care (with risks and interdependencies) is 144. Work is being undertaken to accelerate methods to prevent children entering care and small team being established to add additional capacity particularly for legal orders which need to return to court to be revoked.
PG-CF-05 & CF-OOP 14-18	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	748	748	748	1,120		The Children & Family Centres savings are on track to be achieved.
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	140	0	0	860		A review of placement mix is being undertaken. Individual reviews of children in residential care and new ideas are being explored by commissioning to be finalised in September. This includes use of independent and state boarding schools and improving capacity to step down from residential care.
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	215	15	15	215		A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	110	5	5	160		After further exploration it is accepted within the BU that the target of income generation from RISE (CAMHS) is not achievable.
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	31	0	0	31		After further exploration it is accepted within the BU that the target will not be achieved.
	Alternative savings proposals are being drawn up to recover fully both the 18/19 and 19/20 total savings target.					7,387	
	<b>Total</b>	<b>2,985</b>	<b>877</b>	<b>877</b>	<b>7,387</b>	<b>7,387</b>	
	<b>Target</b>		2,985	2,985		<b>7,387</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>2,108</b>	<b>2,108</b>		<b>0</b>	

# Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Morgan (Children's Services)

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 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	32	175	169	30	405	32	175	169	30	405	0	0	11295003 is a New Project for Q1. Funding of £7k spent / vired from Block Header Allocation - 11295000 CF property adaptations, purchases and vehicles. This is a demand led capital budget and difficult to project but with previous years experience it is doubtful that the funding will be fully utilised. There are projects being considered for foster carers & connected others to enable adaptations to care for children.
		<b>32</b>	<b>175</b>	<b>169</b>	<b>30</b>	<b>405</b>	<b>32</b>	<b>175</b>	<b>169</b>	<b>30</b>	<b>405</b>	<b>0</b>	<b>0</b>	

## Annex F - Social Care and Support - OOP Annex

Social Care & Support - Pete Sidgwick

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	11,434	7,322	(4,112)	0	(51)	(51)	11,434	7,271	(4,163)	£4.5m underspend on projects, ongoing discussions about reinvesting this in preventative services within People Directorate. £0.4m overspend against Transport budget - ongoing work with Transport Services to manage this service.
Disabilities	71,925	70,598	(1,327)	(6,614)	(7,273)	(659)	65,311	63,325	(1,986)	Primary drivers of the underspend are spend on direct payments and income forecasts higher than budgeted for residential and community income.
Mental Health	9,601	9,329	(272)	(529)	(533)	(4)	9,072	8,796	(276)	Underspend on MH SLAs to the value of £348K. Vacant posts being actively recruited to.
Care Act	197	198	1	(197)	(198)	(1)	0	0	0	
Service Development and Assurance (Adults)	370	369	(1)	(63)	(63)	0	307	306	(1)	
Older People	70,774	73,441	2,667	(25,671)	(29,568)	(3,897)	45,103	43,873	(1,230)	Overspends on nursing and residential purchasing budgets are being compensated by an over recovery of client contributions for residential care and an underspend on Direct Payments. The income forecast is under review.
Integrated Care	10,465	9,407	(1,058)	(166)	(167)	(1)	10,299	9,240	(1,059)	Underspends on equipment, reablement and hospital and occupational therapy staffing all contribute to this underspend. The reablement underspend is higher than expected and is being closely monitored.
<b>Net Service Spending</b>	<b>174,766</b>	<b>170,664</b>	<b>(4,102)</b>	<b>(33,240)</b>	<b>(37,853)</b>	<b>(4,613)</b>	<b>141,526</b>	<b>132,811</b>	<b>(8,715)</b>	

Annex F - Social Care and Support - OOP Annex

Social Care & Support - Pete Sidgwick

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18	Movement in Year	Effect of Outturn	Forecast Closing Balance 31.03.19	Transfer Request (To)/From Reserves	Reason for Request
	£'000	£'000	£'000	£'000	£'000	
Social Care and Support - Savings	8,959		8,715	17,674	-3000	Budget for transformation and projects recognised as not needed this financial year
<b>Total</b>	<b>8,959</b>	<b>0</b>	<b>8,715</b>	<b>17,674</b>	<b>(3,000)</b>	

## Annex F - Social Care and Support - OOP Annex

Social Care & Support - Pete Sidgwick  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Prior year underachievement of savings	365	365	365			Specific savings underachieved last year - Day Opportunities element (£165k) met in q1 18/19. RAS element not met, as below, mitigated by demand savings in q1
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	352	0	0	500	0	Saving cannot be made through alternative use of RAS - mitigated by demand saving below
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	165	0	0	408	0	Transport recharge over budget. Ongoing work with Transport Services to manage this service within budget, but savings will not be made on top of this. Savings mitigated by Demand Saving below
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	0	0	0	550	550	
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	669	170	669	1,294	1,294	
PG-SCS-17	Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services	960	0	0	1,200	0	Benefits from work around strengthening communities will not be realised in the short term. Mitigated by demand savings
PG-SCS-18	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	416	0	416	600	600	
PG-SCS-20	Remodel direct payment employment support services	0	0	0	150	150	
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	0	0	100	100	
Untargeted saving	Reduction of demand through early intervention and prevention	0	1477	1477		2,108	Saving recognised through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work
	<b>Total</b>	<b>2,562</b>	<b>1,647</b>	<b>2,562</b>	<b>4,802</b>	<b>4,802</b>	
	<b>Target</b>		2,562	2,562		<b>4,802</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>915</b>	<b>0</b>		<b>0</b>	

## Annex F - Social Care and Support - OOP Annex

Social Care & Support - Pete Sidgwick  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

### 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	350	0	0	350	0	350	0	0	350	0	0	
11555000	Extra Care Housing	0	2,000	1,000	0	3,000	0	2,000	1,000	0	3,000	0	0	Although the forecast has remained the same as at Outturn 2017/18, Corporate Board have been presented with a different profile on 12th July due to the changeable nature of timing in terms of bringing forward numerous schemes, which can be affected by a number of factors, e.g. securing planning permission, external funding, responding to local member and public consultation. Based on these factors it is expected that the profiling may potentially change at Q2
		<b>0</b>	<b>2,350</b>	<b>1,000</b>	<b>0</b>	<b>3,350</b>	<b>0</b>	<b>2,350</b>	<b>1,000</b>	<b>0</b>	<b>3,350</b>	<b>0</b>	<b>0</b>	



**Net Red Risks**

Risk Ref	Risk	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	04/07/2018	12	<p>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</p> <p>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.</p>	12	Progress agreed Project Activity.

# Annex G - Public Health & Strategic Commissioning - OOP Annex

Public Health & Strategic Commissioning - John Linnane  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

## 2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	1,957	1,856	(101)	(431)	(487)	(56)	1,525	1,369	(156)	Reduction in Secretariat staffing forecast Early achievement of savings of £130,000 from Strategic Commissioning HoS post that has been removed though some of this will be used to support areas under considerable pressure to deliver more integrated services.
Service Development and Assurance (Business and Systems)	2,414	1,956	(458)	(272)	(272)	0	2,142	1,684	(458)	£40,976 early achievement of savings within AR116 and AR143. The forecasted underspend on the Mosaic Project of £346,856, this forecast has been based on confirmed projects. However there are some proposed projects awaiting business cases that have not been included in the forecast. The underspend on HC402 relates to a £25,000 reduction in staffing and agency costs, software of £15,000 on Carefirst Licences and £24,000 on replacing Sharecare ahead of Schedule.
All Age Disabilities	5,937	5,945	8	(4,879)	(4,879)	0	1,058	1,066	8	
Integrated Elderly Care	2,772	2,908	136	(1,575)	(1,575)	0	1,197	1,333	136	Increases in Staffing costs
Market Management and Quality	1,345	1,487	142	(477)	(627)	(150)	868	860	(8)	
Children's Commissioning	10,708	10,403	(305)	(4,667)	(4,685)	(18)	6,041	5,718	(323)	AS218 currently has an projected underspend of £321,115 this is made up of early achievement of next years savings (400k 19/20) and resources clawed back from a provider as a result of non performance. The under-spend was initially larger but has now been offset by a £200,000 contribution to the Warwick District Rough Sleepers Hostel and a £62,885 overspend in CAMHS HC301 is showing a temporary decrease in staffing costs of £26,616 due to vacancies and an increase in income due to an additional staffing contribution for an internal secondment.
Salaries and Service Overheads	2,626	2,589	(37)	(130)	(130)	0	2,496	2,459	(37)	The underspend is being caused by an update to the staffing forecast that included some changes in staffing type (single Status and Social worker) that differ from the original budget setting.
Health Improvement, Commissioning and Performance	15,286	15,267	(19)	0	(1)	(1)	15,286	15,266	(20)	The budget for fitter futures includes an amount for demand levels on the referrals for the service above the contract values in the budget. Variance on the budget is based on current demand levels which are subject to change.
Health Protection and Resilience	4,280	4,292	12	(3)	(3)	0	4,277	4,289	12	Increase in forecast within Surveillance and Infection control for one off funding: £10,000 Purchase order to the Coventry Refugee and Migrant Centre for Exceptional Housing for individual with TB and NRPF £810 payment to GP practice for a Measles incident £401 payment for seasonal flu training communications
Population Health and Place	390	390	0	0	0	0	390	390	0	
Mental Health and Wellbeing	1,259	1,210	(49)	(290)	(233)	57	969	977	8	Spend for the Mental Wellbeing Development fund – payment to Springfield Mind Ltd for extended delivery of active monitoring in Bidford in June and July
<b>Net Service Spending</b>	<b>48,974</b>	<b>48,303</b>	<b>(671)</b>	<b>(12,724)</b>	<b>(12,892)</b>	<b>(168)</b>	<b>36,249</b>	<b>35,411</b>	<b>(838)</b>	

Public Health & Strategic Commissioning - John Linnane

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health) and Councillor Hayfield (Education & Learning)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Strategic Commissioning - Savings	4,035		801	4,836		
Public Health - Savings	1,149		37	1,186		
<b>Total</b>	<b>5,184</b>	<b>0</b>	<b>838</b>	<b>6,022</b>	<b>0</b>	

# Annex G - Public Health & Strategic Commissioning - OOP Annex

Public Health & Strategic Commissioning - John Linnane

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health) and Councillor Hayfield (Education & Learning)

## 2018-20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCOM-01	Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.	0	0	0	400	400	
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	49	49	49	171	171	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	49	49	49	49	49	
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	125	125	125	150	150	
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	12	12	24	24	
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.	22	22	22	204	144	
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	4	4	4	24	24	
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	65	65	65	65	65	
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	0	0	66	31	
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	80	80	80	80	80	
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and commissioning process	0	0	0	923	923	The Public Health Grant allocated to Warwickshire County Council (WCC) by Public Health England (PHE) on behalf of the Department of Health has had its ring-fence extended until the end of 2019/20.
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	0	0	0	45	45	
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.	0	0	0	200	200	Following the notification to extend the ring-fence into 2019/20 detailed calculations were carried out to model the likely spend on public health services by Warwickshire County Council in future years and how the OOP2020 savings would impact WCC's ability to provide assurance that the grant allocation had been spent on Public Health activities. It was found that the existing profile of the savings would put WCC at risk of not being able to provide assurance on the grant funding.
CG-PH-05	Reduce staffing and overheads across the Business Unit	0	0	0	200	200	
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	0	0	0	100	100	The OOP2020 savings have now been reprofiled to push back the savings into 2019/20. However the headroom in 2019/20 for being able to provide assurance on the grant funding is still quite tight. The position will need to be reviewed towards the end of this financial year to help alleviate any risk of not being able to provide the required assurance.
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and commissioning process	0	0	0	735	735	
CG-PH-08	Advocacy - re-tendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	0	85	85	
	<b>Total</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>3,521</b>	<b>3,426</b>	
	<b>Target</b>		406	406		<b>3,521</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>95</b>	

# Annex G - Public Health & Strategic Commissioning - OOP Annex

Public Health & Strategic Commissioning - John Linnane

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health) and Councillor Hayfield (Education & Learning)

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	86	0	0	216	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	56	941	0	0	997	56	440	501	0	997	-501	0	All efforts are now focussed on the Transformation Plan for Adult Social Care which will detail all future capital spend. Proposals to be developed and implemented later in the year which will now have a lesser impact on 2018/19 spend.
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	9,284	0	0	0	9,284	9,284	4,186	0	0	13,470	4,186	4,186	2018/19 DFG Allocation of £4,185,688 added to Capital Programme - agreed by Cabinet Portfolio Holder Izzi Seccombe 09/09/2016.
11310000	Client Information Systems Review	3,103	989	0	0	4,092	3,103	454	535	0	4,092	-535	0	Demand for Mosaic development post Adults Go Live has been reduced. Detailed future transformation requirements of Mosaic are at this stage unknown leading to likelihood of investment required in 2019/20.
11492000	Urban Mile Markers	10	14	0	0	24	10	15	0	0	25	1	1	
		<b>12,601</b>	<b>2,030</b>	<b>0</b>	<b>0</b>	<b>14,631</b>	<b>12,601</b>	<b>5,181</b>	<b>1,036</b>	<b>0</b>	<b>18,818</b>	<b>3,150</b>	<b>4,187</b>	

**Net Red Risks**

Risk Ref	Risk	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	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.

Annex H - Customer Service - OOP Annex

Customer Service - Kushal Birla

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Marketing and Communications	960	960	0	(570)	(570)	0	390	390	0	
Customer Service Centre	2,624	2,575	(49)	(262)	(256)	6	2,362	2,319	(43)	Underspend due to vacancies
Customer Relations	247	252	5	0	0	0	247	252	5	
Face to Face (including Libraries and Registration Service)	6,107	6,245	138	(2,027)	(2,051)	(24)	4,080	4,194	114	Salary overspend due to increments awarded on posts being reevaluated. This overspend will be covered by the Business Unit projects budget.
Head of Service and Business Unit Projects	985	1,066	81	(85)	(163)	(78)	900	903	3	
E Services and Business Development	935	936	1	(68)	(68)	0	867	868	1	
Family Information Service	291	352	61	(28)	(90)	(62)	263	262	(1)	
Traded Services - Educational	33	33	0	(36)	(36)	0	(3)	(3)	0	
<b>Net Service Spending</b>	<b>12,182</b>	<b>12,419</b>	<b>237</b>	<b>(3,076)</b>	<b>(3,234)</b>	<b>(158)</b>	<b>9,106</b>	<b>9,185</b>	<b>79</b>	

Customer Service - Kushal Birla  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Warwickshire Local Welfare Scheme	441			441		
Library Bequests	3			3		
Corporate Customer Journey Programme	210		(79)	131		
<b>Total</b>	<b>654</b>	<b>0</b>	<b>(79)</b>	<b>575</b>	<b>0</b>	



Annex H - Customer Service - OOP Annex

Customer Service - Kushal Birla

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-CS-02	Increase income from the Registration Service	10	10	10	45	45	
RG-CS-05	Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	0			90	90	
	<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>135</b>	<b>135</b>	
	<b>Target</b>		10	10		135	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

## Annex H - Customer Service - OOP Annex

Customer Service - Kushal Birla

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 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	59	106	0	0	164	59	106	0	0	164	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	2	0	131	203	70	2	0	131	203	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	298	381	0	1,842	2,522	298	434	0	1,790	2,522	52	0	Costs for the Alcester Library works and additional health and safety equipment required.
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	367	7	0	0	374	367	7	0	0	374	0	0	
11648000	Customer Services Vehicles & Equipment	16	0	0	0	16	16	0	0	0	16	0	0	
		<b>869</b>	<b>496</b>	<b>0</b>	<b>2,022</b>	<b>3,387</b>	<b>869</b>	<b>548</b>	<b>0</b>	<b>1,970</b>	<b>3,387</b>	<b>52</b>	<b>0</b>	

# Annex I - Finance - OOP Annex

Finance - John Betts

Strategic Director - David Carter

Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	194	264	70	0	0	0	194	264	70	This is a result of two factors. Firstly, spend on consultants to provide specialist financial advice on key projects; secondly someone-off savings (to be covered by vacancies) that will be resolved as part of the new target operating model for the service next year.
Corporate Finance & Advice and Resources Local Finance	1,233	1,260	27	(72)	(84)	(12)	1,161	1,176	15	
Treasury, Exchequers, Financial Systems & Pensions	2,353	2,444	91	(2,269)	(2,376)	(107)	84	68	(16)	The increase in spend is primarily a result of additional interim staff (particularly to support investment shifts to Border to Coast, but this is largely offset by a recharge to the Pension Fund, hence the increase in income too)
Communities Group Local Finance & Procurement	1,185	1,274	89	(556)	(556)	0	629	718	89	This is primarily a result of planned, additional spend reviewing the Council's main contracts and contract monitoring. This is due to be funded from Business Unit reserves and will be drawn down later in the year, if not met by compensating one-off savings.
People Group Local Finance, Financial Benefits and Advice	1,952	1,812	(140)	(76)	(76)	0	1,876	1,736	(140)	The forecast underspend on expenditure is primarily a result of recruitment and retention problems in both the Local Finance team and the Benefits Assessment & Income Control team.
Traded Services - Education	784	750	(34)	(1,026)	(992)	34	(242)	(242)	0	The estimated reduction in income is met with a reduction in spend, which results in no net change.
<b>Net Service Spending</b>	<b>7,701</b>	<b>7,804</b>	<b>103</b>	<b>(3,999)</b>	<b>(4,084)</b>	<b>(85)</b>	<b>3,702</b>	<b>3,720</b>	<b>18</b>	

Annex I - Finance - OOP Annex

Finance - John Betts

Strategic Director - David Carter

Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Forecast Closing Balance 31.03.19 £'000</b>	<b>Transfer Request (To)/From Reserves £'000</b>	<b>Reason for Request</b>
Finance - Savings	432		(18)	414		
Finance - Training	79			79		
Finance - Service Improvement Projects	369			369		
<b>Total</b>	<b>880</b>	<b>0</b>	<b>(18)</b>	<b>862</b>	<b>0</b>	

Annex I - Finance - OOP Annex

Finance - John Betts  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Butlin (Finance & Property)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	35	35	35	40	40	
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.	30	30	30	120	120	
<b>Total</b>		<b>65</b>	<b>65</b>	<b>65</b>	<b>160</b>	<b>160</b>	
<b>Target</b>			65	65		160	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>	<b>0</b>		<b>0</b>	

## Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
HR Advisory	1,523	1,430	(93)	(220)	(220)	0	1,303	1,210	(93)	Underspend is due to not being able to fill several vacancies immediately
Human Resources Service Centre	1,983	2,331	348	(630)	(602)	28	1,353	1,729	376	Overspend due to implementation of Your HR. £303k to be funded from Your HR reserve as approved by Cabinet
Business Partners and Learning and Organisational Development	1,947	2,016	69	(1)	(42)	(41)	1,946	1,974	28	Overspend due to additional post to support transformation within Resources Group
Human Resources Head of Service and Internal Apprenticeship Programme	998	1,021	23	(936)	(937)	(1)	62	84	22	Overspend due to additional planned work to support HROD transformation
Traded Services - Education	921	936	15	(1,046)	(1,056)	(10)	(125)	(120)	5	Due to slight overspend on salaries
Traded Services - Non Education	171	152	(19)	(133)	(149)	(16)	38	3	(35)	This underspend is due to a staff vacancy which is now being covered by agency.
<b>Net Service Spending</b>	<b>7,543</b>	<b>7,886</b>	<b>343</b>	<b>(2,966)</b>	<b>(3,006)</b>	<b>(40)</b>	<b>4,577</b>	<b>4,880</b>	<b>303</b>	

Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Forecast Closing Balance 31.03.19 £'000</b>	<b>Transfer Request (To)/From Reserves £'000</b>	<b>Reason for Request</b>
HR&OD - Savings	7			7		
Your HR Implementation	359		(303)	56		To support implementation on Your HR
Going for Growth Apprenticeship Scheme	212			212		
HR Service Improvement Projects	60			60		
<b>Total</b>	<b>638</b>	<b>0</b>	<b>(303)</b>	<b>335</b>	<b>0</b>	

## Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation

21018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	27		27	76	76	
RG-HR-06	Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	0	0	0	229	229	
RG-HR-07	The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	0	0	0	31	31	
RG-HR-08	Employee welfare - Review the employee welfare service, including seeking a more cost effective provider of staff care and a reduction of support to managers in health and safety and well-being.	48		48	48	48	
	<b>Total</b>	<b>75</b>	<b>0</b>	<b>75</b>	<b>384</b>	<b>384</b>	
	<b>Target</b>		75	75		<b>384</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>75</b>	<b>0</b>		<b>0</b>	



## Annex K - IT Services - OOP Annex

ICT Services - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Service Management	253	270	17	0	0	0	253	270	17	
Members Support	20	20	0	0	0	0	20	20	0	
Strategy and Programme and Innovation	1,213	1,244	31	(223)	(266)	(43)	990	978	(12)	
Corporate ICT Development	1,215	1,203	(12)	0	0	0	1,215	1,203	(12)	
Customer and Supplier Services	1,343	1,404	61	0	(60)	(60)	1,343	1,344	1	
Production Services	3,376	3,376	0	(317)	(276)	41	3,059	3,100	41	
Systems Design and Architecture	1525	1614	89	(425)	(538)	(113)	1,100	1076	(24)	
Network Services	2,163	2,163	0	(1,295)	(1,295)	0	868	868	0	
Information Management	620	614	(6)	(104)	(104)	0	516	510	(6)	
Traded Services - Education	2,994	2,994	0	(3,242)	(3,242)	0	(248)	(248)	0	
<b>Net Service Spending</b>	<b>14,722</b>	<b>14,902</b>	<b>180</b>	<b>(5,606)</b>	<b>(5,781)</b>	<b>(175)</b>	<b>9,116</b>	<b>9,121</b>	<b>5</b>	

Annex K - IT Services - OOP Annex

ICT Services - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Forecast Closing Balance 31.03.19 £'000</b>	<b>Transfer Request (To)/From Reserves £'000</b>	<b>Reason for Request</b>
Going for Growth	0			0		
IT Services - Savings	20		(5)	15		
<b>Total</b>	<b>20</b>	<b>0</b>	<b>(5)</b>	<b>15</b>	<b>0</b>	

## Annex K - IT Services - OOP Annex

ICT Services - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	58	58	58	123	123	
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.	110	110	110	210	210	
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.	145	145	145	285	75	As part of the Digital/Modern Working programme the model for end user computing is currently being revisited and a revised proposal is in development to ensure alignment with the design principles of the New Operating Model for presentation to the JMD's (Resources) at the end of August.
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.	50	50	50	150	150	
	<b>Total</b>	<b>363</b>	<b>363</b>	<b>363</b>	<b>768</b>	<b>558</b>	<b>0</b>
	<b>Target</b>		<b>363</b>	<b>363</b>		<b>768</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>210</b>	

# Annex K - IT Services - OOP Annex

ICT Services - Tricia Morrison  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11121000	Development of Rural Broadband	15,043	7,859	8,179	5,164	36,245	15,043	7,448	7,690	7,215	37,395	-411	1,150	Contract 3: Consolidation of Lots 1, 2 & 3 reduced the supplier's management and production spend by £899,945 (£411,071 in 2018/19 and £488,874 in 2019/20). Remaining funds to be reinvested and remodelled in the project by 2021/22.
11465000	WCC Information Assets Purchases (multiple years)	850	485	485	0	1,821	850	485	485	0	1,821	0	0	
11661000	2018-19 ICT Software Development	0	0	0	0	0	0	381	0	0	381	381	381	Revenue funded development of software assets.
		<b>15,893</b>	<b>8,344</b>	<b>8,664</b>	<b>5,164</b>	<b>38,066</b>	<b>15,893</b>	<b>8,314</b>	<b>8,175</b>	<b>7,215</b>	<b>39,597</b>	<b>-30</b>	<b>1,531</b>	

## Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Democratic Services	618	599	(19)	(56)	(56)	0	562	543	(19)	
Insurance, Internal Audit and Risk Management	813	828	15	(245)	(260)	(15)	568	568	0	
Law & Governance Administration	257	257	0			0	257	258	1	
Legal Core	434	434	0	(17)	(17)	0	417	417	0	
Traded Services - Internal	2,994	3,088	94	(3,279)	(3,366)	(87)	(285)	(278)	7	
Traded Services - Education	258	328	70	(322)	(438)	(116)	(64)	(110)	(46)	New GDPR (Data Protection Officer Service) - schools out of county subscribing. Total new income from this new service offer estimated at £200k
Traded Services - Non Education	1,678	1,804	126	(2,133)	(2,414)	(281)	(455)	(611)	(156)	New income from a county council (to support them on specific childcare matters)
<b>Net Service Spending</b>	<b>7,052</b>	<b>7,338</b>	<b>286</b>	<b>(6,052)</b>	<b>(6,551)</b>	<b>(499)</b>	<b>1,000</b>	<b>787</b>	<b>(213)</b>	

Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Forecast Closing Balance 31.03.19 £'000</b>	<b>Transfer Request (To)/From Reserves £'000</b>	<b>Reason for Request</b>
Law and Governance - Savings	213		213	426		
LA Counter Fraud Fund Grant	0			0		
<b>Total</b>	<b>213</b>	<b>0</b>	<b>213</b>	<b>426</b>	<b>0</b>	

## Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	20	10	20	20	20	
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.	29	29	29	63	63	
	<b>Total</b>	<b>49</b>	<b>39</b>	<b>49</b>	<b>83</b>	<b>83</b>	
	<b>Target</b>		49	49		83	
	<b>Remaining Shortfall/(Over Achievement)</b>		10	0		0	

# Annex M - Performance - OOP Annex

Performance - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Insight	1,300	1,297	(3)	(79)	(85)	(6)	1,221	1,212	(9)	
Transformation Assurance & Performance	2,466	2,616	150	(155)	(343)	(188)	2,311	2,273	(38)	
Performance Administration	212	212	0			0	212	212	0	
Business Improvement & Support	440	411	(29)	(28)	(28)	0	412	383	(29)	
Commercial Enterprise	249	253	4			0	249	253	4	
Resources Transformation	377	377	0			0	377	377	0	
<b>Net Service Spending</b>	<b>5,044</b>	<b>5,166</b>	<b>122</b>	<b>(262)</b>	<b>(456)</b>	<b>(194)</b>	<b>4,782</b>	<b>4,710</b>	<b>(72)</b>	



Annex M - Performance - OOP Annex

Performance - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Forecast Closing Balance 31.03.19 £'000</b>	<b>Transfer Request (To)/From Reserves £'000</b>	<b>Reason for Request</b>
Performance - Savings	25		72	97		
<b>Total</b>	25	0	72	97	0	

Annex M - Performance - OOP Annex

Performance - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PE-01	Reduction in management and operational capacity through streamlining processes and redesigning the service.	45	45	45	90	90	
RG-PE-02	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.	10	10	10	20	20	
	<b>Total</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>110</b>	<b>110</b>	
	<b>Target</b>		55	55		110	
	<b>Remaining Shortfall/(Over Achievement)</b>		0	0		0	

# Annex N - Property Services - OOP Annex

Property Services - Steve Smith

Strategic Director - David Carter

Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Property Services General	578	415	(163)	0	0	0	578	415	(163)	This represents the net savings for 2018/19 approved by Cabinet on the 24th July 2018 to be carried forward to 2019/20
Construction Services (Wholly Commissioned by SAM)	2,708	2,750	42	(2,614)	(2,626)	(12)	94	124	30	
Facilities Management (Wholly Commissioned by SAM)	8,894	8,894	0	(8,893)	(8,904)	(11)	0	(11)	(11)	
Strategic Asset Management (SAM)	13,329	13,312	(17)	(2,562)	(2,637)	(75)	10,767	10,675	(92)	Underspend on the cost of property rationalisation works at end of month 3, resolved in month 4.
Property Rationalisation Savings	(493)	(493)	0	0	0	0	(493)	(493)	0	
Traded Services - Education	4,865	4,384	(481)	(5,091)	(4,751)	340	(226)	(367)	(141)	Additional income derived from successful capital bids to the Education and Skills Funding Agency on behalf of academies. The expenditure for this work is charged directly to the school by the contractor.
Traded Services - Non Education	1,677	2,135	458	(1,869)	(2,386)	(517)	(192)	(251)	(59)	Additional income derived from the condition backlog maintenance work to smallholdings
<b>Net Service Spending</b>	<b>31,558</b>	<b>31,397</b>	<b>(161)</b>	<b>(21,029)</b>	<b>(21,304)</b>	<b>(275)</b>	<b>10,528</b>	<b>10,092</b>	<b>(436)</b>	

Property Services - Steve Smith

Strategic Director - David Carter

Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance &amp; Property)

## 2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Catering Equalisation Reserve	0			0		
Property Services - Savings	0		397	397	(164)	This represents the net savings for 2018/19 approved by Cabinet on the 24th July 2018 to be carried forward to 2019/20
One Public Estate	0			0		
Community Energy Scheme	0		39	39	(39)	Previously approved use of reserves for the Switch & Save Scheme to be used in 2019/20
<b>Total</b>	<b>0</b>	<b>0</b>	<b>436</b>	<b>436</b>	<b>(203)</b>	

Annex N - Property Services - OOP Annex

Property Services - Steve Smith

Strategic Director - David Carter

Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PA-01 replaced by SP-PS-01/04	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 and Deferral of investment in maintaining the Council's land bank	854	361	854	1,363	1,363	
RG-PA-02	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	50	50	50	100	100	
SP-PS-03	Release of contingency	393	393	393	478	478	
SP-PS-05	Repayment of Hawkes Point self-financed borrowing	5	5	5	203	203	
SP-PS-06	Rental income from Educaterers	29	0	29	50	50	
SP-PS-07	County buildings - reduced capacity for redecoration and improvement	200	200	200	200	200	
SP-PS-09	Reduced maintenance of the smallholdings estate	0	0	0	7	7	
SP-PS-10/15	Review of facilities management budgets and service specifications and Review of post room services	39	39	39	83	83	
SP-PS-13	Efficiency savings from a digital approach to the Agresso/Hotline interface	13	13	13	18	18	
SP-PS-18	Use of the SCAPE dividend	0	0	0	309	309	
SP-PS-19	Carry forward from previous years	0	0	0	164	164	
	<b>Total</b>	<b>1,583</b>	<b>1,061</b>	<b>1,583</b>	<b>2,975</b>	<b>2,975</b>	
	<b>Target</b>		<b>1,583</b>	<b>1,583</b>		<b>2,975</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>522</b>	<b>0</b>		<b>0</b>	

# Annex N - Property Services - OOP Annex

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

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Building &amp; Construction</b>														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	919	767	0	0	1,686	919	767	0	0	1,686	0	0	
<b>Special Projects</b>														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	932	0	0	0	932	932	0	0	0	932	0	0	
<b>Estates</b>														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbntn	739	0	0	0	739	739	0	0	0	739	0	0	
10972000	Planning Consent For Europa Way	662	297	0	0	959	662	302	0	0	963	4	4	£4,238 funding moved from project 11440000
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	29	0	0	240	0	0	
11440000	Strategic Site Planning applications	1,229	2,475	0	0	3,704	1,229	1,537	882	52	3,699	-938	-4	£4,238 funding moved to project 10972000. In year variation caused by realistic forecasting following successful recruitment into the role of project manager
11503000	Planning Consent re the disposal of Dunchurch depot	37	43	0	0	80	37	43	0	0	80	0	0	
<b>Property Rationalisation Programme</b>														
11041000	Rationalisation Of The Council's Property	717	225	0	0	942	717	225	0	0	942	0	0	
11335000	Rationalisation of County Storage	2,891	1,509	0	0	4,400	2,891	1,509	0	0	4,400	0	0	
11338000	Re-wire & refurbishment of Pound Lane	501	0	0	0	501	501	0	0	0	501	0	0	
11532000	Saltway Centre Stratford upon Avon	473	0	0	0	473	473	0	0	0	473	0	0	
<b>Structural Maintenance</b>														
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,618	0	0	0	2,618	2,618	0	0	0	2,618	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	6,444	0	0	6,006	6,000	6	0	0	6,006	0	0	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	6	0	0	219	213	6	0	0	219	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	15	0	0	1,341	1,326	15	0	0	1,341	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	16	0	0	2,753	2,737	16	0	0	2,753	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,802	50	0	0	5,852	5,802	50	0	0	5,852	0	0	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	0	0	0	376	376	0	0	0	376	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	38	0	0	1,258	1,220	0	0	0	1,220	-38	-38	Moving £37,512 to 11444000
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,621	15	0	0	2,636	2,621	9	0	0	2,630	-6	-6	Moving £6,105 to 11443000
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,694	18	0	0	5,712	5,694	18	0	0	5,712	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	307	3	0	0	310	307	3	0	0	310	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	308	0	0	0	308	308	0	0	0	308	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,007	53	0	0	2,060	2,007	0	0	0	2,007	-53	-53	Moving £52,901 to 11443000
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,736	32	0	0	1,768	1,736	49	0	0	1,785	18	18	Moving £17,839 from 11443000

# Annex N - Property Services - OOP Annex

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

## 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,219	28	0	0	1,247	1,219	0	0	0	1,219	-28	-28	Moving £28,064 to 11444000	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	802	0	0	0	802	802	0	0	0	802	0	0		
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,403	0	0	0	5,403	5,403	0	0	0	5,403	0	0		
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,013	160	0	0	7,173	7,013	160	0	0	7,173	0	0		
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	383	0	0	383	0	383	0	0	383	0	0		
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	2,115	0	0	2,115	0	2,157	0	0	2,157	41	41	Moving £6,105 from 11226000, £52,901 from 11443000 and £17,839 to 1128600	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	681	0	0	681	0	747	0	0	747	66	66	Moving £37,512 from 11225000 and £28,064 to 11444000	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	3,457	0	0	3,457	0	3,457	0	0	3,457	0	0		
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	325	0	325	0	0	325	0	325	0	0		
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	2,122	0	2,122	0	0	2,122	0	2,122	0	0		
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	731	0	731	0	0	731	0	731	0	0		
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	3,431	0	3,431	0	0	3,431	0	3,431	0	0		
<b>Facilities</b>															
10592000	Small Scale Reactive / Minor Improvements County-Wide	547	36	0	0	582	547	36	0	0	582	0	0		
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	50	0	0	1,206	0	0		
<b>Energy</b>															
10400000	Climate Change 2009/10	179	0	0	0	179	179	0	0	0	179	0	0		
11136000	Various Properties - Renewable Energy	240	0	0	995	1,235	240	0	0	995	1,235	0	0		
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	1,630	3,600	0	5,234	4	1,630	3,600	0	5,234	0	0		
11562000	Former Landfill site - Stockton	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Smallholdings</b>															
11228000	Rural Services Capital Maintenance 2015/16	776	17	0	0	794	776	17	0	0	794	0	0		
11291000	Rural Services Capital Maintenance 2016/17	651	223	0	0	874	651	223	0	0	874	0	0		
11292000	Rural Services Capital Maintenance 2017/18	233	244	0	0	476	233	244	0	0	476	0	0		
11139009	LOWER TYSOE/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	8	0	0	0	8	8	0	0	0	8	0	0		
11446000	Rural Services Capital Maintenance 2018/19	0	469	0	0	469	0	469	0	0	469	0	0		
11542000	Rural Services Capital Maintenance 2019/20	0	0	496	0	496	0	0	496	0	496	0	0		
		<b>60,508</b>	<b>15,089</b>	<b>10,705</b>	<b>995</b>	<b>87,297</b>	<b>60,508</b>	<b>14,155</b>	<b>11,587</b>	<b>1,047</b>	<b>87,296</b>	<b>-934</b>	<b>0</b>		

**Other Services - Virginia Rennie**  
**Strategic Director - David Carter**

**2018/19 Revenue Budget**

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Government Grants & Business Rates	0	0	0	(128,210)	(128,265)	(55)	(128,210)	(128,265)	(55)	Additional grant income received
Central Block DSG and other central grants to support schools and pupils	0	0	0	(78,095)	(78,095)	0	(78,095)	(78,095)	0	
Capital Financing Costs	41,851	41,851	0	(2,163)	(2,163)	0	39,688	39,688	0	
Strategic Management Team	1,298	1,160	(138)	0	0	0	1,298	1,160	(138)	Underspend on staff budgets
County Coroner	523	526	3	(77)	(78)	(1)	446	448	2	
Environment Agency (Flood Defence Levy)	238	238	0	0	0	0	238	238	0	
External Audit Fees	179	153	(26)	0	0	0	179	153	(26)	Anticipated audit costs lower than forecast
Pensions deficit under-recovery	528	528	0	0	0	0	528	528	0	
County Council Elections	260	10	(250)	0	0	0	260	10	(250)	Annual contribution to cost of quadrennial elections
Members Allowances and Expenses	1,085	1,085	0	0	0	0	1,085	1,085	0	
Other Administrative Expenses and Income	732	732	0	(15)	(15)	0	717	717	0	
General Insurances	3,578	3,695	117	(3,578)	(3,304)	274	0	391	391	Reduced income due to insurance renewal terms and schools converting to Academy no longer being part of the scheme. Increase in claims expenditure.
Subscriptions	138	138	0	0	0	0	138	138	0	
Transformation Fund	201	203	2	0	0	0	201	203	2	
Apprenticeship Levy	1,070	1,070	0	0	0	0	1,070	1,070	0	
Digital By Design	2,358	2,358	0	0	0	0	2,358	2,358	0	
<b>Net Service Spending</b>	<b>54,039</b>	<b>53,747</b>	<b>(292)</b>	<b>(212,138)</b>	<b>(211,920)</b>	<b>218</b>	<b>(158,099)</b>	<b>(158,173)</b>	<b>(74)</b>	



**Other Services - Virginia Rennie**  
**Strategic Director - David Carter**

**2018/19 Reserves**

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
<b>Corporate Reserves</b>						
Capital Fund	1,275			1,275		
General Reserves	27,273		191	27,464		
Insurance Fund	8,925		-391	8,534		
Provision for Redundancy Costs	11,917			11,917		
Medium Term Contingency	6,836			6,836		
Schools and Centrally Managed Dedicated Schools Grant	14,841			14,841	683	Drawdown from DSG reserve to fund reduced income from 17/18 Early Years clawback for 3 & 4 year old funding
<b>Total Corporate Reserves</b>	<b>71,067</b>	<b>0</b>	<b>(200)</b>	<b>70,867</b>	<b>683</b>	
<b>Other Services Reserves</b>						
NNDR Pool Deficit Reserve	2,209			2,209		
Quadrennial Elections	187		250	437		
Corporate Transformation Fund	4,576	42	-2	4,616		
NNDR Appeals Reserve	2,673			2,673		
Corporate Partnership Initiatives	301			301		
Audit Fee Reserve	749		26	775		
Interest Rate Volatility Reserve	5,436			5,436		
Adult Social Care Reserve	3,240			3,240		
Pensions Deficit Reserve	466			466		
Corporate Apprenticeship Fund	553			553		
Schools in Financial Difficulty	2,273	-19		2,254		
Corporate Systems Replacement Reserve	3,681			3,681		
<b>Total Other Services Reserves</b>	<b>26,344</b>	<b>23</b>	<b>274</b>	<b>26,641</b>	<b>0</b>	
<b>Directorate Reserves</b>						
Resources Transformation Fund	622			622		
Resources Systems Replacement Reserve	956			956		
Resources Traded Services Reserve	225			225		
Resources Service Savings	567			567		
LATC Operational Reserve	300			300	52	To offset the impact of lower contracted support service costs to Educaterers to ensure there is no knock on effect to other council services.
People Directorate Reserve	4429			4,429		
<b>Total Directorate Reserves</b>	<b>7,099</b>	<b>0</b>	<b>0</b>	<b>7,099</b>	<b>52</b>	
<b>Total</b>	<b>104,510</b>	<b>23</b>	<b>74</b>	<b>104,607</b>	<b>735</b>	

**Other Services - Virginia Rennie  
Strategic Director - David Carter**

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OS-OS-01	Management Restructure	100	100	100	100	100	
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
	<b>Target</b>		100	100		100	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

## Cabinet

13 September 2018

### 2019/20 Service and Financial Planning Arrangements and the Development of the Strategic Plan 2020-25

#### Recommendations

Cabinet is recommended to:

- 1) Approve the process and timetable for the refresh of the 2019/20 service and financial planning
- 2) Support the inclusion in the 2019/20 budget resolution of the process and timetable for approving the 2020-25 Strategic Plan

#### 1. Purpose of Report

- 1.1. In February 2017, Council agreed the One Organisation Plan (OOP) covering the period 2017-20. Part of OOP 2020 set out how the organisation intended to raise and use the available financial resources to deliver on the key outcomes as well as documenting a detailed 3 year savings plan.
- 1.2. Given the environment within which the authority operates, it is inevitable that the original assumptions on which OOP 2020 was based will vary over time. Some adjustments were included as part of the 2018/19 refresh and this report seeks Cabinet's agreement to the proposed approach for a further financial refresh for the last year of the current OOP (2019/20).
- 1.3. This process cannot happen in isolation. As well as refreshing the last year of OOP 2020, 2019/20 is also an interim year as we embed a new way of thinking and behaving in planning for and resourcing the activities and services of the Council. A new Planning Framework will need to be developed to deliver the allocation of resources in support of our priorities in alignment with the new operating model. The report, therefore, also considers the level of commitment needed to deliver the new Planning Framework and the necessary decisions required for its implementation as part of setting the

2019/20 budget, to ensure we are able to demonstrate our financial resilience and sustainability going forward.

## **2. Development of the Objectives for 2019/20**

- 2.1. In February 2017, Council agreed the OOP Plan covering the period 2017-20. The plan articulates the Council's core purpose and the key strategic outcomes for its customers and the residents of Warwickshire that we are seeking to achieve by 2020.
- 2.2. Whilst the OOP 2020 outcomes will remain unchanged for 2019/20, we are proposing to develop a suite of objectives that will provide greater strategic focus for the successful delivery of the outcomes as well as identifying key business activity at a service level.
- 2.3. The objectives will be drawn from our policy drivers (political - local and nationally, statutory, demand, finance etc.) and will be underpinned by robust evidence in support of them. Work has already begun to develop a proposed set of objectives and these will be presented to Cabinet in December as part of the overall service and financial planning proposals from Corporate Board.

## **3. Elements of the 2019/20 Financial Refresh**

- 3.1. The financial refresh for the last year of OOP 2020 will consist of:
  - An update of the 2019/20 financial position for both revenue and capital
  - The known policy drivers impacting on the organisation
  - Statements from each Business Unit about how they intend to manage the deliverability of their services within the OOP 2020 resource envelope.

Further details are set out in Sections 4 to 8.

## **4. 2019/20 Financial Position - Revenue**

- 4.1. The tables below set out our latest revenue resource forecasts for 2019/20. The principle of the adult social care 'bubble' has been retained assuming all increases in the demand/cost of adult social care services are managed within the level of additional income from the 2% levy on council tax and government grants, including the Improved Better Care Fund.

- 4.2. The figures show that, assuming all planned savings are delivered and the

level of resources expected does not change, the authority will have an additional £3.8 million to fund increases in the demand for adult social care next year on top of £5.9 million for inflationary pressures. For all other services the amount of available resource to meet additional spending need is £7.2 million on top of £6.6 million for inflationary pressures.

- 4.3. The most volatile aspect of the resource forecasts is the council tax taxbase. The figures above assume a 1% increase in the taxbase. This is a prudent figure compared to the last two years where the figure has been closer to a 2% increase, although an annual increase of just over 1% remains the long term trend. A 2% increase in the taxbase for 2019/20 would increase the resources available by £0.2 million for adult social care and £2.6 million for all other services.
- 4.4. On 24 July 2018 the Government announced that it was “minded to” set the basic precept threshold for 2019/20 at 3%. The adult social care precept threshold remains at 2%. The figures in Table 1b are based on taking up the additional capacity available from a 3% increase in the basic precept. If Council decides to increase the council tax by 2% plus the planned 2% for adult social care this would reduce the resources available to support spending by £2.7 million. A recommendation on the level of council increase, in light of the financial pressures facing the authority, will be proposed by Corporate Board as part of their overall 2019/20 budget proposals to Members in December.
- 4.5. In addition to the available resources identified in the tables below, the authority has capacity in the region of £9.3 million within corporate reserves to support one-off projects or changes to phasing of the savings plan through to 2024/25. This is in addition to the resources already set aside in transformation funds to support the delivery of the new operating model and the digital-by-design programme.

<b>Table 1a: Overall Predicted Council Revenue Position – Adult Social Care</b>			
		<b>2018/19 £m</b>	<b>2019/20 £m</b>
<b>Resources</b>	Grants (inc. Improved Better Care Fund)	(25.208)	(26.947)
	Council tax – 2% adult social care levy	(15.099)	(20.792)
	Council tax – fixed main element	(102.373)	(102.373)
	<b>Total resources</b>	<b>(142.680)</b>	<b>(150.112)</b>
<b>Spending</b>	Base Budget	133.764	142.680
	Inflation	6.174	5.859
	Identified spending pressures/investment	5.304	-
	Approved savings plan	(2.562)	(2.240)
	<b>Total net spending</b>	<b>142.680</b>	<b>146.299</b>
	<b>Remaining resources</b>	<b>0.000</b>	<b>3.813</b>

<b>Table 1b: Overall Predicted Council Revenue Position – All Services excluding Adult Social Care</b>			
		<b>2018/19 £m</b>	<b>2019/20 £m</b>
<b>Resources</b>	Revenue Support Grant	(9.690)	-
	Other Grants	(27.127)	(26.632)
	Collection Fund surplus	(2.124)	-
	Reserves	(14.038)	(1.315)
	Business Rates	(65.285)	(66.806)
	Council tax	(157.829)	(168.752)
	<b>Total resources</b>	<b>(276.093)</b>	<b>(263.505)</b>
<b>Spending</b>	Base Budget	255.423	261.256
	Use of service reserves	5.680	-
	Inflation	5.984	6.631
	Identified spending pressures/investment	15.333	1.851
	Approved savings plan	(6.327)	(13.404)
	<b>Total net spending</b>	<b>276.093</b>	<b>256.334</b>
	<b>Remaining resources</b>	<b>0.000</b>	<b>7.171</b>

## **5. Known Policy Drivers Impacting on the Organisation**

- 5.1. A number of key, externally-driven policy and demand changes have been identified already as impacting on the 2019/20 budget considerations. In addition to these issues there may be further impacts that emerge as the policy objectives of the national government become clearer.
- 5.2. The areas of potential, externally-driven service pressure we are currently aware of include:
- The continued growth in demand in relation to children's social care and special educational needs
  - The impact of housing growth on demand, particularly in relation to waste management and the provision of infrastructure/schools
  - Changes to Dedicated Schools Grant funding for services provided by the authority
  - The financial impact of academisation and the consequences for traded services, especially if the level of financial pressure on schools remains
- 5.3. In addition there are a range of wider economic and political changes that may begin to impact on both our resources and spending need going forward include:
- The policy on the National Living Wage
  - The extension/removal of the public sector pay cap
  - The impact of Brexit on the wider economy including any impacts on economic activity, inflation, interest rates and unemployment
  - Structural changes in local government
  - Government policy changes, particularly the long term funding of adult social care, the integration of adult social care and health and the future role of local authorities in relation to education/schools
- 5.4. As well as these externally driven pressures there are also internally driven pressures in relation to the delivery of the final year of the OOP 2020 savings plans. In particular the Fire and Rescue Service does not currently have a proposed set of savings that would enable them to deliver a balanced budget for 2019/20.

