Cabinet
Agenda

The Cabinet will meet at SHIRE HALL, WARWICK on Tuesday 11 December 2018 at 13.45.

Please note that this meeting will be filmed for live broadcast on the internet. By entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

The agenda will be:

1. **General**

   1) **Apologies for Absence**

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

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

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

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

   3) **Minutes of the meeting held on the 8 November 2018**

   To approve the minutes of the meeting held on 8 November 2018.

   4) **Public Speaking**

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

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2.   **2019/20 Refresh of the Medium Term Financial Plan 2020 Background Information and Proposals from Corporate Board**

       This report provides Cabinet with an update on the position regarding the County Council's budget.

       Cabinet Portfolio Holder: Councillor Peter Butlin

3.   **Developer-Funded Scheme Approval**

       A report concerning approval of the procurement of a construction contract for the Section 278 scheme at A426 Leicester Road / M6 Junction 1, Rugby.

       Cabinet Portfolio Holder: Councillor Peter Butlin

4.   **School Health & Wellbeing Service Commissioning Approval**

       This report concerns the procurement and award of the new contract for the Warwickshire School Health & Wellbeing Service.

       Cabinet Portfolio Holder: Councillor Les Caborn

5.   **Procurement of Electric Vehicle Charging Point Concession Contract**

       This report concerns the procurement of a concession contract for the provision of electric vehicle charging infrastructure.

       Cabinet Portfolio Holders: Councillor Jeff Clarke and Councillor Peter Butlin

6.   **Community Capacity Task and Finish Review – Report of Communities Overview and Scrutiny Committee**

       Following consideration by the Communities Overview and Scrutiny Committee this report is presented to Cabinet for consideration.

       Cabinet Portfolio Holder: Councillor Dave Reilly
       Chair of Communities Overview and Scrutiny Committee: Councillor Alan Cockburn
       Chair of Task and Finish Group: Councillor Seb Gran

7.   **Any Urgent Items**

       Any other items the Chair considers are urgent

8.   **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'.

9. **Commissioning of Care Service Provision in Extra Care Housing Schemes Managed by Orbit**

This report concerns the procurement process for the commissioning of care service provision suitable for older people aged 55+ in Extra Care Housing schemes managed by Orbit in Warwickshire.

Cabinet Portfolio Holder: Councillor Les Caborn

10. **Disposal of Children and Family Centres**

This report proposes the disposal of children and family centres as part of the implementation of the Cabinet decisions relating to Children and Family Centres in November 2017.

Cabinet Portfolio Holders: Councillor Peter Butlin and Councillor Jeff Morgan

David Carter
Joint Managing Director
Warwickshire County Council
December 2018

Cabinet Membership and Portfolio Responsibilities

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

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

Councillor Les Caborn **(Adult Social Care and Health)**
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Councillor Jeff Clarke **(Transport & Planning)**
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Councillor Andy Crump **(Fire & Rescue and Community Safety)**
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Councillor Colin Hayfield **(Education and Learning)**
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Councillor Kam Kaur **(Customer and Transformation)**
cllrkaur@warwickshire.gov.uk

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

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

Non-voting Invitees -

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

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

or their representatives.

Public Speaking

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

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

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

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

Minutes of the meeting of the Cabinet
held on 8 November 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 Board, C.Davies, Falp, Golby, Kondakor, Olner, Redford, Webb

Public attendance:

None

1. **General**

    (1)   **Apologies for absence**

    None

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

    None

    (3)   **Minutes of the meeting held on 11 October 2018 and Matters Arising**

    The minutes for the meeting held on 11 October 2018 were agreed as an accurate record and signed by the Chair.

    Councillor Izzi Seccombe (Leader of Council and Chair of Cabinet) referencing the Cycling Infrastructure Review (Page 5 of the minutes) informed Cabinet that the promised exercise considering which schemes could be undertaken within existing resources had been completed. Referencing the previously circulated spreadsheet these were numbers 1,2,3,4,,5,7,12,13,14,15 and 16. A paper explaining this further had been circulated to Group Leaders. It was agreed that a copy be provided to Councillor Keith Kondakor.

(4)   Public Speaking

None

2.   One Organisational Plan Quarterly Progress Report: April-September 2018

Councillor Peter Butlin (Deputy Leader – Finance and Property) introduced the report explaining that it provided a snapshot of progress in a continuing journey. Officers were thanked for the revised layout of information but they were requested to consider increasing the size of the charts and graphs in future reports to make them more legible.

The following points were highlighted by Councillor Butlin.