## **6. 2019/20 Financial Refresh – Revenue, excluding Adult Social Care**

- 6.1. Given the known financial pressures in children's services, education and learning and waste there will be very little capacity for resources for growth without the identification and approval of additional savings. The process for

2019/20 has been designed to provide clarity about the extent to which services can manage the need for additional resources from within their current financial envelope.

- 6.2. Each Business Unit will produce a narrative statement showing how they would manage the delivery of their services within the OOP 2020 resource envelope. This will include:
- The deliverability of the agreed savings plans, with the following working assumptions:
    - The total level of savings to be delivered by the end of 2019/20 should, wherever possible, remain unchanged.
    - Changes should only be proposed where a specific savings proposal is not expected to deliver the savings planned. In these circumstances an alternative of increasing the level of saving from another project or introducing a new saving proposal to manage any shortfall should be brought forward for consideration.
    - There should be no rephasing of savings beyond 2019/20.
  - Areas where there is a need for additional resource analysed between cost pressures above the 2% real terms increase, demand pressures and any other areas of spending need.
  - Proposals for managing the need for additional resources.
- 6.3. It should be noted that the narrative statements will be prepared on the current organisational structure. By the time the budget is agreed in February 2019 both the current funding and any changes will be realigned to match the new clustering of services, that will reorganise our activities around achieving our outcomes.

## **7. 2019/20 Financial Refresh – Adult Social Care**

- 7.1. With the principle of the adult social care “bubble” in place for determining a draft adult social care budget that meets the external requirements (e.g. use of the BCF to support integration with health and the ring-fencing of the additional 2% council tax levy for additional spend on adult social care) the approach to the refresh is slightly different from other services. The amount of money available is known (an estimated additional £9.7 million for 2019/20) and the final plans need the agreement of health partners before elements of the funding are released.
- 7.2. Therefore the focus of the refresh and narrative statement will be making the most effective use of the available resource to meet the demand/cost pressures facing the service but also to deliver the transformational change needed to make sure the service is sustainable into the future and that the



spending plans warrant the continuation of the policy of levying the additional 2% levy.

- 7.3. The adoption of a more consistent approach to that being required of other services will make the transition to planning in an environment where there will be no need to retain the “bubble” beyond 2019/20 in the absence of the additional council tax levy, smoother.

## **8. 2019/20 Financial Refresh – Capital**

- 8.1. The 2017/18 budget saw the introduction of an integrated Capital Strategy for the period of OOP 2020. This strategy put in place a long term maintenance programme for the authority, with all other capital resources being allocated to the Capital Investment Fund (CIF). The evaluation criteria and process for all bids for capital resources seeking support was approved by Members in March 2017. This ensures a focus for the allocation of capital resources on the delivery of OOP 2020.
- 8.2. As part of the 2017/18 budget Members also approved the use of any growth in the tax base above that needed to finance the MTFP would be used to fund the financing costs of extra borrowing. Over the last two years this equated to additional borrowing (and available capital resource) of £51 million.
- 8.3. The resource forecasts for 2019/20 outlined above assume 2,000 additional households in Warwickshire (band D equivalents). Every additional 250 increase in household numbers above this could increase the funding available in the CIF by just under £4 million as a result of generating an additional £0.3 million revenue funding.
- 8.4. The review of the capital strategy, programme and priorities for 2019/20 will include:
- Clarification of corporate priorities and the need to be clear on the education requirements going forward.
  - A review of the CIF evaluation criteria to ensure they are consistent with the emerging objectives, the new planning framework and the new operating model and
  - Consideration of the extent to which the CIF process can be adopted for all additions to the capital programme where there is a degree of choice as to how the capital funding is used.
  - Whether the current policy of using growth in the taxbase above expectations to increase the level of CIF funding available should continue and in particular the longer term implications for levels of debt repayment.

## **9. Development of the new Strategic Plan 2020-25**

- 9.1. The Strategic Plan 2020-25 will bring together service and financial planning arrangements as part of the authority's new operating model. This is being developed so that commissioning strategies, key business measures and performance management requirements are all aligned and consistent with the available resources of the authority.
- 9.2. This alignment is important because local authorities are required by law to have a balanced budget and, whilst what is meant by 'balanced' is not defined, it is required to be robust and sustainable and based on sound assumptions which shows how income will equal spend over the short- and medium-term.
- 9.3. Since 2011, we have adopted a stepped approach to the development of our medium term financial plans and have a track record of delivering savings. As no agreed plans for how the authority will deliver a balanced budget over the medium term are in place, as part of agreeing the 2019/20 budget there is also the need to set out a clear approach to developing the next medium term financial plan and demonstrating a commitment to undertake the work and take the decisions required.
- 9.4. Agreement of the approach for developing the 2020-25 Strategic Plan including the setting of a new medium term financial plan, will allow us to demonstrate that the finances of the authority are allocated in accordance with the priorities of the organisation and that they remain robust and our service delivery is sustainable. The proposals for the medium term financial plan will need to be worked up in the first half of 2019 and identify further savings of £40 million to £58 million over the five years 2020/21 to 2024/25, with a mid-point of around £49 million.
- 9.5. This is slightly lower than the level of savings required from the last two OOP plans as a result of our reduced reliance on government grants as part of our core funding. (Reductions in grant funding from central government have been the main method through which central government has driven the austerity agenda through local government).
- 9.6. In preparing these forecasts a number of assumptions have been made. These are summarised on the table below.

Element	Assumptions for 2020/21 onwards	Sensitivity
Council Tax Taxbase	+1% per annum	Each 0.5% variation equates to +/- £1.5 million
Council Tax	+2% per annum	Each 0.5% variation equates to +/- £1.5 million
Adult Social Care Levy	Disappears	Retention of the 2% levy would increase the resources available by £4.5 million
Business Rates	+2% per annum All locally generated growth since business rates retention was introduced is lost and the impact of the fair funding review is neutral	The business rates growth we have baselined equates to £1.4 million a year and each 1% variation in business rates equates to +/- £0.9 million
BCF and iBCF	Continues at the current level less the £3.1 million top-up iBCF allocated to 2019/20	This assumes an on-going level of BCF/iBCF funding of £23 million
Inflation	Capped at 2% per annum	+/- 1% inflation equates to +/- £4.2 million
Revenue spending allocations	£10 million per annum	This is slightly lower than actual allocations over recent years but is the figure used as the basis of planning for the last two OOP plans
Capital Financing Costs	+£2 million per annum This equates to a capital programme, funded from borrowing, of £35 million to £40 million a year	This is broadly equivalent to the provision made following the introduction of the Capital Investment Fund

9.7. Work is underway defining a proposed approach to developing the Framework for the period 2020-25. The strategy for the allocation of resources that supports this will include:

- Clarity of objectives
- A single process for determining savings and allocations to support growth
- A single process for the allocation of capital resources
- Appraisal processes based on pre-agreed sets of criteria
- The identification of key business activity and key business measures for ensuring benefits/savings are realised
- A process for building in the results of the transformation reviews as they start to generate both cashable savings and deliver on cost avoidance.

9.8. Some savings flowing from the current transformation work are expected to begin to materialise during 2019/20. At this stage it would not be prudent to

build them into the 2019/20 budget. Rather consideration will be given to how transformation savings that materialise in 2019/20 are used to provide additional time-limited resources to support the implementation of the Strategic Plan 2020-25 before becoming the first call on the savings target for 2020/21.

## 10. Timetable and Next Steps

- 10.1. Member engagement and involvement in the development of OOP 2020 was high. This degree of communication and engagement process with all parties and within the political groups both for the 2019/20 refresh and for the development of the new Integrated Strategic Plan 2020-25 will continue.
- 10.2. The key dates between now and when the budget is agreed in February are set out below.

Date	Meeting	Content
13 September 2018	Cabinet	Agree process for 2019/20 review and refresh of OOP 2020
11 December 2018	Cabinet	Consider report from Corporate Board on their budget proposals and objectives and release draft 2019/20 budget proposals for consultation with other political groups
December 2018 and January 2019	Political Groups	Consider budget options
22 January 2019	Cabinet	Note the updated resource information on which final budget proposals should be based and release their final 2019/20 budget resolutions
31 January 2019	Labour, Liberal Democrats, Green Party and Independents	Release 2019/20 budget resolutions/amendments
4 February 2019	-	Comparison sheets of budget proposals released
7 February 2019	Council	Agree 2019/20 Budget, Council Tax and Objectives

## 11. Background Information

None.

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This report was circulated to the following elected members prior to publication

Councillors Izzi Seccombe, Peter Butlin, Heather Timms, Parminder Singh Birdi, Maggie O'Rourke, Sarah Boad

## Cabinet

13 September 2018

### Digital and Technology Strategy

#### Recommendation

That Cabinet approves the Digital and Technology Strategy for the period 2018 to 2021.

#### 1.0 Purpose of report

- 1.1 To seek Cabinet approval for the adoption of the Digital and Technology Strategy 2018 to 2021.

#### 2.0 Summary

- 2.1 A digital and technology revolution, as a result of the rapid advances in digital and technology capabilities, is redefining the way we live, work, learn and play. It is challenging the way we currently deliver services and providing us with opportunities to make service design changes which make a real difference and are valued by those who use our public services.
- 2.2 In almost every sphere of the economy, the digital and technology revolution is empowering customers and changing their demands and expectations of service providers. At the same time, it is challenging employees and organisations to redefine service provision and engagement approaches to match these changing demands and expectations.
- 2.3 The vision of Warwickshire County Council (WCC) new operating model includes putting digital at the heart of the relationship with our customers with a commitment to understand customers' needs and bring the most appropriate digital tools and skills together to respond to these needs efficiently, whilst ensuring digitally excluded customer groups are not disadvantaged.
- 2.4 The benefits of vision include better service outcomes and customer experience, greater customer convenience, availability and satisfaction, enhanced process efficiency, reduction in the cost to serve and the ability to focus our limited resources on our vulnerable residents. These benefits will not accrue automatically to the council, community or society. Therefore, the council needs to establish an ongoing initiative that adapts to an ever-changing digital landscape and adopts characteristics and behaviours that

develop and enhance our digital efficiency and capability. This report sets out our strategy for supporting the delivery of these benefits.

- 2.5 This strategy supports the delivery of WCC's One Organisational Plan (OOP 2020) and will play a key role in enabling the new operating model for the Council. It will assist the Council to underpin its financial sustainability by leveraging advances in digital and technology to enable:
- better provision of information, advice and guidance
  - better use of data to inform decisions
  - modern ways of working
  - further self-service
  - consolidation and rationalisation of applications
  - connection/integration/automation of processes and procedures
  - deliver operational efficiencies;
  - and maximise social value, benefits and/or revenue

### **3.0 Background**

- 3.1 The pace of technological change and its adoption by our customers, our people, communities, businesses and partners mean we can use ever more sophisticated, data-driven approaches to tackle our biggest public policy challenges. Digital and technology advances over the last decade offer us huge opportunities to achieve better policy and service outcomes for customers and communities.
- 3.2 To align and take advantage of the rapid growth of online personalised services (shopping, travel and banking), increased mobile device use, social media and high-speed broadband, the council must have a clear approach to digital and technology investments and their role in enabling service improvements and supporting modern ways of working within the Council and with our partners.
- 3.3 WCC's One Organisational Plan (OOP 2020) and new operating model presents a vision of a future Council built on a shared commitment to understanding people's needs and putting these needs at the heart of decisions that the council makes. This strategy will direct how we use digital capabilities and technology as 'enablers', supporting the way in which the council will provide services in the future, balancing the need to deliver short term savings alongside strategic long- term investment in digital capabilities and technology.
- 3.4 Through the adoption of the Digital and Technology Strategy we aim to set the strategic direction of the council's digital and technology investments. We will

ensure that the council makes effective use of technology and data to inform better policy and deliver better, more tailored services for customers. We will create a combined digital and technology capability that facilitates the best digital experience, and which fully engages, empowers and enables WCC, its communities, people, partners, businesses and visitors.

#### 4.0 Digital and Technology Strategy cross-cutting building blocks

4.1 Eight digital principles have been identified to provide high-level guidance for everyone involved in shaping digital and technology services at WCC. The principles are:

- Start by identifying our user needs.
- Align user needs with our business objectives.
- Keep it simple.
- Build digital services not websites.
- Use evidence not judgement or opinion
- Design, launch, test, repeat and build for reuse
- Build it for everyone
- Design for context of use

4.2 Four key building blocks have been identified on which the Council's Digital and Technology Strategy will be delivered. The building blocks are aligned to our OOP 2020 guiding principles, customer outcomes, digital and technology principles and ambitions. The building blocks utilise guidance from industry standards and adhere to local government compliance requirements. The four building blocks are:

- **Best digital experience** - We will place digital at the heart of our relationship with our customers, increase digital self-service, redesign our services to improve customer satisfaction and reduce the cost of service provision.
- **Better use of data, information and insights** - We will treat our data as an asset, utilising it to make better more informed business decisions; improve our demand management capability and increasing our ability to act proactively or undertake preventative interventions.
- **Operational efficiency, productivity and continuous improvement** - We will combine our digital and technology capability and capacity to enable the delivery of optimised and efficient services that are fit for purpose and delivered in collaboration with our services partners. We will consolidate and rationalised our application portfolio and design our future state based on the organisation's vision and strategy.



- **Innovation and creativity** - We will work to improve the organisational digital maturity of the council by increasing our digital leadership capabilities and developing a culture of collaborative innovation and creativity. We will enable and adopt modern ways of working.
- 4.3 The four building blocks are interdependent and connected, jointly they create an integrated framework for change and define a minimum acceptable digital and technology standard that will be governed and assured centrally.
- 4.4 The digital by design programme will deliver a set of enabling capabilities to support the achievement of proposed cashable saving identified, validated and tracked through the demand management and functional operating model programmes.
- 4.5 The intended outcomes that will be enabled by the digital by design programme include:
- Make digital the preferred channel for our customers, enabling demand to be managed better and resources to be allocated where they are most needed.
  - Increase the range of digital services available to our customers, ensuring they are intuitive, easy to use and convenient.
  - Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working patterns.
  - Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention.
  - Integrate technology and data to help facilitate more joined up services across our directorates and with partner organisations.
  - Ensure that the public data that we hold is discoverable, accessible, and reusable to enhance transparency, enable better services, facilitate innovation and inform public participation.
  - Consolidate and rationalise duplicated features and capability in applications to reduce cost.
  - Ensure that all procurement and sourcing of digital and technology services and solutions are aligned to our organisational priorities.
  - Position digital and technology as a strategic capability to support achieving the Council's priorities and outcomes.

## 5.0 Financial Implications

- 5.1 The digital and technology strategy is intrinsically linked to the Digital by Design programme and Digital by Design funding approved as part of the budget resolution paper that went to Council on the 6 February.

5.2 The projected revenue outlay will support the opportunities presented by the strategy and will align to the timescales defined by the transformation programmes.

## 6.0 Equalities implications

6.1 The Equality Impact Assessment has been completed and there are no equalities implications as a consequence of this strategy.

## 7.0 Timescales associated with the decision and next steps

7.1 The following are the deliverables and indicative timescales for the strategy.

Digital and Technology Strategy		September 2018
Enterprise Technology Roadmap		October 2018
Digital Customer Platform		January 2019
New Corporate Website		January 2019
Business Intelligence Platform		April 2019
Strategic Review enablement		April 2019

## Background papers

None.

## Supporting Documents

Digital and Technology Strategy 2018 – 2021.

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

Local Member(s): n/a

Other members: Councillors Kaur, Timms, O'Rourke, Singh Birdi, Boad



# Doing things better



## Digital & Technology Strategy 2018 – 2021

**Shaping Warwickshire's digital future**



## Background

A digital revolution, as a result of the rapid advances in technology and digital services, is redefining the way we live, work, learn and play. It is challenging the way we currently deliver services and providing us with opportunities to transform our services in ways which make a real difference and ensures the services are valued by those who use them.

A successful digital and technology strategy must position the customer at its centre. Warwickshire County Council's new operating model puts digital at the heart of the relationship with our customers with a commitment to understand customers' needs and bring the most appropriate digital tools and skills together to respond to these needs efficiently, whilst ensuring digitally excluded customer groups are not disadvantaged.

Our aim is to deliver better outcomes, manage demand and increase our financial sustainability. To do this we need to ensure our services are more efficient and joined up, and that we make best possible use of new technologies and innovation.

We cannot do this alone and so will look to our customers and partners in the public, private and voluntary communities to help guide and support us in finding solutions and different ways of working.

We will encourage customers who are able to self-serve through online channels to do so. This will allow us to focus our limited resources on our vulnerable residents; improve our customers' experience when engaging with the Council; increase customer control over their data; and make services more intuitive, convenient and available.

We are in an era where we will be defined by our ability to adapt to and utilise the rapid pace of technological change. There is much to do to ensure we benefit from the wider and more effective use of digital services. When delivered in a strategic and prioritised way, the potential benefits to our customers, the Council and our partners are enormous.

### Using digital processes and new technology to enable the provision of our services will bring the following benefits:



Reduced costs of delivery and better value for money



Greater efficiencies and better customer outcomes



Stimulate and enable innovative ways of working



Positive reshaping of the relationship between the Council, its customers and its partners



Improved communications, collaboration and partnership working



Better use of council held data



Establishment of new revenue streams



## Introduction

This strategy supports the delivery of Warwickshire's One Organisational Plan (OOP) 2020 and will play a key role in enabling the emerging new operating model for the Council. Our financial sustainability is underpinned in part by the Council's ability to leverage advances in digital and technology to enable: better provision of information, advice and guidance; further self-service; consolidated applications; connected/automated processes; delivery of operational efficiencies; and maximisation of revenue.

Our ambition is to use our digital and technology capabilities to enable and support four key stakeholders - our customers, our people, our partners and the organisation by:



improving our customers' experiences and outcomes



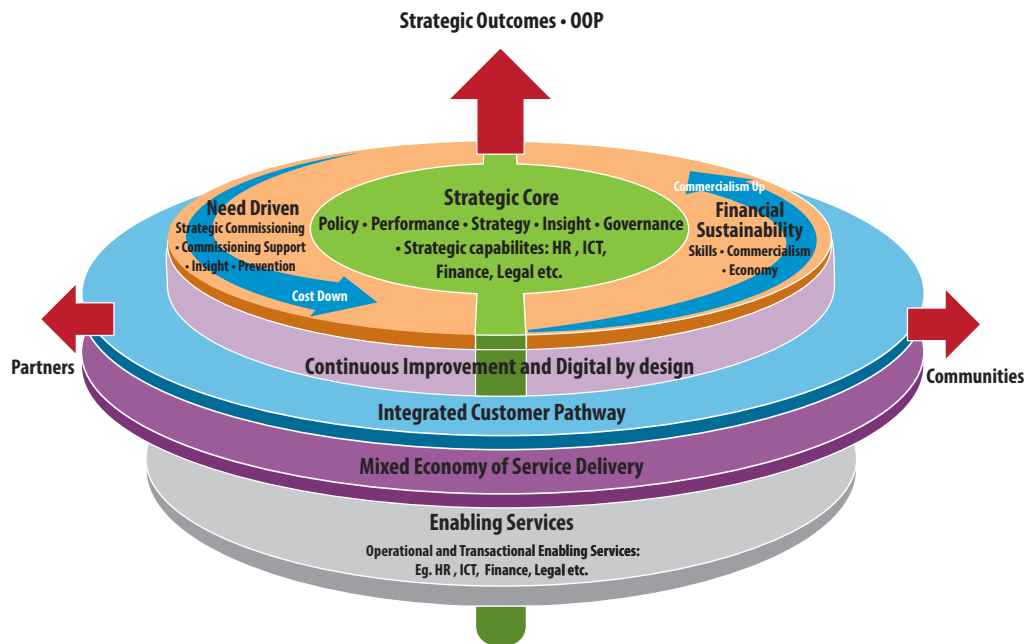
optimising the way we work



forming mutually beneficial partnerships



improving our use of data, financial performance and sustainability



Our work is based on the philosophy that best customer and business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people. We will work with our customers, our people, communities, businesses and partners to ensure we deliver digital services that matter and make a difference to the way they live, work, learn and play.

This digital and technology strategy and its associated programmes and projects will be key enablers to supporting the way services will be provided in the future and ensuring the Council can achieve its vision "to make Warwickshire the best it can be".



## Aims of the strategy

The aim of the strategy is to enable Warwickshire County Council to deliver its vision, priorities and customer outcomes by placing digital at the heart of the relationship with customers and enhancing their interactions with the Council.

### Our strategy will deliver the following outcomes:



Make digital the preferred channel for our customers, enabling demand to be managed better and resources to be allocated where they are most needed



Increase the range of digital services available to our customers, ensuring they are intuitive, easy to use and convenient



Strengthen and grow our modern working capabilities and capacity to support our people to adopt a more mobile and flexible working pattern



Extend the use and analysis of data to inform and evidence our decisions, forecast demand and enable proactive intervention



Integrate technology and data to help facilitate more joined up services across our directorates and with partner organisations



Ensure that the public data that we hold is discoverable, accessible, and reusable to enhance transparency, enable better services, facilitate innovation and inform public participation



Consolidate and rationalise duplicated features and capability in applications to reduce cost



Ensure that all procurement and sourcing of digital and technology services and solutions are aligned to our organisational priorities

### Our digital and technology strategy will support the Council's new operating model by enabling us to:

- Understand our customers' needs and deliver services that meet their needs
- Redesign end to end digital services
- Position digital and technology as a strategic capability to support achieving the Council's priorities and outcomes
- Support the move to a new integrated ICT and digital operating model
- Develop a robust, integrated and risk-based digital and technology governance and assurance model including:
  - Definition of the minimum standards for future digital and technology investments
  - Definition of delivery methodology, frameworks and approaches
- Take a strategic approach to digital and technology investment that balances the need for enabling better customer outcomes against the cost to serve
- Improve our collaboration capabilities and enable better service integration with partners



## Design principles

Our organisational design principles have been formulated around the themes of what we do, how we do things and how we will work to ensure our new operating model brings a single, consistent approach to the way we do things in the future. The digital and technology strategy will adhere to these design principles and use them as the basis for the emerging digital and technology design principles which aim to simplify, standardise, share. The organisation design principles are:



### 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



## Digital principles

We want to give everyone that uses our digital and technology services an excellent and consistent experience, and our digital design principles will enable us to do this. These digital principles provide high-level guidance for everyone involved in shaping digital and technology services at Warwickshire County Council.

### 1 Start by identifying our users' needs

By users we mean everyone using our digital services. This could be customers, residents, partners and staff. If we don't know what their needs are we won't build the right service. Do the research, analyse the data, talk to them and do not make assumptions. If we understand the needs of our internal and external customers we will design better services.

### 2 Align user needs with our business objectives

We should clearly define our objectives for all our digital services and relate these back to our business strategy and One Organisation Plan (OOP) 2020.

*"User-centred design is not about giving users what they want. It's about leveraging the natural behaviour of users to get what the business wants"*

### 3 Keep it simple

Our services and communications should be simple, straight-forward, logical and consistent. We need to keep it simple, giving our users what they need but remembering that 'less is more'.

*"Simplicity is the art of removing everything that doesn't have to be there."*

### 4 Build digital services not websites

Digital service design means designing the whole service not just the digital bits. If you're redesigning a service, you need to think about what the user is trying to achieve and then build a service that meets those needs. It goes deeper than just improving our website. The digital world needs to connect to the real world and all aspects of your service.

### 5 Use evidence not judgement or opinion

We can learn from looking at how existing services are used in the real world. Rather than hunches or guesswork, we should use a combination of data and customer stories to make decisions.

### 6 Design, launch, test, repeat and build for reuse

Our approach will be to release early digital services that meet basic needs, test them with users, delete what doesn't work, identify quick wins where possible and make refinements based on feedback. We will make sure our approach is consistent and will help people become familiar with our services.

*"Iteration reduces risk. It makes big failures unlikely and turns small failures into lessons."*

### 7 Build it for everyone

Good design is accessible design that is inclusive and easy to understand. Designing to meet needs is more important than style. The people who most need our services are often those who find them hardest to use. Let's think about those people from the start.

### 8 Design for context of use

We're designing for people, not designing for a screen. We should design our digital services around:

- how and when people will use them
- the task a user has come to complete
- looking to signpost where possible and focus on the part that is relevant and unique to a person or business in Warwickshire.

*"All information must be presented in the context of a user task to be useful."*

The aim of the principles is to help inform and shape many of the decisions we make when creating or improving our digital and technology service and are underpinned by our ambition to simplify, standardise, secure and share.

We will revisit these principles frequently throughout our delivery programme to make sure we remain on track. These principles will come to life through our strategic delivery building blocks.

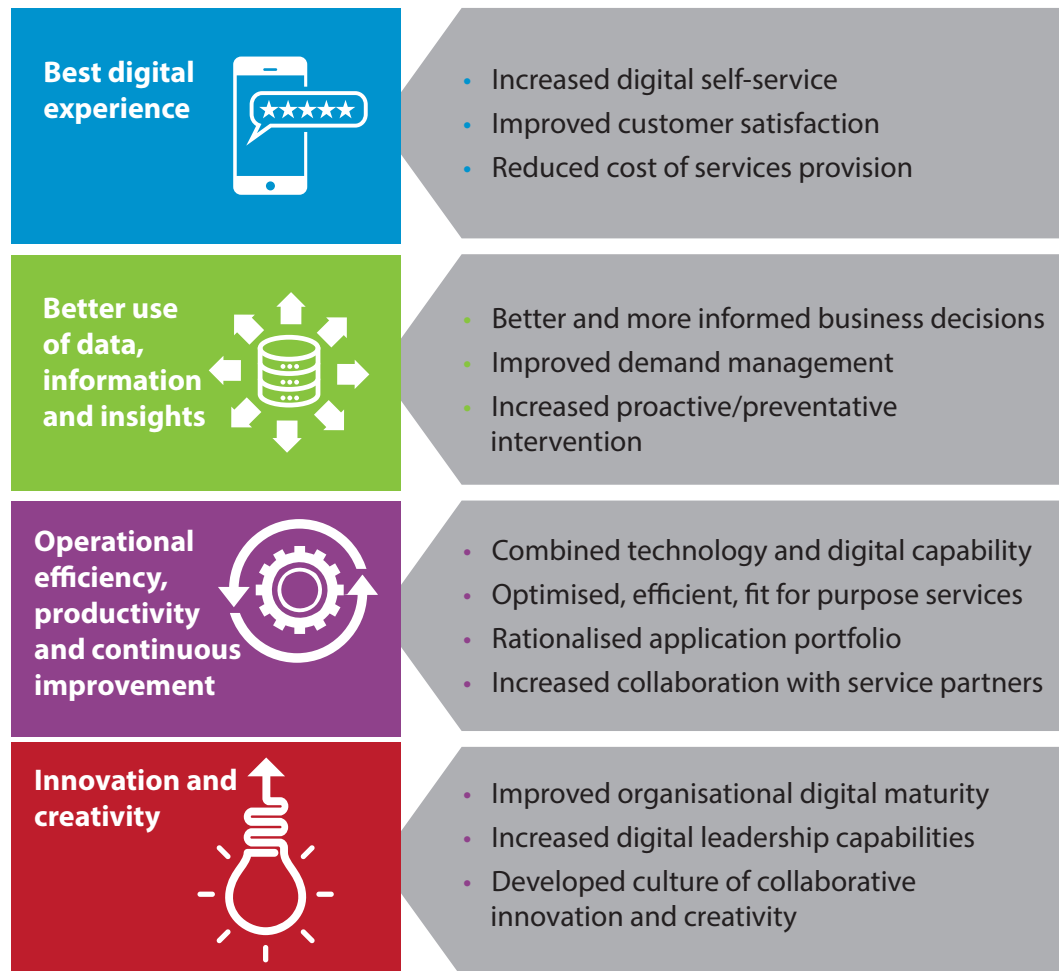




## Key building blocks

To support the Council's priorities, the OOP vision, new operating model and our digital ambitions for our customers, four key cross-cutting building blocks have been identified which will underpin the Council's Digital and Technology Strategy.

The four building blocks are:



The building blocks have been developed from the identified needs of our customers, the Council, our stakeholders and partners. We have defined the required objective themes and outcomes; however, it must be noted that:

- No building block is independent of the other, all are inter-connected
- Jointly they create an integrated framework for change
- Together they define a minimum acceptable standard (reference architecture)
- They will be governed and assured centrally

The building blocks are aligned to our OOP 2020 guiding principles, customer outcomes, digital and technology principles and ambitions.

The building blocks utilise guidance from industry standards and adhere to local government compliance requirements.



Best digital  
experience



## Block 1 - Best digital experience

**Objective: We will place digital at the heart of our relationship with our customers**

We want as many of our customers, council staff, stakeholders and partners as possible to benefit from our digital services. We want to make it easier for our customers to access more of our services online enabling us to manage demand and costs better. We want to ensure no one is left behind as technology continues to change the way services are delivered. Digital connectivity is a key enabler for growth across all economic sectors and increasingly relevant to inward investment. Smarter use of technology can bring fantastic opportunities for us as new technology solutions become an integral part of our lives. Our smartphones, tablets, laptops allow us to access the internet for banking, shopping and social media. We can use the same technology to improve the way council services are designed and delivered, connecting in a way that is transparent, easy, convenient and matches our customers' expectations.

### We will achieve this by focussing on:

- **Our digital customers.** We will undertake an end to end digital service redesign of all our services to ensure they are optimised to meet customer needs and become the preferred choice of our customers
- **Digital inclusion.** We will work collaboratively to identify and provide targeted assistance to customers who need digital assistance, specifically those who are less digitally connected and more vulnerable
- **Digitally enabling our people.** We will provide our employees with the digital tools and skills they need to perform their roles, supporting and enabling modern ways of working
- **Creating digitally capable communities.** We will work with our partners to help equip communities and businesses with the digital skills and tools they need to function in an increasingly digital economy and enhance their lives
- **Digital infrastructure.** We will continue to work with telecommunications suppliers and other digital agencies to create the right conditions to accelerate digital investment through easier access to assets and simpler planning permissions
- **Digital collaboration.** We will work much more closely with partner organisations to deliver joined up services



Better use  
of data,  
information  
and insights



## Block 2 - Better use of data, information and insights

**Objective: We will use data to inform what we do**

Our new operating model and future council vision is heavily dependent on our ability to use information analytics to pursue the knowledge and insight that will allow us to understand the behaviours of customers, the services they use and how we can best meet their needs. Data has a value that we can exploit, and we will develop our maturity in the use of data to meet our future business needs. Data is a critical resource for enabling more efficient, effective Council services that respond to users' needs. It is the foundation and life blood upon which our digital and technology services depend.

The organisation is committed to the principle of being evidence-led; this will be dependent on having timely, accurate and accessible information insights and intelligence. The adoption of an organisation-wide approach to the use of data will enable us to optimise business decisions, be more proactive in meeting customers' needs, drive continuous service improvement, manage demand more effectively whilst enhancing the customer experience and satisfaction with the service provided.

**We will achieve this by focussing on:**

- **Data as an organisational asset.** We will position data as a key strategic asset rather than a by-product of administrative processes and enable the organisation to maximise the value of data by using it to inform and evidence Council decisions, enable proactive and early preventative intervention which stops demand before it starts
- **Open and transparent data.** We will support and encourage open data and data transparency by proactively publishing any data that we would need to provide to the public when requested
- **Data as an enabler of better service.** We will make data an enabler for our services, gathering it once and utilising it to inform the way we design and deliver services, particularly where those services cross organisational boundaries
- **Information management.** We will manage the information that we hold in an open

and transparent manner that is secure and compliant with regulations. We will ensure that our customers have access to and maintain control over the data we hold about them

- **Management information.** We will utilise insights to enhance our ability to respond strategically to customers' needs and financial pressures, ensuring that all our people have the business intelligence they need to inform their decisions and help customers to understand the reasons for those decisions
- **Improved data quality.** We will ensure that our insights are based on reliable data and that data quality standards and rules are rigorously enforced by establishing data quality standards, enhancing data stewardship, automating data processing and implementing a robust data quality strategy
- **Our people's skills and expertise.** We will develop our people so that we move from "I think..." to "We know..." by investing in the skills and tools to improve our analytics

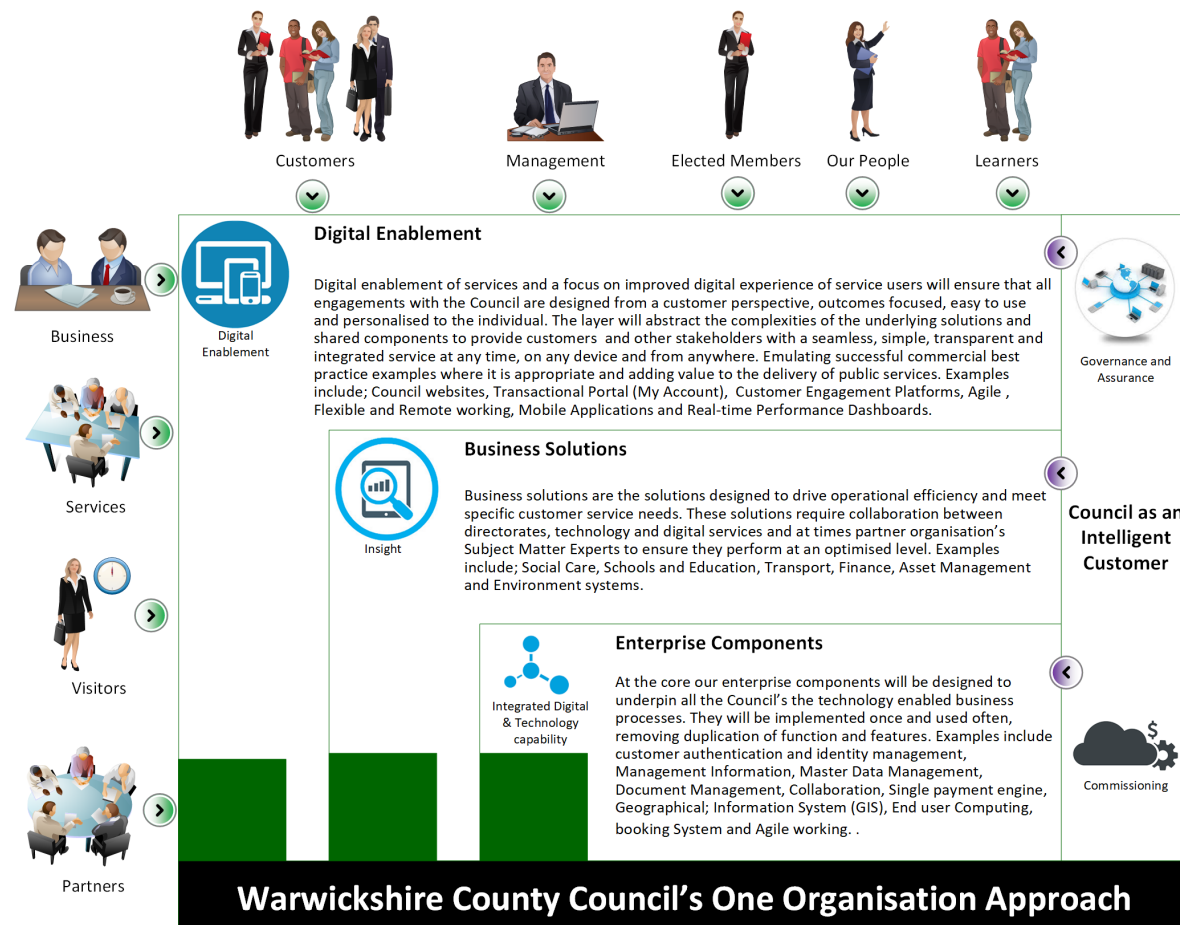


## Block 3 – Operational efficiency and productivity

**Objective: We will deliver services more efficiently and effectively**

Increasingly technology underpins many of the public services we deliver and most of the work that we do. To meet the changing needs of our customers, partners and our new operating model we must realign our investment in digital and technology services and technology to the Council's priorities. As our customers, partners and organisation become more digitally capable, we need to enhance the efficiency and responsiveness of the Council's operations and the ability of our people to take advantage of the latest technologies and opportunities.

At the heart of the digital and technology service will be a reference architecture that will set out the fundamental design of the Council's customer, digital and technology environment moving forwards. We will commission the right solutions by adopting a joined up, one organisation approach that shares its core enterprise components and its digital enablement capability as shown in the diagram.





## Our three layer approach *(see diagram on page 10):*

1. **Digital enablement:** a single digital platform that is both inward and outward facing that will ensure that customers can use our services easily and our people can deliver services cost effectively
2. **Business solutions:** line of business solutions designed to drive operational efficiency and meet specific customer service needs e.g. MOSAIC. These solutions require collaboration between business commissioners, digital and technology and at times partner organisations
3. **Enterprise components:** taking a one organisation approach, these will share systems designed to underpin multiple business processes. These will be put in place once then used often, reducing waste and duplication.

## We will achieve this by focussing on:

- **Combined digital and technology capability.** We will establish combined digital and technology capability with a new funding model and governance model that is aligned to the Council priorities
- **Digital and Technology investments.** We will realign our investment budgets in digital and technology services and technology to enable a cohesive investment strategy that allows the Council to leverage strategic partnerships, deliver its cloud first ambition, reduce total cost of ownership and leverage its purchasing power
- **Consolidating and rationalising our applications portfolio.** We will reduce maintenance and support cost by deduplicating and shrinking the number of digital and technology systems and delivering more joined up services where common functionality is shared
- **Investing in emerging technologies.** We will invest in the tools, skills and capabilities necessary to enable us to harness and leverage the rapid advances in technology
- **Understanding our costs and delivering value for money.** We will adopt a new robust sourcing and procurement strategy and use our purchasing power to take advantage of licensing opportunities
- **Modern working and service agility.** We will enable, support and promote modern and agile working, by providing the right tools (devices, software, access) and developing essential digital skills and capabilities to support our customers and support existing and attract appropriately skilled staff. We will implement technology to support increased Bring Your Own Device (BYOD)
- **Improved partnership and collaboration.** We will actively team up with partners to deliver service efficiencies and share workloads where it is mutually beneficial and in the interest of the customer, these partners may include regional health organisations, Police and emergency services
- **Increase service integration.** We will adopt standard integration patterns and specification, to provide system integration and information exchange with internal systems, service delivery bodies, partners and suppliers

**Innovation and  
creativity**

## Block 4 – Innovation and creativity

**Objective: We will create value from ideas that challenge the norm**

Innovation and creativity are essential to the success of our future Council and on-going support of our new operating model. We will need to be able to take advantage of opportunities as these arise, adapting to change quickly and delivering benefit to the organisation and our customers as early as possible.

We will create space, time and a culture that enables innovation, is prepared to take calculated risks and uses failure as a learning tool.

**We will achieve this by focussing on:**

- **Establishing an innovation capability.** We will work with the business change hubs, partners and the academic sector to rethink and reimagine our services promoting and encouraging entrepreneurship to benefit our local economy and inspire and enable people both within and those connected to the Council
- **Establishing a digital capability.** We will increase our digital maturity by enhancing our digital leadership capabilities and the organisation's digital fluency
- **Establishing strategic partnerships.** We will establish strategic partnerships that are mutually beneficial and enable us to gain access to subject matter expertise and additional support from key partners
- **Publishing the data we hold.** We will publish open data to encourage customers, partners and businesses to utilise it for the benefit of the community

## Cabinet

13 September 2018

### Warwickshire Visitor Economy - Forward Plan: 2018-2022

#### Recommendation

That Cabinet endorse the Forward Plan to grow the visitor economy's contribution to economic prosperity across Warwickshire.

#### 1.0 Context – the Value and Nature of Tourism in Warwickshire

- 1.1 Tourism makes a key contribution to the Warwickshire economy and the quality of life for local people. In 2016, the sector supported over 20,700 jobs, generating some 15 million visits and business turnover in excess of £1.15 billion for Warwickshire (+10% on 2015)<sup>1</sup>. Tourism contributes significantly towards the attractiveness of the area, not just as a place to visit, but as a place in which to locate business, work and study.
- 1.2 The industry in Warwickshire is diverse, attracting visitors for both leisure and business purposes. Warwickshire's assets range from country parks such as Kingsbury in North Warwickshire (which attracted some 360,000 visitors in 2016)<sup>2</sup> to the internationally-renowned Shakespeare Houses to the south. As a consequence, Warwickshire is attracting a range of different markets – international visitors, domestic short breaks, day trippers, business visitors and conference delegates.

#### 2.0 Background and Policy

- 2.1 WCC's Tourism Policy was endorsed by Cabinet in September 2015. It is underpinned by the Warwickshire Visitor Economy Framework, a strategy to drive growth in the sector. The focus of the policy and work programme is to ensure that the **whole of Warwickshire** benefits from the growth of tourism. The policy seeks to grow the visitor economy's contribution to economic prosperity, employment and quality of life across the County. There are three key priorities:

- Creating compelling places to visit
- Building private sector marketing capacity
- Extending the benefits of tourism

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<sup>1</sup> "Warwickshire Tourism Economic Impact Assessment, 2016", TRS

<sup>2</sup> Visit England: Annual Survey of Visits to Visitor Attractions, 2016



2.2 It has been WCC's policy to encourage **all** parts of the County (covering all five districts & boroughs) to prepare detailed Destination Management Plans (DMPs)<sup>3</sup>. With our funding and support, Warwickshire now boasts complementary plans for Shakespeare's England (Stratford-on-Avon and Warwick Districts), North Warwickshire, Nuneaton & Bedworth, and Rugby. This would not have happened without our influence and proactive involvement.

### 3.0 Achievements 2015-18

3.1 **"Gateways to the countryside"**: The programme aims to support and coordinate projects to develop rural tourism infrastructure in the Warwickshire countryside. The focus is on developing facilities and events so they become gateways to wider countryside exploration, longer dwell time, greater spend and repeat visits. Examples of projects delivered include:

- **Tourism event funding scheme** (*grants for events & festivals, 2015/16. The programme pledged a total of £135,362 to 17 projects across Warwickshire. WCC funding helped to lever in over £240k of match funding and bring in over 88,000 visitors to the events that were delivered.*)
- **Support for EAFRD<sup>4</sup> rural tourism bids** (*successful applications funded the development and implementation of a DMP for North Warwickshire, a new "Explorer Pass" by Shakespeare's England, and a variety of tourism infrastructure projects*)

3.2 **"Visitor welcome and information"**: This programme aims to improve the welcome provided to visitors, the information they receive, and the quality of the visitor experience. Projects include:

- Visitor welcome audits (*undertaken in Leamington, Warwick, Polesworth, Kenilworth, Atherstone*)
- Visitor welcome training (*e.g. World Host Rugby World Cup volunteers*)
- Signage and wayfinding (*e.g. Stratford digital information kiosk*)
- Digital tourism (*to modernise and extend traditional visitor information services*)
- Quality award schemes (*we have co-sponsored the Coventry and Warwickshire Tourism & Culture Awards*)

3.3 **"Partnership support"**: This programme aims to ensure all partners and decision makers in the County have access to a coordinated research programme tracking the sector's performance and value to the economy, and to inform future marketing and development work. Work delivered includes:

- Destination organisations: Core funding and advice (*Shakespeare's England and Northern Warwickshire Tourism*)

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<sup>3</sup> A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over an agreed time period articulating the roles of the different stakeholders and the actions they will take

<sup>4</sup> European Agricultural Fund for Rural Development



- DMPs/tourism plans for all areas of the County (*Shakespeare’s England, North Warwickshire, Rugby, and Nuneaton & Bedworth*)
- Visitor research (*annual economic impact studies, visitor profiling study in partnership with the Coventry 2021 bid team*)

3.4 **Outcomes:** The above programme shows how WCC is working together with its five District and Borough Councils and private sector partners to support the development of tourism across the County. The latest figures for the 3 years 2014-16 (2017 figures are not yet available) show strong growth, as illustrated in the table below.

<b>Tourism output measures for Warwickshire, 2014-2016</b>				
<b>Year</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>3 year trend</b>
Jobs	18,516	18,937	20,711	+12%
Value	£1.0426bn	£1.0512bn	£1.147bn	+10%

*Tourism Economic Impact Assessment*

## 4.0 Key Issues & Opportunities Influencing Future Work

- 4.1 The structure of tourism support, nationally and regionally, continues to undergo change. Currently, we await developments from Visit Britain (VB)’s bid for a Tourism “Sector Deal”, and the emerging plans of the new West Midlands Combined Authority (WMCA). Tourism is increasingly being seen as a priority sector and unique strength in driving future economic growth. CWLEP now recognises Culture and Tourism as a priority industry within its Strategic Economic Plan.
- 4.2 Within the region, there are huge opportunities for further growth over the next four years. The announcement that Coventry will be the next UK “City of Culture” in 2021 presents enormous benefits and opportunities to attract new investment. There is a strong momentum behind the City’s tourism aspirations, fuelled by a new 10-year Cultural Strategy and national “Cultural Destinations” funding. This offers scope for future joint Coventry and Warwickshire cultural tourism partnership work.
- 4.3 At District level, the extent of involvement in tourism and business participation in tourism groups across Warwickshire continues to grow. For example, membership of Shakespeare’s England stood at 128 businesses in 2017 (+20% year on year) and Northern Warwickshire Tourism boasted 69 members. There are now comprehensive tourism plans or DMPs in place across the County. At County level, the emphasis has thus shifted from plan development towards plan coordination and implementation.
- 4.4 The above promises greater scope for partnership work, pooling resources where appropriate and tapping into external funding. The availability of the latter is in constant flux. Currently, we await news of what money may be available through national and regional sources such as VisitBritain, the Arts Council, Lottery, WMCA, and CWLEP in the run up to Coventry 2021 and the Birmingham Commonwealth Games in 2022. Support from EU sources for

Rural Tourism via LEADER (North Warwickshire only) and EAFRD is winding down. WCC has a key role to play in publicising what external resources exist, supporting and coordinating bids where appropriate. Having a clear tourism policy underpins this role.

**4.5 Support for Destination Management Organisations (DMOs).** The success of DMOs is almost universally underpinned by the balance of public and private sector financial investment.

- (i) Shakespeare's England (SE), the county's largest and most influential DMO, is responsible for promoting the region to tour operators and visitors across the globe. SE relies on contributions from WCC and its two district councils to help draw in an almost equal amount of private sector funding through membership.
- (ii) Over the last three years WCC has contributed £25,000 p.a. to SE; reduced this financial year to £5,000.
- (iii) The second largest DMO in Warwickshire is Northern Warwickshire Tourism; a not-for profit membership organisation, which is run entirely by volunteers. It provides advice, support and networking for its members and offers limited marketing and promotion of the area and its members businesses via website and leaflets. WCC does not currently provide any revenue funding for NWT, but has contributed financially through grant funding schemes.

## **5.0 Forward Plan: 2018-2022**

**5.1** The Forward Plan aims to specify an achievable set of priorities for WCC's work programme, given existing budgetary constraints, and taking account of the changing landscape illustrated in 4 above. There are three key areas, viz:

### **5.2 Partnership support**

- (i) **Support the role of the Destination Organisations.** This work is central to our strategic aim of building private sector marketing capacity. As a local authority, WCC does not directly get involved with tourism promotion. Our role is to enable others to do this more effectively, through targeted funding and advice. Organisations such as Shakespeare's England and Northern Warwickshire Tourism are key in this respect.
- (ii) **Support the implementation of the DMPs.** WCC's role is to encourage local roll-out, coordinating and linking projects where there are areas of overlap. WCC is well placed to identify common challenges and solutions. An ongoing priority is to consult with District/Borough tourism colleagues on how best we can add value to their DMP work. A lack of resources has hampered implementation of DMPs but now that there are DMPs in place across the whole of the County this work demands greater focus.
- (iii) **Build a new partnership with Coventry.** There has probably never been a more apt time to strengthen our links with the City, recognising their

commitment to implementing the cultural strategy and City of Culture programme. This is about identifying and delivering joint work which will benefit the whole sub-region, working with our District/Borough partners and through the CWLEP tourism and culture group/WMCA as appropriate. A “County of Culture” programme is currently in preparation.

- (iv) **Coordinate research work** to inform decision-making and monitor success. Specifically, there remain some big gaps to fill in our understanding of accommodation supply and occupancy to encourage the right type of serviced and non-serviced development. Work is progressing this year with our Districts and Boroughs to address this.

### 5.3 Rural tourism (“Gateways to the Countryside”)

- (i) **Support funding bids** to develop tourism infrastructure in the countryside. In the short term, EU funding through schemes such as EAFRD and Leader, will remain priorities but, post-Brexit, we will need to take stock of what new rural tourism funding support may become available.
- (ii) **Implement the “Visit Local” scheme** to enhance the capacity of rural destinations to work in partnership to grow tourism locally. The emphasis is on improving visitor welcome and marketing, using new digital technology. Phase one of this work prioritises marketing. We have created an online toolkit and website template to make it easier for communities to market themselves to visitors and “get on the map”.
- (iii) **Nurture the development of the Food and Drink sector.** Last year’s Showcase event was widely lauded. We are now reviewing options for targeted support, including a potential further showcase event.
- (iv) **Identify support for local culture, heritage, events and festivals,** so that rural partners are engaged and enabled to take full advantage of the opportunities created by Coventry 2021 and Birmingham Commonwealth Games 2022. Further consideration will be given to coordinating online visibility, perhaps via a dedicated portal.

### 5.4 Visitor Experience

- (i) **Exploit Warwickshire’s USPs<sup>5</sup> to develop unique visitor experiences.** The emphasis will be on encouraging visitors to stay longer, spend more and explore more widely by enhancing local attractions and developing themed trails (e.g. cycling, walking, food and drink, heritage and culture trails etc), both within and outside our towns. The George Eliot 2019 bicentenary celebrations present an immediate opportunity to raise the profile and quality of Nuneaton’s key tourism asset.

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<sup>5</sup> Unique Selling Propositions: features that make a place distinctive and present a unique visitor offer

- (ii) **Encourage greater use of digital techniques** to enhance visitor information and enable visitors to share their experiences via social media.
- (iii) **Support visitor welcome schemes**, including local ambassador training, signage and wayfinding (linking to our Spacehive civic crowdfunding projects) based on visitor welcome audits.
- (iv) **Promote quality and customer service excellence**, through WCC skills support programmes. In recent years, we have promoted excellence through targeted support for projects such as the Coventry & Warwickshire Tourism and Culture Awards.

## 6.0 Financial Implications

6.1 Over the 3 year period 2015-18 WCC allocated a one-off contribution of £300k to support the growth of the tourism economy. This additional £300k has now been spent and, currently, the base budget for Tourism is £110k.

### 6.2 Medium Term Financial Plan

Subject to any future decisions as part of the Medium Term Financial Plan, it is assumed that the Tourism budget will remain at a similar level over the next 3 years. Given the ambitious scope of work in the Forward Plan for 2018-2022, the priorities for financial support will need careful consideration.

### 6.3 The Forward Plan

The Forward Plan is spread over a 4 year period and there will need to be a clear prioritisation of work; recognising that some elements will be ongoing, some will have a specific time line and some will be longer term. It will also be important to utilise some of the budget to leverage external funding, as funding levels will have a direct impact on how far each element of the plan can be taken. Therefore, the scaling of the Forward Plan will very much follow the available budget year on year.

### 6.4 In 2018/19 the main focus is:

The implementation of the 'Visit Local' scheme; the development of the Food and Drink showcase; Warwickshire's USPs and accommodation study research work. There is also a commitment to support the Destination Organisations on an ongoing basis e.g. Shakespeare's England, which is essential in building private sector marketing capacity.

### 6.5 In 2019/20

it is planned to build on or start the preparatory work in respect of the Coventry City of Culture and Birmingham Commonwealth Games events as well as continuing to support and develop Warwickshire's USPs and tourism products e.g. The George Eliot 2019 bicentenary celebrations.

### 6.6 In 2020/21 and beyond

This will be a key period for maximising on major regional events such as Coventry City of Culture, including further development and delivery of work that will aim to bring legacy to Warwickshire and offer our own 'County of

Culture' as a means of attracting investment and visitors to Warwickshire. As the sole organisation supporting the tourism industry on a county-wide basis, WCC is in a unique position to be able to nurture growth across the county. We can offer support to locations where there are opportunities but lack of external backing to deliver. The opportunities offered by a Warwickshire County of Culture will be brought forward for consideration as part of the development of the Strategic Plan 2020-25.

## 7.0 Timescales associated with the decision and next steps

7.1 As shown above, work is ongoing on several programmes working with a range of stakeholders across the County. Updates will be made available to the Portfolio Holder and local members, and further reports can be brought back to Cabinet as required.

## 8.0 Background papers

None

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

Councillors Reilly, Dirveiks, Cockburn, Shilton and Fradgley

## Cabinet

13 September 2018

### **Maintenance and Inspection Services of Traffic Signal Equipment and Intelligent Transport Systems, and the Supply and Installation of Traffic Signal Equipment, and Other Works**

#### **Recommendations**

- 1) That Cabinet approves proceeding with an appropriate procurement process for the Supply, Installation, Inspection and Maintenance of Traffic Signal Equipment and Intelligent Transport Systems.
- 2) That Cabinet authorises the Joint Managing Director (Communities) to enter into the relevant contract for the Supply, Installation, Inspection and Maintenance of Traffic Signal Equipment and Intelligent Transport Systems on terms and conditions acceptable to the Joint Managing Director (Resources).

#### **1.0 Key Issues**

- 1.1 Traffic signal controlled junctions and pedestrian crossings must be maintained and inspected at regular time intervals. We have a duty as the responsible authority to ensure that the equipment used for the safe management of traffic is reliable and continues to operate as intended.
- 1.2 The scope of this contract will include goods, works and services associated with the: -
  1. maintenance and inspection of traffic signal controlled junctions, pedestrian crossings, cycle crossings and wig-wag signals;
  2. maintenance and inspection of various Intelligent Transport Systems equipment including car park variable message signs, free text variable message signs, etc;
  3. installation of new traffic signal controlled junctions, pedestrian crossings, cycle crossings and wig-wag signals;
  4. upgrade of existing installations; and
  5. minor civil engineering works associated with the upgrade of existing installations and the installation of new schemes.
- 1.3 The current contract for maintenance, inspection, supply and installation was tendered collaboratively (led by Warwickshire County Council (WCC)). The outcome of this exercise was that WCC, Coventry City Council, Solihull

Metropolitan Borough Council (SMBC) and Nottingham City Council all awarded their contracts to Siemens Rail Automation Holdings Limited.

- 1.4 The County Council's current expenditure on the existing contract is approximately £490,000 per annum.
- 1.5 The County Council's current maintenance contract with Siemens Rail Automation Holdings Limited will expire at the end of June 2019. A new contract is required to commence operation on 1 July 2019.

## **2.0 Options Appraisal**

- 2.1 The Council has a duty to ensure traffic is managed safely and efficiently which requires us to inspect, maintain and install equipment to a professional standard. WCC does not have sufficient resources internally to achieve this.
- 2.2 Re-procurement – Following a competitive process, solely or as part of a collaborative effort, to source new provision, with the aim of sourcing appropriately scalable provision which demonstrates value for money.
- 2.3 The current contract was one of the contracts reviewed as part of the Council's contract management review and the feedback from this review will be incorporated into the new procurement process and future contract management arrangements.
- 2.4 The collaboration with other authorities is based upon previous experience in letting the highways maintenance services contract for scalability and value for money. However, at the "Suppliers Day" we will engage with the Market to understand how the required goods, works and services can be provided and the benefits available to the Authorities involved, in order to specify the service level agreement within the contract.

## **3.0 Proposal**

- 3.1 To undertake a procurement exercise to source a provision for an initial period of five years, thereafter renewable by agreement for further period(s) up to a maximum of 24 further months subject to satisfactory performance by the contractor. The timescale of the contract may vary following the "Suppliers Day" event which is proposed to take place on 1 October, 2018. This proposed duration period may go up or down subject to the outcome of the feedback from the proposed "Suppliers Day". However, the maximum contract period will not be more than ten years.
- 3.2 To collaborate in procurement and contracting with Coventry City Council and Nottingham City Council. It should be noted that Solihull Metropolitan Borough Council (SMBC) have decided not to participate on this occasion; SMBC have decided not to participate due to the following reasons: –
  - 1. they are intending to award the contract for a longer time period for at least a minimum period of 10 years but possibly much longer.

2. the contract for additional services i.e. variable message signs, communication equipment, etc. – they already have contracts in place for these services.
  3. able to tailor their own specifications without compromising with other authorities' requirements.
- 3.3 Additional services have been included within the new contract, it is estimated that the contract value over the proposed seven years will be approximately £25,000,000 for the various authorities participating, of which Warwickshire accounts for £7,750,000.
- 3.4 The estimated expenditure of £7,750,000 on the new contract includes for the following new service provisions: -
1. supply and/or installation of traffic signal equipment for the upgrade of existing sites with no limits (currently set at £50,000);
  2. supply and/or installation of traffic signal equipment for new sites;
  3. consultancy service – feasibility, design, commissioning and validation;
  4. connected and autonomous vehicle equipment; and
  5. switching off/on traffic signal installation for roadworks.
- 3.5 These additional services will increase the expenditure on the new contract; the figure quoted is based upon the expenditure of the last five years on capital and revenue budgets. However, there is no commitment to this expenditure within the new contract and all costs will be met from approved capital and revenue budgets.
- 3.6 Warwickshire will lead the procurement exercise and will be the Lead Authority on the final contract with the successful Supplier. Collaborating Councils will be able to access the goods, works and services provision via a back to back agreement with WCC or if possible each authorities will have a separate contract with the successful Supplier.
- 3.7 The basis upon which the contract is let will be reviewed so that it is consistent with the Council's IT and Digital Strategy.

#### **4.0 Timescales associated with the decision/Next steps**

- 4.1 The procurement process is planned to commence in late September, 2018. The new maintenance and inspection services of traffic signal equipment and Intelligent Transport Systems and the supply and installation of traffic signal equipment and other works is required to commence on 1st July, 2019.

### **Background Papers**

None



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

Councillors Dirveiks, Cockburn, Shilton, Clarke and Fradgley

## Cabinet

13 September 2018

### Public Health and Strategic Commissioning Fitter Futures Warwickshire Proposed Re-tender of Services

#### Recommendations

- 1) That Cabinet considers the outcome of the consultation process and the outcome of the equality impact assessment for the service.
- 2) That Cabinet approves the proposed new model for Fitter Futures Warwickshire (FFW) services that are based on the findings from the consultation process.
- 3) That Cabinet approves proceeding with an appropriate procurement process for a Fitter Futures Warwickshire framework of providers.
- 4) That the Strategic Director for People be authorised to commence an appropriate procurement process and award any contracts for the redesigned services on terms and conditions satisfactory to the Joint Managing Director (Resources).

#### 1. Key Issues

1.1. "Fitter Futures Warwickshire (FFW)" is the brand name for a number of services commissioned by Warwickshire County Council (WCC) Public Health (WCCPH) to support the Warwickshire population to eat healthily, maintain a healthy weight and increase levels of physical activity to improve health. These are three of the WCC Director of PH's health improvement priorities.

1.2 The following proposed new services were consulted on:

- Weight Management on Referral Service; 12 weeks weight management support provided across Warwickshire for young people and adults.
- A "Universal" Physical Activity/Healthy Lifestyles on Referral service; 12 weeks bespoke exercise programmes for young people and adults.
- A "Targeted" Physical Activity/Healthy Lifestyles on Referral service; 12 weeks bespoke exercise programmes for young people and adults who

have difficulty accessing the service.

- Family Weight Management; Warwickshire wide nine week weight management programme for families where there is one child aged between 4 and 12 who is overweight/obese.

All services within the FFW service offer will be part of the single point of access.

1.3 The main adaptations between the current services and the proposed services will be the targeted approach through the bespoke exercise programmes. This will ensure:

- Supporting individuals in long term conditions predicted in the Warwickshire population;
- Supporting the growing ageing population in Warwickshire;
- Additional referrals made via national and local programmes including the National Diabetes Prevention and the Living with and Beyond Cancer programmes;
- Easy access to services for groups where there are identified barriers including for people with severe mental illness, learning disabilities and dementia plus obese customers who exceed the BMI threshold for current universal services.

1.4 In light of the outcomes of the consultation, the proposed service changes will be:

- To continue to have a Single Point of Access with one telephone number, one website and one point of entry for referrers.
- To continue to commission the delivery of FFW services, integrate strength and balance preventing a first fall programmes, develop an evidence based seated exercise offer in communities, including care homes, enhance walking and community exercise opportunities.
- To deliver the services in group sessions and enhance the offer of one to one delivery options, virtual support, mobile phone text support and digital self- help tools and Smartphone Apps.
- Develop services so that there is an increase in referrals from mental health professionals, social care workers, teachers and early years staff, occupational health and workplace managers as well as from health professionals and minimise the current barriers that prevent this.
- Increase service delivery opportunities using other leisure opportunities, community venues, hotel fitness facilities, outdoor green gyms, fire station gyms, workplaces, in the home and in care and residential settings.
- Work with service providers and leisure centres to set realistic pricing structures and subsidise services rather than offer them free of charge or set too high. Service Specifications to include that Providers use revenue to build service capacity.
- To continue to offer 7/7 days for customers to access services at all times of the day to suit individual need.

- New service delivery models to incorporate opportunities to develop social elements to the services including “buddy” service.
- Continue underpinning services with a Making Every Contact approach.

1.5 The current FFW services are not part of the saving requirements for the One Organisational Plan 2020, and the proposals in this paper will be fully funded from the service's existing approved budget. The service will deliver efficiencies by accepting an anticipated increase in referrals into the service year on year for the same budget.

The initial contract period will be for 2 years with the option to extend for periods of up to 24 months.

The redesigned services will give Warwickshire County Council (WCC) improved value for money because they will allow for growth in accessibility through enhanced and targeted services. This means that the hard to reach communities of the Warwickshire population will benefit from improving their health and wellbeing at no extra cost to WCC.

The current contracts for all of the FFW services expire on 31 July 2019. The in-house provision of the Single Point of Access will commence on 01 April 2019 and the framework for Fitter Futures Warwickshire will commence on 01 July 2019.

## 2 Background and Rationale

2.1 There are currently four services in the FFW service offer. These are:

- A Single Point of Access; one website, one telephone number and one secure (in terms of Information Governance) referral route pathway for health/social care professionals and pharmacists to make referrals to the FFW Services. This service is being brought into the Warwickshire CC Contact Centre.
- Weight Management on Referral service; 12 weeks weight management support provided by Slimming World across Warwickshire. Referral by a health practitioner or GP.
- Physical Activity/Healthy Lifestyles on Referral service; 12 weeks bespoke exercise programme. This service is managed and co-ordinated countywide by Nuneaton and Bedworth Leisure Trust. Referral by a health practitioner or GP.
- Family Weight Management; Warwickshire wide nine week weight management programme for families where there is one child aged between 4-12 who is overweight /obese provided by Change Makers. This service is by self-referral.

2.2 Referrals made by health professionals and pharmacists to the current FFW services are growing rapidly annually. For example during 2015 there were 2278 referrals to the services. It is predicted that during 18/19, there will be between 7000 and 8000 referrals.

2.3 A key outcome for the proposed services will be to improve health and wellbeing in the Warwickshire children, young people and adult populations, reduce hospital admissions and the demand on other health and social care services. Please see **Appendix A** that demonstrates the impact of Fitter Futures Warwickshire and how it has positively impacted the Warwickshire population. The quarterly report, which includes yearly achievements, highlights how the FFW services have supported individuals to eat healthily, maintain a healthy weight and increase levels of physical activity, which are the stated objectives in the Introduction, bullet 1.

### 3.0 Consultation Process

3.1 On 18 May 2018, approval was obtained from WCC's Portfolio Holder for Adult Social Care and Health for WCC Public Health and Strategic Commissioning to go out to consultation on the proposed new Fitter Futures Services. The consultation took place from 29 May 2018 until 06 July 2018. The rationale for this time period was to ensure that the consultation period coincided with consultees being available for engagement and consultation, before the summer vacation period began.

3.2 Warwickshire residents from across all priority groups, stakeholders, providers, partners and frontline workers (who are relevant to the redesigned proposed new service) were selected as consultees for the existing and proposed services.

3.3 The consultation survey was designed using a "skip logic" model which means that respondents only answered questions relevant to them – i.e. they could skip to another section where certain questions were not relevant.

3.4 A range of engagement methods were employed to maximise opportunities for service users and other key stakeholders to put forward their views, these included:

- Survey (both on line and paper format) - Survey questions were developed. There were two surveys. One was for health professionals and the other was for the general public. These can be found in **Appendices B and C**.
- Face to face engagement with groups and the public e.g. libraries, network meetings etc.
- Engaging stakeholders at planned local events and forums e.g. the Cancer Recovery Partnership, the Muscular-skeletal Network for Coventry and Warwickshire etc.

For a full list of consultees, please see **Appendix D**.

- 3.5 A WCC Marketing and Communications team plan was developed in order to roll out information about the consultation process as comprehensively as possible to potential WCC internal consultees as well as external ones. Methods used to do this included the Ask Warwickshire Website, Social media, Newsletters etc. A full list of these methods can be seen in **Appendix E**.
- 3.6 Paper surveys were either taken out or posted to consultees. A link to “Ask Warwickshire” was sent to consultees who wished to or could complete an electronic survey.
- 3.7 As many pre-existing opportunities as possible were used to engage the public and stakeholders in the consultation process. This included engaging people in the consultation process at regularly planned meetings, events, workshops existing venues and settings. Consultees were given the choice of having someone available from WCC Public Health in person who was able to describe the proposed new service and purpose of the consultation in order to engage as many potential consultees as possible.
- 3.8 Results from the participant’s views and final consultation report can be seen in **Appendix F and G**.

## **4 Proposal**

- To put into effect a Framework Agreement for the procurement of Fitter Futures Warwickshire services.
- This report seeks agreement from Cabinet to use these key findings above from the consultation process to further influence service design. This will mean that service user and stakeholder views will be considered and implemented where possible within the service redesign for Fitter Futures Warwickshire.
- The consultation outcome will be integrated with previous findings from the health needs analysis and evidence base already compiled prior to obtaining Portfolio Holder approval to consult. These will then be embedded into the final service specification.

## 5 Timescales associated with the decision and next steps

Key decisions and Next Steps	Timescales
Cabinet Approval	13 September 2018
Market Test Event	03 October 2018
Final Service Specification and approval from Business Meeting; Strategic Commissioning	23 <sup>rd</sup> November 2018
Invitation to Tender	14 January 2019
Contract award	28 March 2019
Contract commencement	01 April 2019 for SPA (coming in-house to WCC Contact Centre – this will allow for an overlap with the existing service to allow for seamless transfer of customers using the existing service who are already in the system) and 01 July 2019 for other FFW services
Mobilisation	14 April 2019
Performance management arrangements	01 June 2019

### Background papers

None

### Appendices

1. Appendix A – Quarterly Report from Fitter Futures
2. Appendix B – Consultation Survey for Health Professional
3. Appendix C – Consultation Survey for General Public
4. Appendix D – Consultation Log
5. Appendix E – Consultation Marketing and Communications Plan
6. Appendix F – Health Professional and General Public Consultation Feedback
7. Appendix G – Consultation Report
8. Appendix H – EQIA (this has been updated post the consultation period and been signed off)

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

Local Member(s):

Other members: Councillors Redford, Golby, Parsons, Rolfe and Caborn



**Quarter 1 Fitter Futures Warwickshire  
Report  
For Period 1<sup>st</sup> April – 30<sup>th</sup> June 2018  
For the:**

- **Physical Activity/Healthy Lifestyles on Referral Service**
- **Family Weight Management Service**
- **Weight Management on Referral Service**



### Number of Referrals per Fitter Futures service in Quarter 1:

Fitter Futures Service Referrals	2015 – 2016 Total	2016 – 2017 Total	2017 – 2018 Total	Q1 - 2018
Adults Age 16+. Physical Activity on Referral	1055	1595	1558	353
Maternal Pathway. Physical Activity on Referral	28	29	29	1
Young People Age 12-16. Physical Activity on Referral	10	27	18	0
Children Age 4-12. Change Makers (Family Weight Management programmes for families)	359	747	610	139
Parents/Carers. Change Makers (Family Weight Management programmes for families)				
Adults Age 16+. Nuneaton and Bedworth Healthy Living Network. Weight Management on Referral Service	30	153	65	0
Young People Age 12-16. Nuneaton and Bedworth Healthy Living Network. Weight Management on Referral	0	0	0	0
Adults Age 16+. Slimming World	668	2090	2672	630
Maternal Pathway. Slimming World	37	73	119	24
Young People Age 12-16. Slimming World	6	28	29	2
<b>Total No. of Referrals</b>	2278	4749	5106	1149

### Number of People Completing a Fitter Futures Service in Quarter 1:

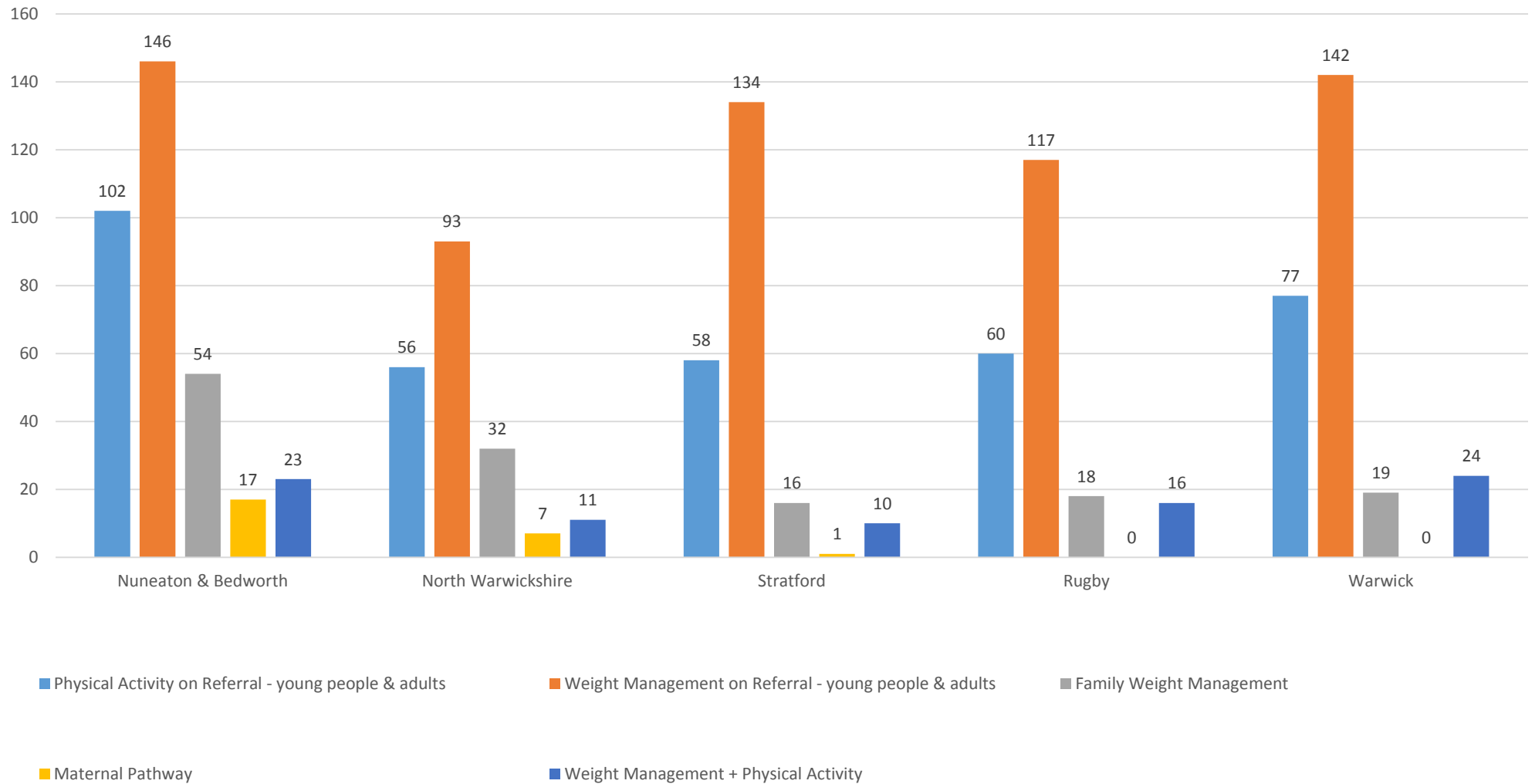
Fitter Futures Service Completions	2015 – 2016 Total	2016 – 2017 Total	2017 – 2018 Total	Q1 - 2018
Adults Age 16+. Physical Activity on Referral	121	331	325	77
Maternal Pathway. Physical Activity on Referral	4	5	2	0
Young People Age 12-16. Physical Activity on Referral	3	7	2	0
Children Age 4-12. Change Makers (Family Weight Management programmes for families)	65	203	157	49
Parents/Carers. Change Makers (Family Weight Management programmes for families)	46	185	152	32
Adults Age 16+. Nuneaton and Bedworth Healthy Living Network. Weight Management on Referral Service	2	41	16	0
Young People Age 12-16. Nuneaton and Bedworth Healthy Living Network. Weight Management on Referral	0	0	0	0
Adults Age 16+. Slimming World	73	869	1147	559
Maternal Pathway. Slimming World	0	7	7	7
Young People Age 12-16. Slimming World	0	0	5	2
<b>Total No. of Completions</b>	326	1654	1714	726

### Cancer Rehabilitation, Dementia and Pre-diabetes Referrals

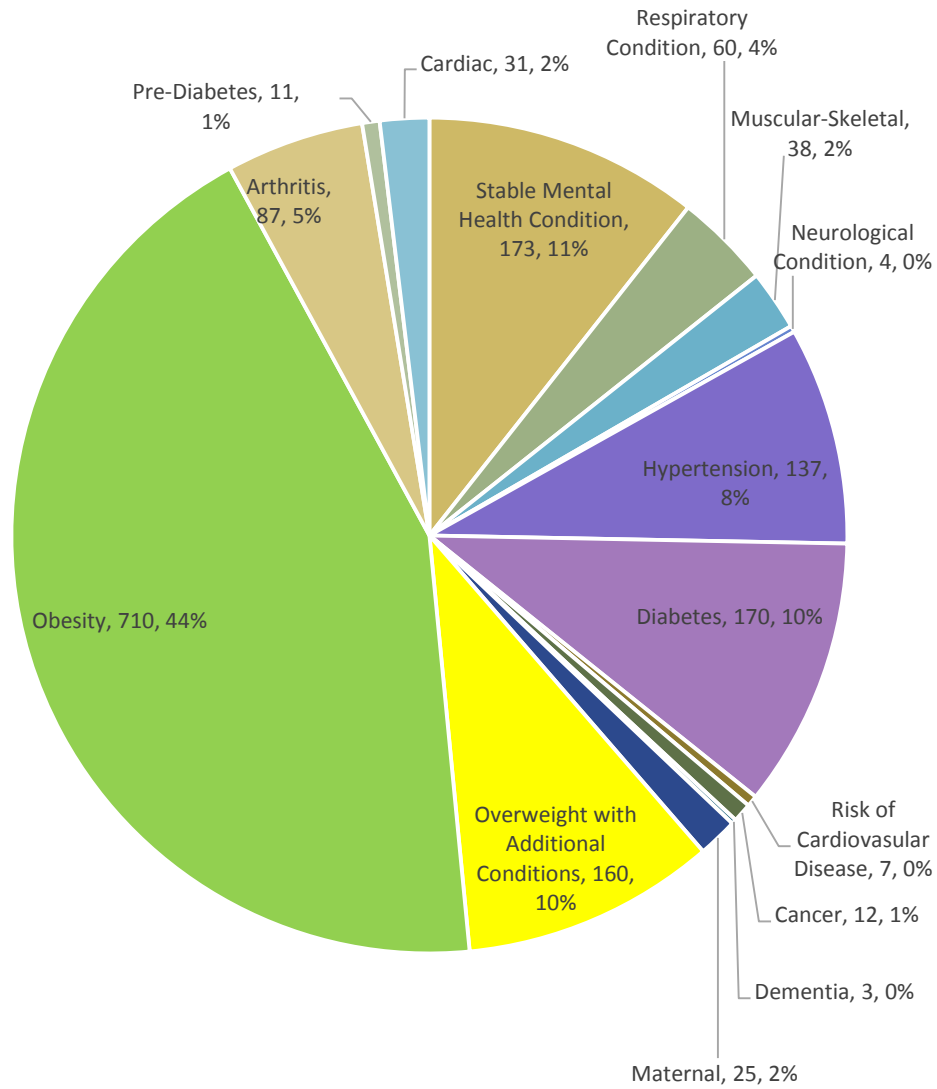
The table below shows the number of Cancer Rehabilitation, Dementia and Pre-diabetes referrals who have started and completed a Fitter Futures service during Q4. These are included in the above tables. However, they have also been identified separately in the table below because they are priority groups for a variety of workstreams which are in progress across Warwickshire. Highlighting them here, makes it easier for project teams to identify data at a quick glance.

<b>Physical Activity on Referral Breakdown for Cancer Rehabilitation, Dementia and Pre-diabetes specifically.</b>	<b>Starters in Q1</b>	<b>Completers in Q4 (starters may still be in progress)</b>
Cancer Rehabilitation	<b>12</b>	<b>3</b>
Dementia	<b>3</b>	<b>0</b>
Pre-Diabetes	<b>11</b>	<b>2</b>
Cardiac	<b>31</b>	<b>5</b>
Strength & Balance	<b>2</b>	<b>1</b>

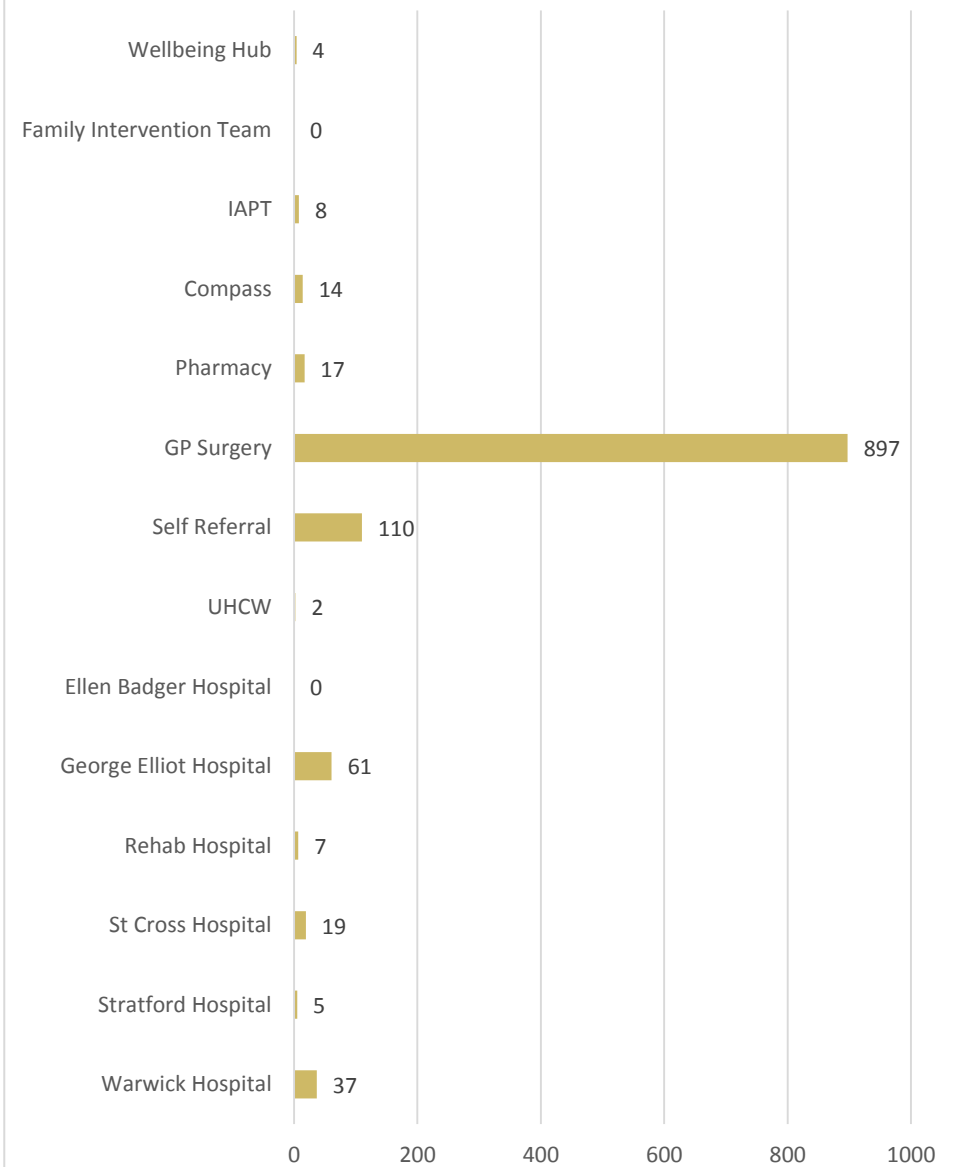
## Referral Numbers, Q1, 1st April - 30th June 2018



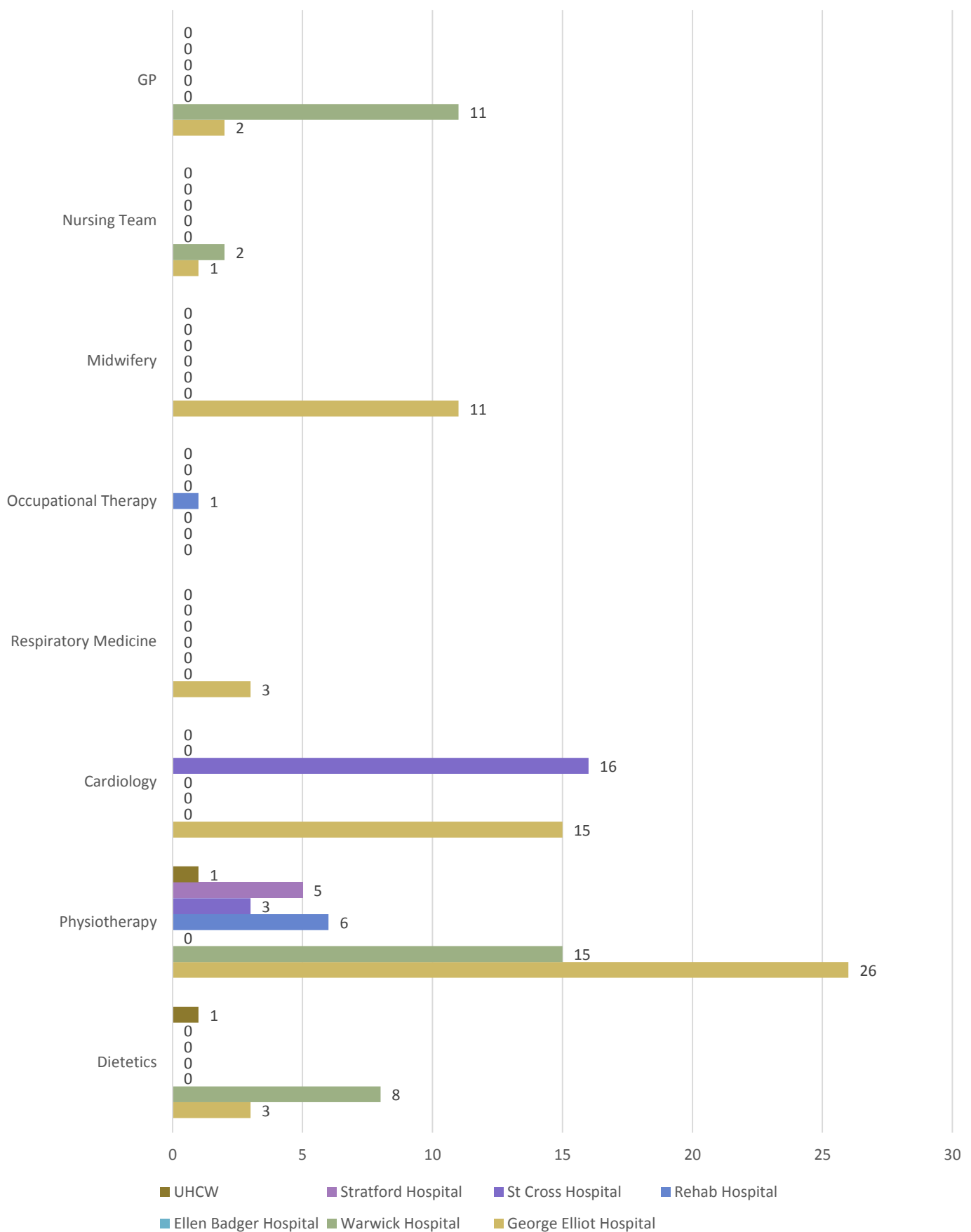
Reason for Referral, Q1 1st April - 30th June 2018



Source of Referral, Q1 1st April - 30th June 2018



# Hospital Department Referrals, Q1 1st April - 30th June 2018



**Q1 Health Improvement Outcomes Achieved by Service Users Completing  
All Fitter Futures Services during Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018 - Broken Down per Service**



**Q1 Fitter Futures Warwickshire Physical Activity/Healthy Lifestyles on Referral Service**

Data shows average health improvement changes across all service users completing a Fitter Futures service during Q1:

Average	Leisure Centres		Physical Activity Consultants (NBLT)	
	Week 1 (n=75)	Week 12 (n=75)	Week 1 (n=39)	Week 12 (n=39)
Weight (kg)	95	93	96.7	94
Systolic Blood Pressure	135	133	129	129
Diastolic Blood Pressure	84	81	82	81
Resting Heart rate (b/minute)	76	76	74	73
BMI	32.5	31.9	33.6	32.1
Body Fat %	35	34	37	34
Wellbeing score (0-70)	51	56	48	50
Fruit & Vegetable consumption (portions per day)	4	7	3	4
Light activity levels (minutes per week)	100	157	93	117
Moderate activity levels (minutes per week)	113	174	110	126
Vigorous activity levels (minutes per week)	6	12	17	17

**Q1 Fitter Futures Warwickshire Change Makers Service – Family Weight Management on Referral Service  
Health Improvement Outcomes achieved during Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018**

All Health improvement outcomes increased or maintained at Week 9 for both adults and children during Change Makers. This is a positive health improvement outcome.

<b>Children Change Maker Stats – (Average)</b>	<b>Week 1 (n=)</b>	<b>Week 9 (n=)</b>
<b>BMI</b>	25.25	23.09
<b>Fruit and Vegetable intake (portions per day)</b>	2.7	3.7
<b>Physical activity levels (minutes per day)</b>	53.7	82
<b>Self-esteem score</b>	21.7	20.9

<b>Adult Change Maker Stats – (Average)</b>	<b>Week 1 (n=)</b>	<b>Week 9 (n=)</b>
<b>BMI</b>	30.33	28.86
<b>Fruit and Vegetable intake (portions per day)</b>	2.85	4.16
<b>Physical activity levels – Light (minutes per week)</b>	320.2	301.6
<b>Physical activity levels – Moderate (minutes per week)</b>	49.09	107.75
<b>Physical activity levels – Vigorous (minutes per week)</b>	36	46.87
<b>Well-being Score (0-70)</b>	39.6	52.31
<b>Companionship Scale (0-40)</b>		



## Q1 Fitter Futures Warwickshire - Weight Management on Referral Service

Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018

During Q1, one service providers delivered the Weight Management on Referral Service. The following health improvement outcomes were achieved during Q1 (please note that as the services are 12 week programmes, this data will not align with the number of referrals and number of completers data):

### Weight Loss Achieved by Service users during Q1:

Weight Management statistics	Achieved 5% weight loss	Achieved 10 % weight loss
Slimming World	255	45



## Health Improvement Outcomes Achieved by Service Users during Q1:

All service users who completed a Weight Management on Referral service during Q1 achieved positive health improvement outcomes as follows:

	Week 1	Week 12	Week 1	Week 12	Week 1	Week 12	Week 1	Week 12
	Fruit & Vegetables (portions per day)	Fruit & Vegetables (portions per day)	Activity levels (minutes per week)	Activity levels (minutes per week)	Wellbeing score (0-70)	Wellbeing score (0-70)	Companionship scale (0-40)	Companionship scale (0-40)
<b>Slimming World</b>	5.1	5.6	28.1	33.9	45.9	48	15.3	14.9

**Case Study from one service user during Quarter 1**

**Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018**

**Change Makers on ITV**

ITV contacted Change Makers as they were running a week long special on Central News looking at childhood obesity. ITV came out to film the Breakfast session at Hurley Primary School with Justin, the children were given the opportunity to make their own healthy breakfasts. There was a selection of different fruits and yogurts for the children to try and they built their own fruit and yogurt pots.

Through having Change Makers on ITV it has been great prime time TV exposure and also gave a great buzz around the school about the programme. ITV were keen to talk to parents about their experiences from Change Makers and the behaviour changes they have made since attending the course. I have attached the link below to the clip from Central News (Change Makers starts at 1:44).



What prevention schemes are underway to tackle childhood obesity? Part 2/5 |  
ITV News



What prevention schemes are underway to tackle childhood obesity? Part 2/5 |  
ITV News

<https://www.youtube.com/watch?v=CEGaJsrNKLA>

**Case Study Title: Mr ? – Strength & Balance****Background** - What is the background to the Case Study?

Mr ? was referred by his pharmacy to Empire gym & studios due to having a fear of falling. He said he felt very unsteady on his feet, more so than normal. He suffers with bad knees, as well as Hypertension, Type 2 Diabetes and High BMI.

**Activity** - What was involved? Who? Where?

After a consultation with Mr? at Empire Gym & Studios, I designed him a very basic exercise plan to focus on his range of motion with his knee as well as strengthening and balance exercises. Mr ? thoroughly enjoyed his workout and continued to come to the gym on a regular basis. His condition improved as well as his strength, balance and overall fitness we reviewed his programme and made some alterations to increase the intensity of his workout.

**Outcomes** - What were the outcomes or learning points?

Mr ? was very pleased with the overall outcome of his exercise referral. He said he feels a lot more stable on his feet, walking a lot more freely and naturally, reduced pain medication from 3 tablets a day to 1, there has been a reduction in blood pressure as well as improving his muscular strength, endurance and Cardiovascular Conditioning.

Blood pressure on first consultation = Systolic – 137, Diastolic – 91, Heart Rate – 87

Blood pressure on 12 Week review = Systolic – 123, Diastolic – 78, Heart Rate – 73

GP is also currently reviewing his Blood pressure medication and wants to take him off his tablets and monitor BP levels to see if this is possible to come completely off of them.

**Learning Points** - What would you do differently?

Feel very happy with the outcome and commitment from my client, can't say I would have approached any aspect of his referral differently. I am very pleased with the progress he has made and he has said exercise will remain in his life now.

**Quote/Testimonial** - Feedback given from the individual/organisation

"First time in my life I have used a keep fit gym. The staff are great, the people that use the place are friendly and I am 100% happy in using the site. Top marks go to Andrew Murray who is looking after me."

"My 12 week trial may be over but I will keep going to the gym two times a week or more. Very pleased with all at the leisure trust for all the help I have been given, having no family and now finish with work it is also a great place to meet people of all ages, and a big plus is the younger people do not make you feel out of place and always have the time to speak. To sum up 10 out of 10 all round."

**Case Study from one service user during Quarter 1**

**Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018**

**AGE:** 53

**START WEIGHT:** 12st 8lbs

**CURRENT WEIGHT:** 10st 7lbs

**TOTAL WEIGHT LOSS:** 2st 1lb

**CONSULTANT:** Janey

**GROUP DAY:** Tuesday

**GROUP:** The Kenilworth Centre, Abbey End Car Park, Kenilworth, Warwickshire, CV8 1QJ

There were lots of reasons I wanted to lose weight: I was starting to get tired more easily when I was walking with my crutches, I had a fall in the garden last year and hurt my ankle and I was worried the extra weight I was carrying would put extra pressure on my joints and wear them out. I also realised I needed to be fitter to move my wheelchair whilst playing tennis and I wanted to keep healthy to prevent my cancer from returning.

I'd been referred to a Physiotherapist for my ankle after my fall, and I'd mentioned to her that I felt it might help if I lost weight. She then told me about the Slimming World on Referral programme and offered to refer me. Although I wanted to lose weight, I needed someone to encourage me and the referral really helped.

When I went to join group, I was nervous about going in with my crutches but my Consultant, Janey, made me feel welcome and has carried on encouraging me all through my weight loss journey. The group are very friendly and I picked up lots of hints for weight loss. I now plan my meals and do a weekly online shop with lots of fruit and vegetables. I've also cut down on baking cakes.

After my 12 week referral, I kept attending Slimming World and I'm so glad I did. I've been a member for 18 weeks so far and have got my 2st award. Slimming World has changed the way I eat as I now think about what's good for me, and I see all the Target members at my group who inspire me to lose – it all helps!