1) Revenue expenditure (para 3.1.3.page 12 of 19) – Whilst overspends are forecast for Education and Learning and Children and Families the majority of services are spending within their 2% variance threshold. Work is being undertaken to manage both overspends and underspends.
2) Capital programme - (pages 15-17 of 19) - An underspend (slippage) of £11.527m was noted. However, of that amount £9.277m relates to grants and developer contributions over which the County Council has little direct influence.

Councillor Kam Kaur (Portfolio Holder – Customer and Transformation) highlighted the following.

1) The number of Child Protection Plans at the end of quarter 2 was 502 down from 584 in April 2018.
2) The number of schools judged by Ofsted to be good or outstanding is above the national average. (89.2% compared to 86%).
3) School attendance levels are good.
4) County Council staff have, through the staff survey, indicated a high level of "employee engagement" at 75%.

In response to the updates provided by Councillors Butlin and Kaur, Councillor Richard Chattaway (Leader of the Labour Group) expressed his desire to see any under-performance explored either by Overview and Scrutiny Committees or the Head of Finance.

Councillor Keith Kondakor noted that, as recently reported in the press, some private providers of social care were reportedly facing financial difficulties. He sought assurance that recipients of such care in Warwickshire were not at risk. This was duly given by Councillor Les Caborn (Portfolio Holder for Adult Social Care and Health). Councillor Kondakor also noted the reduction of adults moving to residential care. This, Cabinet was informed, was to be commended.

On a further point Councillor Kondakor expressed concern that Nuneaton and Bedworth Borough Council had recently resolved to commence charging an additional fee for the collection of green waste. Cabinet was reminded that the charging for waste collection was a not a matter that the County Council can control although a reduction in green waste collection will impact on the amount of waste requiring disposal by the County Council. Councillor Dave Reilly (Portfolio Holder for Environment and Heritage & Culture) expressed disappointment that Nuneaton and Bedworth Borough Council had taken its decision to charge for green waste collection without consulting the County Council. He stressed that Warwickshire

County Council has both a financial and environmental responsibility to manage waste disposal effectively.

Councillor Bill Olner stated that the cost of capital projects appear to be understated or overstated at their inception; the former leading to reported overspends on completion. Councillor Butlin agreed that this has been an ongoing issue adding that the County Council is looking to be more realistic over costs. The buoyant nature of the economy means that contractors can afford to be selective over the work they bid for. Prices have increased and it is important to make accurate forecasts of costs if fresh resources are not to be requested as projects progress. Councillor Olner added that it appeared that the cost of small projects which County Councillors are promoting often appear to be quoted very high. This is a source of frustration for members.

Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group), referencing reported sickness levels emphasised the need for greater consideration of staff wellbeing during this (stressful) period of reorganisation. In response Councillor Kaur assured Cabinet that sickness absence is closely monitored by the Staff and Pensions Committee. She added that it is important to maintain a close watch on staff welfare and to link this to the "Year of Wellbeing" and the work of the Council's new occupational health provider.

Regarding the Dedicated Schools Grant (DSG) Councillor Roodhouse requested more visibility around the decisions on how the funding for the high needs block is utilised. In response Councillor Colin Hayfield (Portfolio Holder for Education and Learning) reminded Cabinet of the central role of the Schools Forum in determining the use of the DSG. The County Council is an invitee at the Schools Forum but has no voting rights. He observed that a small percentage of the DSG (0.25%) has built in flexibility. Schools can choose to direct this to the high needs block but there was no evidence that this had happened. As well as considering funding of the high needs block the County Council is exploring ways by which costs can be reduced.

Resolved

That Cabinet

1) Notes the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report; and

2) Approves the net transfer of £0.475 million from Business Unit reserves in order to support the delivery of services in future years, as outlined in section 3.2 of the report.

3. **Capital Investment Fund 2018-19 Quarter 3**

Councillor Peter Butlin summarised the published report. Regarding the A46 junction project (Stanks Island) Councillor Butlin assured Cabinet that funding from the Local Enterprise Partnership and Highways England was secure.

The meeting was informed that delaying commencement of works on Stanks Island had potentially resulted in savings as a fresh tendering round had attracted more bidders and consequently greater competition for the contract. This could lead to a saving of £300k. In addition there appeared little logic in commencing the project before the Christmas holiday.

Regarding the A47 Hinckley Road scheme Councillor Keith Kondakor, whilst welcoming the removal of the disused railway bridge, expressed reservations over the short timescale and the lack of consultation on the project. In addition he considered that more consideration is required regarding cycleway provision at the roundabout junction with Eastboro Way and along the A47.

Members asked that information will be provided on diversion routes for when the works are undertaken.

Councillor Richard Chattaway made four points.