The awards I've received along the way; like Slimmer of the Week, Slimmer of the Month and my weight loss milestone awards; all motivated me to stay on track. I feel like if I stopped attending I'd go backwards – everyone has times where things don't go to plan, but the group help you put it behind you and start afresh.

Since losing weight I have more energy and I feel less tired when using my crutches. When I'm down on the floor in the garden, I can get up and my ankle feels stronger. I also play more tennis and I feel like I can move my wheelchair for longer when I play.

I used to go swimming before I gained weight, and then stopped because I'd lost my confidence – I didn't want people to see me in my swim dress. Now I've started swimming again and I've had to buy a new swim dress – 2 sizes smaller than my last one!

The best thing about my weight loss so far is feeling more confident. I feel confident to try different styles of clothes – which are two sizes smaller. It's the best feeling when people tell you that they've noticed your weight loss and look well for it.



**Q1 Customer Satisfaction Survey Results from Service Users Completing a Fitter Futures Warwickshire Service – Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018**



**Physical Activity on Referral Service Satisfaction Questionnaire**

**Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018**

**1. How did you find out about the scheme?**

Health Professional	Fitter Futures Website	Friend / Family member	Leisure Centre / Gym	Promotional film - YouTube	Social Media	other
83%	0%	9%	4%	0%	0%	4%

**2. Was the scheme good value for money?**

Definitely	Yes	Don't know	No	Definitely Not
62%	38%	0%	0%	0%

**3. Are you satisfied with the impact that the scheme has had on your health?**

Excellent	Very satisfied	Satisfied	Unsatisfied	Very Unsatisfied
36%	34%	30%	0%	0%

**4. Were you satisfied with the promptness in which your referral was made to when you began your 12 week programme?**

Excellent	Very satisfied	Satisfied	Unsatisfied	Very Unsatisfied
45%	32%	21%	2%	0%

**5. Were you satisfied with the staff member who delivered your 12 week programme?**

Excellent	Very satisfied	Satisfied	Unsatisfied	Very Unsatisfied
73%	21%	6%	0%	0%

**6. Do you feel that the equipment provided for your 1 to 1 sessions was appropriate for you?**

Definitely	Yes	Don't know	No	Definitely Not
62%	36%	2%	0%	0%

**7. Do you feel that your 12 week programme was appropriate to you and your health conditions?**

Definitely	Yes	Don't know	No	Definitely Not
62%	36%	0%	2%	0%

**8. How satisfied were you with the quality of support available outside of your 1 to 1 sessions?**

Excellent	Very satisfied	Satisfied	Unsatisfied	Very Unsatisfied
55%	30%	11%	4%	0%

**9. Has the scheme made you more aware of the benefits of physical activity?**

Definitely	Yes	Don't know	No	Definitely Not
53%	45%	2%	0%	0%

**10. Do you feel that the scheme has given you the skills to become more physically active on your own?**

Definitely	Yes	Don't know	No	Definitely Not
49%	49%	2%	0%	0%

**11. How likely are you to use the exercise advice given to you to help your family?**

Very Likely	Likely	Don't know	Unlikely	Very Unlikely
51%	34%	11%	4%	0%

**12. In terms of your health condition(s), do you feel that the scheme has helped improve them?**

Definitely	Yes	Don't know	No	Definitely Not
43%	49%	6%	2%	0%

**13. Has the scheme helped you to become more physically active?**

Definitely	Yes	Don't know	No	Definitely Not
47%	51%	0%	0%	0%

**14. How likely are you now to get involved in local sporting / active sessions?**

Very Likely	Likely	Don't know	Unlikely	Very Unlikely
28%	23%	26%	17%	6%

**15. Do you think the exercise referral scheme is a good idea?**

Definitely	Yes	Don't know	No	Definitely Not
74%	26%	0%	0%	0%

**16. Overall, how satisfied are you with the exercise referral scheme?**

Excellent	Very satisfied	Satisfied	Unsatisfied	Very Unsatisfied
68%	28%	4%	0%	0%

**Testimonials:**

“Due to my Fitter Futures referral I have gone from doing hardly any physical activities to spending an hour or so in the gym twice per week. I have lost some weight and I feel fitter and better in myself, including my mental health. h gym instructor who did my induction helped me work out a personalised programme and has kept I regular contact to check on my progress.” A referral sent to ‘The Queens Diamond Jubilee’ Centre in Rugby

“This Scheme has helped me become more aware of my health and wellbeing, along with improving my confidence and enabling me to reach my weekly goal. The member of Staff (Claire Huxley) was superb, very professional, understanding and extremely thorough. Her knowledge of all of the prices of equipment and her infectious enthusiasm are very welcome gift, a credit to the profession. Great scheme and superb support from Claire to help me achieve my targets. Superb!!!”

**Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018**

I can see a change in my body, I'm doing considerably more exercise and the support has been great.

This has been a very positive experience for me with great results so far. I have a more positive attitude towards myself.

I have lost 2 stone in 19 weeks. I have more self-esteem and feel far healthier.

Very positive experience overall and glad that so much input from the health centre is going into general health and wellbeing and treating the whole person not just individual issues.

Since starting Slimming World I have lost 1 stone and have now had an "excellent" review from my diabetes nurse.

Losing weight with Slimming World has reversed my pre-diabetes

It's enriched my life and affected my blood sugars & cholesterol bringing levels back to normal

Joining Slimming World has/is turning my life around. I'm now more mobile, less tired and less breathless after losing a Stone in weight.

## Change Makers – Family Weight Management

Q1, 1<sup>st</sup> April – 30<sup>th</sup> June 2018

### Feedback and Satisfaction Results:

**1. Thinking about travelling to the place where the service is held, how convenient for you is this location?**

Very convenient	Convenient	Neither	Inconvenient	Very inconvenient
64%	18%	18%	0%	0%

**2. How satisfied were you with the venue?**

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
64%	32%	4%	0%	0%

**3. How convenient are the days and times of the sessions for you?**

Very convenient	Convenient	Neither	Inconvenient	Very inconvenient
40%	52%	8%	0%	0%

**4. Thinking about talking with the programme advisors, how satisfied were you with the information given to you during the sessions?**

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
79%	21%	0%	0%	0%

**5. How satisfied were you with the way the programme advisors supported you?**

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
56%	40%	4%	0%	0%

**6. How satisfied were you that to the programme advisor understood your concerns and needs?**

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
44%	56%	0%	0%	0%

**7. How satisfied were you that the activities and sessions you took part in were appropriate to your family?**

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
72%	28%	0%	0%	0%

**8. Would you recommend this programme to others?**

Definitely	Probably	Probably not	Definitely not
88%	12%	0%	0%

**9. Overall, how satisfied were you with the programme?**

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
68%	32%	0%	0%	0%



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## Appendix B

### Fitter Futures Warwickshire Consultation

#### Overview

Warwickshire County Council (WCC) Public Health currently commission Fitter Futures Warwickshire. This consultation provides an opportunity to share your views and experiences about the Fitter Futures Warwickshire services and comment on possible future provision. The findings will be used to shape the new services which will be implemented in 2020.

We value your input to ensure the services meet your needs and want to hear your views as a Warwickshire resident, a key partner or a stakeholder.

#### **About Fitter Futures**

The countywide Fitter Futures Warwickshire services are coordinated by **Nuneaton and Bedworth Leisure Trust** <<http://www.nbleisuretrust.org.uk/>> . The aim of the services are to support the population of Warwickshire to improve their health through maintaining a healthy weight, eating healthily, become physically more active and having a healthier lifestyle.

The services offer families, children, young people and adults a choice of evidence based opportunities which provide weight management and/or physical activity support. To cater for all age ranges, the Fitter Futures services are as follows:

- Family Weight Management Service (Change Makers) is a free 9 week healthy eating, healthy lifestyles and physical activity programme for families who have at least one child aged 4-12 who is overweight.
- Young People and Adult Weight Management on Referral. This service provides a free 12 week programme of weight management support to young people aged 11-15 and adults aged 16+.
- Young People and Adult Physical Activity/Healthy Lifestyles on Referral (previously known as Exercise on Referral). This service provides a 12 week

programme of physical activity/healthy lifestyle support to young people aged 12-16 and adults aged 16+.

For more information visit: <https://fitterfutureswarwickshire.co.uk/>

## Privacy Notice (Please read)

The following privacy notice applies to this survey.

### **Purpose for processing**

All comments, feedback and information we receive will be used to inform how future weight management services are delivered. You will not, in any way, be identifiable in the survey analysis from your responses and any comments will be anonymous. The findings from the consultation will be presented to Warwickshire County Council's Cabinet, for their approval to commence a tender process for these services.

### **Personal information collected and lawful basis**

Questions for the purpose of equalities monitoring are included. You do not have to give us this information. If you do provide it, this data will not be associated with or cross referenced with any other data provided in this survey.

### **Who we may share your information with**

The information/data collected by this survey will be kept strictly confidential and shared only with Warwickshire County Council staff responsible for analysis of the data and those responsible for the commissioning of Fitter Futures Warwickshire.

Survey responses will be analysed using Citizen Space – the software used to manage our consultations. The providers of this software are Delib. Delib's privacy policy explains how Delib will collect, safeguard and process your data on behalf of Warwickshire County Council. This is available at <https://www.delib.net/privacy>

Following the end of this consultation we shall publish the results and this may include quotes of comments which will be anonymous.

Information you provide in any additional correspondence to our surveys and consultations, including personal information, may be disclosed in accordance with the Freedom of Information Act or Environmental Information Regulations. If you want the information that you provide to be treated as confidential, including your contact details, please tell us why, but be aware that, under the legislation we cannot always guarantee confidentiality.

### **How long we will hold your information**

Warwickshire County Council will store the data securely and erase it within four years of the consultation being completed.

If you would like further information, visit our website: [www.warwickshire.gov.uk/privacy](http://www.warwickshire.gov.uk/privacy)

or contact our Customer Service Centre on 01926 410410.

**Please tick this box to agree to the following: (Required)**

**I have read the Privacy Notice and consent to you collecting my responses.**

## Background Information

We would like to ensure we hear from a range of people. To help us understand this please tell us a little about you and your reasons for completing this survey.

**1a** Which one of these options best describes your reason for completing this survey? (Required)

*Please select only one item*

- A Warwickshire resident
- A previous or current customer of Fitter Futures Warwickshire
- A carer/friend or family member who has taken someone to a Fitter Futures Warwickshire service
- A carer/friend or family member who has taken part in a Fitter Futures Warwickshire service
- An organisation who works with Fitter Futures Warwickshire
- An organisation that would like to work more closely with Fitter Futures
- Warwickshire (i.e care home or community / voluntary organisation)
- Other - Please specify



## About your organisation

**2** If you work for/ represent an organisation please tell us which one?

*Please select only one item*

- Clinical Commissioning Group
- Local Authority
- Health Professional
- Leisure Centre Provider
- NHS Trust
- Third sector/voluntary sector Private sector
- Other organisation (Please specify)

### **Please tell us about your role**

*Please select only one item*

- |   |  |
|---|--|
| <input type="radio"/> G.P                   | <input type="radio"/> Pharmacist                 |
| <input type="radio"/> Practice Nurse        | <input type="radio"/> Support Worker             |
| <input type="radio"/> School Nurse          | <input type="radio"/> Social Worker              |
| <input type="radio"/> Health Care Assistant | <input type="radio"/> Health & Wellbeing Adviser |
| <input type="radio"/> Dietician             | <input type="radio"/> Physiotherapist            |

Other role (Please Specify)

Midwife

**3 Please select the Warwickshire district or borough where you are based (if responding on behalf of an organisation)**

*Please select only one item*

- North Warwickshire Borough
- Nuneaton & Bedworth Borough
- Rugby Borough
- Stratford on Avon District
- Warwick District
- Countywide
- Other (Please specify below)
- Prefer not to answer

## Awareness of Fitter Futures

The following questions focus on some of the functions of Fitter Futures Warwickshire.

**4** Before starting this survey, how aware were you of the services offered by Fitter Futures Warwickshire?

*Please select only one item*

- Fully aware of the range of services provided by Fitter Futures Warwickshire
- Knew a little of what Fitter Futures Warwickshire do
- Not heard of Fitter Futures Warwickshire

**5** Please indicate how, if at all, you have used the Fitter Futures Warwickshire service.

*Please select only one item*

- Referred a patient/customer to a Fitter Futures service
- Signposted a patient/customer to the Fitter Futures service
- Not used the Fitter Futures Service
- Other please specify

If you have not used the Fitter Future service ...

**5b** For what reason/s have you not used the Fitter Futures Warwickshire service? (Please select all options that apply).

- Heard of Fitter Futures Warwickshire but don't know what they do
- Not needed to refer a patient/customer to a Fitter Futures Service
- I/the patient/customer was not interested in the Fitter Future Service
- Other - Please specify

**6** When referring would you prefer to have one website and phone number to access all Fitter Futures Warwickshire services?

*Please select only one item*

- Yes
- No
- No preference



7 If you wanted to refer a customer to a Fitter Futures service, which service would this be? (Please select all options that apply).

- Physical Activity/Healthy Lifestyles on referral service (12 weeks of bespoke gym based exercise programme)
- Adult Weight Management on referral service (i.e Slimming World and Weight Watchers)
- Family healthy lifestyle programme for families with overweight child/children aged 4-12
- Age 55 and over specialist strength and balance exercise opportunities to help people at a higher risk of having a first fall
- Group seated exercise classes
- Exercise opportunities in your community (Pilates, Yoga, Tai Chi, Bums 'n Tums, Bowling etc.)
- Walking groups/opportunities

Please list other possible activities you would refer a customer to for weight management support

**8** If you are a provider of a home care, residential care or care home, would you like to provide any of the following for your customers/residents? (Please select all options that apply).

- Not Relevant
- Group Seated Exercise Classes
- Recognised activities which support people to prevent them from having a fall  
i.e. Physical activity instruction with an instructor trained to deliver strength and balance exercises
- One to one physical activity instruction
- One to one seated exercise instruction
- Other (Please specify)

**9** If it was possible, would you refer a patient/customer to use a Fitter Futures Warwickshire service in the following venues? (Please select all options that apply).

- A gym in a leisure centre
- Other activities in a leisure facility (i.e sports hall or swimming pool)
- A gym in a hotel
- A community centre (e.g. village hall)
- A Walking for Health group in your community
- An outdoor green gym (i.e gym equipment in the park)
- A fire station gym Physical activity sessions in a workplace (e.g. a yoga class during a lunch break)
- A personal instructor in your home
- A residential care home
- Other (Please specify)

**10** How much would you be prepared to pay per month for a 12 week weight management or physical activity service?

*Please select only one item*

- Would not pay anything
- Less than £5
- £6-£10
- £11- £20
- £21-£30
- More than £30

**Other comments** - Please use the box below to provide any other comments about Fitter Futures Warwickshire services.

Please tick if your comments above are based on you having previously used Fitter Futures service

## Interested in working with Fitter Futures?

If you are an individual or organisation who is interested in working more closely with the Fitter Futures Service we would really like to hear from you.

**Please contact us on [phadmin@warwickshire.gov.uk](mailto:phadmin@warwickshire.gov.uk)**

## How did you hear about this survey?

*Please select only one item*

- Website
- Email
- Social media - Facebook/Twitter
- Newsletter
- Library
- Face to face promotion
- Word of mouth
- Other - please specify

## Equalities Monitoring

Warwickshire County Council is committed to promoting and achieving equality and fairness for all. The information requested below helps us monitor and understand the profile of our customers, staff and members. It is confidential and anonymous, and it cannot be attributed back to you.

Under the Public Sector Equality Duty section of the Equality Act 2010, we have a legal duty to understand the communities we serve, our customer profile and the profile of our staff and members. This Duty can only be met by effective monitoring of the protected characteristics as identified in the Equality Act 2010.

**If you are responding on behalf of an organisation you may not feel these questions are relevant. However, we would like to ensure we have fair access to the consultation for all.**

**1 What is your gender identity? Please tick box.** *Please select only one item*

- Male (including trans man)
- Female (including trans woman)
- Other including non-binary
- Prefer not to answer

**2 How old are you? Please tick box.** *Please select only one item*

- Under 18
- 18 – 29
- 30 – 44
- 45 – 59
- 60 – 74
- 75 +
- Prefer not to answer

**3** Do you have a long standing illness or disability? (physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities)? *Please select only one item*

- Yes
- No
- Prefer not to answer

**4** What is your ethnicity?

*Please select only one item*

- |   |  |
|---|--|
| <input type="radio"/> White – English/ Welsh/ Scottish/<br>Northern Irish / British | <input type="radio"/> Asian or Asian British - Bangladeshi             |
| <input type="radio"/> White - Irish   | <input type="radio"/> Asian or Asian British - Chinese                 |
| <input type="radio"/> White – Gypsy or Irish Traveller                              | <input type="radio"/> Asian or Asian British - Indian                  |
| <input type="radio"/> White - Any other background please<br>specify                | <input type="radio"/> Asian or Asian British - Any other<br>background |
| <input type="radio"/> Mixed - White and Black Caribbean                             | <input type="radio"/> Black or Black British - African                 |
| <input type="radio"/> Mixed - White and Black African                               | <input type="radio"/> Black or Black British - Caribbean               |
| <input type="radio"/> Mixed - White and Asian                                       | <input type="radio"/> Black or Black British - Any other<br>background |
| <input type="radio"/> Mixed - Any other mixed background                            | <input type="radio"/> Prefer not to answer                             |
| <input type="radio"/> Arabic  |  |
| <input type="radio"/> Asian or Asian British - Pakistani                            |  |
| <input type="radio"/> Any other Ethnic group (Please specify below)                 |  |

## 5 What is your religion?

*Please select only one item*

- Buddhist
- Christian
- Jewish
- Muslim
- Hindu
- Sikh
- None
- Other (Please specify below)

- Prefer not to answer

## 6 Do you consider yourself to be...

*Please select only one item*

- Heterosexual or straight
- Gay or lesbian
- Bisexual
- Other
- Prefer not to say



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## Appendix C

### Fitter Futures Warwickshire Consultation

#### Overview

Warwickshire County Council (WCC) Public Health currently commission Fitter Futures Warwickshire. This consultation provides an opportunity to share your views and experiences about the Fitter Futures Warwickshire services and comment on possible future provision. The findings will be used to shape the new services which will be implemented in 2020.

We value your input to ensure the services meet your needs and want to hear your views as a Warwickshire resident, a key partner or a stakeholder.

#### **About Fitter Futures**

The countywide Fitter Futures Warwickshire services are coordinated by **Nuneaton and Bedworth Leisure Trust** <<http://www.nbleisuretrust.org.uk/>> . The aim of the services are to support the population of Warwickshire to improve their health through maintaining a healthy weight, eating healthily, become physically more active and having a healthier lifestyle.

The services offer families, children, young people and adults a choice of evidence based opportunities which provide weight management and/or physical activity support. To cater for all age ranges, the Fitter Futures services are as follows:

- Family Weight Management Service (Change Makers) is a free 9 week healthy eating, healthy lifestyles and physical activity programme for families who have at least one child aged 4-12 who is overweight.
- Young People and Adult Weight Management on Referral. This service provides a free 12 week programme of weight management support to young people aged 11-15 and adults aged 16+.
- Young People and Adult Physical Activity/Healthy Lifestyles on Referral (previously known as Exercise on Referral). This service provides a 12 week

programme of physical activity/healthy lifestyle support to young people aged 12-16 and adults aged 16+.

For more information visit: <https://fitterfutureswarwickshire.co.uk/>

## Privacy Notice (Please read)

The following privacy notice applies to this survey.

### **Purpose for processing**

All comments, feedback and information we receive will be used to inform how future weight management services are delivered. You will not, in any way, be identifiable in the survey analysis from your responses and any comments will be anonymous. The findings from the consultation will be presented to Warwickshire County Council's Cabinet, for their approval to commence a tender process for these services.

### **Personal information collected and lawful basis**

Questions for the purpose of equalities monitoring are included. You do not have to give us this information. If you do provide it, this data will not be associated with or cross referenced with any other data provided in this survey.

### **Who we may share your information with**

The information/data collected by this survey will be kept strictly confidential and shared only with Warwickshire County Council staff responsible for analysis of the data and those responsible for the commissioning of Fitter Futures Warwickshire.

Survey responses will be analysed using Citizen Space – the software used to manage our consultations. The providers of this software are Delib. Delib's privacy policy explains how Delib will collect, safeguard and process your data on behalf of Warwickshire County Council. This is available at <https://www.delib.net/privacy>

Following the end of this consultation we shall publish the results and this may include quotes of comments which will be anonymous.

Information you provide in any additional correspondence to our surveys and consultations, including personal information, may be disclosed in accordance with the Freedom of Information Act or Environmental Information Regulations. If you want the information that you provide to be treated as confidential, including your contact details, please tell us why, but be aware that, under the legislation we cannot always guarantee confidentiality.

### **How long we will hold your information**

Warwickshire County Council will store the data securely and erase it within four years of the consultation being completed.

If you would like further information, visit our website: [www.warwickshire.gov.uk/privacy](http://www.warwickshire.gov.uk/privacy)

or contact our Customer Service Centre on 01926 410410.

**Please tick this box to agree to the following: (Required)**

**I have read the Privacy Notice and consent to you collecting my responses.**

## Background Information

We would like to ensure we hear from a range of people. To help us understand this please tell us a little about you and your reasons for completing this survey.

**1a** Which one of these options best describes your reason for completing this survey? (Required)

*Please select only one item*

- A Warwickshire resident
- A previous or current customer of Fitter Futures Warwickshire
- A carer/friend or family member who has taken someone to a Fitter Futures Warwickshire service
- A carer/friend or family member who has taken part in a Fitter Futures Warwickshire service
- An organisation who works with Fitter Futures Warwickshire
- An organisation that would like to work more closely with Fitter Futures
- Warwickshire (i.e care home or community / voluntary organisation)
- Other - Please specify

## Background Information - Location

**1b** Please select the district or borough in Warwickshire where you live.

*Please select only one item*

- North Warwickshire Borough
- Nuneaton and Bedworth Borough
- Rugby Borough
- Stratford-on-Avon District
- Warwick District
- I don't live in Warwickshire
- Prefer not to say

## Awareness of Fitter Futures

The following questions focus on some of the functions of Fitter Futures Warwickshire.

**2** Before starting this survey, how aware were you of the services offered by Fitter Futures Warwickshire? (Please select only one item)

- Fully aware of the range of services provided by Fitter Futures Warwickshire
- Knew a little of what Fitter Futures Warwickshire do
- Not heard of Fitter Futures Warwickshire

**3** Please indicate how, if at all, you have used the Fitter Futures Warwickshire service. (Please select only one item)

- Referred to a Fitter Futures service by a Health Professional or Pharmacist
- Self referred to the Family Weight Management Service (Change Makers)
- Taken part in activities in the community found via the Fitter Future website  
(E.g leisure centre, healthy walks or community class )
- Not used the Fitter Futures Service
- Other please specify

If you have not used the Fitter Futures service ...

**3b** For what reason/s have you not used the Fitter Futures Warwickshire service? (Please select all options that apply).

- Not needed to use a Fitter Futures Service
- Heard of Fitter Futures Warwickshire but don't know what they do
- I was not interested in the Fitter Future Service
- Other - Please specify

Your views on Fitter Futures

**4** Would you prefer to have one website and phone number to access all Fitter Futures Warwickshire services? (Please select only one item)

- Yes
- No
- No preference

**5** If you wanted to use a Fitter Futures service, which service would this be? (Please select all options that apply).

- Physical Activity/Healthy Lifestyles on referral service (12 weeks of bespoke gym based exercise programme)
- Adult Weight Management on referral service (i.e Slimming World and Weight Watchers)
- Family healthy lifestyle programme for families with overweight child/children aged 4-12
- Age 55 and over specialist strength and balance exercise opportunities to help people at a higher risk of having a first fall
- Group seated exercise classes
- Exercise opportunities in your community (Pilates, Yoga, Tai Chi, Bums 'n Tums, Bowling etc.)
- Walking groups/opportunities
- Other - please list what else you would like to attend if you could

**6** How would you like the above activities to be delivered? (Please select all options that apply).

- In a group environment
- On a one to one basis (just you and an instructor)
- Using direct online support (i.e. direct communication with a healthy lifestyle advisor)
- Using direct telephone support
- Using mobile phone text support
- Using online self help tools (websites you can use to monitor your progress)
- Using mobile Smartphone Apps.
- Other - please specify



7 Customers currently have to be referred by a Health Professional for Physical Activity/Healthy Lifestyles and Adult Weight Management. Would you be happy to be referred by any of the people below? (Please select all options that apply).

- GP
- Mental Health Professional
- Other Health Professional (i.e. Practice Nurse, Dietician, Physiotherapist, Occupational Therapists, any other)
- Social care worker (i.e Family Support Worker, Care Worker and Specialist Worker for learning disability)
- Pharmacist
- Teacher
- Early Years Worker (i.e preschool, nurseries and children centres)
- Occupational Health
- Workplace manager
- Other please specify

**8** If it was possible, would you use a Fitter Futures Warwickshire service in the following venues? (Please select all options that apply).

- A gym in a leisure centre
- Other activities in a leisure facility (i.e sports hall or swimming pool)
- A gym in a hotel
- A community centre (e.g. village hall)
- A Walking for Health group in your community
- An outdoor green gym (i.e gym equipment in the park)
- A fire station gym
- Physical activity sessions in a workplace (e.g. a yoga class during a lunch break)
- A personal instructor in your home
- A residential care home
- Other - please specify

## Your views ctd...

**9** How much would you be prepared to pay per month for a 12 week weight management or physical activity service? (Please select only one item)

- Would not pay anything
- Less than £5
- £6-£10
- £11- £20
- £21-£30
- More than £30

**10** If you were to use a Fitter Future service, what time of day would be most convenient? (Please select all options that apply).

- Morning
- Afternoon
- Evening

**11** If it was possible would you like to see a social element as an addition to the Fitter Futures services (i.e. informal meet ups, online chat forums, discussion with other customers)? (Please select only one item)

Yes

No

If yes what social elements would you like to see? (Please select all options that apply).

Informal meet ups

Online chat forums

Discussions with other customers

Other - please specify below

Other social element

**12** Would you want to hear about other services which can support you whilst attending a Fitter Futures service? (E.g. Debt counselling, Citizen's Advice services, stop smoking services, drugs and alcohol services, mental health services, housing services etc.) (Please select only one item)

Yes

No

### Other comments

Please use the box below to provide any other comments about Fitter Futures Warwickshire services.

Please tick if your comments above are based on you having previously used a Fitter Futures service

How did you hear about this survey? (Please select only one item)

- Website
- Email
- Social media - Facebook/Twitter
- Newsletter
- Library
- Face to face promotion
- Word of mouth
- Other - please specify

## Equalities Monitoring

Warwickshire County Council is committed to promoting and achieving equality and fairness for all. The information requested below helps us monitor and understand the profile of our customers, staff and members. It is confidential and anonymous, and it cannot be attributed back to you.

Under the Public Sector Equality Duty section of the Equality Act 2010, we have a legal duty to understand the communities we serve, our customer profile and the profile of our staff and members. This Duty can only be met by effective monitoring of the protected characteristics as identified in the Equality Act 2010.

If you are responding on behalf of an organisation you may not feel these questions are relevant. However, we would like to ensure we have fair access to the consultation for all.

**1 What is your gender identity? Please tick box.** *Please select only one item*

- Male (including trans man)
- Female (including trans woman)
- Other including non-binary
- Prefer not to answer

**2 How old are you? Please tick box.** *Please select only one item*

- Under 18
- 18 – 29
- 30 – 44
- 45 – 59
- 60 – 74
- 75 +
- Prefer not to answer

**3** Do you have a long standing illness or disability? (physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities)? *Please select only one item*

- Yes
- No
- Prefer not to answer

**4** What is your ethnicity? *Please select only one item*

- |  |   |
|--|---|
| <input type="radio"/> White – English/ Welsh/ Scottish/ Northern Irish / British | <input type="radio"/> Asian or Asian British - Bangladeshi          |
| <input type="radio"/> White - Irish  | <input type="radio"/> Asian or Asian British - Chinese              |
| <input type="radio"/> White – Gypsy or Irish Traveller                           | <input type="radio"/> Asian or Asian British - Indian               |
| <input type="radio"/> White - Any other background please specify                | <input type="radio"/> Asian or Asian British - Any other background |
| <input type="radio"/> Mixed - White and Black Caribbean                          | <input type="radio"/> Black or Black British - African              |
| <input type="radio"/> Mixed - White and Black African                            | <input type="radio"/> Black or Black British - Caribbean            |
| <input type="radio"/> Mixed - White and Asian                                    | <input type="radio"/> Black or Black British - Any other background |
| <input type="radio"/> Mixed - Any other mixed background                         | <input type="radio"/> Prefer not to answer                          |
| <input type="radio"/> Arabic   |   |
| <input type="radio"/> Asian or Asian British - Pakistani                         |   |
| <input type="radio"/> Any other Ethnic group (Please specify below)              |   |



## 5 What is your religion?

*Please select only one item*

- Buddhist
- Christian
- Jewish
- Muslim
- Hindu
- Sikh
- None
- Other (Please specify below)

- Prefer not to answer

## 6 Do you consider yourself to be...

*Please select only one item*

- Heterosexual or straight
- Gay or lesbian
- Bisexual
- Other
- Prefer not to say

## APPENDIX D

**Dear Colleagues,**

**The consultation log is a record of meetings in which the Fitter Futures Warwickshire consultation is discussed.**

**The purpose is to evidence that we are consulting as widely as possible.**

**The aim of all such meetings is to encourage partners and stakeholders to complete the online questionnaire - details of this will be sent out in due course.**

**Please DO NOT think you need to write comprehensive notes in the consultation log about the content of your meeting.**

**Any notes should be as brief as possible.**

DATE	WCC OFFICER	MEETING WITH ?	MEETING LOCATION	NOTES
16th May	Georgia Barrett	Carers Trust Heart of England Rugby Branch	Lawford Road, Rugby	Promoted Fitter Futures, Health Checks, 5 ways to well being. Highlighted that there will be a consultation in the near future and that they were key individuals/partners. All happy to complete the survey - Amanda Cogley to pass information
30th May	Lucy Rumble	Ask Warks Subscribers	-	Sent to all to all the subscribers to consultation alerts on Ask Warwickshire. There are 432 in total.
7th June	Georgia Barrett	Dom Care Forum	Shire Hall	Dom Care Providers and Social Care Commissioners. Highlighted happy to have meetings with providers to discuss the consultation further. General view - all very keen and think great idea for PA services to approach care homes. Consultation link sent to all Care Home Providers.
11th June	Georgia	Carers Week	Rugby Borough Council	Reinforced consultation to Change Makers and Community Development Team. Provided them with paper copies of the survey.
13th June	Fran/Georgia	Carers Week	Rugby Borough Council	Reinforced consultation to Change Makers and Community Development Team. Provided them with paper copies of the survey.
15th June	Georgia	Joint Carers Conference	Coventry	Paper copies of questionnaire provided to Mind, Alzheimer's Society, Parkinson's Society and Age UK.
28th June	Georgia/Catherine	CGL Event	Warwick Racecourse	Substance Abuse charity completed a questionnaire. Raised awareness with Compass and DWP.
29th June	Georgia	Strategic Commissioning Day	Kenilworth	8 paper surveys completed on the day, this included Residential Learning Disability Home and Springfield Mind. Very successful day as best opportunity to liaise with care homes.
5th July	Georgia/Catherine	CGL Event	CHESS Centre	2 individuals completed the online survey after raising awareness. They were both from the probation service.



Final

Appendix E

# Marketing and Communications Plan

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<b>Project title</b>	Fitter Futures Warwickshire
<b>Key PH contact</b>	Georgia Barrett
<b>Lead Communications Officer</b>	Emily Dixon
<b>Date</b>	29th May to 6th July 2018

## Background

Consultation on the Fitter Futures Warwickshire service which incorporates:

- Single Point of Access
- Adult Weight Management on Referral
- Physical Activity/Healthy Lifestyles on Referral
- Family Weight Management

## Aim

To gain an understanding from Warwickshire residents, customers, partners and key stakeholders about the current Fitter Futures Warwickshire services and what the services should look like in the future.

The feedback from the consultation will be used to inform the development and redesign of the Fitter Future Service offer during 2019. In addition, findings from the Fitter Future Service Review that has been undertaken will also be considered alongside the consultation.

## Websites

Surveys will be hosted here - <https://ask.warwickshire.gov.uk/>

## **Key Audiences**

- WCC residents including those from protected priority groups
- Public Mental Health & Wellbeing Services
- Care Homes (Residential & Nursing for adults)
- CCGs
- Charitable Organisations
- Children and Young People
- Children Centres
- Clinic Health Centre
- Dentists
- Dietetics
- GPs
- Healthwatch Warwickshire
- Hospital Trusts - Comms Lead
- Libraries
- Local Authorities - Housing, Community Development, Comms Leads and Sport & Recreation Departments
- Midwifery services
- Nurseries - Private and State
- Pharmacies
- Public Health Warwickshire
- Schools
- Smoking in Pregnancy services
- Voluntary Sector
- Well being Hubs
- Service Users who have registered interest or have taken part in a service already.
- Current Providers of Fitter Futures
- Social Care & Support operational teams

## **Consultation methods**

- Online survey
  - Email out to all key audiences
  - Posters to promote - the survey
- Letters promoting survey- Nurseries/Health Clinics/Dentists
  - All other partner organisations to request paper copies
  - Letter promoting the online survey
- Face to face public engagement
  - Carers Forum - 16th May (promotion of upcoming consultation)
  - Carers Trust Week Roadshow - 11th to 17th June 2018

- Frailty Pathway - 6th June
- Dom Care Forum - 7th June
- Joint Carers Conference - 15th June
- Food for Health Meeting - 21st June
- Strategic Commissioning Day - 29th June
- Grapevine focus groups
- Making Space - focus groups
- Telephone - consultation helpline (ph admin) and email address  
[phadmin@warwickshire.gov.uk](mailto:phadmin@warwickshire.gov.uk)

## Channels - external

Channel	Detail	Owner
Ask Warwickshire website	<a href="https://ask.warwickshire.gov.uk/">https://ask.warwickshire.gov.uk/</a>	Lucy Rumble
Email advert	<ul style="list-style-type: none"> <li>● Care Homes (Residential &amp; Nursing for adults)</li> <li>● CCGs</li> <li>● Charitable Organisations</li> <li>● Children and Young People</li> <li>● Children Centres</li> <li>● Dietetics</li> <li>● GPs</li> <li>● Healthwatch Warwickshire</li> <li>● Libraries</li> <li>● Local Authorities - Housing, Community Development, Comms Leads and Sport &amp; Recreation Departments</li> <li>● Midwifery services</li> <li>● Nurseries - Private and State</li> <li>● Pharmacies</li> <li>● Schools</li> <li>● Smoking in Pregnancy services</li> <li>● Voluntary Sector</li> <li>● Well being Hubs</li> <li>● Social Care &amp; Support operational teams</li> </ul>	Emily Dixon

Additional Emails	<ul style="list-style-type: none"> <li>• Dementia Workstream and Board</li> <li>• GP's PLT and LMC</li> </ul>	Claire Taylor  Rachel Robinson and Emily VDF
Social Media	Twitter, Facebook, Instagram	Emily Dixon
Face to face	Public engagement	Georgia Barrett and Fran Poole
Newsletters	SWCCG newsletter  WCAVA grapevine  PH Matters  Healthwatch newsletter  Head's up (schools)	Emily Dixon
Additional Newsletters	Social Care Provider	Lynn Bassett
Press notice	Local media	Emily Dixon
Ask Warwickshire	Subscribers to the website - 432	Lucy Rumble
Hospitals	CCG comms leads, SWFT hospital magazine, email	Emily Dixon
Current and Previous Service Users	Email	Georgia Barrett/Service Providers
Pharmacists	Message via Pharmoutcomes	Fran Poole
Postal Advert (letter and poster)	Health Clinics  Dentists  Nurseries (where email is not provided)	PH Admin

	Current Fitter Future Providers	
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## Channels - Internal

- Intranet homepage - reserve headline slot for x
- Working 4 Warwickshire: quarterly newsletter to all staff
- MD briefing
- Re:member – newsletter to councillors
- YourWarwickshire - newsletter to MP's
- Group briefings - Resources, Communities and Fire & Rescue, People Group
- Internal events
- Public Health Matters

## Collateral

- Posters
- Printed surveys

## Key messages

- A consultation opens today (29 May) which provides you with an opportunity to share your views and experiences of the Fitter Futures Warwickshire service.
- In consulting on Fitter Futures Warwickshire it is our priority to ensure targeted support for those with the greatest need. The views of Warwickshire residents is central to the redesign of services which will ensure appropriate needs based support is available.
- The opinions of service users are essential to help us make the right decisions and I invite anyone with an interest in these services to take part in this consultation.
- You can respond to the consultation online at Ask Warwickshire, [warwickshire.gov.uk/ask](http://warwickshire.gov.uk/ask).

## Action Plan

Activity	Action	Owner	Deadline	Progress
Engagement events	Create and confirm schedule of events	GB	25th May	Waiting for dates from Amanda



				Cogley (carers week)
Create surveys	First draft	GB	23rd April	
Design brief for artwork	For posters	ED	11th May	Waiting for final copy
Survey sense check	To share with key partners	GB	2nd May	
Final survey draft and check	Send to Zoe Mayhew for confirmation	GB	21st May	
Survey design	Comms will upload approved copy to template and send to print	ED		
Posters	Send to printers	ED	22nd May	
Ask Warwickshire	Upload surveys to webpage	LR	25th May	
Press notice	Create a press notice starting 29th May	ED	25th May	
Social media	Create schedule	ED	25th May	
Create partner distribution list	Create list	GB	Complete	
Create email to promote survey	ED to create email to gov delivery and send to phadmin/georgia	ED	23rd May	
Create letter to promote survey	ED to create letter and send to phadmin/georgia	ED	23rd May	Sent to ED 17th May
Forward gov delivery email to all partners on the distribution lists	Phadmin to send the email promoting the survey out to all the partners on the distribution list	Admin	29th May	
Send out email to promote survey via all other channels	ED to send out to via other channels see internal/external list	ED	29th May	
Send letter and posters to poster distribution	1 poster and letter to dentist - 88 1 poster and letter to children centres Send to each providers - posters and letter	GB/Admin	1st June	
Create reminder email	ED to create email to gov delivery and send to phadmin/georgia	GB/ED/Ph admin	11th June	

Reminder	All channels (excluding press)	GB, ED and FP	19th June	
Final reminder	All channels (excluding press)	GB and ED	2nd July	

## Costs

### Marketing Communications Support

Design branding - £150 - poster

Marketing communications time - 10 days plus core support

### Printed promotional items

#### Posters

500 - £89

1000 - £135

2000 - £202

5000 - £273

Printed survey - 500, 1000 (8 page and 12 page)

Mono - £500 (approx)

Colour - £1100 (approx)

Postage (for sending out posters, postcards, paper surveys)15

### Cost code details

Item	Forecast cost	Quantity	Cost Centre Code	Total cost
Survey in Colour				
Poster design by Melissa				
Poster print				
Email address				
Postage				
Prepaid envelopes				

<b>Total</b>				
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## Monitoring and evaluation

- E-learning page analytics
- E-learning completions
- Facebook analytics
- Twitter analytics
- Google analytics
- Feedback from staff

## Distribution List

<b>Contact</b>	<b>Progress</b>
Countywide press	
District and boroughs	
Parish councils	
Warwickshire MP's	
Members - county councillors	
Third sector contacts	
Stakeholders list	
Dentists (postal)	
Re:member	
Group briefings - F&R, Communities, Resources, People	
Fitter Futures contacts	
Healthwatch newsletter	
CAVA - Grapevine	
Schools	

**Coverage - evidence of press release and facebook posts**

## Appendix F Health Professional and General Public Consultation Feedback

I've heard great things about these services
When referring patients for physical activity intervention, many turn down the offer when they see how much it costs to attend the gym option. Many people do not like the thought of going to the gym. Free activity options would help a lot of these people - more walking groups and other exercises in leisure centres such as beginners sessions for swimming, bowling, badminton, table tennis, Tai Chi etc. As wide a range as possible,
Walking groups
I have repeatedly been criticised by GPs for excess weight, despite it being medical in cause (underactive thyroid) and advised to lose weight without any offer of assistance. This is despite working in GP surgeries and being fully aware of Fitter Futures. I was finally referred by another healthcare professional when I had
It would be great if the referral to Fitter Futures could be to a wide range of activities engaging a range of community providers.
CSW Sport would be keen to work with Fitter Futures to better understand exactly what people want in terms of the types of activity, how they can access it, how it's provided (ie crash course/daily/weekly) who makes the referrals (ie someone they trust) and the range of activities people want included in the scheme
The workforce requirements need to be considered. We know that people engage when the deliverer is 'someone like themselves' and the referral is made by a trusted individual.
The service does not take into account those who need specific dietary advice in a one to one capacity
It would be good if Fitter Futures were to link with the new Children's and Family Centres in Warwickshire.
There is a real lack in the fitter futures service for children who are overweight but do not have a BMI of 30 or more and are over 12 years old. I would like to see this gap get the support needed before those children
I feel that as a School Nurse I should be able to refer children over 12 years who are overweight but do not have a BMI of over 30. Particularly as the paediatric dietitians will not accept an overweight child referral unless there are existing diagnosed comorbidities, such as diabetes. I feel that this intervention is too little too late, and surely prevention before this stage is preferable.
Just that I know the programme they deliver in school to our children and families is excellent and these families get a lot out of them, with positive results. As a team we need this service to refer our families onto,
Groups are not appropriate for everyone. More 1:1 support is required. Needs to be more consistency re who gets accepted. Pathway for those who don't meet referral criteria needs to be clearer i.e. where should those with BMI that is higher than acceptance criteria be referred to?
I think fitter futures is a brilliant service, tailored to children and families who are committed to becoming healthy.
More focus on frailty
I do not think that families would pay for family weight management services, we have to use lots of persuasion to encourage families to attend sessions. If there was a cost I do not think that families would
Nordic Walking Dance classes Exercises classes for people with Parkinson's Swimming/exercise in water sessions or 1:1s
I work with children and we can not see obesity referrals. I note that the children in special schools can struggle to access mainstream services - could something be encouraged in lunch times or after school to
Please look at the falls service as there are a lot of people needing it.

We used to be able to refer patients with breathing problems (mild, moderate and severe). I work in pulmonary rehab so need something I can refer people on to once they have completed the classes. Unfortunately the past few patients we have referred we have had them sent back saying that due to trained

Think there needs to be separate work out area in parks away from children areas and teenage hangouts. With organised fitness coach days in summer holidays for free for teenagers. With teenage walking groups showing walking routes around north Warwickshire advertised in schools and on social media such as Facebook spotted / or probably from sites.

Also fitter future sports activities in school holidays times when it is so easy for parents to pacify children with sweets/ ice-cream.

A main concern for myself is there is a strong focus on the end product of a situation but often there are emotional sides to some people overeating as a comfort and is often the cause. I think the walking groups would be useful place for young people to talk about how they feel and use going for a walk as comfort

Always being a size 10 person, I put on 4 stone while I was pregnant. Even after my baby was born, I was really struggling to get rid of the weight. I was officially obese and struggled to move around, go up and downstairs and just to have the energy to look after my family, the house and myself (not to mention a full time job when maternity leave finished). I already had back problems so the extra weight didn't help either. Someone at work told me about an article on the paper about Fitter Futures so I decided to investigate. My health visitor gave me a referral and I quite enjoyed some of the exercise lessons I attended and the gym referral but not having anyone who could look after my little one for me while I was away made it very difficult.

It was when I was told about Slimming World and I got a referral that my life changed. Until then, I'd heard

An excellent service that I have referred people to for gym use and weight management. It is well priced which I think is important as a lot of the people I refer to fitter futures are people on fixed incomes and haven't done gym, slimming world etc due to not having the money so it is very important that the price is kept reasonable.

It would be good if we as clinicians got feedback about our patients. No one contacts us to let us know how

You seem to concentrate on exercise and pay little attention to diet.

I have been working with fitter futures for sometime and referring service users that I work with, they have provided and excellent service and are very accommodating , however the people I work with aren't always motivated to attend some of the activities that I have referred them for e.g. slimming world =some of them

We have worked with fitter futures through CSW sport to develop programmes for our patients. These were very valuable for the patients and the feedback has been excellent. we would like to continue to offer some group activities alongside our walking group to encourage patients to get involved in exercise which has been Family Lifestyle Programme targeting 13 - 19 years. At present there is a gap in provision for this age group and signposting relevant support, or providing directly can be difficult.

Make referrals into the QDJC centre - main port of call. Amazing service - great shame if lost. So many good stories through GP referral scheme. Wouldn't work if Health Advisors couldn't refer. Customer don't / can't

(from question 10) - working 7-1.30 each day. Younger child has flipped night into day and sleeps 6.30 am - 2 pm each day. Her education provision begins when most peoples days are ending. I know she is not alone in this.

My 16 year old daughter was recently referred to Fitter Futures and sent an appointment for 12/52 of SW membership - it was totally inappropriate given that she has sensory difficulties (touch/taste/smell/hearing/texture) and her dietary intake has become severely restricted to these over the last two years. She has actually lost 22kg in 12 months, she has poor stamina, poor muscle tone etc.

She has ASD and PDA which means your services don't reach young people like her. I have done my utmost to be a positive role model but her LD means she cannot see this.

Both my daughters have ASD - both are very unhealthy and the services out there do not reach young people like them which is something I would like to see changing in the future. I completely understand the positive. I am currently a member of a private gym where I swim and attend classes on a regular basis, so personally, I am not likely to require this service. However, if I was unable to continue my membership for any reason, this might change.

When I looked into Fitter Futures as a possible option for one of my carers, who wanted to lose weight, I

Would like to see a cancer rehabilitation service across Warks but also aligned with Coventry. Healthcare professionals do not have time to look at postcode of patients.

Patients should be able to access from the point of diagnosis, prehab - rehab, lots of evidence to support this.

Currently I deliver Change Makers which is for families with children aged 4-12 years.

There is a grey area between 13-17 where teenagers are not supported appropriately within Fitter Futures. They can access Junior Gym or Slimming World, which in my opinion are not wholly appropriate. At Change Makers I promote the ability to lead a healthy lifestyle without having to attend gym, or buy into 'commercial diets'. I feel that having these 2 options for this age range is sending the wrong message.

I would like to see a programme similar to Change Makers being offered within Secondary Schools - focusing on the importance of diet and health, offering opportunities and links with local clubs/activities to encourage teens to remain/become active. It is important we set them on the path of a balanced view of 1) how to look after themselves 2) where to go if they need help. At such an impressionable age there should be a service in place to dispel misconceptions of health.

There are generations of secondary school leavers who do not know how to prepare a meal, or the

I wish we could get patients to self refer and I wish the referral form was simpler, v. clumsy having to get all

We have had some real successes with Fitter Futures and Rugby Hub clients. In particular at Queen's Diamond Jubilee and would like to take this opportunity to praise Phil Hanrahan who shows real compassion and empathy for clients referred from us, which makes their experience all the more enjoyable and therefore successful.

The previous provider for substance misuse in Warwickshire, I believe, were able to refer service users into Fitter Futures. CGL, the new service provider would like to be able to continue this to support our service

I had mental health difficulties which resulted in isolation and negative coping strategies ie sedentary lifestyle and overeating. The leisure centre/gym referral was a lifeline. I got to be with people, do a positive, healthy activity and have a purpose to get out of my flat. However, despite the discount, I couldn't afford to continue it, confining me back to old habits. I have recently been referred to Slimming World through Fitter

Swimming and maybe some help with confidence and assertiveness... and programs specifically tailored to

I was fully satisfied with the service provided to me.

The list of services indicated in this questionnaire seems comprehensive to any perceived needs by me.

Unfortunately not all people referred are suitable for group sessions and would prefer a one to one service based on the individuals needs and co-morbidities.

Slimming World is the only option for adult weight management so no option for people who have tried it before with no success and for people who do not feel comfortable in a group environment.

As a current customer, the only comment I have is to be able to use the gym freely without feeling like you're not allowed to work out! The last few times I've been and I'm sweating and breathing heavy from working out and keeping to the programme set by the fitter futures instructor, I have been told I'm sweating too

Found that staffing levels in gym have been cut dramatically, only part of weeknights for swim for fitness

I injured my tendon in my leg and have difficulty walking. I would like to see a balance and fitness class for

More services/options provided in Kenilworth ie Swim Aerobics, Tai Chi classes

Would it be possible to refer a patient to Fitter Futures for an NHS Health Check if their doctors surgery does

I was referred by my doctor after struggling with weight loss & exercise due to having Chronic Fatigue. The lady was very helpful at first & gave me a gentle program for the gym to try as well as nutritional guidance.

When I was referred on the gym referral scheme my understanding was that mental health was part of the criteria, however on my assessment I was told that it was only for people with BMI of 30 or above. I did still meet the criteria for the BMI but it would be beneficial to clarify this. I have found that physical exercise has had a significantly positive affect on my mental health and it would be a crime to eliminate people just because they were not overweight as well as mentally unwell.

I also wonder if a buddy system would work? I found myself quite lonely and very self conscious for my first few sessions at the gym, but maybe having someone with me also on the scheme or a volunteer from a regular gym user would have helped me settle in sooner.

I have high blood pressure (managed by appropriate medication); reduced cost of membership of my local

I enjoyed and found useful the Fitter Futures programme , but then my work situation changed and I got out

Attended change makers via son's school. Really interesting and informative. Thank you.

I was referred as a result of knee surgery to help with my recovery but now go to a gym on a regular basis to

As money would need to come out of the customers pocket, it would be best if the cost was minimal

Working with disadvantaged groups means financing this may be an issue

Monthly payment would need to be variable depending on person, i.e. some of our clients are on very

The instructor I had was very understanding . I think it would have been good practice if my progress/lack of progress had been monitored by Fitter Futures discover if the exercises were helping . Maybe the gym

I would like to see fitter futures able to see people in their own gyms rather than having to pay the cost of joining another gym. I think this would make it easier for people to access. Also, considering that we work

Guidance using equipment purchased for home use.

It was very helpful, and a shame that ultimately I couldn't continue it due to cost and time availability. \If the cost were lower - say 20 to 30 pounds ish per month and it was available in the evening it would be great. I

## APPENDIX G

### Fitter Futures Warwickshire Consultation Report - July 2018

#### Background

The Fitter Futures Warwickshire (FFW) survey consultation took place between 29th May and 6th July 2018. In total there were 172 responses to the survey. Ninety two percent of the surveys were completed online while the remainder were completed as paper copies. The feedback from the consultation will be used to inform the development and redesign of the Fitter Future Service offer during 2019.

#### Key Messages

- The majority (80%) of respondents said they would like a single point of access for the FFW services.
- The most popular FFW service was the Physical Activity/Healthy Lifestyles service (69%), followed by walking groups/opportunities (55%) and thirdly, exercise opportunities in the community (53%).
- 38% of respondents stated they would like specialist strength and balance exercise opportunities for age 55 and over - this may be to do with the age profile of the respondents.
- The top three options for services being delivered were in a group environment (61%), one to one basis with an exercise instructor (60%) and support via a smartphone app (25%).
- The majority of respondents (90%) would like to be referred to the services via a GP or other health professionals (73%). Nearly half of the respondents said they would like a mental health professional to refer them into FFW.
- Both the general public and health professionals stated a FFW service in a leisure centre, community centre and walking for health as the top 3 venues.
- 30% of respondents would be willing to pay £11-£20 for a service. 21% of the public stated they would not pay anything for a service.
- 35.47% respondents said they would like a social element incorporated into their FFW service whilst 24.42% answered “no they wouldn’t want this”. Most would like this in the form of formal meetups.
- 28.5% of respondents would want information on other healthy lifestyle services whilst attending a FFW service. Whilst 30.2% said they would not want additional information beyond the service.
- Both the general public and health professionals would like additional pathways and services to be incorporated within the community in the



**future model. Clear and simple referral pathways were highlighted as a key factor alongside 1-2-1 and group programme options.**

### **Summary of service redesign proposals as a result of consultation feedback:**

- To continue to have a Single Point of Access with one telephone number, one website and one point of entry for referrers.
- To continue to commission the delivery of FFW services, integrate strength and balance preventing a first fall programmes, develop an evidence based seated exercise offer in communities, including to care and residential homes, enhance walking and community exercise opportunities.
- To deliver the services in group sessions and enhance the offer of one to one delivery options, virtual support, mobile phone text support and digital self-help tools and Smartphone Apps.
- Develop services so that there is an increase in referrals from mental health professionals, social care workers, teachers and early years staff, occupational health and workplace managers as well as from health professionals and minimise the current barriers that prevent this.
- Increase service delivery opportunities using other leisure opportunities, community venues, hotel fitness facilities, outdoor green gyms, fire station gyms, workplaces, in the home and in care and residential settings.
- Work with service providers and leisure centres to set realistic pricing structures and subsidise services rather than offer them free of charge or set too high. Service Specifications to include that Providers use revenue to build service capacity.
- To continue to offer 7/7 days for customers to access services at all times of the day to suit individual need.
- New service delivery models to incorporate opportunities to develop social elements to the services including “buddy” service.
- Continue underpinning services with a Making Every Contact approach.

### **Findings from the consultation**

For the purposes of analysis, respondents have been grouped into two categories;

1. Public - this includes residents/carers/friends/relatives/FFW service users/those representing the public, and
2. Health Professionals - this includes organisations who work with or would like to work more closely with FFW.

Skip logic was incorporated into the survey to create relevant pathways depending on their reason for participating. Some questions were asked to only one category, for example only relevant for public while others were asked to both. The term ‘all

respondents' refers to both categories. If a respondent answered 'Other' to question 1 the respondent was routed to the public focused questions. Where possible the analysis has been adjusted to reflect 'Other' respondents who would better fit into the professional category.

## Overview of respondents

### Gender

Male	Female	Preferred not to say	Not answered
44 (26%)	118 (69%)	7(4%)	3 (2%)

### Age

18-29	30-44	45-59	60-74	75+	Preferred not to say	Not answered
13 (8%)	54 (31%)	63 (37%)	29 (17%)	3 (2%)	7 (4%)	3 (2%)

### Long standing illness or disability

No	Yes	Preferred not to say	Not answered
126 (73%)	27 (16%)	15 (9%)	4 (2%)

## Ethnicity

<b>White – English/ Welsh/ Scottish/ Northern Irish / British</b>	150 (87%)
<b>White - Any other background</b>	3 (2%)
<b>Asian or Asian British - Indian</b>	3 (2%)
<b>Mixed - White and Asian</b>	1 (1%)
<b>Mixed - Any other mixed background</b>	2 (1%)
<b>Prefer not to say</b>	9 (5%)
<b>Not Answered</b>	4 (2%)

## Religion

<b>Christian</b>	78 (45%)
<b>None</b>	63 (37%)
<b>Buddhist</b>	1 (1%)
<b>Hindu</b>	1 (1%)
<b>Jewish</b>	1 (1%)
<b>Other</b>	3 (2%)
<b>Prefer not to say</b>	19 (11%)
<b>Not Answered</b>	6 (3%)

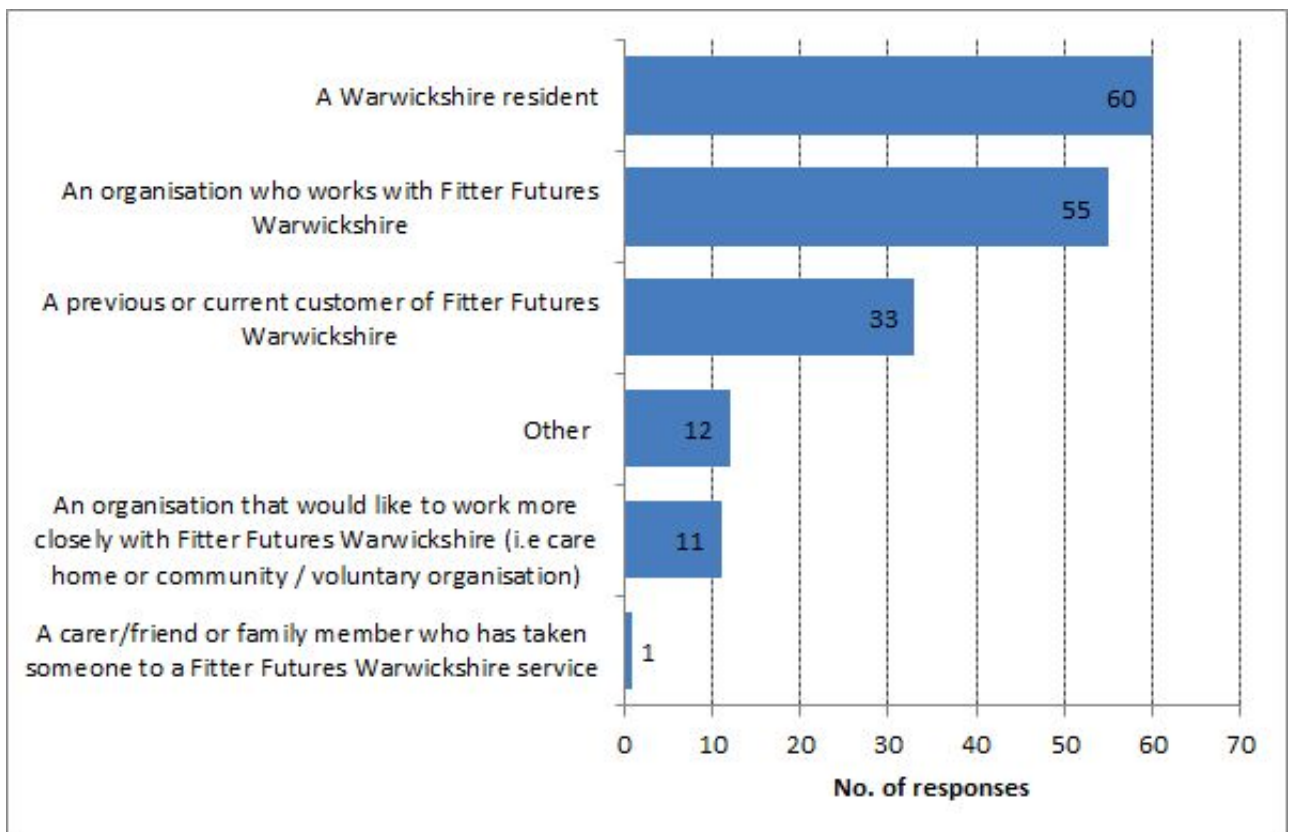
## Sexuality

<b>Heterosexual</b>	<b>Bisexual</b>	<b>Preferred not to say</b>	<b>Not answered</b>
148 (86%)	1 (1%)	19 (11%)	4 (2%)

**Q.1 All Respondents - Which of these options best describes your reason for completing the survey?**

The majority (55%) of respondents were from the public category - Warwickshire residents (35%), previous or current customers (19%) and carers friends (0.6%) (Figure1). Of those answering “other” 3 could be classed as being in the public category - these included a parent just referred to the FFW service and a parish councillor; and 9 could be classed as an organisation/professional - these included a cancer lead, a WCC employee, a Children’s Centre, health professionals who refer to FFW and employees of FFW.

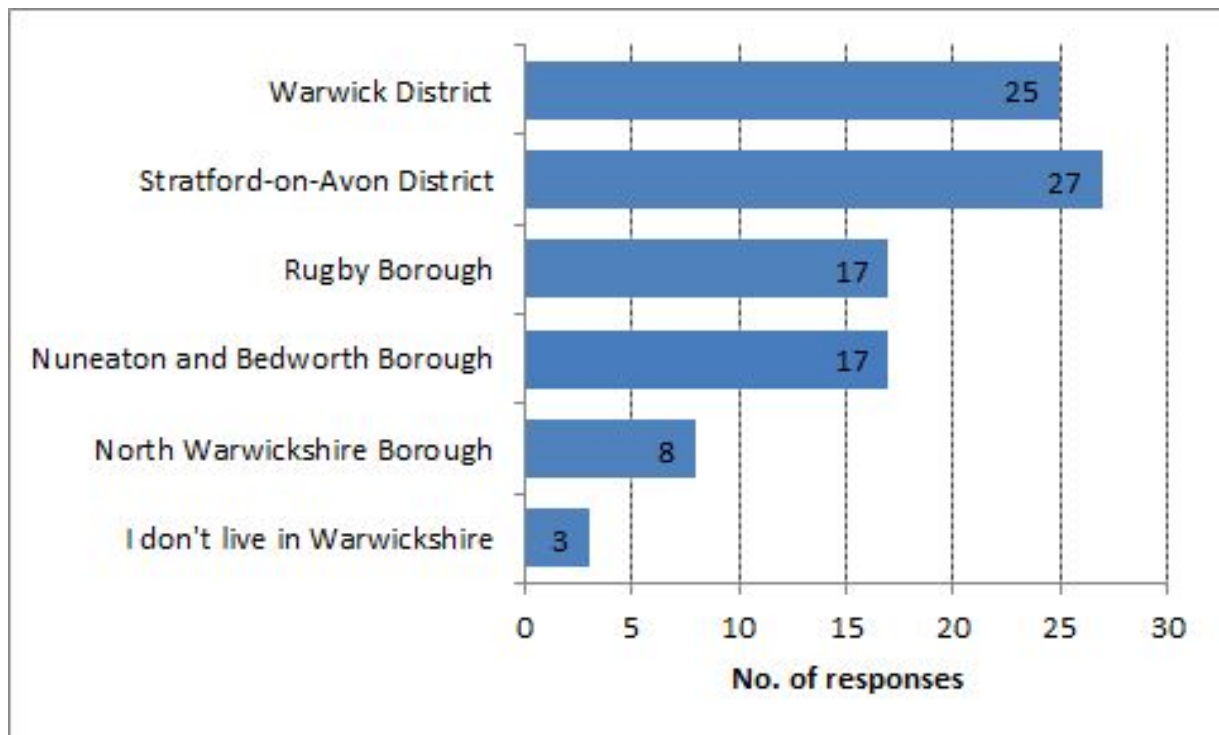
**Figure 1**



**Q.2 Public only - Please select the district or borough in Warwickshire where you live**

The public were asked in which district/borough they lived. Figure 2 indicates the distribution of respondents around the county. Of those responding 28% lived in Stratford-on-Avon, 26% in Warwick, 18% in Rugby, 18% in Nuneaton & Bedworth and 8% in North Warwickshire.

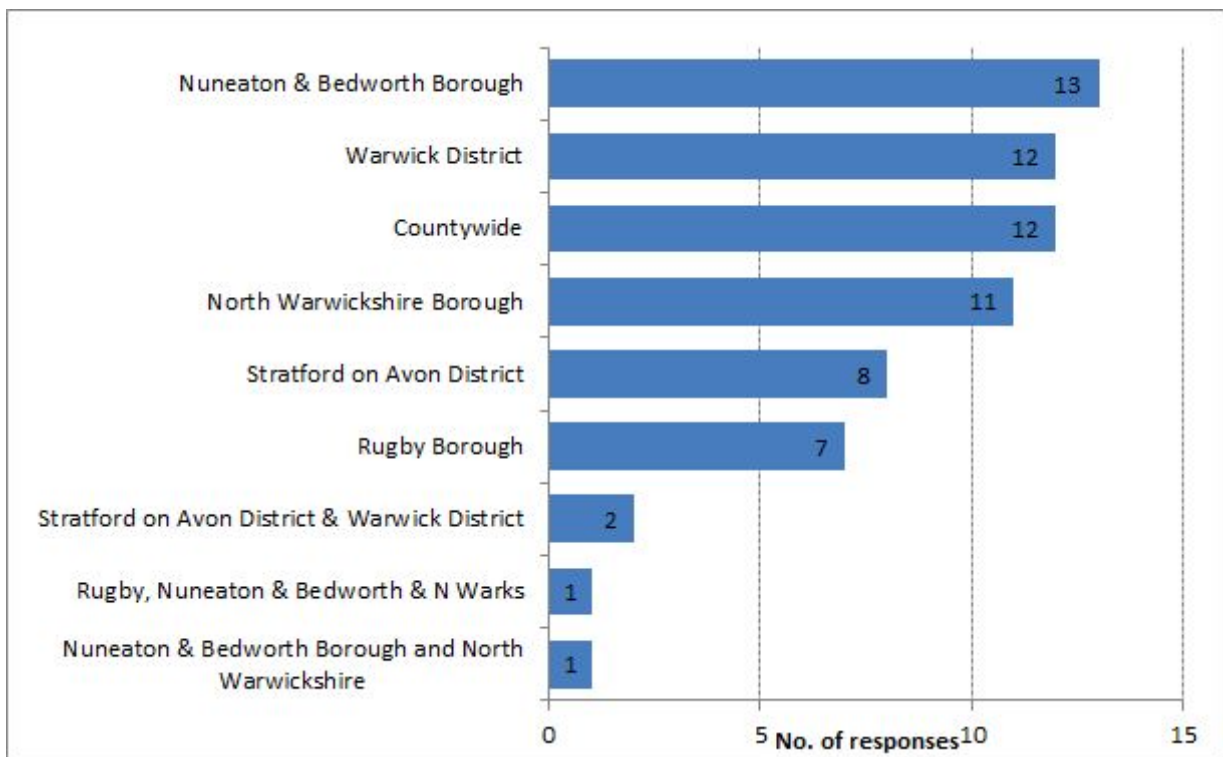
**Figure 2**



**Q.3 Professionals only - Please select the Warwickshire district or borough where you are based (if responding on behalf of an organisation)**

Organisations/professionals were asked in which district/borough they were based. Figure 3 indicates the distribution of respondents around the county. There was a fairly even distribution of respondents across the districts and boroughs in Warwickshire with around 49% being based in the North of the County. 24% were based countywide or in more than one district/borough.

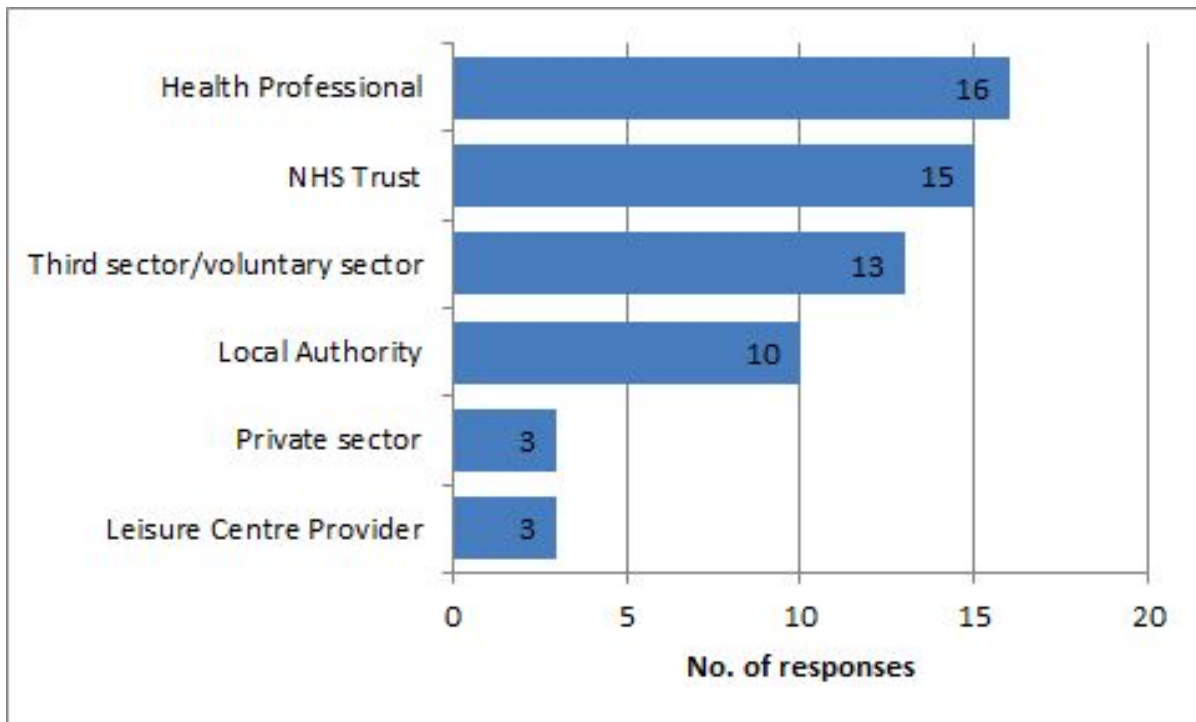
**Figure 3**



**Q.4 Professionals only - If you work for/ represent an organisation please tell us which one?**

Sixty five respondents answered this question (98% response rate). Figure 4 shows that almost half of respondents (48%) said they were either a health professional or worked for an NHS Trust. Those answering other represented the County Sports Partnership (CSW Sport), Heart of England Mencap, a nursery, the Salvation Army Housing Association and Service Provider (Lot 1).

**Figure 4**



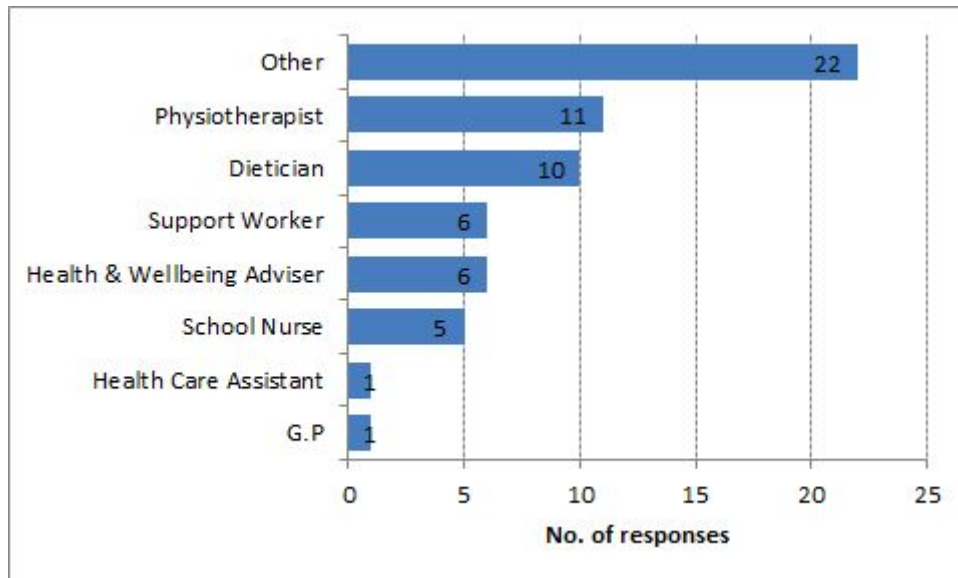
Of the 11 respondents who were an organisation that would like to work more closely with Fitter Futures Warwickshire (Q1):

- 2 were health professionals
- 1 worked in the local authority
- 2 were from the private sector, and
- 3 were from the third/voluntary sector

## Q5. Professionals only - Job Role

Figure 5 shows the job roles of the professionals completing the consultation. There were 62 responses to this question (94% response rate). The most frequent professions responding to the consultation were physiotherapists and dieticians.

**Figure 5**



The roles of those responding other were:

- Active Communities Officer
- Commissioner
- Family Weight Management Co-ordinator
- Dementia Navigator
- Development Officer
- Exercise instructor
- Family Brief Intervention Worker (Warwickshire School Health Team)
- Fitter Futures Manager
- Home Manager
- Local Government Officer
- Manager (x 2)
- Manager at New directions - provider of support to adults with learning difficulties
- Operations Manager - Learning Disability Services
- Practice Manager (General Practice)
- Registered manager
- Service Manager CGL - Substance misuse provider
- Services Manager - with wellbeing practitioner staff
- Team leader



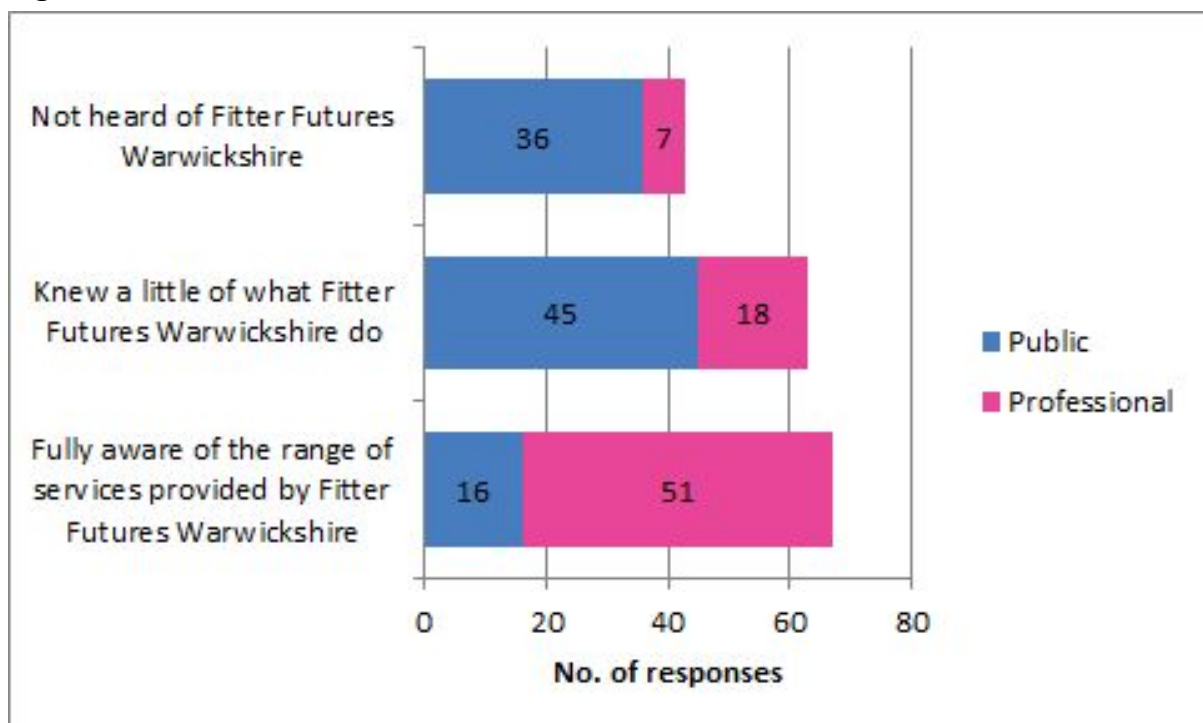
**Q.6 Professionals only - If you are a provider of a home care, residential care or care home, would you like to provide any of the following for your customers/residents?**

Of the 67 professionals partaking in the survey, the question was only relevant for 13 of them. Of these 13, 7 (54%) would be interested in providing group seated exercise classes, 6 (46%) recognised activities which support people to prevent them from having a fall i.e. Physical activity instruction with an instructor trained to deliver strength and balance exercises, 6 (46%) one to one physical activity instruction and 5 (38%) one to one seated exercise instruction.

**Q.7 Before starting this survey, how aware were you of the services offered by Fitter Futures Warwickshire?**

All respondents were asked how aware they were of the services offered by FFW (Figure 6). Professionals were more likely to be fully aware of the range of services provided by FFW than the public, 67% vs 17%. 37% of public respondents hadn't heard of FFW compared to 9% of professionals responding.

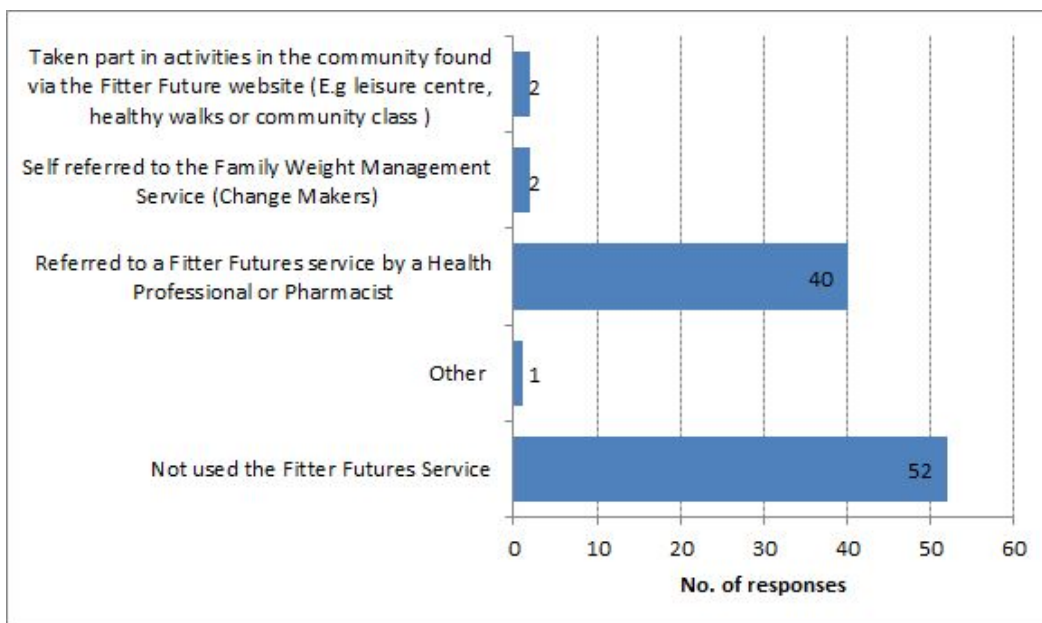
**Figure 6**



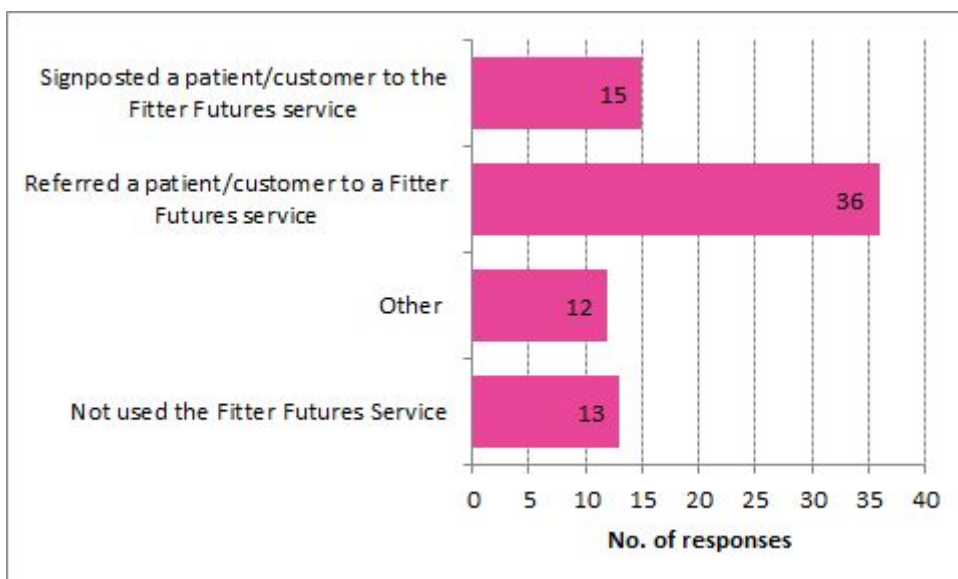
**Q.8 Please indicate how, if at all, you have used the Fitter Futures Warwickshire service.**

Of the public respondents, 54% had not previously used the FFW service and 41% had been referred to the service (Figure 7). Of the professionals responding, 17% had not used the service, 47% had referred someone to the service and 20% had signposted someone to the service (Figure 8). 16% of professionals responded other - these were most commonly respondents involved in delivery of a FFW programme (n=5) or those involved in coordination/management of FFW (n=3).

**Figure 7**



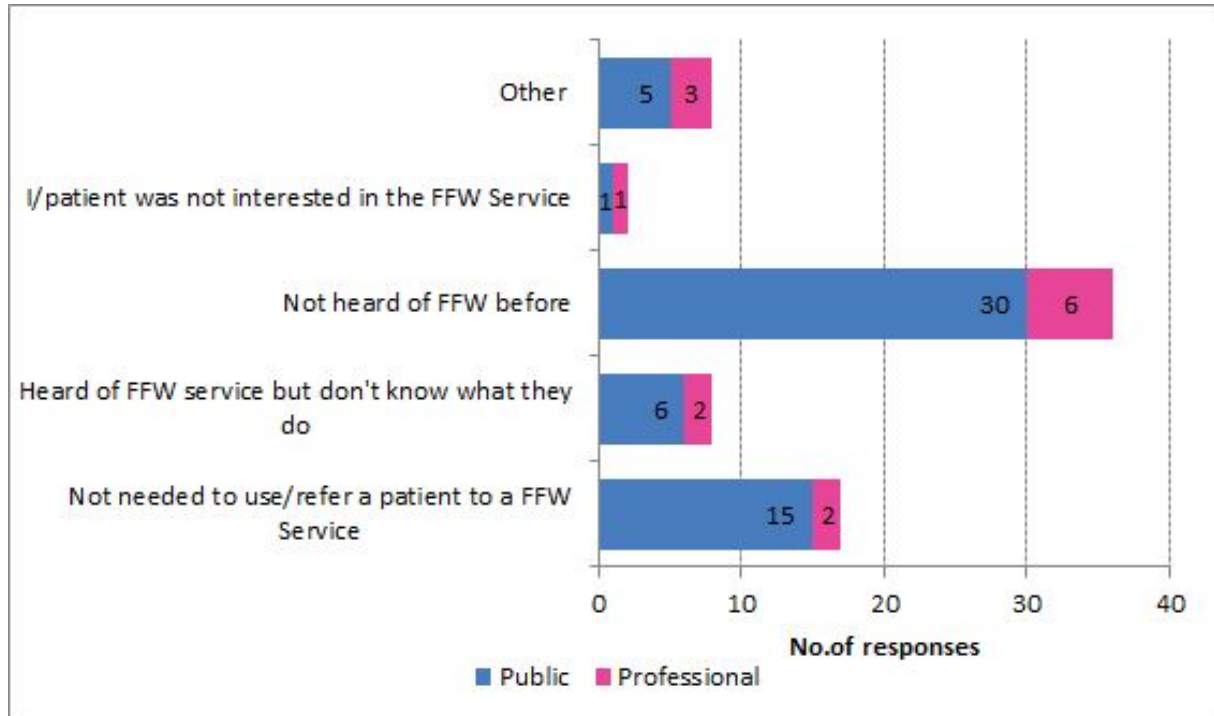
**Figure 8**



### Q.9 For what reason/s have you not used the Fitter Futures Warwickshire service?

Of those respondents not having used the FFW service, the most common reason for both public and professional respondents was because they had not heard of the service, 53% and 43% respectively (Figure 9).

Figure 9



Other reasons given by public respondents were:

- Obviously you have failed to communicate its existence!
- Tried to get health / social professionals to listen when I felt it would potentially be able to play a part in my daughter's life - always fell on deaf ears or they weren't aware the service existed.
- I'd heard of it but didn't know I was eligible or how to access
- Medical condition restricting exercise levels
- Only just heard about it and hope to use soon

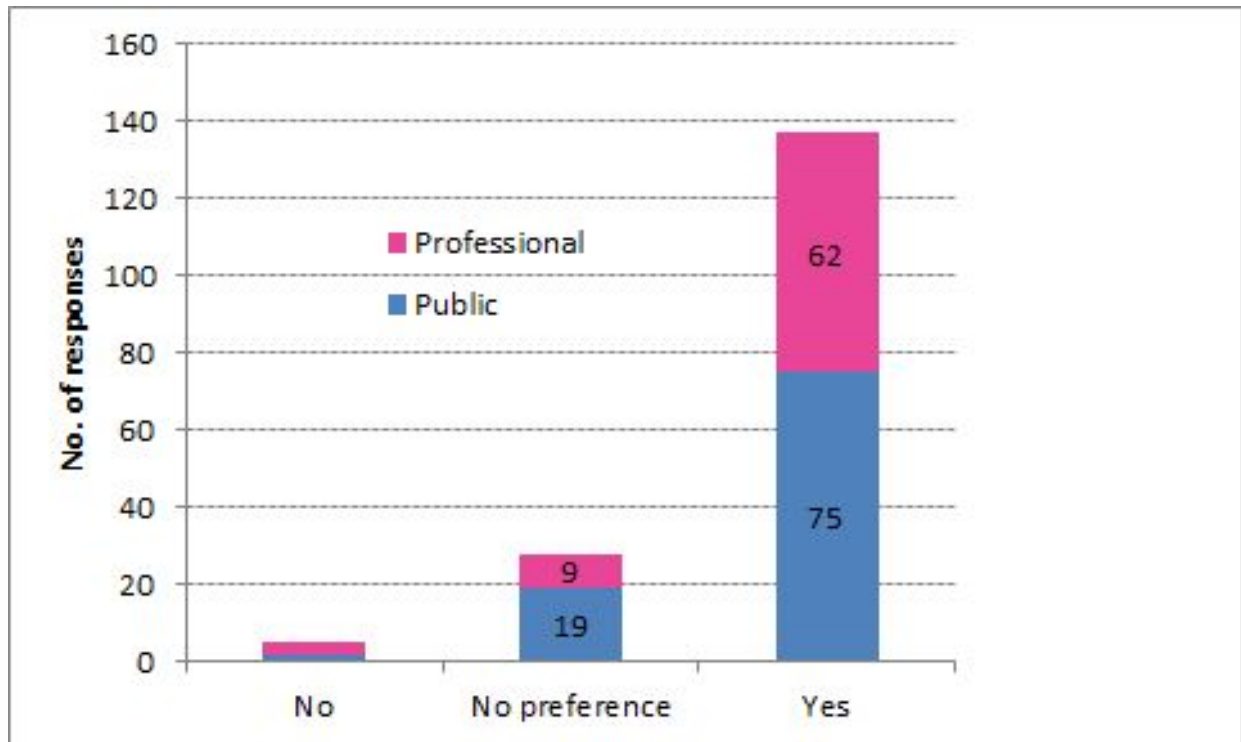
And by professionals:

- Not aware of the referral process
- Only just heard of at a conference

**Q.10 Would you prefer to have one website and phone number to access all Fitter Futures Warwickshire services?**

Of respondents answering this question (n= 170), 80% would prefer to have a single point of access to FFW services (Figure 10). Professionals were slightly more likely to answer 'Yes' to this question than public respondents (84% vs 78%). 16% answered 'no preference'.

**Figure 10**

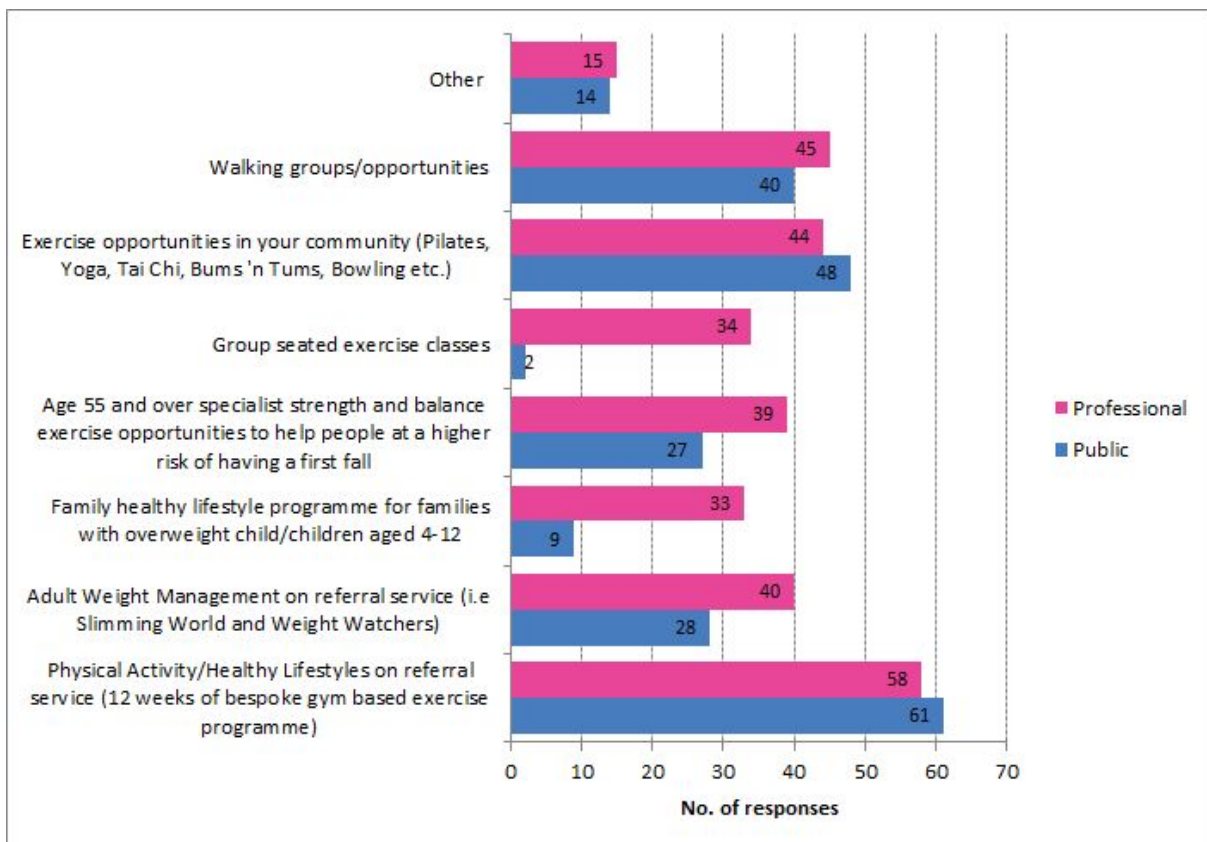


**Q.11 If you wanted to use a FFW service/refer a customer to a FFW service, which service would this be?**

Respondents could select more than one service when answering this question. Professionals (n=75) on average selected 4.1 services whilst public respondents (n=97) selected 2.3 services (Figure 11).

Professionals were more likely than the public to select group seated exercise classes, walking groups/opportunities, age 55 and over strength and balance opportunities, family healthy lifestyle programmes, and the adult weight management on referral service. However, this response is likely to reflect the demographics and situations of the public who are answering as individuals compared to the professionals who will have a wider population view. The most popular service selected was the 'Physical Activity/Healthy Lifestyles on referral service (12 weeks of bespoke gym based exercise programme)' with 119 (69%) respondents selecting this service.

**Figure 11**

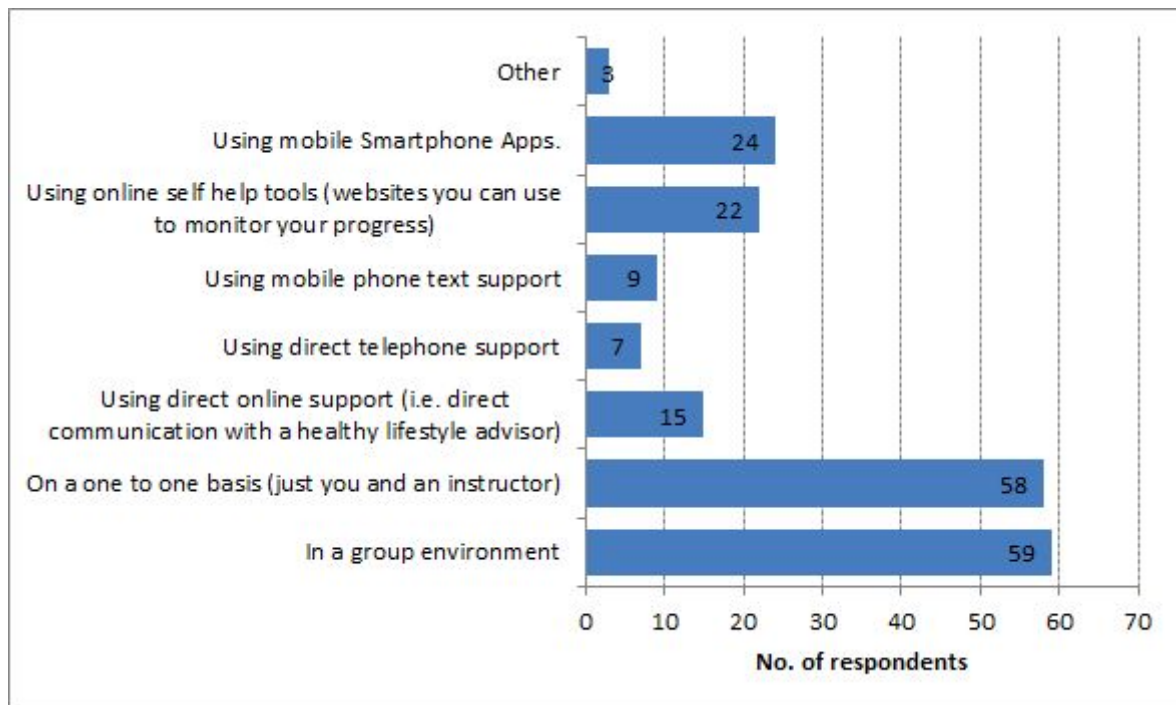


- For Other comments please see appendix 1.

## Q.12 Public only - How would you like the above activities to be delivered?

This question was answered by public respondents (n=97). Respondents could answer more than one question. An almost equal proportion of respondents would prefer activities to be delivered in a group environment (61%) or on one-to-one basis (60%) - Figure 12.

**Figure 12**



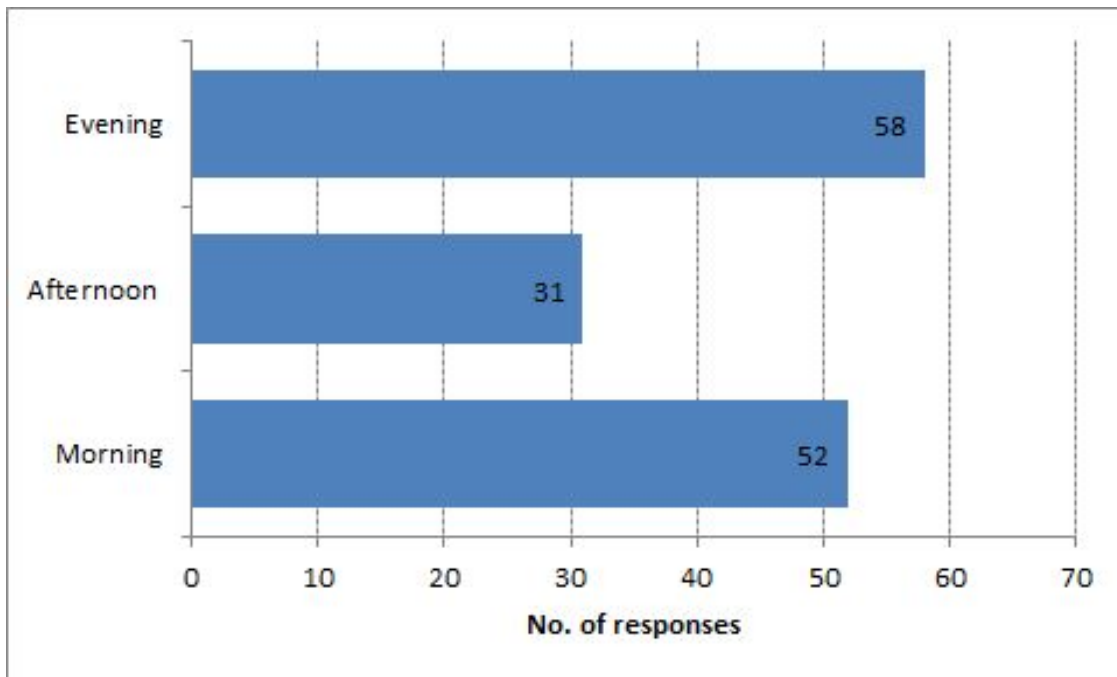
Respondents answering other suggested:

- (Thinking of my daughters needs) please consider the communication difficulties that those with ASD may have Social/personal/emotional communication difficulties mean that my daughter does not talk on the phone or assess self help tools/apps as she is suspicious of them. Talking to professionals and introducing new people takes time as trust needs to be built up and instill confidence - this can take weeks but once this is established then she can work well with professionals."
- Alone - left to exercise.
- By changes in the Council's transport policies.
- Just recommend relevant activities and provide an environment where they can be carried out
- One to one with a qualified healthcare professional
- Self directed - just to be able to access parks and green spaces.

**Q.13 Public only - If you were to use a Fitter Future service, what time of day would be most convenient?**

This question was answered by public respondents (n=97) and respondents could give more than one response. Figure 13 shows that the most popular time for delivery of FFW service would be during the evening with 60% of respondents giving this answer. The afternoon was the least popular time.

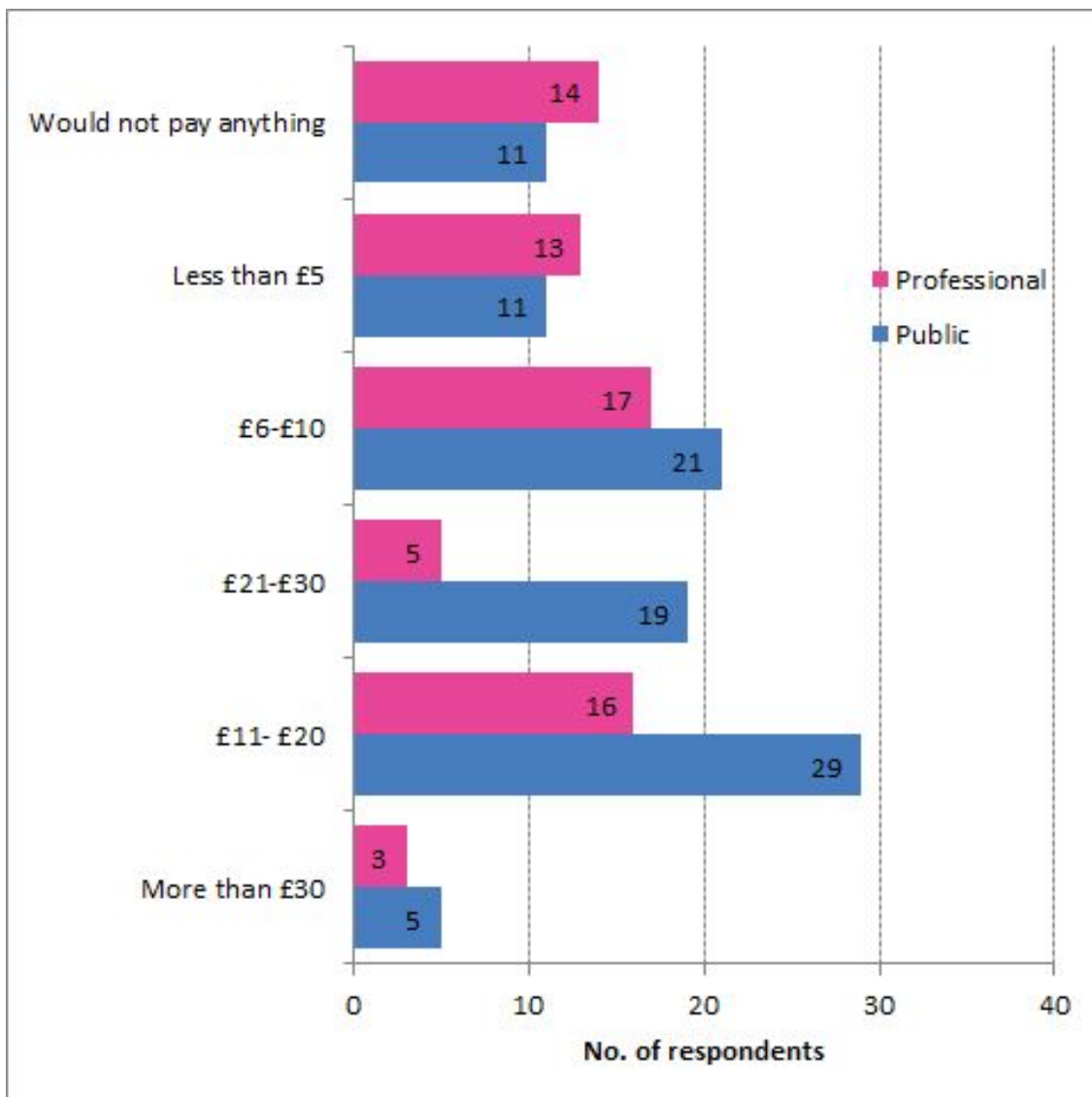
**Figure 13**



**Q.14 How much would you be prepared to pay per month for a 12 week weight management or physical activity service?**

This question was answered by both public respondents (n=96) and professionals on behalf of their clients (n=68). 30% of public respondents would be prepared to pay £11- £20 per month for a 12 week programme, 12% of public respondents would not want to pay for the service (Figure 14). Professionals were more likely to suggest a payment of £6-£10 per month (25%) and a higher proportion (21%) than public respondents answered “would not pay anything”.

**Figure 14**



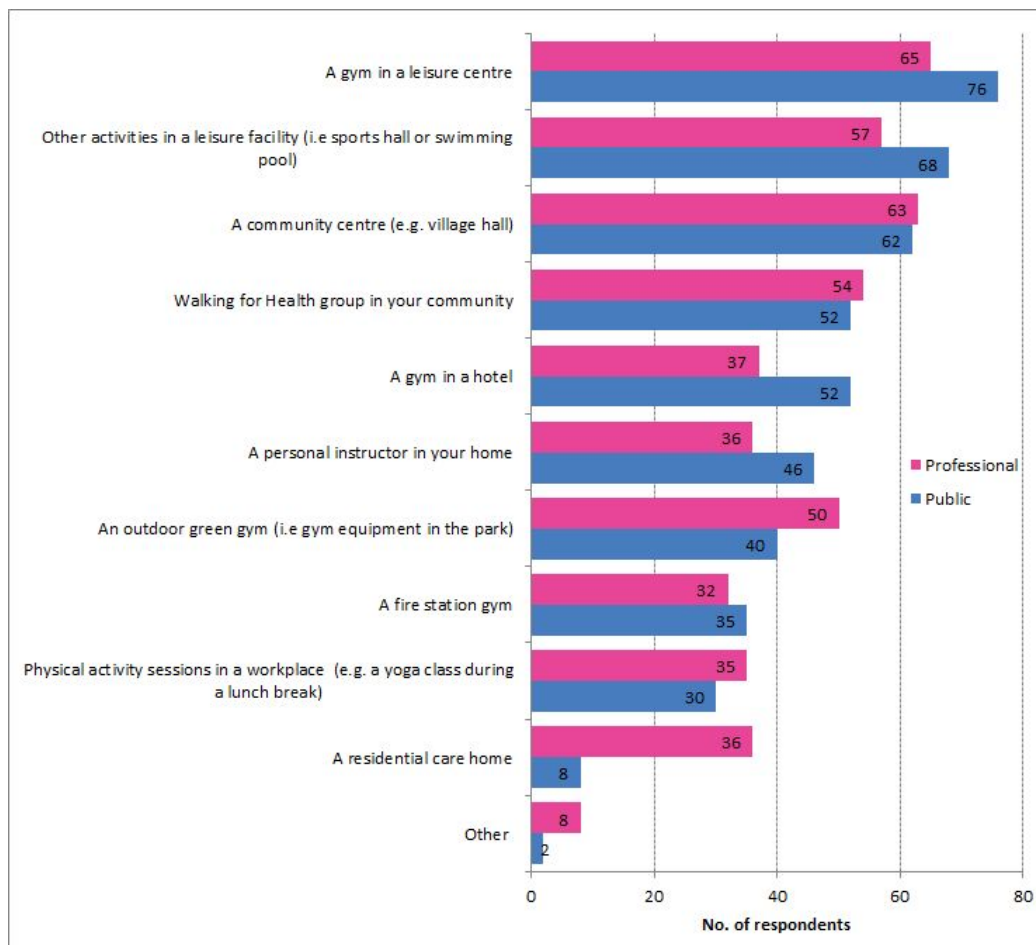


**Q.15 If it was possible, would you use a Fitter Futures Warwickshire service in the following venues?**

This question was answered by both professional and public respondents; respondents could give more than one response. Provision of the service in a gym in a leisure centre or other activities in a leisure centre were the most popular answers given by public respondents with 78% and 70% of respondents choosing these respectively (Figure 15). Other popular answers were community centres (64%), a walking for health group (54%) and a gym in a hotel (54%). The most popular answer given by professionals was also provision of the service in a gym in a leisure centre (87%) followed by community centres (84%).

Other suggestions were Children’s Centres, schools, 3rd sector health providers and GP surgeries. One respondent commented “CSW Sport have been involved in a number of projects which have highlighted people are most comfortable engaging in activity in their own community setting for example sports clubs, open space/park, multi use games area, tennis courts, golf course, riding stables, reservoir, swimming pools (private/hotel etc)”.

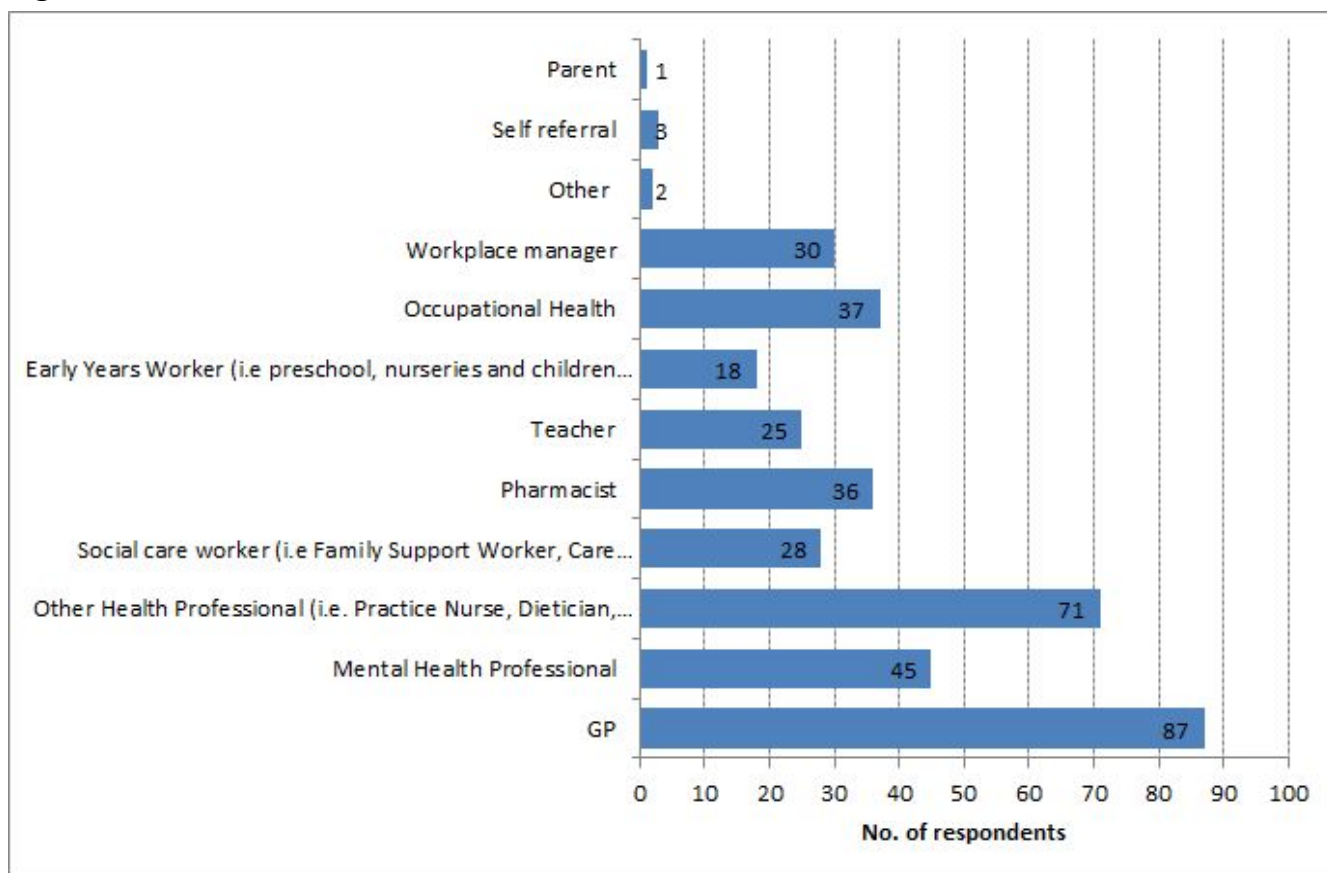
**Figure 15**



**Q.16 Customers currently have to be referred by a Health Professional for Physical Activity/Healthy Lifestyles and Adult Weight Management. Would you be happy to be referred by any of the people below?**

This question was answered by public respondents (n=97) and respondents could give more than one response. Figure 16 shows that the majority of respondents were happier to be referred by health professionals rather than non-health professionals; GPs -90%, Other health professionals - 73%, Mental health professionals - 46%, occupational health - 38%. One respondent commented “This is my main criticism of the service that currently only health workers can refer. If children's centre's could refer it would be great as we often have good relationships”.

**Figure 16**

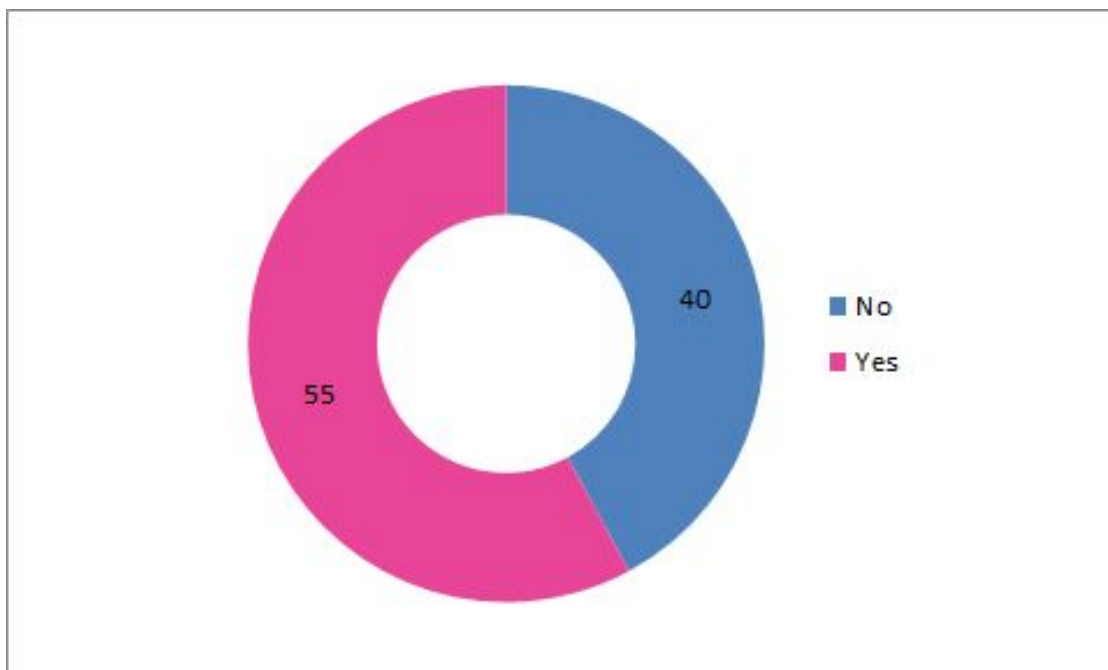


**Q.17 Public only - If it was possible would you like to see a social element as an addition to the Fitter Futures services (e.g. informal meet ups, online chat forums, discussion with other customers)?**

Of the 95 public responding to this question, 55 (58%) would like a social element to be included with their respective FFW service, whilst 40 (42%) said they wouldn't (Figure 17). For those that would like a social element, 56% would like to see 'informal meetups', 33% would like to see an 'online chat forum', 6% would like to have 'discussions with other customers' and one person (2%) who answered other said "all of the above". Other responses to this question were:

- Chatting with other users
- Group workshops
- I'd like to see some kind of 'gym-buddy' system to find someone with similar goals to work out with and keep each other on track.
- Online chat forums need to be monitored, appropriate, in line with data protection and closed groups. If used for those under 18 then safeguarding issues also taken into account. (In fact for any vulnerable age group)
- Recipe swaps
- Social activities for the over 55s
- Social element is key

**Figure 17**



**Q.18 Public only - Would you want to hear about other services which can support you whilst attending a Fitter Futures service? (E.g. Debt counselling, Citizen’s Advice services, stop smoking services, drugs and alcohol services, mental health services, housing services etc.) ?**

Of the 92 public respondents who answered this question 47% said ‘Yes’ whilst 53% said ‘No’.

**Q. 19 Any other comments**

The main themes which were commented upon are detailed in the following table: Comments were received from sixteen public respondents

**Table 1**

Top themes - Public	
Accessibility	<ul style="list-style-type: none"> <li>● Improved access to leisure centres with later evening classes</li> <li>● Classes to be delivered within the community</li> <li>● More activities/classes to be held at the weekend</li> </ul>
Additional sports and activities	<ul style="list-style-type: none"> <li>● Wider variety of activities and sports to be included within the FFW services, such as nordic walking and exercise classes</li> </ul>
Referral pathways	<ul style="list-style-type: none"> <li>● Self referral as an option for Physical Activity/Healthy Lifestyles on referral</li> </ul>
Style of delivery	<ul style="list-style-type: none"> <li>● One to one support to be offered for all FFW services in addition to group programmes.</li> </ul>

Comments were received from fifty five health professional respondents. Comments generally related to questions about the detail of the proposed service including issues relating to accessibility and links to other services.

**Table 2**

Top themes - Health Professionals	
Positive feedback from previous service users and referrers	<ul style="list-style-type: none"> <li>● Experienced positive benefits personally, know it is doing great work.</li> <li>● The service is needed and very beneficial</li> <li>● Transformed service user’s lives</li> </ul>
Cost implications	<ul style="list-style-type: none"> <li>● Mixture of views in relation to the cost associated with FFW services.</li> <li>● Discounted leisure centre memberships are well priced and affordable for those on low income.</li> </ul>

	<ul style="list-style-type: none"> <li>• Cost is a deterrent for individuals who could benefit from the service.</li> <li>• Services catered for families must continue to be free of charge</li> </ul>
Referral Pathways	<ul style="list-style-type: none"> <li>• Clearer referral pathways for those that do not meet the current FF criteria but still require support with their lifestyle eg exceeds BMI limit</li> <li>• Confirmed pathways for which health professionals can refer, eg practice nurse post NHS health checks.</li> <li>• Clear eligibility criteria for service users and health professionals with an option for self referral.</li> </ul>
Service to include or improved to enhance the current FFW service	<ul style="list-style-type: none"> <li>• Gap in provision with weight management services for children aged 12 -16 years.</li> <li>• Cancer rehabilitation service to be developed across Warwickshire but also aligned with Coventry.</li> <li>• Exit route for service users that have completed pulmonary rehab.</li> <li>• Enhancement of services in relation to frailty.</li> <li>• Specifically tailored services to support service users with mental health issues.</li> </ul>
Community element to be incorporated in addition to the leisure centre	<ul style="list-style-type: none"> <li>• Gyms can be intimidating, therefore community centres need to be considered.</li> <li>• Due to the cost implications and location, community classes are deemed more accessible and user friendly.</li> <li>• Home visits to be introduced extensively to encourage housebound individuals to lead an active lifestyle.</li> <li>• Physical activity sessions to be organised in care homes.</li> </ul>

## **Appendix 1 - If you wanted to use a FFW service/refer a customer to a FFW service, which service would this be?**

Other services suggested for this question were:

- Facilities that further support disabled people. I have had some people who are in a wheelchair and there is not staff support to help them in a gym. Instead they have been told that they need to bring their carer with them to help with exercises, this is not always viable/possible.
- Weight loss facilities that consider the person as an individual and tailor weight loss and exercise advice around an individual's lifestyle and medical condition. For example- personal weight loss dietary advice, rather than in a group.
- Weight loss advice for people who are housebound. This patient group are currently excluded.
- Once the 12 weeks of Slimming World is over, there is no further support available.
- Weight loss advice is limited to Slimming World / Weightwatchers and these do not suit all people.
- A family exercise session so children could aim to access 1 hour/day of physical activity.
- An opportunity for carers to attend a wellbeing service (mental and physical health needs) with the person they care for also being accommodated with an activity or similar. For example: the carer might want to attend an exercise class at a gym but can't leave the cared for alone whilst they do. A 'sitting service' at the gym would allow them to do so knowing the person they care for is safe.
- Age 50 Over if getting arthritis already
- Community based activities that add back as well as being good for wellbeing
- Cycling or Running Groups
- Fitness related services for less physically abled people i.e. Not overweight or disabled, in a younger age bracket (20-40 for example).
- Having some exercise equipment and free-weights closer to home, possibly in the local church hall, the school hall, or in a local authority owned building, would be really useful and more accessible.
- Gym sessions/group exercise that focus on improving mental health not just weight management.
- Health at every size. An opportunity to implement healthier choices but with the focus away from weight loss.
- I would like to be able to let families know when and where to access programmes on a regular basis rather than just finding out where they

are every now and then. This could be done by the Community development Workers.

- I would like to see cancer rehabilitation classes in place for all cancer types in the community setting. Relevant trained staff in place like cardiac and respiratory rehab.
- Racquet sport sessions - Tennis, badminton
- Reducing car use and building exercise into daily routine.
- Specialist exercise programmes for people with Chronic Fatigue
- I actually believe all should be available to access inclusion. I would also welcome the inclusion of those with additional needs - children such as mine with complex ASD, PTSD, PDA, being housebound etc. need specialist input to even begin to access such help - they are left to put on weight due to social isolation, being housebound, lack of awareness that their rigidity/theory of mind makes the usual pathways into healthy lifestyles more challenging.
- To use the Greenway, other Warwickshire country parks and the recreation ground in Stratford without having to pay car parking charges. I know that the ever escalating car parking charge has stopped households from using these facilities whether for walking or running around. WCC needs to sort out its priorities - people's long term mental health, physical health and well-being versus revenue from car parking charges. If people who do not earn a fortune could use these green spaces for free there would be less need to invest in formal exercise opportunities.
- A multitude of accessible services for people with learning disabilities of mental ill health "Any activity that is suitable for adults with learning disabilities Dancing"
- Children over 12 years old with a BMI of less than 30 but still overweight
- Group meetups alongside intervention
- Refer patients post cardiac event or surgery and also to slimming world.
- Sports catering for people with physical and/or learning disabilities
- "Support for people who have joined a gym or session but do not feel confident enough to attend. This could be someone to help them attend or 1:1 session in their home.
- Services for housebound people
- Gardening i.e allotment

## **EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)**

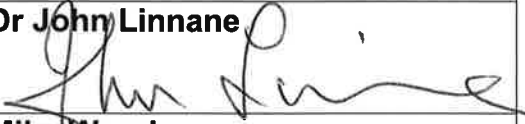

### **Public Health Warwickshire Services Tender for Services for:**

- Single Point of Access
- Weight Management on Referral Service
- Family Structured Weight Management Programmes
- Exercise on Referral



**Equality Impact Assessment/ Analysis (EqIA)**

<b>Group</b>	People Group
<b>Business Units/Service Area</b>	Public Health
<b>Service being assessed</b>	<ol style="list-style-type: none"> <li>1. The Retender of Fitter Futures Warwickshire Services which comprise the following 3 Warwickshire County wide services: <ul style="list-style-type: none"> <li>• Weight Management on Referral</li> <li>• Family Structured Weight Management Programmes</li> <li>• Exercise on Referral</li> </ul> </li> <li>2. The recommissioning of the Fitter Futures Warwickshire services Single Point of Access to become a WCC internally provided service via the existing WCC Customer Contact Centre</li> </ol>
<p><b>Is this is a new or existing service?</b></p> <p><b>If existing service please state date of last assessment</b></p>	<p>These are existing services. The contracts for each service end on 20 June 2019. The services have undergone a Strategic Commissioning Review and will be retendered. The procurement process will commence in September 2018.</p> <p>The last EqIA assessment was carried out on 07/07/14</p>

<b>EqlA Review team – List of members</b>	<b>Fran Poole</b>
<b>Date of this assessment</b>	<b>04/04/18</b> 18/07/18 Review following Consultation process
<b>Signature of completing officer (to be signed after the EqlA has been completed)</b>	
<b>Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public?</b> If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	<b>NO</b>
<b>Name and signature of Head of Service (to be signed after the EqlA has been completed)</b>	<b>Dr John Linnane</b> 
<b>Signature of GLT Equalities Champion (to be signed after the EqlA is completed and signed by the completing officer)</b>	<b>Mike Wood</b> 

**A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team**



*Working for Warwickshire*

## Form A1

### INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS



High relevance/priority



Medium relevance/priority



Low or no relevance/ priority

**Note:**

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

Business Unit/Services:	Relevance/Risk to Equalities												
	Gender	Race	Disability	Sexual Orientation	Religion/Belief	Age	Gender Reassignment	Pregnancy/ Maternity	Marriage/ Civil Partnership (only for staff)				
State the Function/Policy /Service/Strategy being assessed:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Single Point of Access	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Family Weight Management Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Exercise on Referral	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Weight Management on Referral	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>communities? <b>If yes please explain how. Child and adult obesity and risk of disease are statistically more prevalent in areas of deprivation. These services are commissioned to improve the health of people who are obese/risk of poorer health/already have poorer health</b></p>	
<p>Are your proposals likely to impact on a carer who looks after older people or people with disabilities? <b>If yes please explain how.</b>  Carers, as with any other resident living in Warwickshire, are welcome and encouraged to access these services with the person they care for. They can also access the services alone as long as they meet the eligibility criteria the services require for being referred.</p>	<p><b>YES</b></p>

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

**Stage 1 – Scoping and Defining**

<p>(1) What are the aims and objectives of Plan/Strategy/Service/Policy?</p>	<p>1. To tender the following 4 Fitter Futures Warwickshire services:</p> <ul style="list-style-type: none"> <li>• A countywide evidence based structured family Weight management service for families with overweight/obese 4-12 year olds as identified through the National Child Measurement Programme</li> <li>• A county wide evidence based Physical Activity/Healthy Lifestyles on Referral programme for Young People aged 12-15 and adults aged 16 + who meet a specific set of health eligibility criteria</li> <li>• A countywide evidence based Weight Management on Referral service for Young People aged 11-15 and adults aged 16+ who meet a specific set of health eligibility criteria</li> </ul> <p>2. The recommissioning of the Fitter Futures Warwickshire services Single Point of Access to become a WCC internally provided service via the existing WCC Customer Contact Centre</p>
<p>(2) How does it fit with Warwickshire County Council's wider objectives?</p>	<p>To reduce health inequalities, halt the rise in obesity, increase physical activity levels, improve diet, reduce cancers, reduce the risk of cardio vascular disease, reduce the risk of diabetes, improve mental health and well-being, prevent a first fall, reduce feelings of loneliness and isolation in the Warwickshire population including all protected priority groups</p> <p>As above</p>
<p>(3) What are the expected outcomes?</p>	<p>All</p>
<p>(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)</p>	<p>All</p>

**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?

A wide range of evidence has been used including; The National Institute of Clinical Excellence, the Warwickshire Joint Strategic Needs Assessment, the Warwickshire Health and Well Being Board Strategy, The Director of Public Health's Annual General Report, Government policy, systematic reviews of research programmes, a strategic commissioning review of services commissioned currently

(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?

Yes – this took place 29<sup>th</sup> May 2018 to 6<sup>th</sup> July 2018. All protected priority groups, organisations working with protected priority groups, partners, providers and stakeholders, voluntary sector, care and residential homes, home care services – a comprehensive list is available on request

(3) Which of the groups with protected characteristics have you consulted with?

All protected priority groups were included as part of this consultation process

**Stage 3 – Analysis of impact**

<p>(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>RACE No</p>	<p>DISABILITY This is an all-inclusive service – however, it is not for people requiring intense specialist health professional support The re-designed services as part of the tender will be inclusive of all priority groups – there are barriers for priority groups with the current service and through engagement and market testing, the commissioner is exploring options to redesign services to minimise these barriers</p>	<p>GENDER No</p>
	<p>MARRIAGE/CIVIL PARTNERSHIP No</p>	<p>AGE No</p>	<p>GENDER REASSIGNMENT No</p>
	<p>RELIGION/BELIEF No</p>	<p>PREGNANCY MATERNITY No</p>	<p>SEXUAL ORIENTATION No</p>

<p>(2) If there is an adverse impact, can this be justified?</p>	<p>WCC does not directly commission the leisure centres that take referrals from the current Physical Activity on Referral service. They will not accept referrals for people that have Severe Mental Health issues. This due to the public liability insurance which leisure centres hold, not covering this protected priority group. The commissioner is currently exploring ways to get around this so that service redesign for the retender of the service is able to offer a service to people with severe mental health issues.</p>
<p>(3) What actions are going to be taken to reduce or eliminate negative or adverse impact? (This should form part of your action plan under Stage 4.)</p>	<p>The commissioner will ensure through service specification that providers are equipped to deliver an all-inclusive service and seek solutions where specialist health professional input is required.</p>
<p>(4) How does the service contribute to promotion of equality? If not what can be done?</p>	<p>The services are all inclusive and will take account of accessibility in terms of where they are delivered, times of delivery, appropriate venues to meet customer need.</p>
<p>(5) How does the service promote good relations between groups? If not what can be done?</p>	<p>Yes – the services are dependent on continued partnership collaboration and linking individuals with other services through using a MECC approach. These services cannot be delivered without good relationships between schools, service providers, the commissioner, pharmacies, health and social care services, communities and individuals.</p>
<p>(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?</p>	<p>Yes – as per 2) above</p>
<p>(7) What are the likely positive and negative consequences for health and wellbeing as a result of this service?</p>	<p>All services will have public health outcomes as their Performance measures to improve health through increasing physical activity levels, supporting people to sustain a healthy weight and healthy lifestyle choices.</p>
<p>(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)</p>	<p>No negative or adverse impacts on population health are foreseen. The strategic Commissioning Review of the current services shows that they have a positive impact on the Warwickshire population's health. It has been found that low numbers of young people have been engaging with the Weight management and Physical Activity on Referral services. The planned consultation aims to gain the views of young people to identify what may support them to take up the services in the future.</p>



(9) Will the service increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?

No – Health professionals are already referring many people (approx. 4000 during 17/18) to the Fitter Futures Warwickshire services. Health professionals are very well engaged with these services and this will be sustained with the retention of the services. This engagement decreases the number of people needing to access health services because the Fitter Futures Warwickshire services provide an alternative evidence based care pathways for health professionals to refer people to.

(10) Will the service reduce health inequalities? If so, how, what is the evidence?

Yes – services will be targeted, promoted and delivered in areas where health inequalities are greatest as a priority taking a place based approach. This is already being done and the impetus needs to be sustained.

**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

Action	Lead Officer	Date for completion	Resource requirements	Comments
Consultation Process	Fran Poole/Georgia Barrett	31 July 2018	Existing	Feedback from stakeholders, partners and service users will influence positive steps in terms of service design to assure that the service needs for protected priority groups are met as best they can be.

(2) Review and Monitoring  
State how and when you will monitor policy and Action Plan

This EqIA will be reviewed following the consultation process and prior to Cabinet approval on 13<sup>th</sup> September 2018. From thereon, the services will be monitored on a quarterly basis and through WCC's procurement process

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).'**

## Cabinet

13 September 2018

### Children and Young People's Emotional Well-Being and Mental Health Services Task and Finish Group Review

#### Recommendations from the Joint meeting of the Adult Social Care & Health and the Children & the Young People Overview and Scrutiny Committees

That Cabinet considers the report of the Task and Finish Group and approves the following recommendations:

- (1) That Cabinet offers IT and Communications support to assist with the development of the Dimensions Tool; namely access to an IT specialist to help develop and support the programme. The Communications Team to offer guidance on how the Tool is promoted and how users can be appropriately signposted to access the Tool.
- (2) That Coventry and Warwickshire Partnership Trust (CWPT) reports back on a six-monthly basis to joint meetings of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees to update members on the following performance aspects:
  - CWPT will update members on their performance against their Key Performance Indicators.
  - CWPT will highlight any achievements (including how they have been made) and any areas of concern (including how they will be remedied).
  - CWPT will update members on how children looked after are accessing mental health services.
- (3) That a user group comprising young people, health professionals, IT specialists and elected members be formed to help shape the content and format of the Dimensions Tool. The user group should report back on a six-monthly basis to the joint meetings of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees.

#### 1. Report of the Task and Finish Group (TFG)

- 1.1 The Children and Young People and the Adult Social Care and Health Overview and Scrutiny Committees had previously received reports regarding the new Children and Young People's Emotional Well-Being and Mental Health Contract. (This contract

has replaced the Children and Adult Mental Health Service(CAMHs). The Chairs of each Committee agreed for a joint task and finish group to be established, comprising members drawn from both Committees, to undertake a review of the new service and report back to a joint meeting of the Committees. This was seen as an ideal time for a task and finish review to take place due to the new contract being in its early phase of implementation.

1.2 The objectives of this review were:

- To determine the objectives of the new contract.
- To determine the performance monitoring arrangements.
- To determine the achievements/outcomes of the new contract.

1.3 The TFG invited contributions through a number of evidence gathering sessions over the period March 2018 to April 2018, before meeting in May to consider the draft review report and potential recommendations. 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.

7 March 2018: Meeting with senior officers from Coventry and Warwickshire Partnership Trust (CWPT)

26 March 2018: Meeting with senior officers from Coventry and Warwickshire Mind

17 April 2018: Meeting with senior officers from CWPT with responsibility for the Dimensions Tool.

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 six of the document, which is attached at Appendix A. The recommendations will require agreement from the executive, members and external partners if they are to be implemented.

1.6 The report and recommendations was endorsed by the joint meeting of the Overview and Scrutiny Committees which took place on 12<sup>th</sup> June 2018.

## **2.0 Financial Implications**

Recommendation (1) has resource implications (as indicated on page 7 of the TFG report). There is no identified budget for this at present and resources would need to be diverted from other priorities if the Cabinet wish to see this implemented. In order to consider this the business case should be fully evaluated to ascertain the costs and benefits of the proposal and its fit with the Council's agreed IT and digital strategy.

## **Background Papers**

None

	<b>Name</b>	<b>Contact Information</b>
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Joint Managing Director	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Les Caborn Cllr Jeff Morgan	<a href="mailto:lescaborn@warwicksire.gov.uk">lescaborn@warwicksire.gov.uk</a> <a href="mailto:jeffmorgan@warwickshire.gov.uk">jeffmorgan@warwickshire.gov.uk</a>

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

Cabinet Portfolio Holders: Councillors Les Caborn, Jeff Morgan.

TFG members: Jo Barker, Margaret Bell, Corrine Davies, Pete Gilbert (Chair), Kate Rolfe, Jill Simpson-Vince and Adrian Warwick.



# **Children & Young People's Emotional Wellbeing and Mental Health Services**

## **Task and Finish Group Report June 2018**

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## **Appendices**

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## 1.0 Introduction

### 1.1 Executive Summary

This task and finish group was established in order to gain assurance that the new contract for the CAMHS service will deliver its objectives of providing a more timely and improved service for children and young people in Warwickshire.

The new seven year contract, established in August 2017 is being delivered by the Coventry and Warwickshire Partnership Trust (CWPT) and Coventry and Warwickshire Mind (CWM).

The contract is currently in its first two year implementation phase and this was an appropriate time for member input into the early stages of the contract. The review focused on:

- 1) The objectives of the new contract.
- 2) The performance monitoring arrangements.
- 3) The achievements/outcomes.

Through this comprehensive review process, members have considered substantial written information and held three evidence gathering sessions, with representatives from a wide range of organisations. This resultant report proposes a number of recommendations for Warwickshire County Council's (WCC) Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees which commissioned the report, the CWPT and partner organisations to consider. The Task and Finish Group (TFG) focused on the scope for this time limited review but recognised that other areas could be researched subsequently by scrutiny and others. The recommendations can be seen at Section 2 (Page 6 onwards) and are grouped under the headings of:

**Areas within the control of Warwickshire County Council** – The TFG makes recommendations for changes that can be actioned by the Council.

**Areas within the control of partners** - The TFG makes recommendations for changes by the agency responsible for that service.

## 1.2 Members and Contributors

The membership was drawn from the Children and Young People and the Adult Social Care and Health Overview and Scrutiny Committees and was as follows:

Councillors Jo Barker, Margaret Bell, Corinne Davies, Pete Gilbert (Chair), Kate Rolfe, Jill Simpson-Vince and Adrian Warwick.

The TFG was supported throughout the review by The CAMHS Commissioner and the Democratic Services Team.

## 1.3 Evidence

In order to achieve an understanding of the review topic, the TFG considered substantial evidence from a range of sources. This was achieved by facilitating evidence gathering sessions with senior representatives from CWPT, CWM, and staff from CWPT responsible for the Dimensions Tool and with colleagues from Public Health (Warwickshire). These evidence gathering sessions comprised presentations with questions being posed by members to gather additional information and to ensure clarity around certain issues. In Section 3 of this report you will find the detailed reports on the evidence heard and key findings.

Both the Children and Young People and the Adult Social Care and Health Overview and Scrutiny Committees received an update report relating to the new children and young people's emotional wellbeing and mental health contract in September 2017. This report can be found [here](#) (agenda item 6). After considering this report, the Chairs of each Committee decided that it would be an opportune time to form a TFG to seek assurance related to the new CAMHS contract.

## 1.4 Dates and Timescales

Stage 1: A meeting to provide context and agree the scoping document for this task and finish review (See Appendix A) – February 2018.

Stage 2: Consideration of primary evidence, through presentations, questioning and more general discussion over three meetings – March 2018 (x2) and April 2018.

Stage 3: The consideration of conclusions and recommendations from this TFG – April 2018

Stage 4: Presentation of the final TFG report to a joint meeting of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees – June 2018

Stage 5: Presentation of the TFG report to Cabinet –September 2018

## 2.0 Recommendations

The TFG makes recommendations grouped under the headings of 'Areas within the control of Warwickshire County Council' and 'Areas within the control of an individual agency'. The rationale for each of the recommendations is summarised below. Subsequent sections of the report and appendices provide the detail which supports these recommendations.

### 2.1 Areas within the control of Warwickshire County Council

The evidence gathered indicated that the Council had the power to implement the following recommendations if desired.

Dimensions is an online tool for young people to access self-help and assist in signposting them to correct level of support. It also gives additional information for health professionals to help them reach an appropriate diagnosis. The tool has been developed by volunteers and has become viewed as an important development. However it was originally designed for adults and not children and more work is needed to make it accessible. Further information supporting the rationale for this recommendation can be found on page 24 (1.4 Evidence Session – 17th April 2018).

#### ***Recommendation 1.1 – The provision of support to improve the functionality and to publicise the Dimensions Tool.***

- (i) ***That Cabinet is recommended to offer IT and Communications support to assist with the development of the Dimensions Tool; namely access to an IT specialist to help develop and support the programme. The Communications Team to offer guidance on how the Tool is promoted and how users can be appropriately signposted to access the Tool.***

Rationale – During the evidence gathering session that took place with CWPT, staff with responsibility for the Dimensions Tool informed members that limited CWPT staff resources were devoted to the development and operation of the Dimensions Tool. The staff were medical professionals who had developed the Dimensions Tool on a voluntary basis. It was not part of their core duties to develop the Tool, but was undertaken alongside existing work commitments, when time allowed. Members noted the potential for improvement of this Tool. Any major developmental, promotional and operational changes could not be made to the Tool without additional IT and communications support. Such a resource allocation to the Tool could result in a much improved user interface that in turn would produce more useful diagnostic information to users and health professionals alike.

**Further information provided by Simon Edwards (ICT Manager,  
Warwickshire County Council)**

The following comments have been provided to offer members the opportunity to gain an understanding around the potential work and potential financial implications involved if support was to be provided from the Council in relation to the Dimensions Tool:

An initial assessment of effort has been made by ICT to build the Dimensions Tool based upon sight of the prototype already built. ICT would recommend that an agile approach be taken given that the requirement is not defined in detail. This approach would mean that a further working prototype of a minimum viable product could be built in a short time-frame without the need for a lengthy requirements gathering phase.

An agile team comprising a subject matter expert (SME) from CWPT and an ICT Analyst/Programmer would collaboratively design and build a new prototype (and maybe more than one with differing visual styles) within two to four weeks. This process could be iterated between two and three times to arrive at a minimum viable product. The approach should be augmented by active involvement and consultation with the Dimensions Tool User Group. In order to underpin the elapsed timescale, members of that group would need to be highly available during the development period. If this is not practical then the CWPT SME should be briefed and empowered to represent the user group.

Total estimated ICT effort would be 20-60 days or £6,000 to £18,000 with a bias to the lower end of this range for a minimum viable product that replicates the functionality of the current prototype. This estimate assumes the scope is limited to building a tool based upon the existing screens and storing any data entered in a simple file. The estimate excludes any requirement to integrate the tool with other systems, add reporting or build any 'my account' functionality (signing-in, saving and recovering an in-progress submission, viewing past submissions etc.). The elapsed time may be longer depending upon how many stakeholders need to view, comment on and approve the new prototype.

However, there is no identified budget for this at the present time and resources would need to be diverted from other priorities.

**2.2 Areas within the control of partners** - The TFG makes the following recommendations:

***Recommendation 2.1 – Future performance monitoring arrangements***

***That Coventry and Warwickshire Partnership Trust (CWPT) reports back on a six-monthly basis to joint meetings of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees to update members on the following performance aspects:***

- ***CWPT will update members on their performance against their Key Performance Indicators.***
- ***CWPT will highlight any achievements (including how they have been made) and any areas of concern (including how they will be remedied).***
- ***CWPT will update members on how children looked after are accessing mental health services.***

Rationale – Due to this review being completed in a short period of time, members considered that periodic monitoring of performance against the new contract was key. Only by receiving regular updates could both Committees be kept abreast of performance and any other significant issues.

***Recommendation 2.2 – Dimensions Tool User Group***

***That a user group comprising young people, health professionals, IT specialists and elected members be formed to help shape the content and format of the Dimensions Tool. The user group should report back on a six-monthly basis to the joint meetings of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees.***

Rationale – Discussions between the TFG and the staff responsible for the Dimensions Tool concluded that a user group would improve the format and content of this Tool. The Overview and Scrutiny Committees would be updated by the user group on a six-monthly basis, of key developments. Regular reporting would ensure that the Tool was being developed continually to meet the needs of children and young people and health professionals alike.

## **3.0 Overview**

### **3.1 Background**

In September 2017, both the Children and Young People and the Adult Social Care and Health Overview and Scrutiny Committees received reports regarding the new Children and Young People's Emotional Well-being and Mental Health Contract.

The Chairs of both Committees agreed that an appropriate way forward would be to establish a joint TFG, comprising members from both Committees, to undertake a review of the new service and to report back to a joint meeting of the Committees.

Establishing a TFG to look in more detail at this area of work was appropriate and timely as the new contract had commenced in August 2017. The TFG sought to gauge how the implementation of the contract was progressing and to determine how performance could be monitored effectively throughout the contract.

### **3.2 Objectives**

The objectives of this review were:

- To determine progress against the implementation phase of the new Children and Young People Mental Health contract including governance arrangements and monitoring arrangements (current and how performance will be monitored in the future).
- To ensure that members obtain a full understanding of the key performance indicators (KPIs) that are being used to measure the progress and performance of the new contract.
- To determine the development of integrated working between the Children and Young People Mental Health Service and key partners including education and social care.
- To determine the work underway to address waiting times.

A copy of the full scope for the review is attached at Appendix A.

## **4.0 Detailed Findings**

### **4.1 Secondary Evidence**

An initial meeting took place between members of the TFG, Democratic Services staff and the CAMHS Commissioner to determine who would be invited to present evidence so that the objectives of the TFG could be met.

## 4.2 Primary Evidence

The TFG invited contributions through a number of evidence gathering sessions. The detailed reports of each session are provided at Appendix B (from page 17):

8 <sup>th</sup> February 2018	Context from the CAMHS Commissioner
7 <sup>th</sup> March 2018	Presentations and evidence from CWPT
26 <sup>th</sup> March 2018	Presentations and evidence from Coventry and Warwickshire Mind
17 <sup>th</sup> April 2018	Presentations and evidence from CWPT staff responsible for the Dimensions Tool and staff from WCC Public Health

The TFG's scope included to ensure that members obtain a full understanding of the key performance indicators (KPIs) that are being used to measure the progress and performance of the new contract. This has been compiled by the CAMHS Commissioner and comprises the documents shown at Appendix C:

- Key performance data for RISE at March 2018
- A schedule of the key performance indicators and measures (This is currently a blank template which will be populated overtime, providing a good monitoring tool for ongoing monitoring)

## 5.0 Conclusions

### 5.1 Findings

The TFG recognised that CAMHS services across the country are under increasing pressure and that concerns about the timeliness of assessments, appropriate levels of intervention and concern that children and young people are accessing the services they need. The new contract for Coventry and Warwickshire provides an opportunity for a different approach, with service design based on co-production that will better manage pressure on the service and improve service at all levels. The TFG concluded that it is important that the Council undertakes regular monitoring of performance against the new service objectives and assists in the achievement of those objectives where appropriate.

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:

- ✓ Those which can be progressed by WCC.
- ✓ Those which can be progressed by the WCC working with other agencies, through recommendations to commissioners or providers of services.



## **5.2 Areas where the County Council can assist**

The evidence consistently showed a range of issues that will require support from the Council if they are to be progressed. It is concluded that the key aspects are:

- Effective partnership working is key to the success of the new contract (included due to the Council being a commissioner of this service).
- Support for volunteers delivering mental health services. There is no hub for activity in some areas, but Coventry and Warwickshire Mind has an outreach bus that was directed to areas of need. Members and Council officers could signpost volunteers to this service.
- Members have local knowledge which would be valuable to service providers.
- A major identifier of success would be a documented decrease in waiting times (in terms of young people accessing CAMHS services).
- The importance of establishing excellent working relationships with schools.
- Members could assist in raising awareness of the Dimensions Tool, signposting parents and carers to use it.

## **5.3 Areas within the control of 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 are areas where individual agencies can implement actions.

- Early intervention will reduce the need for specialist treatment. CWPT is working with schools, within youth settings and with primary care providers so that appropriate early help is provided to young people.
- Mental health is everyone's business. Schools, GPs, parents, carers and the third sector all have a role to play.
- The governance aims of the new contract will strengthen collaboration between commissioners and partners and increase stakeholder representation.
- CWPT is seeking to establish more effective strategic and operational links between services and key partners.
- The main focus of CWPT is to reduce waiting times for children and young people accessing mental health services. The future aim was to provide an improved CAMHS service.

## 5.4 Future Monitoring

The TFG noted the monitoring returns that will be completed quarterly but that data was not available at the time of preparing this report.

There are, however, two sets of key performance data which are available and continue to be relevant. These are the referral to treatment times (which continue to be routinely met across emergency, urgent and routine cases) and 12 week follow up waits (which continue to fall, although at a slower rate in South Warwickshire). The TFG noted that reductions in the waiting list are not meeting the trajectory profile but CWPT is reviewing these to see whether these need to be revised.

The TFG look forward to future monitoring demonstrating that the new contract is providing the intended improvements in terms of:

1. Better management of pressures on the service and service improvements at all levels.
2. Reducing level of referral to specialist services (with early intervention to reduce need for specialist treatment)
3. Improved triage system.
4. Decrease in waiting times (include target figures)

From April 2018 the focus will be on analysis of where resources are required to tackle areas of greatest need.

The TFG also wish to monitor the progress with the hubs (including take up) and the effectiveness of the Dimensions Tool (including assisting in developing performance measures for the Tool).

## 6.0 Financial and Legal Implications

Any financial implications or priorities for investment identified should 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.

## Appendix A Scoping Document

<b>Review Topic</b> (Name of review)	Children and young people’s emotional well-being and mental health services
<b>Task and Finish Group Members</b>	Councillors Jo Barker, Margaret Bell, Corinne Davies, Pete Gilbert, Kate Rolfe, Jill Simpson-Vince and Adrian Warwick.
<b>Co-option of District and Borough members (where relevant)</b>	
<b>Key Officers / Departments</b>	Chris Lewington (Head of Strategic Commissioning) Andrew Sjurseth (CAMHS Commissioner)
<b>Lead Democratic Services Officers</b>	Ben Patel-Sadler and Paul Spencer
<b>Relevant Portfolio Holder(s)</b>	Councillor Les Caborn (Adult Social Care and Health) Councillor Jeff Morgan (Children’s Services)
<b>Relevant Corporate Ambitions</b>	<p><b><i>‘We want Warwickshire’s communities and individuals to be supported so they are safe, healthy and independent with priority focussed on the most vulnerable’.</i></b></p> <p><b><i>‘Vulnerable members of our communities are supported to be independent and safe’.</i></b></p> <p><b><i>‘We will work with partners to make experience between agencies seamless’.</i></b></p> <p><b><i>‘When you need specialist support we will help you get it sorted’.</i></b></p> <p><b><i>‘Children and young people are at the heart of our practice’.</i></b></p> <p>Taken from Warwickshire County Council’s One Organisational Plan 2020</p>
<b>Type of Review</b>	Task and Finish.
<b>Timescales</b>	The final report of the joint Task and Finish Group will be presented to a combined Children and Young People and Adult Social Care and Health Overview and Scrutiny Committee on 12 <sup>th</sup> June 2018.

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<p><b>Rationale</b> (Key issues and/or reason for doing the review)</p>	<p>To review the new CYP MH service, in particular the implementation period.</p>
<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>The Review should cover</p> <ol style="list-style-type: none"> <li>1.) The objectives of the new contract.</li> <li>2.) The performance monitoring arrangements.</li> <li>3.) The achievements/outcomes.</li> </ol>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u></p> <ol style="list-style-type: none"> <li>1. Progress against the implementation phase of the new CYP MH contract including governance arrangements and monitoring arrangements (current and how performance will be monitored in the future).</li> <li>2. Ensure that members obtain a full understanding of the key performance indicators (KPIs) that are being used to measure the progress and performance of the new contract.</li> <li>3. Development of integrated working between CYP MH service and key partners including education and social care.</li> <li>4. Work underway to address waiting times.</li> </ol> <p><u>Does not include</u></p> <p>Recent CQC report of CWPT (being addressed through CQC Action Plan process) T4 provision (commissioned by NHSE)</p>
<p><b>How will the public be involved?</b> (See Public Engagement Toolkit / Flowchart)</p>	<p>Engagement with service users and their parents/carers/guardians to obtain their personal views on the children and young people’s emotional well-being and mental health services – specifically their own experiences of using the service.</p>
<p><b>What site visits will be undertaken?</b></p>	<p>Member visit to one of the new district and borough hubs (March 2018).</p>
<p><b>How will our partners be involved?</b> (consultation with relevant stakeholders, District / Borough reps)</p>	<p>Invitations to participate to be sent out to officers from the Coventry and Warwickshire Partnership Trust (CWPT), CCGs, schools and social workers.</p>

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Overview and Scrutiny – Improving Services for the Community

<p><b>How will the scrutiny achieve value for money for the Council / Council Tax payers?</b></p>	<p>Provide evidence, conclusions and recommendations for consideration and implementation both within the County Council and by its partners.</p> <p>The TFG process should enable members to become fully informed of the expected outcomes and outputs from the new contract. This will enable scrutiny to hold the contract providers to account over the life of the contract.</p>
<p><b>What primary / new evidence is needed for the scrutiny?</b> (What information needs to be identified / is not already available?)</p>	<p>The TFG needs to meet with representatives of the CWPT in order to gain a detailed understanding of the new contract, including the detailed specification/outcomes framework and the key performance indicators (KPIs).</p> <p>The TFG should then gather evidence from the service provider CWPT of how it is implementing the current contractual requirements. This will give an understanding of service demand and levels of pressure. Identifying the potential areas to reduce these pressures and particularly areas where the County Council may have an influence as part of a system approach, including through the Health and Wellbeing Strategy, CCG strategies, education and Social Care.</p> <p>CWPT to be invited to send officers performing a variety of roles in relation to the delivery of the service to a meeting of the TFG. Members have expressed a view that it will be important to meet with staff delivering frontline services in order to understand how the new contract is affecting the delivery of services.</p> <p>Discussion with CCGs and patient representatives to gain context and further information on the current service demands and potential areas for joint working.</p> <p>Observing at a Strategic Partnership Board meeting.</p> <p>Discussion with school representatives to obtain their views on the service.</p>

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<p><b>What secondary / existing information will be needed?</b> (i.e. risk register, background information, performance indicators, complaints, existing reports, legislation, central government information and reports)</p>	<p>Review the CWPT implementation plan to determine whether or not the defined milestones have been reached or are unlikely to be reached.</p> <p>The previous Key Performance Indicators (KPIs) from the previous contract have been transferred to the new one. Performance against these should be shared with the Task and Finish Group so that current and potential future performance can be scrutinised.</p>
<p><b>Indicators of Success –</b> (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.?)</p>	<p>The review should seek to influence real service change.</p> <p>For example, schools have a significant role to play within the CAMHS arena. The review may seek to recommend that elected members take an active role in liaising with their local schools to ensure that children and young people are being signposted to the appropriate services.</p> <p>The review may also seek to determine how elected members are able to accurately assess the performance of the new CAMHS contract – specifically the proposed local hubs. The review should ensure that performance can be monitored effectively now and in the future.</p> <p>The TFG will monitor the customer satisfaction forms submitted by service users in order to form a judgement on how the service is performing and to identify potential areas of improvement.</p> <p>The review should seek to ensure that the new Rise service is widely publicised by all partners across the county.</p>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<p>Health is commissioning a tier 4 review from an NHS perspective.</p>

## **Primary Evidence Detail**

### **1.1 Context – 8<sup>th</sup> February 2018**

As part of the scoping of the review, Andrew Sjurseth (CAMHS Commissioner) met with members to discuss which organisations and individuals should be called to give evidence. This was an important part of the TFG process as the evidence gathered would determine whether or not the scope of the view could be achieved. During this initial scoping session, members determined that:

- It would be important to gain an understanding of the key performance indicators and how they were used to measure performance of the contract.
- It was essential to meet with frontline CAMHS practitioners.
- Members were keen to determine how children's mental health professionals worked with parents and carers to support them throughout the CAMHS process.
- Members should seek additional information on: the specific objectives of the new contract, how the issue of excessive waiting times was being tackled, what provisions were in place to ensure that people not accessing CAMHS services were provided with support and how schools fitted in to the new contract offer.
- Members agreed that due to the short timeframe associated with this review, potential evidence providers should be prioritised according to the information required by the TFG to meet the scoping requirements.

### **1.2 Evidence Session – 7<sup>th</sup> March 2018**

Presentation provided by CWPT. The following staff from CWPT attended this session to provide the presentation:

Jed Francique (Associate Director of Operations), Justine Richards (Director of Strategy and Business Development) and Suzie Gentry.

During the presentation and subsequent questioning session, the following evidence was gathered:

- CWPT was conscious of the current pressures and demands on the CAMHS service. The new contract was seeking to do things differently to alleviate some of this pressure and to improve the service at all levels.
- The new contract focussed on effective early intervention to reduce the need for specialist treatment. CWPT was working with schools, within youth settings and with primary care providers so that appropriate early help could be provided to young people.

- From April 2018 the contract would focus on analysing where resources were required to tackle the areas of greatest need.
- A continuing pressure on specialist services.
- A skills shortage nationally of those professionals who could provide specialist CAMHS care.
- It was crucial for young people to be referred to the appropriate support area to avoid unnecessarily overloading the specialised support areas of the service.
- Co-production was a key feature of the new contract, with a greater emphasis being placed on providing guidance and support to parents. Discussions with parents and carers would help to shape the service and to determine measures to assess the effectiveness of the new contract.
- An organisation 'Young Minds' had been commissioned to spread mental health knowledge throughout schools and with a wider cohort of young people. Young people had been asked what outcomes they would like to see from the service. The framework of the contract had been shaped, in part, after analysing the results of these conversations.
- CWPT reviewed how the previous contract was delivered and how services were provided. This analysis had formed the starting point for the new contract and the model that it would use.
- The new contract went live on 1<sup>st</sup> August 2017 and would run for seven years. CWPT and Coventry and Warwickshire Mind were the service providers.
- Effective partnership working is a key aspect of the new contract.
- Raising awareness that mental health is everyone's business is critical.
- Through this contract the objective was to improve performance and clinical quality. This phase of the contract was a two year implementation period.
- There had been an increase nationally of mental health cases in young people.
- The governance aims of the new contract were to strengthen collaboration between commissioners and partners and to increase stakeholder representation.



- CWPT was seeking to establish more effective strategic and operational links between services and key partners.
- CWPT sought to reduce waiting times for children and young people accessing mental health services. The future aim was to provide an improved CAMHS service.
- The single point of entry for accessing CAMHS services had been expanded. This would be achieved by providing additional navigation and community hubs, drop-in centres and access to facilitated group work. An increase in outreach work would seek to improve early interventions.
- Two hubs would open in March 2018 – one in Stratford and another in Atherstone. The precise location for the Stratford hub had not yet been determined.
- CWPT would need to utilise their resources in order to tackle priority areas of mental health needs.
- Over the course of the contract, five hubs would be located across Warwickshire.
- Some schools were better than others at managing mental health issues.
- The digital offer was a key part of the new contract.
- Society had shifted and there was a difficulty for all people to ‘switch off’.
- Technology developments made it increasingly difficult for parents to monitor their children’s online activity. Cyber bullying was becoming increasingly prevalent.
- The online ‘Dimensions’ tool provided young people with an opportunity to access a self-help service which would assist in signposting them to the correct level of support.
- The most prevalent mental health issues being presented were mood orders, anxiety and depression (along with self-harm).
- Further work was being undertaken by the contract providers to ensure that convenient appointments were being offered to children and young people.
- CWPT was undertaking work to determine what outcomes could be measured and which could not.

- Because each CAMHS service nationally was different in terms of its form and focus, it was difficult to benchmark against other local authorities in terms of success/failures.

Following the presentation from CWPT, the following points were raised by members:

- Volunteers needing more support in accessing mental health services, where no hub was available. Coventry and Warwickshire Mind had an outreach bus to provide a service in such areas.
- The local knowledge held by members around mental health services should be fed in to CWPT and their partners.
- Most schools were effective at dealing with low-level mental health issues, but could experience significant demands for this support going forwards.
- A potential recommendation that schools which performed well in managing mental health issues could share best practice with other schools to improve their mental health offer.
- It is imperative that the Dimensions Tool provides a correct indication of a persons' need to assist signposting to the appropriate level of service/support.
- A focus on children looked after and the mental health services that were offered to them. This was an area targeted by members in terms of an improvement being required.
- The need to assess how outcomes would be measured going forwards. The following were in place to measure performance:
  - 1) The experience of service questionnaire completed by service users.
  - 2) The SDQ which provided specific and appropriate measures.
  - 3) The monitoring framework would be expanded – one suggestion was that sessions would be evaluated one by one to gauge their effectiveness/success.
  - 4) Surveys would be completed by schools (teachers) to gauge their experience of mental health services and to identify potential areas for improvement.
- The need to clarify if triage performance was measured (specifically if the correct referrals were being made at this point of the process).
- A recommendation that CWPT reports back on a six-monthly basis to a joint Children's and Adult Social Care and Health Overview and Scrutiny meeting, to update members on performance.

### **1.3 Evidence Session – 26<sup>th</sup> March 2018**

Evidence session with representatives from Coventry and Warwickshire Mind (CWM). Attending this session on behalf of CWM were: Leeya Balbuena (Director of Operations), Louise Ferro (Senior Operations Manager) and Steven Hill (Chief Executive).

During the presentation and questioning session, the following evidence was gathered:

- A rapidly growing organisation with 200 staff and an annual turnover of £5 million.
- The work of CWM was centred on forming effective working relationships with partner organisations. This enabled the organisation to serve the community effectively.
- CWM had been working in partnership with RISE for many years. RISE is the name service users had chosen for transformed services. Around two years ago this became a more formal arrangement.
- CWM were advocates of concentrating their work on a case by case basis, focusing on the needs of each individual child.
- Work was being undertaken to determine how the Journeys service could be brought together with the CAMHS service. Journeys is a service to improve mental health and emotional wellbeing of children looked after,
- CWM were advocates of 'no door being the wrong door'. Navigation hubs worked to ensure that young people were referred to the appropriate service at the right time.
- CWM were focussed on early intervention.
- In Coventry and Warwickshire, there were 20,000 mental health cases, of which 6000 comprised children and young people.
- Young people transitioning into adulthood would receive continued mental health support.

- Noted that work undertaken via the Big Umbrella had been accredited. A specialist mental health programme was being delivered in schools by Mind. This was an 'off the shelf' package delivered mainly in secondary schools. Within Warwickshire this was being delivered primarily to schools in the Nuneaton area (where there was a high referral rate to CAMHS services). Work was being undertaken to formulate a programme to be delivered in primary schools.
- CWM to ensure the Council was informed periodically of the mental health services available within each area. This would assist in signposting residents to services.
- Hubs would be located in all five district/borough areas of the county within the two year implementation period. The location of some hubs was still to be agreed.
- RISE was undertaking direct work with children and with the people around them, to ensure that looked after children were provided with appropriate mental health services. The Journeys service had previously provided looked after children with significant support and guidance, which had contributed to some children not needing to be referred to specialist CAMHS services.
- Legislation provided that a legitimate assessment could not be given to a child looked after (or any other child) if they were not in a stable placement. In these cases work would be undertaken with carers/guardians/parents to ensure that support was still available to them.
- How decision making at the Partnership Board had been amended to give each organisation an equality of voting rights. This had contributed to a more honest and open working environment with mutual respect.
- CWM felt that it was reactive in terms of the treatment and referral options offered.
- CWM had recently undertaken work around raising awareness of suicide prevention amongst children and young people.
- CWM was in the early stages of the new contract, but was on track to meet agreed objectives.
- The biggest challenge for all partners in successfully delivering the new contract would be to adopt a joint philosophy and a cohesive view around young people's mental health services.

- CWM sought to reduce waiting times for young people to access mental health services; it was prioritising user engagement and seeking to amend the criteria around the closing of cases.

Following the presentation from CWM, the following areas were discussed:

- CWM was funded by Warwickshire County Council, clinical commissioning groups (CCGs), The National Lottery, Big Umbrella (National Mind scheme). Additional funding was also obtained by CWM bidding for contracts.
- Questioned why an organisation the size of CWPT needed the input of CWM. CWM provided excellent work at the tier 2 level, often directly assisting young people in crisis. It made practical sense for both organisations to work together so that the referral process was not overly complicated. Young people were put in touch with CWM through a single point of entry which resulted in the model based on navigation hubs.
- CWM had been commissioned to undertake a significant amount of tier 2 work and was the largest third sector provider of services.
- Whether there were any frustrations from the CWM perspective in terms of the implementation of the new contract. Previous frustrations before the implementation of the new contract were that services were not able to focus solely on an individuals' and their families' needs. Preventative work was a key feature of the new contract.
- A major identifier of success would be a documented decrease in waiting times (in terms of young people accessing CAMHS services).
- Questioned how the Council worked with partners and the respective responsibilities. CWPT and CWM were primarily responsible for delivering mental health services for children and young people in Warwickshire, with WCC Public Health undertaking joint commissioning in terms of the provision of mental health hubs. Noted that information collated by Public Health would be used to inform how CWM would best work to support the needs of young people.
- Detail was sought on how the success of the mental health service would be measured. There are nationally recognised tools to measure success/progress. Feedback received from patients was a critical indicator.

- Assurance sought that the triage process was effective in signposting people to the correct service. Patients were monitored closely to ensure that the appropriate treatment was being delivered and they were routed to alternative services where it was appropriate. CWM and CWPT were working closely together and the triage process was working effectively.
- In relation to the Dimensions Tool, a view that additional work was needed to ensure it was easily accessible and tailored to provide children and young people with the correct guidance.
- How CWM staff were supported. A flexible approach was adopted and great value was placed on physical and emotional wellbeing with support available to CWM staff.
- The importance of establishing good working relationships with schools was stated.

#### **1.4 Evidence Session – 17<sup>th</sup> April 2018**

Evidence session with representatives from CWPT (responsible for the Dimensions Tool) and with representatives from Public Health (Warwickshire). Attending this session on behalf of both organisations were: Coventry and Warwickshire Partnership Trust: Gemma Cartwright (Neurodevelopment Manager) and Public Mental Health: Paula Mawson (Commissioning Lead).

During the presentation and questioning session, the following evidence was gathered:

- Some children presenting to CAMHS services were diagnosed with multiple emotional, behavioural or mental health difficulties.
- The Dimensions Tool (DT) had been developed to assist with signposting children to the most appropriate and relevant service.
- Parents/carers, health professionals and children were involved in the continual development of the DT and feedback was important, encouraged and would be taken on board. A FAQ section had recently been added to the DT.
- The DT had been designed to be used by adults, not children
- DT had been launched whilst still having some issues to be resolved.

- The Tool had been developed and was maintained by a small, dedicated team of health professionals. The development and maintenance of the Tool was undertaken as part of health professionals' day to day working (on a voluntary basis). There was not currently any specific resources allocated to the development or maintenance of the DT.
- Additional resources would greatly assist the team in developing and maintaining the DT.
- The constructive feedback from the TFG would be fed back to the DT team.
- A demonstration was provided of how the DT was completed to gain a better understanding of how it worked to signpost users to services.
- Completing a DT exercise would result in a report being produced that would assist health professionals in signposting children and young people to the most appropriate tier of the CAMHS service.
- A completed DT report did not outweigh a health professionals' opinion and diagnosis; it simply provided the health professional with additional information to help them reach an appropriate diagnosis.
- The growth in social media had increased cases of cyber bullying and had placed further demands on CAMHS services.
- Health professionals could access completed DT reports.
- Good working relationships established with GPs who wanted to undertake further training in relation to the DT.
- Forthcoming developments would include the inclusion of some 'how to videos' which would show how the tool worked and how the questions could be answered.
- Warwick Medical School (University of Warwick) had indicated that it would be willing to assist with the development of the DT.
- Dimensions Champions would be located in local hubs.
- Public Health played a key role in the CAMHS transformation process, specifically in relation to the commissioning of services. Public Health also provided funding towards the CAMHS service.

1.4.2 Following the presentation, the following points were raised by members:

- A view that the DT could be more clearly laid out (visually), Each 'level' included in the DT scale required clearer wording to assist people completing the questions to understand the rating system used. Some of the wording used in the DT was overly clinical.
- The TFG acknowledged the good work that had been undertaken on a voluntary basis to develop and maintain the DT.
- The Council could assist in raising awareness that the DT was available for parents, carers and professionals to use.
- A potential recommendation that where possible, all health partners share information, so that effective performance monitoring takes place.
- A potential recommendation could be the offer of IT support in relation to the DT and to offer to support the health sector in relation to raising awareness of the DT.
- A clearer link should be included on the CWPT website to direct people straight to the DT.



## Children and Young People’s Emotional Well-being and Mental Health

### Key performance data March 2018

#### 1. Referral to Treatment Times:

- Referral to treatment time targets continue to be routinely met across emergency, urgent and routine cases.
- The 100% target for all cases to be seen by 26 weeks continues to be missed due to a coding error that led to a number of cases not being picked up in good time. These have each been reviewed with appointments made for initial assessments.

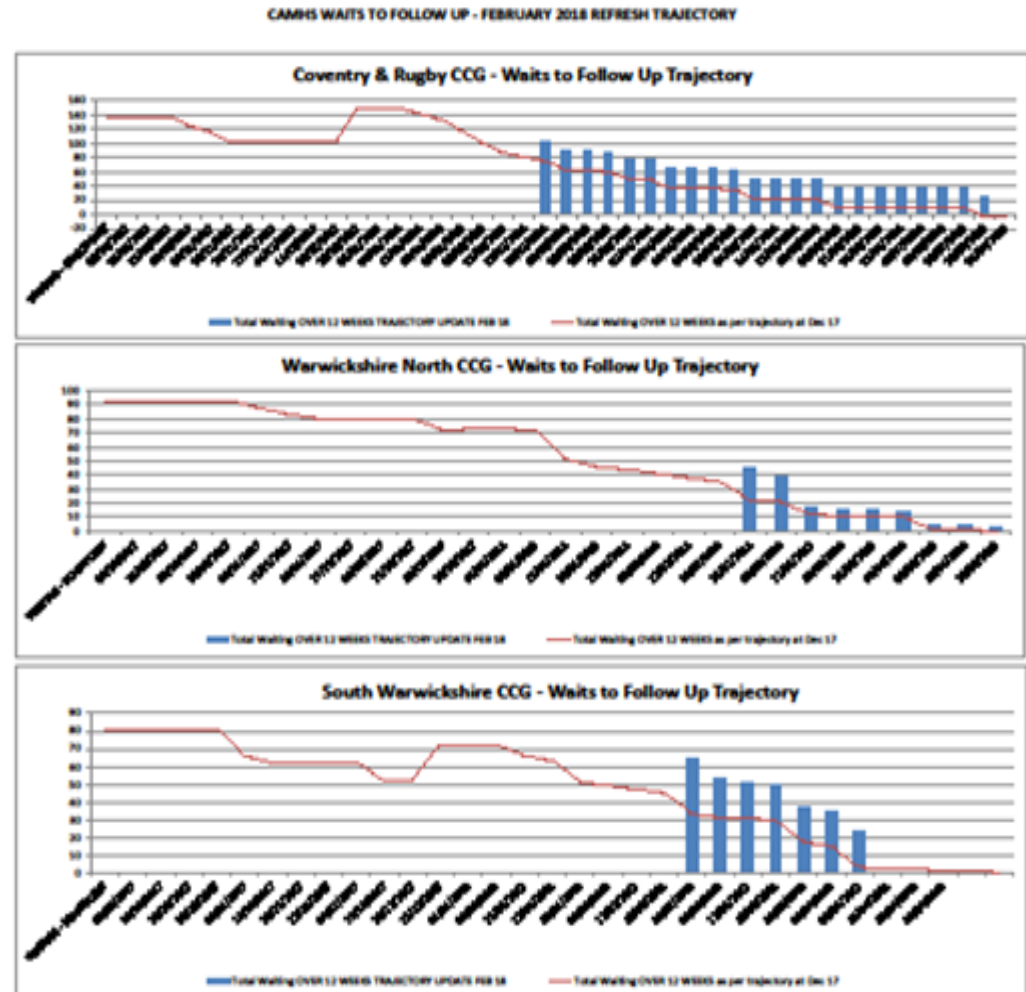
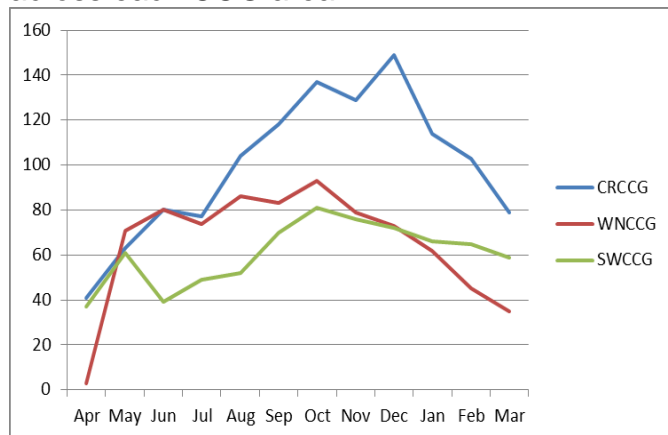
*Table 1: Referral to Treatment Times target performance across 2017/18*

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Emergency (48hrs)</b>												
Number	5	18	22	14	19	43	23	40	24	33	41	49
Percentage	100	100	100	100	100	100	100	100	100	100	100	100
<b>Urgent (5 working days)</b>												
Number	16	7	12	7	1	0	2	2	0	2	4	6
Percentage	100	100	100	100	100	N/A	100	100	N/A	100	100	100
<b>Routine (18 weeks) 95% of cases</b>												
Number	164	196	223	172	126	153	173	162	104	223	150	162
Percentage	99.4	98.5	98.7	100	99.2	99.4	99.4	95.3	94.5	97.8	97.4	97.6
<b>Routine (26 weeks) 100% of cases</b>												
Number	165	199	226	172	127	153	174	170	110	226	153	164
Percentage	100	100	100	100	100	99	100	100	100	99.1	99.4	98.8

2. 12 week follow up waits:

- 12 week waits continue to fall month on month across Warwickshire CCG areas since October 2017.
- Falls in South Warwickshire has been at a slower rate than other areas. However, the waiting list profile shows a reduction in those waiting the longest.
- Reductions in the waiting list are not meeting the trajectory profile (opposite). CWPT is reviewing March waiting time data to assess whether the original trajectories will need to be revised.

Graph 1: Total number waiting over 12 weeks across each CCG area



Warwickshire County Council  
Overview and Scrutiny – Improving Services for the Community

**Monitoring Return Quarter N. 2017-2018**

DRAFT V4 PR

Please complete all yellow cells. Data is not required this quarter for any measures in grey.

Indicator	Measure	(Outputs)	(Outcomes)	(Feedback)
		Total number seen / supported	% achieving a positive outcome (where applicable)	% providing positive feedback of the service (where applicable)
1	How many people have been reached this quarter through activities undertaken to raise awareness of children's mental health?		N/A	
			<input type="checkbox"/> Representative	
2	How many children and young people received emotional well-being support this quarter?			
			<input type="checkbox"/> Representative	
3	How many children and young people received resilience building support this quarter?			
			<input type="checkbox"/> Representative	
4	How many children and young people have received support to manage their own mental health this quarter?		N/A	
			<input type="checkbox"/> Representative	
5	a. How long, on average, have children, young people and families waited to receive initial support from the service?			
	Average Time Taken			
5	b. How long, on average, have children, young people and families waited to receive the first two appointments of a new direct intervention?			
6	a. How many of the children, young people and families receiving direct interventions this quarter have been asked, or have volunteered, what they feel about the appropriateness of those interventions?			As Column E
	Average Time Taken			
6	b. How many of the children, young people and families receiving direct interventions this quarter have been asked, or have volunteered, what they feel about the accessibility of the venue where those interventions were delivered?			As Column E
6	c. How many of the children, young people and families receiving direct interventions this quarter have been asked, or have volunteered, what they feel about the convenience of the timing of those interventions?			As Column E

Warwickshire County Council  
Overview and Scrutiny – Improving Services for the Community

**Monitoring Return Quarter N. 2017-2018      DRAFT V4**

Please complete all yellow cells. Data is not required this quarter for any measures in grey.

Indicator	Measure	(Outputs)	(Outcomes)	(Feedback)
		Total number seen / supported	% achieving a positive outcome (where applicable)	% providing positive feedback of the service (where applicable)
7	How many of the children, young people and families working with mental health practitioners this quarter have been asked, or have volunteered, whether they have positive and trusting relationships with them?			As Column E
8	How many families have been enabled to support their children's mental health this quarter?		See Column D	
9	How many children, young people, and families receiving interventions this quarter have been asked, or have volunteered, whether they routinely have a say in decisions regarding those interventions?			
10	How many children and young people have accessed direct services in this quarter?		<input type="checkbox"/> Representative	
11	How many children young people and families were involved in co-production activities this quarter?		See Column D	
12	How many children young people and families accessing services received physical health promotion?		<input type="checkbox"/> Representative	
13	How many families have been supported by activities undertaken this quarter to improve levels of attachment and relationships between children		N/A	
			<input type="checkbox"/> Representative	

Warwickshire County Council  
Overview and Scrutiny – Improving Services for the Community

**Monitoring Return Quarter N. 2017-2018**      **DRAFT V4**

Please complete all yellow cells. Data is not required this quarter for any measures in grey.

Indicator	Measure	(Outputs)	(Outcomes)	(Feedback)
		Total number seen / supported	% achieving a positive outcome (where applicable)	% providing positive feedback of the service (where applicable)
14	a. How many children, young people and families have been involved in transitions within and across the service this quarter?		<input checked="" type="checkbox"/> Representative	As Column E
	b. How many professionals have been involved in transitions within and across the service this quarter?		<input checked="" type="checkbox"/> Representative	As Column E
15	How many children have been supported by activities undertaken this quarter to specifically address the emotional well-being and mental health of Children Looked After?		<input type="checkbox"/> Representative Waiting...	
16	How many young people have been supported by activities undertaken this quarter to specifically address the emotional well-being and mental health of young people in the youth justice system?		<input type="checkbox"/> Representative Waiting...	
17	How many children or young people have been supported by activities undertaken this quarter to specifically address the emotional well-being and mental health of children and young people with LD and / or ASD?		<input type="checkbox"/> Representative Waiting...	
18	How many children or young people have been supported by activities undertaken this quarter to specifically address the emotional well-being and mental health of children and young people with additional vulnerabilities?		<input type="checkbox"/> Representative Waiting...	
19	How many professionals from other service areas have been supported this quarter?		<input checked="" type="checkbox"/> Representative	As Column E
20	How many professionals from other service areas have been supported by activities undertaken this quarter to increase their confidence and capacity?		<input checked="" type="checkbox"/> Representative	

**Commentary 1 (optional)**

*What went well this quarter?*

	Please embed any supporting evidence, including details of relevant activities.
--	---

**Commentary 2 (optional)**

*What went less well this quarter? What plan is in place to address these issues?*

	Please embed any supporting evidence, including details of relevant activities.
--	---

**Commentary 3 (optional)**

	Please embed any supporting evidence, including details of relevant activities.
--	---

## Appendix D - Glossary

Term	Definition
CAMHS	Child and Adolescent Mental Health Service. Support, assessment and treatment for children and young people in Coventry and Warwickshire experiencing emotional wellbeing difficulties, or mental health problems, disorders and illnesses.
CCG	Clinical Commissioning Groups. These NHS bodies allocate funding to service providers for the delivery of health services.
CWM	Coventry and Warwickshire Mind. A local mental health charity affiliated to Mind: the leading mental health charity in England & Wales. For almost 50 years we have been developing and delivering quality services with, and for, people with mental health problems.
CWPT	Coventry and Warwickshire Partnership Trust. NHS Trust currently responsible for providing CAMHS services in Warwickshire.
DT	Dimensions Tool. Online application designed to provide information about what support is available; and developing the use of a shared language to think and talk to each other about young person's well-being. Dimensions provides a different way to think about a young person's mental health and the factors which affect it, rather than thinking in terms of a mental health diagnosis. It includes resilience and supportive factors and takes account of the context around that young person. The Dimensions model comes from a blend of theoretical models from occupational therapy, psychology, psychiatry and social work.
KPIs	Performance measures which aim to improve understanding of how the urgent care system is performing overall and drive up performance to ensure patients receive the best possible clinical outcomes through a more balanced consideration that more accurately reflects the three domains of quality (providing patient safety, effective care, and delivering a positive patient experience).
OSC	Warwickshire County Council Overview and Scrutiny Committee
RISE	The name service users had chosen for transformed services
SDQ	The Strengths and Difficulties Questionnaire (SDQ) is a brief behavioural screening questionnaire about 3-16 year olds. It exists in several versions to meet the needs of researchers, clinicians and educationalists.
TFG	Task and Finish Group

**Scrutiny Action Plan**

<b>Recommendation Areas within the control of Warwickshire County Council</b>		<b>PfH Comments</b>	<b>Cabinet Comments</b>	<b>Target Date for Action</b>	<b>Lead Officer</b>	<b>OSC Update</b>	<b>Progress Notes</b>
1.1	That Cabinet is recommended to offer IT and Communications support to assist with the development of the Dimensions Tool; namely access to an IT specialist to help develop and support the programme. The Communications Team to offer guidance on how the Tool is promoted and how users can be appropriately signposted to access the Tool.						
<b>Recommendations Areas within the control of partners</b>		<b>PfH Comments</b>	<b>Cabinet Comments</b>	<b>Target Date for Action</b>	<b>Lead Officer</b>	<b>OSC Update</b>	<b>Progress Notes</b>
2.1	That Coventry and Warwickshire Partnership Trust (CWPT) reports back on a six-monthly basis to joint meetings of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees to update members on the following performance aspects:						



Warwickshire County Council  
Overview and Scrutiny – Improving Services for the Community

	<ul style="list-style-type: none"> <li>• CWPT will update members on their performance against their Key Performance Indicators.</li>   <li>• CWPT will highlight any achievements (including how they have been made) and any areas of concern (including how they will be remedied).</li> </ul>						
2.2	<p>That a user group comprising young people, health professionals, IT specialists and elected members be formed to help shape the content and format of the Dimensions Tool. The user group should report back on a six-monthly basis to the joint meetings of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees.</p>						

## Cabinet

13 September 2018

### Report and Recommendations of the Loneliness Advisory Group

#### Recommendation

That Cabinet considers the report of the Loneliness Advisory Group and approves the following recommendations:

- 1) That in view of the prevalence of loneliness and the impact that it can have on people's health and wellbeing, Warwickshire County Council undertakes to raise awareness of the issue amongst its own staff. In addition the messages regarding loneliness should be extended to the wider public sector via the Warwickshire Health and Wellbeing Board.
- 2) That as part of the decision making process authors be required to consider and where appropriate include in reports specific reference to the impact of proposals on loneliness.
- 3) That from 2019/2020 an additional scoring criterion is considered for inclusion in the Warwickshire County Council Councillors Grant Fund Scheme that relates specifically to the impact of all project applications on reducing loneliness and social isolation.
- 4) That agencies such as Age UK be invited to promote any schemes they operate aimed at reducing loneliness (e.g. befriending schemes) to Warwickshire County Council staff. This will take the form of submissions on the intranet, a presence in Shire Hall and other offices on key dates and articles in staff newsletters etc.
- 5a) That GP practices be targeted to ensure that they are sufficiently aware of the benefits of social prescribing to wish to engage with this initiative. GP learning events should be used to assist in the dissemination of this message.
- 5b) That a member development/briefing session be arranged to relay messages about Social Prescribing. This session will cover those actions that members can undertake to promote Social Prescribing in their communities.
- 6) That during the Year of Wellbeing the impact of loneliness is particularly recognised and projects developed to specifically address this.

- 7a) That the Council recognises the value of arts and culture in addressing issues of loneliness and encourages family centres, GP practices and libraries to promote activities around this.
- 7b) That the Council endorses efforts underway to develop a Creative Health Alliance across Warwickshire, to form a strong partnership between arts and culture organisations and health partners, to include supporting partnership bids for external funding.
- 8) That the County Council continue to manage information on events and activities that people can engage with and that this be shared with GPs, Practice Nurses and Social Workers.
- 9) That EQUIP (the organisation delivering the WCC contract for equalities services within Warwickshire) be requested to raise awareness of, and signpost to, services, support and activities that address loneliness and social isolation for their target groups. (as per Outcome 3, 3a of the service specification).

## **1. Report of the Advisory Group**

- 1.1 At its meeting of 21 September 2017 Council considered a motion on loneliness tabled by Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group). Following a debate in which the significance of loneliness, the efforts being made by various agencies and the positive and negative impact of the way council services are delivered on levels of loneliness were discussed the following resolution was agreed.

“That, in light of the Director of Public Health’s Annual Report 2017, which highlights the impact of loneliness and isolation on people’s health and wellbeing, Council agrees to the establishment of a cross party member group by Cabinet to consider and recommend to Cabinet what steps could be taken to reduce social isolation and loneliness including how we work with partners and the voluntary and community sector on targeted initiatives and the role that public transport plays in this context”
- 1.2 In response to the council resolution Cabinet agreed in November 2017 to the establishment of an Advisory Group.
- 1.3 Throughout the first half of 2018 the Advisory Group gathered evidence initially from officers and then from partners and witnesses to develop a greater sense of the causes and impact of loneliness and to consider ways in which these can be addressed. Details of the evidence considered can be found in the appended report. For this reason and through a desire not to repeat the efforts of others the Advisory Group has focused on areas where it considers it can make a difference.
- 1.4 From the start it was acknowledged that this group was never going to be able to address all the issues surrounding loneliness. It was also recognised that a considerable body of work is being undertaken globally on the issue of loneliness and that it would be inappropriate and ineffective to attempt to repeat that which is being

done elsewhere. Nevertheless members and officers recognised that Warwickshire County Council (WCC) has a responsibility to do whatever it can to help in this area.

## 2.0 Financial Implications

2.1 Throughout this review members have been mindful that whilst the group's recommendations can be challenging it must be possible to deliver them taking account of budgetary constraints. The recommendations focus more on working smarter than anything requiring major capital or revenue outlay. Where there are financial considerations then these should be taken account of during the Council's budget setting process.

## 3.0 Action Planning

3.1 The Advisory Group is keen to ensure that its recommendations are implemented where possible. To this end it is expected that following the endorsement of those recommendations an action plan will be prepared.

## Background Papers

None

	<b>Name</b>	<b>Contact Information</b>
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The report was circulated to the following members prior to publication:

Cabinet Portfolio Holder: Councillor Caborn

Advisory Group members: Councillors Falp, Rickhards, Dirveiks, Horner, Pandher, Rolfe



## **Loneliness Advisory Group Report**

**“Loneliness and the feeling of being  
unwanted is the most terrible  
poverty”  
(Mother Teresa)**

*Working for  
Warwickshire*

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**Foreword by Councillor Clive Rickhards – Chair of the Loneliness Advisory Group**

People who are not lonely probably do not give the subject of loneliness a great deal of thought. It is perhaps only those who are lonely that fully appreciate what an unhappy place that can be. It is doubtful if anybody wants to feel lonely although we all from time to time want to be alone.

There is a growing awareness of the impact that loneliness can have on peoples' health and wellbeing. Thankfully too there is a growing willingness amongst the lonely and those who can assist them to speak openly about the issue.

This review was set up in the light of observations contained in the 2017 Director of Public Health's Annual Report. Members of the County Council, in approving that report felt that more should be done to understand loneliness in 21<sup>st</sup> Century Warwickshire and give consideration to what could be done to either reduce loneliness or mitigate against its impacts.

Reassuringly the advisory group has learned that headway is already being made by partner agencies and by the County Council. In developing our recommendations we have been keen to avoid redeploying ideas that are already being implemented or proposing actions that cannot be afforded. We are keen to spread the messages about loneliness and where possible encourage people to work more effectively to address it.

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## 1.0 Executive Summary

The Loneliness Advisory Group comprising a number of elected members was established in response to messages contained in the 2017 Director of Public Health's Annual Report.

The Group has considered written and oral evidence from a number of sources. Based on what it has learned it has sought to produce a series of recommendations which it considers are realistic and deliverable. The recommendations are:

### **Recommendation 1**

That in view of the prevalence of loneliness and the impact that it can have on people's health and wellbeing, Warwickshire County Council undertakes to raise awareness of the issue amongst its own staff. In addition the messages regarding loneliness should be extended to the wider public sector via the Warwickshire Health and Wellbeing Board.

### **Recommendation 2**

That as part of the decision making process authors be required to consider and where appropriate include in reports specific reference to the impact of proposals on loneliness.

### **Recommendation 3**

That from 2019/2020 an additional scoring criterion is considered for inclusion in the Warwickshire County Council Councillors Grant Fund Scheme that relates specifically to the impact of all project applications on reducing loneliness and social isolation.

### **Recommendation 4**

That agencies such as Age UK be invited to promote any schemes they operate aimed at reducing loneliness (e.g. befriending schemes) to Warwickshire County Council staff. This will take the form of submissions on the intranet, a presence in Shire Hall and other offices on key dates and articles in staff newsletters etc.

### **Recommendation 5a**

That GP practices be targeted to ensure that they are sufficiently aware of the benefits of social prescribing to wish to engage with this initiative. GP learning events should be used to assist in the dissemination of this message.

**Recommendation 5b**

That a member development/briefing session be arranged to relay messages about Social Prescribing. This session will cover those actions that members can undertake to promote Social Prescribing in their communities.

**Recommendation 6**

That during the Year of Wellbeing the impact of loneliness is particularly recognised and projects developed to specifically address this.

**Recommendation 7a**

That the Council recognises the value of arts and culture in addressing issues of loneliness and encourages family centres, GP practices and libraries to promote activities around this.

**Recommendation 7b**

That the Council endorses efforts underway to develop a Creative Health Alliance across Warwickshire, to form a strong partnership between arts and culture organisations and health partners, to include supporting partnership bids for external funding.

**Recommendation 8**

That the County Council continue to manage information on events and activities that people can engage with and that this be shared with GPs, Practice Nurses and Social Workers.

**Recommendation 9**

That EQUIP (the organisation delivering the WCC contract for equalities services within Warwickshire) be requested to raise awareness of, and signpost to, services, support and activities that address loneliness and social isolation for their target groups. (as per Outcome 3, 3a of the service specification).

## 2.0 Introduction

### 2.1 Purpose of review

2.2 Loneliness is a psychological state. It is a subjective, negative feeling associated with lack or loss of companionship<sup>1</sup>. Loneliness is often associated with increasing age however, both loneliness and social isolation occur across all age groups. Prevention and early intervention is vital to enable people to live well, remain as independent as possible and reduce the demand on health and social care.

2.3 There is now a growing awareness of the factors that can lead to a sense of loneliness. These include personality and cognitive variables, life stages (e.g. retirement, widowhood, diminishing health) social environment, the level and quality of interpersonal engagement and wider social factors such as poverty and access to transport.

### 2.4 It is important from the start to appreciate that:

a) **Loneliness is linked to social isolation but it is not the same thing. Social isolation relates to imposed isolation from social networks or access to services and can lead to loneliness. One way of describing this distinction is that you can be lonely in a crowded room, but you will not be socially isolated. The title of this report references only “loneliness”. However with loneliness and social isolation (LSI) so closely linked the reader will frequently find them mentioned in the same context.**

**Nevertheless the distinction between the two should always be borne in mind.**

b) **Loneliness is not limited to adults or the elderly. People of all ages can feel lonely. For example recent [statistics](#) indicate that younger people are reporting higher levels of loneliness. Most research and resulting initiatives to address loneliness does tend to focus on older people. However, as Warwickshire County Council serves the needs of all ages this review is not limited to one group.**

2.5 For most people, feelings of loneliness are short lived. However, long term loneliness can affect health in many ways and can reduce life expectancy. The impact of a lack of social relationships on the risk of mortality is comparable with smoking and alcohol misuse, and exceeds that of physical inactivity and obesity.

2.6 Nationally almost 1 in 3 (31%) of the population aged 65 and over are estimated to be lonely 'some of the time' and 7% 'all of the time or often'<sup>2</sup>. In Warwickshire, this equates to over 43,000 people experiencing some degree of loneliness in this age group.

2.7 At its meeting of 21 September 2017 Council considered a motion on loneliness tabled by Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group). Following a debate in which the significance of loneliness, the efforts being made by various agencies and the positive and negative impact of the way council services are delivered on levels of loneliness were discussed the following resolution was agreed.

"That, in light of the Director of Public Health's Annual Report 2017, which highlights the impact of loneliness and isolation on people's health and wellbeing, Council agrees to the establishment of a cross party member group by Cabinet to consider and recommend to Cabinet what steps could be taken to reduce social isolation and loneliness including how we work with partners and the voluntary and community sector on targeted initiatives and the role that public transport plays in this context"

2.8 In response to the council resolution an advisory group with terms of reference was set up and has met on a number of occasions to gather evidence and consider future actions.

2.9 From the start it was acknowledged that this group was never going to be able to address all the issues surrounding loneliness. It was also recognised that a considerable body of work is being undertaken globally on the issue of loneliness and that it would be inappropriate and ineffective to attempt to repeat that which is being done elsewhere.

2.10 Nevertheless members and officers recognised that they do have a responsibility to ensure that Warwickshire County Council (WCC) does whatever it can to help in this area. For this reason and through a desire not to repeat the efforts of others the advisory group has focused on a few areas where it considers it can make a difference.

### **2.11 Members and Contributors**

The members of the advisory group were:

- Councillor Neil Dirveiks
- Councillor Judy Falp
- Councillor John Horner
- Councillor Bhagwant Pandher
- Councillor Clive Rickhards (Chair)

The Group has been supported by the following officers from Warwickshire County Council:

- Paula Mawson - Commissioning Lead, Public Health
- Catherine Shuttleworth – Public Health Officer
- Jane Coates – Projects Co-ordinator, Community Capacity
- Hannah Cramp – Community Capacity Project Coordinator
- Jenny Murray – Localities and Partnerships Manager
- Paul Williams – Democratic Services Team Leader

## 2.11 Evidence

The Group held a number of information gathering sessions and engaged with a range of expert officers from Warwickshire County Council. As well as hearing from individuals the group considered a body of written evidence including:

[Loneliness and social Isolation Needs assessment 2015](#)

[Jo Cox Loneliness](#)

[Loneliness and Isolation Evidence Review - Age UK](#)

[Warwickshire DPH Annual Report 2017](#)

[Campaign to End Loneliness](#)

## 2.12 Dates and Timescales

21 September 2017	Motion to Council
9 November 2017	Approval by Cabinet of terms of reference for the advisory group
11 January 2018	Inaugural meeting of group. Consolidation of terms of reference and evidence gathering
16 February 2018	Evidence gathering
27 April 2018	Evidence gathering
21 June 2018	Summary and consideration of recommendations
13 September 2018	Report to Cabinet

## **3.0 Overview**

### **3.1 Loneliness**

3.2 The causes of loneliness and its impact on people's health and wellbeing are well documented. These have been summarised above. However, in order to appreciate how this report's recommendations can help make a difference it is necessary to have a more detailed understanding of the matter at hand. As has already been noted, a considerable body of work has been published into the area of loneliness. One example is the Warwickshire Joint Strategic Needs Assessment and much of the following is taken from that document.

3.3 Loneliness is associated with harm to mental and physical health, as well as having broader social, financial and community implications. Loneliness harms physical and mental health by increasing the risk of depression, high blood pressure, sleep problems, reduced immunity and dementia. It has a greater impact than other risk factors such as physical inactivity and obesity. A notable study found that loneliness has an equivalent risk factor for early mortality to smoking 15 cigarettes per day<sup>3</sup>.

On a more positive note, people are able to 'recover' from loneliness. A number of effective interventions have been identified, which are often low cost and taking action to address loneliness can reduce future need for health and care services.

### **3.4 Definition of Loneliness**

3.5 Loneliness can be defined as a subjective, unwelcome feeling of lack or loss of companionship (Perlman and Peplau, 1981). It can be a transient feeling that comes and goes but can also be chronic; meaning that it is experienced all or most of the time. Emotional loneliness is felt when we miss the companionship of one particular person (often a spouse, sibling or best friend) whereas social loneliness is experienced when we lack a wider social network or group of friends.

### **3.6 Policy – National Picture**

3.7 Loneliness and social isolation are emerging issues in the national health and social care agenda. Marmot's 2011 Review: Fair Society, Healthy Lives, included 'reduc(ing) social isolation across the social gradient' as a priority objective whilst the Care and Support White Paper recognises loneliness and social isolation as a large problem for society as a whole. Age UK and The Campaign to End Loneliness have subsequently published reports highlighting the issue of loneliness and methods to support and engage with lonely individuals. More recently the Jo Cox Commission Call to Action report highlights three key areas for action from national Government: national leadership; measuring progress; and catalysing action. Following this report, in January 2018 a new Minister



for Loneliness was appointed in order to continue Jo Cox's work on loneliness. The minister will work with the commission, businesses and charities to create a strategy for dealing with loneliness. The commission's report also highlights the fact that loneliness does not just affect older people but other groups including new mothers, refugees, those experiencing significant life transitions and disabled people. Furthermore, the Government has also announced a £20million fund for charities and community groups to bid for to help isolated people and those experiencing loneliness.

### 3.8 Policy – Local Picture

- The **Warwickshire Health and Wellbeing Strategy** has specific outcome measures related to loneliness and social isolation.
- **Warwickshire's Joint Strategic Needs Assessment (JSNA)** has priorities around mental health, dementia, carers and maintaining independence, which are all issues and groups associated with being impacted by loneliness and social isolation.
- **Warwickshire Cares, Better Together** incorporates Warwickshire's **Better Care Fund** plans, including work streams around promoting independence and community resilience, which both have outcome measures around reducing loneliness and social isolation. It also includes work streams in relation to the **Care Act**; focusing on prevention and wellbeing, in terms of preventing and delaying needs for care and support in vulnerable and older people.
- **The Director of Public Health Annual Report 2017** focussed on vulnerable groups and highlighted loneliness and social isolation as a key area with a number of recommendations. These include: encouraging residents to take an active part in their communities; recognising and using existing assets, including volunteers, to support communities; raising awareness of loneliness and social isolation and the services available for support.

### 3.9 Impact on Health and Wellbeing

3.10 For most people feelings of loneliness and social isolation are short lived. However, long term loneliness and social isolation can affect health in many ways and can reduce life expectancy. The diagram below highlights the impact of loneliness and social isolation on physical, mental and social health.

#### Physical Health

- Increased likelihood of poor lifestyle choices (e.g. smoking, overeating, increased alcohol consumption)
- Increased risk of dementia
- Earlier onset of disability
- Increased risk of high blood pressure and cardiovascular disease
- Higher incidence of falls

#### Mental Health

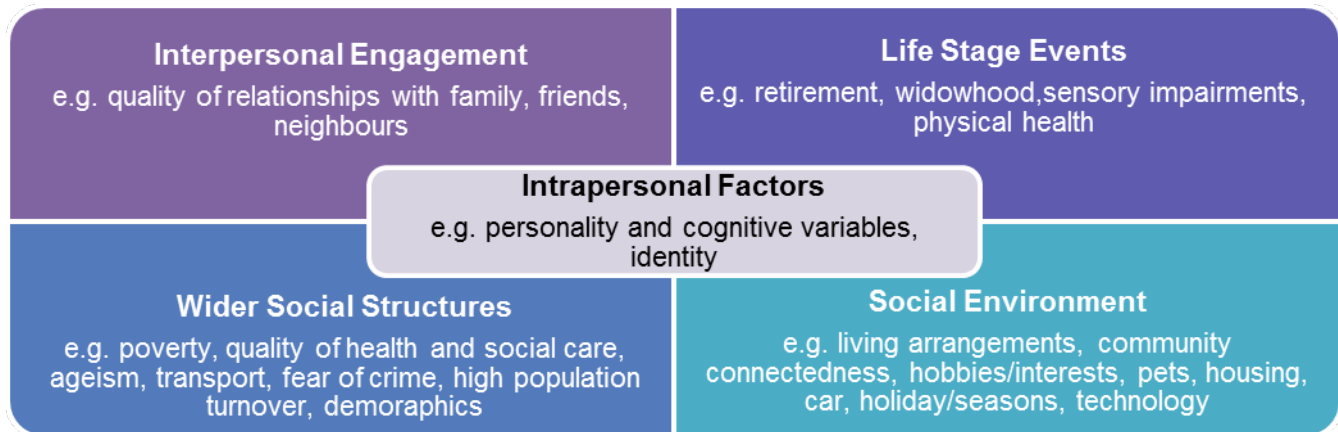
- Increased risk of anxiety and depression
- Increased risk of suicide

#### Social Health

- Increased risk of needing long term care
- Enter into residential or nursing care early

### 3.11 Risk factors

3.12 The relationship between loneliness and social isolation is complex and can change over the life course. There are a number of predictors of loneliness and social isolation and these are outlined below.



In addition, loneliness is more common in older people among:

- Males
- Widows/widowers
- People with limited contact with family and friends
- People with low self esteem
- People on a low income
- Informal carers

### 3.13 Measuring Loneliness and Social Isolation

3.14 Unlike other physical or mental health conditions, data on the prevalence and incidence of loneliness and social isolation are not routinely collected. Therefore, identifying individuals who are lonely or socially isolated, or are at risk of being so, is a challenge. Public Health Warwickshire has developed a 'Loneliness and Social Isolation Index' using Mosaic customer profiling data, based on work undertaken by Essex County Council. The aim of this is to ascertain an estimate of the number of households in Warwickshire that are at an above average risk of experiencing loneliness and social isolation.

3.15 The index identifies a number of groups who are at a higher than average risk of being lonely or socially isolated. These groups vary in age, ethnicity, and family and social status but all have a level of deprivation across various domains (e.g. income, housing, health, employment).

### 3.16 National Incidence and Prevalence

3.17 Loneliness is a common experience with those aged under 25 years and those aged over 55 years demonstrating the highest levels of loneliness. A 2005 study examined the prevalence of loneliness amongst older people in Great Britain, finding the following:

- 61% of people aged 65 and over reported 'never' being lonely
- 31% rated themselves as being 'sometimes' lonely
- 7% reported feeling lonely 'often' or 'always'

3.18 Applying these percentages to ONS population data, it can be suggested that in 2001 there may have been 2,329,650 people living in England who would rate themselves as being 'sometimes' lonely and 526,050 people who reported being lonely 'often' or 'always'.

3.19 Living alone is one of the factors contributing to a sense of social isolation; higher numbers of people aged 45 – 65 are living alone than ever before. There is the suggestion that loneliness tends to be higher amongst older people who live in socially disadvantaged urban communities. A study of deprived neighbourhoods of three English cities identified 16% of older people as being severely lonely (Scharf et al., 2002).

### 3.20 Warwickshire

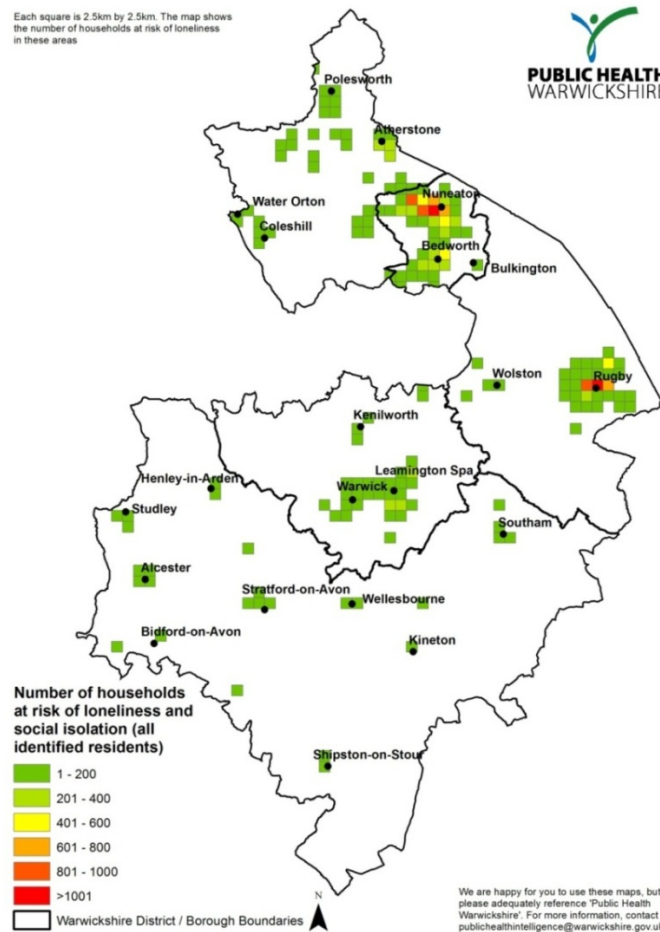
Almost 1 in 3 (31%) of the population aged 65 and over are estimated to be lonely 'some of the time' and 7% 'all of the time or often'. In Warwickshire, this equates to over 43,000 people experiencing some degree of loneliness and social isolation in this age group.

	Total Population	Lonely 'all of the time or often'	Lonely 'some of the time'
North Warwickshire	13,531	947	4,195
Nuneaton and Bedworth	24,098	1,687	7,470
Rugby	19,847	1,389	6,153
Stratford-on-Avon	31,136	2,180	9,652
Warwick	25,885	1,812	8,024
<b>Warwickshire</b>	<b>114,497</b>	<b>8,015</b>	<b>35,494</b>

Table 1. Estimates of the number of lonely people in Warwickshire (over the age of 65)

### 3.21 Index of Loneliness and Social Isolation

3.22 The index has allowed the identification of small areas of Warwickshire where individuals are at a higher than average risk of being lonely or socially isolated. Local heat maps have been produced using this data.



Map 1: Number of households at risk of loneliness and social isolation, Warwickshire (2015)

Map 1 shows that, in terms of gross numbers, households at ‘above average’ (Level 1-2) or ‘high’ (Level 3-4) risk of loneliness and social isolation according to the Mosaic Types are clustered around the more densely populated urbanised areas of the county. The greatest number of households at risk of loneliness are located in Nuneaton and Rugby, with significant numbers also seen in Warwick, Leamington and Bedworth. There are also clusters in Stratford-on-Avon, Polesworth, Atherstone, Coleshill, Studley, Alcester, Kenilworth and Henley-in-Arden. The distribution is similar for those at above average risk and high risk.

### 3.23 Services in Warwickshire

3.24 There are many services, projects and initiatives across Warwickshire that address (either directly or indirectly) loneliness and social isolation. These can be specific e.g. befriending services or indirect e.g. book clubs. A notable example is the Age UK Befriending Service which supports adults over 55 to live independently by providing regular contact to help them reduce any loneliness and social isolation.

3.25 There are a number of services and initiatives that Warwickshire County Council commission that also address loneliness and social isolation.

- **Making Every Contact Count** – this programme encourages frontline practitioners to identify customer’s potential health and wellbeing issues and offer advice and signposting. Loneliness and social isolation is highlighted as a key issue that practitioners should be aware of. Further information can be found here: <http://publichealth.warwickshire.gov.uk/making-every-contact-count/>
- **Big White Wall** – this is an anonymous online community, free to people living in Warwickshire, available 24/7. This can be accessed from the Council website: <https://www.warwickshire.gov.uk/social-care-and-health/health-and-wellbeing/mental-health/mental-health-and-wellbeing-online-services>
- **Warwickshire Wellbeing hubs** – Warwickshire residents can attend hubs for free one to one support, workshops and drop-in sessions. Further information can be found here: <https://www.cwmind.org.uk/wbw>
- **Five Ways to Wellbeing** – this initiative encourages both staff and residents to build wellbeing into daily life. The five ways to wellbeing are: give; connect; take notice; keep learning; and be active. The website can be accessed here: <https://www.warwickshire.gov.uk/5ways>
- **Struggling to Cope** – the Public Mental Health team have prepared a leaflet outlining key services in Warwickshire for those who are struggling with their mental health and wellbeing. This is distributed at key sites around the county. This can be found in Appendix 1.

## 4.0 The Group's Findings

- 4.1 Section 3 of this report set out the impact of loneliness and its prevalence in Warwickshire. The advisory group sought to discover for itself what this means for the people experiencing loneliness and the agencies seeking to support them. In order to achieve this understanding it held a number of evidence gathering meetings. This section sets out what it learned.
- 4.2 In the first instance the group chose to examine examples of local support for people who were either at risk of loneliness or were actually lonely. They took evidence regarding the Men in Sheds initiative and the work of Age UK.

### 4.3 Nuneaton Men in Sheds

- 4.3.1 The Men in Sheds project, based in Nuneaton focuses on building friendships. The group was established following a visit to a similar scheme in Stratford-upon-Avon after which requests for a scheme to be set up in Nuneaton were received.
- 4.3.2 For the last two years The Men in Sheds group has been based at the George Eliot Hospital, Nuneaton with access to a disused ward and a courtyard. The hospital has been very generous in their support of the group. They have free parking and members of the group have been invited to complete courses such as First Aid and Manual Handling. There is no charge from the hospital for heating, light or water but the group does carry out some work for them. They also contribute in other ways such as selling ornamental reindeer that they have made at Christmas time.
- 4.3.3 The group has not grown as much as it had been hoped. This may be down to the location of its base at the hospital and the fact that it does not have a high profile being physically difficult to find.
- 4.3.4 In early 2018 the group was informed that it could no longer use the room at the George Eliot; however, it is able to continue with their use of the courtyard. Thanks to donations from Warwickshire County Council, the Coventry Building Society, The Co-op and Asda, as well as the hospital, the group has purchased a lodge that will be put in the courtyard. George Eliot has confirmed that they will supply extra signage to make it easier to find.

- 4.3.5 The members of the group do not talk about what brings them there but they will acknowledge that it has been a lifeline for them. It is hoped that once the lodge is in place that other groups will be able to use it for meetings (consideration will need to be given to the suitability of the groups due to the number of tools and electrical items that the group use and store).
- 4.3.6 Initiatives such as “Men in Sheds” are very useful in addressing loneliness but only amongst those who are able or willing to engage with new social groups. Loneliness amongst retired men (especially those who are single) is a major issue. As has been noted the transition from work to retirement can for some be a traumatic experiences especially when the social interaction that work can bring is taken away.

#### **4.4 Age UK**

- 4.4.1 Jan Dugdale, Chief Executive Officer at Age UK Warwickshire shared her views on loneliness amongst older people with the Advisory Group. Age UK is aware that there is a general reluctance for anyone to admit to being lonely, it is not just with the elderly but often an elderly person’s world can shrink as a result of health issues.
- 4.4.2 One Age UK project is centred on befriending. The service is offered across Warwickshire on a 1-2-1 basis. Users of the service will receive weekly visits that last from three months to two years. All volunteers are DBS checked and carefully matched to users through interests and lifestyles. Befriending is the most popular volunteer role.
- 4.4.3 Currently there are 180 service users and 154 volunteers. There have been 514 enquires about the service but these often result in a referral to another service or signposting to further information. The highest demand in Warwickshire is from Stratford District and Warwick District. The current cost for this project is between £50-55k per year for 3 x 18 hour per week staff in order to provide county wide coverage. There is no national funding in place.
- 4.4.4 Age UK also runs the “Nanny Club” which is offered by Age UK and runs during school half terms. It is aimed at grandparents who are looking after grandchildren. This is a new scheme that has not yet been fully established. Consideration is being given to inviting elderly people without grandchildren to join in. Age UK are very keen to encourage greater interaction across communities.



- 4.4.5 Other initiatives include an updated version of the 'lunch club' – for example taking groups to local pubs where activities are put on. It is felt that this benefits not only the elderly but also local pubs and communities. Supermarket cafes provide vital social support for the elderly as they are a safe venue for older, sometimes lonely people to meet and get reasonably priced meals. Age UK currently hold Musical Memory Clubs at pub locations which are aimed at dementia patients and their carers. They offer normality and a chance to reconnect with memories. It is also an ideal chance for carers to get together for support.
- 4.5.6 Age UK is keen to remember that carers can be subject to stresses and loneliness. Retreats are offered to carers as is training.
- 4.5.7 The group has learned about “social navigation” which is a very challenging area. Working with GP’s in particular can be challenging.
- 4.5.8 However, there are now some Age UK volunteers who are based in GP surgeries which has resulted in various levels of successful engagement. It is acknowledged that demands on the time of GPs means that they can't always find the time to look at what other options may be available to patients who may be experiencing loneliness. There is one GP in Warwickshire who is reviewing how much time individuals are spending at the surgery. During this review it was discovered that one patient was visiting the surgery up to three times per week. After a visit from Age UK to take the time to find out what was behind the frequent visits it was discovered that the patient was a prolific knitter who with some help and support now runs three knitting clubs and no longer unnecessarily visits the surgery. There are resources available for GPs to use but one barrier is the reluctance of some GPs to share patient data and information. This is a perception that needs to change. One possible solution would be to seek the introduction of loneliness to Medical Google as an option/diagnosis so that there is more awareness.
- 4.5.9 Age UK currently has 460 volunteers across Warwickshire. The organisation has a lot of older volunteers and in some cases they have previously received support and want to give something back. Volunteers are also sought via CAVA when needed. Bids have been submitted to the Big Lottery Fund which will provide 3 or more community coordinators (based in villages and parishes). There is also a joint bid with Orbit Housing for funding from Comic Relief which would be used to provide a worker to set up a Men Matter group.

## **4.6 Young Carers and Loneliness**

- 4.6.1 The advisory group took evidence concerning issues of loneliness amongst young carers.
- 4.6.2 Deb Bignell from Warwickshire Young Carers (WYC) visited the Advisory Group to share her experiences of how loneliness can affect the younger generation and in particular young carers.
- 4.6.3 WYC receives 35% of its income from WCC which is used to provide three project workers and one manager. The remaining funding comes from the Big Lottery. 60% of a project worker's time is spent across all areas of providing support for young carers. 40% of their time is spent with young carers aged 14+ as they transition into adulthood. It is recognised that this is the point where loneliness can often be the biggest issue. As a teenager, a young carer can start to realise that they are not the same as their peers.
- 4.6.4 WYC currently provides 10 different support groups, every two weeks, for different age groups. These groups run throughout term times. WYC also offers respite sessions throughout school holidays.
- 4.6.5 The youngest carer in Warwickshire is five years old. WYC currently provide support for 2089 young carers with 22 new referrals a week at times. 300 young carers are under eight years old. It is likely that those carers who are under eight are carrying out tasks such as making hot drinks, monitoring siblings, helping their parent(s) up or down stairs, cleaning and shopping. At 13/14 years old a young carer receives a re-assessment of their situation. This involves developing support that allows them to follow their aspirations and removing any family blocks to this development. WYC ensures that a young carer has the same options as a non-carer.
- 4.6.6 WYC do a lot of work with schools across the county. An awards scheme is operated (Gold, Silver, Bronze) for schools' commitment to working with young carers. As school is often the place where a young carer is first identified it is where the majority of referrals to WYC come from. Camp Hill School currently has 15 young carers who are taken to fortnightly support sessions in a minibus by the school.
- 4.6.7 Schools are encouraged to run lunchtime forums for young carers to get together. Nicholas Chamberlaine School in Bedworth runs a lunchtime forum which the pupils who are young carers find very useful. Concerns have been raised that such an approach singles out this group of pupils and might cause more issues than it solves. However, in the majority of

cases, young carers appreciate and value that they had been recognised and identified. They need the support that these groups offer them. The group has learned that Warwickshire academies have been slightly slower to get on board with the work of WYC. Those that have engaged have been encouraged to promote the work that they have done to encourage other academies to do the same.

- 4.6.8 WYC also offers activities during the school holidays which can be the loneliest time for young carers. The aim of these activities is to mirror what others in their age range are doing; giving them something to talk about/share with friends when they get back to school. WYC has provided the chance to young carers to go flying or take part in a concert with a philharmonic orchestra. One major challenge with respite trips for carers is that no additional cover is provided for the person they are caring for. It is usually provided by a friend or family member.
- 4.6.9 Young carers often struggle the most with caring for a relative with mental health problems; it causes them the most worry. In some cases relatives will insist on home schooling a child as a result of their own mental health issues which means that the young carer is not identified as needing support. WYC recognise the opportunities to work with adult social care teams in this area.
- 4.6.10 Other groups such as the “Dare 2 Dream” foundation and the Friendship Project operate in Warwickshire to support young carers amongst others.
- 4.6.11 Looking to the future WYC will be working on prevent programmes and working with schools in identifying young carers. The recent work within schools has identified just how many young carers were ‘hidden’.

## **4.7 Social Media and Loneliness**

- 4.7.1 Public Health has recently launched a survey to explore the impact of social media on the health and wellbeing of 10-18 year olds. The group has learned that Social Media can often make young carers feel lonelier – seeing what their peers are doing through Facebook/Snapchat etc. There is emerging evidence nationally that social media is having a negative impact on many people’s mental health. In March 2018 it was reported that more than a third of youngsters from a survey of 1,000 individuals stated that they were quitting social media for good as 41 per cent stated that social media platforms make them feel anxious, sad or depressed. Finding a solution for this is difficult as social media can be used in a very positive way as well.

## **4.8 Loneliness and Suicide**

- 4.8.1 The link between loneliness as a risk factor for suicide is recognised in research and studies, with the World Health Organisation stating that experiencing isolation is strongly associated with suicidal behaviour.. In incidents of suicide, Coroners are not required to record in the Inquest records whether loneliness was a contributing factor. Nevertheless, logic decrees that people who are lonely are unhappy. This in turn can lead to the levels of depression and despair that can lead to suicide.
- 4.8.2 Every death by suicide is a tragic event and leaves a huge impact on those left behind including family, friends, colleagues and members of the support services that may have been involved with the victim.
- 4.8.3 Deaths by suicide in Warwickshire are the leading cause of death for males in three age categories and in two age categories for women. Suicide rates in Warwickshire are currently higher than the national average, particularly for middle aged males, where Warwickshire rates are of particular concern. Rates are also higher in two areas of Warwickshire: Warwick District and Nuneaton and Bedworth Borough. The Warwickshire County Council Suicide Prevention Strategy has seven key priority areas developed by a multi-agency partnership group that includes both professionals and people with lived experience. The strategy has had good engagement from other organisations.
- 4.8.4 A national Mental Health Five Year Forward View report produced by the Department of Health in 2016 set a target to reduce suicide by 10% by 2020/21 which would mean five fewer deaths in Warwickshire. However, Warwickshire took the decision to endorse the “Zero Suicide” approach. This approach is founded on the premise that all suicides are preventable, and that efforts should be put into reducing deaths by suicide to as close to zero as possible. The approach aims to identify and care for all those who may be feeling suicidal The approach was first introduced in mental health services in Detroit, USA and over a ten year period suicide rates reduced by 80% - and in one year there were no recorded deaths in mental health services by suicide.
- 4.8.5 A review of coroner records in Warwickshire from 2013 to 2015 showed that a third of those who died by suicide were in contact with mental health support services at the time of their death, a further third had contact with primary care, and a third were therefore people living in their communities who had not had contact with health services at the time of their death. An audit of risk factors showed that the local risk factors matched issues identified at a national level (e.g. financial issues, relationship breakdown, physical illness and pain). As noted above, Coroners are not required to note if loneliness was an issue leading to a death by suicide, but the Coroner’s records may identify those who had not accessed any support services. Public Health will continue to review

the records of deaths by suicide locally to inform the Suicide Prevention Strategy and Action Plan

4.8.7 A number of projects and initiatives are being pursued in Warwickshire. These include:

- Suicide Strategy Action Plan – this is a comprehensive plan which covers all seven priority areas. It also includes a focus on children and young people aimed at reducing the risk of and improving support for self-harming behaviour
- Support Services for those bereaved through death by suicide (which can be a very different form of bereavement)
- The provision of Mental Health First Aid Training and suicide prevention training for GPs

## **4.9 Loneliness amongst People Living in Social Housing**

4.9.1 The Group welcomed and received evidence from Cheryl Flavell, Place Making and Partnership Manager at Orbit Housing. Cheryl's role focusses on assessing and improving the general health of communities. Communities are assessed as red (least healthy) and green (most healthy). Cheryl is responsible for Stratford and the south of the county. In Stratford upon Avon much of her attention is given to the areas of Clopton and Bishopton. Assessments are based the age of properties, turnover of tenants and evictions. (Orbit has 1000 properties in Clopton). Much work is undertaken with stakeholders. The nature and extent of this collaboration is determined by the community being served.

4.9.2 Loneliness is a major issue amongst Orbit clients. The major challenge is in engaging with some residents many of who have no contact with the Orbit office from one year to the next. At the other end of the spectrum are those residents who frequently make contact partly because they are lonely.

4.9.3 A number of projects which can address loneliness are currently underway. These include the "Breathing Space" project and a befriending project. These are successful but can only assist people who get in contact with those people running them.

4.9.4 One challenge for Orbit is older single men who are frequently found to be reluctant to engage. An example of initiatives to tackle this is "Men in Sheds" (see point 4.3).

4.9.5 Through the "Better Days" fund people can apply for financial support to run projects. These can be quite diverse. For example in Rugby a Sikh dining event was very successful.

- 4.9.6 A key message for this review is that it is important not to attempt to impose anything on a community. There are also clear distinctions between rural and urban/new v's old. For example, the Clopton area of Stratford-upon-Avon has evolved over time whilst the Bishopton grew up very quickly. This requires fresh consideration to be given to the approach required for each area. Failure to do this can have a significant detrimental impact.
- 4.9.7 Orbit staff are not expressly trained on the "Making Every Contact Count" model. Contractors visiting houses to undertake work are required to look out for issues around mental health, employment, etc. Where a need is identified and intervention can be arranged. An example of this is guidance on money management.
- 4.9.8 To avoid duplication of effort research is undertaken to establish what other agencies are doing. Where considered appropriate, Orbit will work with partners on a project.
- 4.9.9 Orbit Housing has taken a conscious decision to invest in efforts to reduce loneliness and address the personal issues their clients face. This is in part because it is preferable to retain residents in housing than to have a churn of residents with units standing empty.
- 4.9.10 The group spoke to Tim Willis, Extra Care Housing Programme Lead with Warwickshire County Council. A big issue for the Extra Care Housing Programme is around the engagement of residents. For example a survey of residents undertaken in 2018, whilst resulting in some useful data was met with a disappointingly low turnout.
- 4.9.11 It was explained that the extra care initiative had been running for ten years in Warwickshire. It now has around 1000 units serving older people and people with disabilities. The initial focus was on older people with a view to increasing their sense of security and reducing social isolation. Where possible couples moving to extra care housing can stay together. This avoids the issues of loneliness often seen amongst older people.
- 4.9.12 The schemes that have the greatest sense of community are generally those that have recently opened. In these cases all residents are new and keen to develop a sense of community. Those facilities that have been established for a while see a reduction in that sense of community. In addition, where residents' groups have been established these can be quite unwelcoming.
- 4.9.13 Extra Care is considered preferable to residential care. Where possible it is better for people to lead a semi-independent existence. Places are open for people 55+ but in practice few residents are that young. Experience has shown that younger residents do not generally wish to engage with other residents.

- 4.9.14 Facilities like extra care need to be close to or in the wider community. Some facilities are very popular. For example the restaurants at the facility in Bedworth is so popular with local residents that those living in there sometimes struggle to secure a table.
- 4.9.15 The extra care facility does not end at its door. For example in Mancetter it was found that mobility scooters could not navigate to the town centre owing to inadequacies in the footways (drop kerbs etc.).
- 4.9.16 Gated communities are not always a good thing. Whilst they provide a good sense of community they do encourage people to stay closeted away.
- 4.9.17 On occasions schools get involved with initiatives. However they are difficult to sustain as pupils move on and attention turns to examinations and other matters. The key is to enable communities to help themselves. There has tended to be an inclination to focus on what the local authority can do for communities. Really the focus should be on exploring what communities can do for themselves.

#### **4.10 Social Prescribing**

- 4.10.1 Social prescribing is a way of linking patients in primary care with sources of support within the community. It provides GPs with a nonmedical referral option that can operate alongside existing treatments to improve health and wellbeing. The review group spent some time discussing the role of Social Prescribing in addressing loneliness. (The Chair of the review, Councillor Clive Rickhards, attended a seminar on this subject and was able to brief the group accordingly). It heard that Warwickshire Public Health is undertaking a body of work to promote this and understand what challenges it faces.
- 4.10.2 Recognising that people's health is determined primarily by a range of social, economic and environmental factors, Social Prescribing seeks to address people's needs in a holistic way. It also aims to support individuals to take greater control of their own health.

4.10.3 There is evidence that Social Prescribing works. Here are three examples nationally where it has reduced the demand on health services and also increased people’s overall wellbeing.

Bromley By Bow Centre (Independent Charity)	Rotherham (NHS Rotherham CCG)	Halton (Halton CCG)
<p>Healthy living centre – sought to redefine health/patient relationship and deliver more holistic care to patients.</p> <p>Practice professionals can refer to link workers. Additional needs identified and advocacy support provided.</p> <p>Approx. 700 referrals per month for patients with 'significant' but not urgent needs.</p> <p style="text-align: center;"><b>Usage</b></p>	<p>Partnership between voluntary action Rotherham and 20+ 3<sup>rd</sup> sector organisations.</p> <p>Provides case management, referrals to SP workers, guided conversations and onward referrals (exercise classes, advice services, befriending etc )</p> <p>7% fall in inpatient admissions 17% drop in A&amp;E attendance ROI of £0.43 for every £1.00 spent.</p> <p style="text-align: center;"><b>Demand Reduction / Cost reduction</b></p>	<p>Delivered by Wellbeing Enterprises CIC.</p> <p>Patients from 17 practices referred for wellbeing reviews.</p> <p>Social prescribing programme including referrals to interest groups, self-help groups and community projects etc.</p> <p>8945 interviews to 5609 beneficiaries.</p> <p>Evaluation focused on wellbeing: - 64% reported improved wellbeing levels - 55% reported ↓depression symptoms</p> <p style="text-align: center;"><b>Quality improvements</b></p>

4.10.4 One of the challenges that Social Prescribing must overcome is that it is not dissimilar to other initiatives such as “Care Navigation”, “Guided Conversations” and “signposting”. The similarities between these can be summed up as follows.

- They often involve the utilisation of the community and voluntary sector;
- All seek to address social, economic and environmental needs of individuals;
- Key beneficiaries of all three include those with long term conditions, frailty, increased GP/hospital use;
- When successful, all can support with delaying/preventing the need for health/social care and support;
- All seek to reduce strain on the health and social care system;
- A navigator can be a key feature of a social prescribing model;
- A navigator may use a guided conversation to support an individual to identify and manage their needs.

4.10.5 These different but similar approaches mean that the lack of a common definition or understanding can be a major problem. Public Health is working to address this across the sub region. However this is only one of a number of issues to be addressed. Just as there is no single definition for Social Prescribing so its commissioning and its performance management take on different approaches across the area. In response it is being suggested that a single sub-regional group be established to



oversee delivery and evaluation of the work. This in turn will lead to an integrated model/pathway development of social prescribing, including, where possible, strengthening the offer through:

- Shared funding arrangements
- Shared contracting,
- Shared model/pathway development
- Exploring additional investment opportunities e.g. external funding

#### **4.11 The link between Public Transport and Loneliness**

4.11.1 The Council that triggered this review required that it give consideration to any links between loneliness and the capacity of public transport to address it. By definition the capacity to travel; to access services, shops, health care, jobs, friends and family must be life enhancing for the majority of people. However, given the complexity of the state of loneliness in the individual (as set out above) the ability of public transport to reduce it is open to question.

4.11.2 Some research has been undertaken in this area.

4.11.3 In January 2018 the results of a [study](#) (reported in Reuters) undertaken of 18,000 people in the UK that considered the relationship between the introduction of free bus travel for older people and mental health and social isolation was published.

4.11.4 Researchers found that increased eligibility for a free bus pass led to an 8 percent increase in the use of public transportation among older people, and a 12 percent decline in depression symptoms among those who started taking the bus when they became eligible for the program.

4.11.5 Among the depression symptoms that people who took up bus travel reported as reduced were “not enjoying life,” trouble sleeping, feeling unhappy, lonely, sad, not motivated or that everything was an effort.

4.11.6 Overall, 8.9 percent of the study group used public transportation “a lot” or nearly every day during the study period. Another 11.3 percent used it “quite often,” or two to three times per week; 17.2 percent used it “sometimes,” or two to five times per month. About 30 percent used it rarely or less than once a month and 32 percent never used public transportation.

4.11.7 When researchers investigated the impact of eligibility for free bus travel, they found that it was associated with a 51 percent increased odds of people using public transportation. After adjustment for factors like age, gender, disability and employment and pension status, increased use of public transportation was linked to an average 1-point decrease in scores on an 8-point scale for measuring depression symptoms.

- 4.11.8 Increased transportation use was not linked to any change in measures of social isolation or membership in groups, however.
- 4.11.9 The findings “**suggest that benefits from increased transport use likely stem from reduced loneliness, increased participation in volunteering activities and increased contact with children and friends.**”
- 4.11.10 The study team concluded, “There has been a push from the World Health Organization to make cities and communities more age-friendly, and our study suggests that one way for governments to do so is by subsidising public transportation for older people.”
- 4.11.11 Studies by Bristol City Council, the Social Exclusion Unit and Women’s Voluntary Services have all concluded (perhaps unsurprisingly) that good public transport links can aid social inclusion. However, being able to travel will not of itself provide a solution to loneliness.
- 4.11.12 Finally, in the area of public transport it is worth considering community transport services which can benefit users and providers. In the study published in 2015 by Public Health England and the UCI Institute of Health Equity called “Local Action on Health Inequalities - Reducing Social Isolation across the Lifecourse”. A case study of the Leicester Community Transport Scheme is used.
- 4.11.13 This is a home to hospital transport system operated by volunteer drivers. With 90,000 journeys made annually a study into the scheme concluded that it might make its users “feel more involved in their community”.
- 4.11.14 It goes on to say that “There are also possible benefits for the volunteers. We spoke to one of the community transport scheme volunteer drivers, who works three days each week but helps on other days if needed. He started volunteering because he felt a bit lonely at home after taking early retirement.”
- 4.12 People with Protected Characteristics
- 4.12.1 The Advisory Group gave consideration to the needs of those communities that have protected characteristics. The impact of loneliness on health and wellbeing within these communities can be just as profound as elsewhere but access to support can be uncertain. The Equality and Inclusion Partnership (EQUIP) works in Warwickshire to provide support, advice and training to people across Warwickshire to combat discrimination. Based in Rugby the service is commissioned by Warwickshire County Council.
- 4.12.2 The Advisory Group discussed EQUIP’s role in addressing issues around loneliness and asked that this be reinforced throughout its work

#### 4.13 Arts and Culture as a Means of Addressing Loneliness

4.13.1 The reader will by now have begun to develop a sense of the breadth of support that is now developing with a view to addressing loneliness. One area of particular interest to the Advisory Group was the role of arts and culture.

4.13.2 Arts Council England supports a number of such initiatives many of which are funded by the National Lottery.

4.13.3 **The Silver Social Project** is a programme of daytime events aimed at older people, in community venues across Breckland, Norfolk. The Project uses a range of art forms, delivered by professional practitioners, to promote participation and independent living in our communities. *Silver Social* holds events in libraries, village halls, museums and other familiar community spaces. People are invited along to engage in a new activity at a workshop or watch a high quality performance. There is a charge of £5 but refreshments are complimentary and free local transport is provided. The programme is managed by Breckland Council, with strategic touring funding from Arts Council England.

4.13.4 **Time and Tide** is an arts group based on the Isle of Wight. It is funded jointly by Age UK, the Arts Council, Southern Housing Group and local galleries and museums. Its purpose is to provide older people with an opportunity to undertake visits to museums and galleries and engage in workshops to produce their own art.

4.13.5 **The Company of Others Ensemble** is a performing company of 10 dancers over the age of 65 that celebrates age and challenges preconceptions of age. It provides a moving dance experience for audiences and performers alike and hosts monthly open workshops to encourage other people who feel isolated or lonely to dance with them and join the Ensemble.

4.13.6 Engagement in the arts will not appeal to all people but there are many for who it is an effective means of addressing loneliness.

4.13.7 In Warwickshire the County Arts Service delivers a range of events and activities and supports initiatives such as Healing Arts which is based at the University Hospital Coventry and Warwickshire.

## 5.0 Conclusions and Recommendations

- 5.1 Arriving at conclusions and recommendations for a subject as large and diverse as loneliness has proved a challenge especially when attempting to focus on what Warwickshire County Council can do to make a difference.
- 5.2 It is tempting to develop a recommendation for every body of evidence considered. However, the reality is that in some instances, the matter is in hand and there is no requirement for any recommendations.
- 5.3 The following section set out a series of recommendations based on the conclusions reached by the Group.

### Conclusion 1

As well as being sensitive to the impact of loneliness on health and wellbeing the Advisory Group is aware that the County Council, as one of the largest employers, has a major role to play in addressing those impacts. As a major employer the likelihood of a fair proportion of its own staff experiencing loneliness at one time or another is high.

For the sake of its own staff and for the people the Council serves it is important that all employees and elected members are aware of the issues around loneliness and what they can do to help address those issues.

Over the last few years the Council through its support of the dementia friends initiatives has done much to raise awareness around dementia. The Advisory Group recommends that the Council give consideration to undertaking a similar approach to loneliness.

In addition the group considers that messages regarding loneliness should be relayed to the wider public sector. This could be pursued via the Health and Wellbeing Board.

### Recommendation 1

That in view of the prevalence of loneliness and the impact that it can have on people's health and wellbeing, Warwickshire County Council undertakes to raise awareness of the issue amongst its own staff. In addition the messages regarding loneliness should be extended to the wider public sector via the Warwickshire Health and Wellbeing Board.

## **Conclusion 2**

The Advisory Group has noted that reports to member bodies (Cabinet, Overview and Scrutiny Committees, Council etc.) are required to take account of financial issues and those around equality and diversity. Whilst it would not be appropriate for every report to include a statement around what account has been taken of loneliness the Advisory Group feels that authors should give thought to whether their report has a dimension around loneliness that should be accounted for.

### **Recommendation 2**

That as part of the decision making process authors be required to consider and where appropriate include in reports specific reference to the impact of proposals on loneliness.

## **Conclusion 3**

The Advisory Group has discussed with officers involved in the management of the County Councillors Grant Fund whether loneliness should be a criterion against which applications should be considered. This was considered viable and officers put forward the following recommendation.

### **Recommendation 3**

That from 2019/2020 an additional scoring criterion is considered for inclusion in the Warwickshire County Council Councillors Grant Fund Scheme that relates specifically to the impact of all project applications on reducing loneliness and social isolation.

## **Conclusion 4**

The Advisory Group has received and considered evidence from local and national organisations that are working to address loneliness. These efforts are commended and it is considered that more can be done to bring them to the attention of County Council staff. To this end the Advisory Group has concluded that consideration should be given to how the work of organisations like AGE UK or Warwickshire Young Carers should be broadcast to staff. This could be through use of the intranet or by inviting organisations into County Council buildings (Shire Hall, libraries etc.) to publicise their work.

**Recommendation 4**

That agencies such as Age UK be invited to promote any schemes they operate aimed at reducing loneliness (e.g. befriending schemes) to Warwickshire County Council staff. This will take the form of submissions on the intranet, a presence in Shire Hall and other offices on key dates and articles in staff newsletters etc.

**Conclusion 5**

The Advisory Group regards Social Prescribing as a positive means of addressing loneliness issues. The evidence presented to the Group suggests that much remains to be done to bring those involved in Social Prescribing or similar schemes to a common understanding. The Group understands that Social Prescribing is not simply an initiative for GPs but considers that being at the frontline of health care places them in a strong position to promote and deliver Social Prescribing.

The Group would ask that those officers that engage with CCGs and GPs convey messages about Social Prescribing to them.

Discussions with officers have revealed that messages regarding social prescribing are not reaching key people including councillors. The Group considers that a briefing should be organised for members to help address this.

**Recommendation 5a**

That GP practices be targeted to ensure that they are sufficiently aware of the benefits of social prescribing to wish to engage with this initiative. GP learning events should be used to assist in the dissemination of this message.

**Recommendation 5b**

That a member development/briefing session be arranged to relay messages about Social Prescribing. This session will cover those actions that members can undertake to promote Social Prescribing in their communities.

**Conclusion 6**

Members of the Advisory Group were aware of the Year of Wellbeing initiative and are keen to ensure that any initiative resulting from it take account of loneliness and social isolation. The Group is confident that this will be the case but wishes to reinforce the message.

**Recommendation 6**

That during the Year of Wellbeing the impact of loneliness is particularly recognised and projects developed to specifically address this.

**Conclusion 7**

The Advisory Group appreciates the function that art and culture can serve in addressing loneliness. Clearly others share this view locally and the Group would wish to encourage the County Council and other agencies involved in health and wellbeing provision to continue to support it.

**Recommendation 7**

That the Council recognises the value of arts and culture in addressing issues of loneliness and encourages family centres, GP practices and libraries to promote activities around this.

**Recommendation 7b**

That the Council endorses efforts underway to develop a Creative Health Alliance across Warwickshire, to form a strong partnership between arts and culture organisations and health partners, to include supporting partnership bids for external funding.

**Conclusion 8**

There is already a great deal of information available on events and for people who may be experiencing loneliness to become involved. However, this tends to be scattered with the result that some opportunities may be missed. Work is underway to address this through asset mapping and information gathering via the Warwickshire Directory. The Advisory Group would wish to emphasise its support for this.

**Recommendation 8**

That the County Council continue to manage information on events and activities that people can engage with and that this be shared with GPs, Practice Nurses and Social Workers.

## **Conclusion 9**

The Advisory Group is keen to ensure that where possible loneliness amongst people with protected characteristics is addressed.

Having heard of the work of EQUIP and understanding its relationship to the County Council as a commissioned service the Advisory Board is keen to ensure that among the many strands of its work loneliness is accounted for and where possible addressed.

## **Recommendation 9**

That EQUIP (the organisation delivering the WCC contract for equalities services within Warwickshire) be requested to raise awareness of, and signpost to, services, support and activities that address loneliness and social isolation for their target groups. (as per Outcome 3, 3a of the service specification).

## **6. Financial Considerations**

- 6.1 Throughout this review members have been mindful that whilst the Group's recommendations can be challenging it must be possible to deliver them taking account of budgetary constraints.
- 6.2 The Group's recommendations focus more on working smarter than anything requiring major capital or revenue outlay. Where there are financial considerations then these should be taken account of during the Council's budget setting process.

## **7. Action Planning**

- 7.1 The Advisory Group is keen to ensure that its recommendations are implemented where possible. To this end it is expected that following the endorsement of those recommendations an action plan will be prepared.

## **8. References**

1. Cattan M., Kime N, Bagnall A. 2011. The use of telephone befriending in low level support for socially isolated older people-an evaluation. Health and Social Care Community. [online] Available at: [www.ncbi.nlm.nih.gov/pubmed/21114564](http://www.ncbi.nlm.nih.gov/pubmed/21114564)
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