1) If savings of £300k were to be realised as a result of the procurement process would it be necessary to allocate £1.1m or would £800k suffice?
2) The removal of the railway bridge is unlikely to happen early in 2019.
3) Some small grant allocations do not result in success.
4) If assurances around capital projects and the extent of expenditure on them cannot be given it may become necessary to call proposals in for closer scrutiny.

Councillor Andy Crump (Portfolio Holder for Fire and Rescue and Community Safety) noted that the small capital grant scheme had been successful in creating more jobs.

In response to issues raised Councillor Jeff Clarke (Portfolio Holder for Transport and Planning) informed Cabinet that the railway bridge removal in Nuneaton had been delayed pending land transfer completion. Warning signage has been replaced concerning the height of the bridge. Councillor Clarke informed the meeting that £500k has been earmarked for cycleway provision as part of the A47 project and stressed that the plans appended to the report were indicative only. The scheme remained to be consulted on and cycleway proposals may well change.

In response to Councillor Chattaway's question regarding the amount required for Stanks Island Councillor Butlin emphasised that at this stage £1.1m is required. Any savings realised early on are likely to be placed in a contingency fund.

Resolved

That Cabinet:

1) Approves a total allocation of £2.249m funding from the Capital Investment Fund (CIF) (i.e. a further addition of £1.100m) to complete the funding package for the A46 Stanks Island scheme, subject to confirmation from the CWLEP board that their contribution of £4.100m may be rescheduled to fit the updated project timescales;

2) Recommends that Council approve the allocation of £0.596m funding from the CIF to contribute towards the A47 Hinckley Road Corridor scheme and add the project to the Capital Programme at a full cost of £3.485m;

3) Approves the continuation of the Small Capital Grants Scheme for a further two years of operation with an allocation of £0.700m funding from the CIF; and

4) Agrees that funding allocated to all these projects will be reduced on a £ for £ basis if alternative sources of funding become available.

4. HS2 Phase 1, Road Safety Fund

Councillor Jeff Clarke summarised the published report.

Councillor Richard Chattaway questioned whether the amount being provided would be sufficient and requested that relevant members be given the opportunity to inform the process for the allocation of the funds.

It was noted that the fund covers capital and revenue projects. In the case of the latter this is in the form of road safety training.

Resolved

That Cabinet approves the proposed financial management of the HS2 Phase 1, Road Safety Fund (RSF).

5. Use of Councillor Grants

Councillor Dave Reilly introduced the report.

The Councillor Grants Fund was commended by Councillor Judy Falp who thanked Cabinet and Council for its continuing support for it. Councillor Kondakor welcomed the cross-division nature of the benefits accrued from some of the schemes supported.

Councillor Alan Webb observed that the online application process can be a challenge for some groups. In response Councillor Reilly informed Cabinet that this was being addressed.

In response to a question from Councillor Richard Chattaway the Chair agreed that the report did not need to be considered by full council.

Resolved

That Cabinet notes the use of the Councillor Grants Fund for 2017-18.

6. Pride in Camp Hill, One Organisation Plan (OOP) Savings Proposal – Outcome of Public Consultation

Councillor Izzi Seccombe explained that the proposal before Cabinet had been developed following discussions with the Leader of Nuneaton and Bedworth Borough Council and served to extend support to Pride in Camp Hill for a further 12 months.

Councillor Corinne Davies (Local member for Camp Hill) addressed Cabinet explaining that work at Camp Hill had yet to be completed and that there remain a number of serious issues to be addressed. Councillor Davies emphasised the need

to retain a community development worker at Camp Hill to ensure that problems can be resolved and community cohesion maintained.

The view that there continue to be matters requiring attention at Camp Hill was echoed by other members.

Members agreed that the project had gone well and recognised the role of Councillor Davies in supporting the community.

Resolved

That Cabinet supports the revised plan for the implementation of the OOP savings (17-18) regarding Pride in Camp Hill (PinCH CG-TE-08).

7.   **Any Urgent Items**

None

The meeting rose at 14.45

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Chair

Cabinet

11 December 2018

2019/20 Refresh of the Medium Term Financial Plan 2020 Background Information and Proposals from Corporate Board

Recommendations

Cabinet are asked to

(1)   Put forward their draft 2019/20 Budget, taking into account the information presented in this report and the views of Corporate Board on that information.

(2)   Authorise the Joint Managing Directors and the Strategic Director of People Directorate to begin any preparatory work necessary to deliver the budget proposals, prior to the final decision on the budget on 7 February 2019.

(3)   Acknowledge the work needed to develop the 2020-25 Corporate Plan and supporting medium term financial plan during 2019, as outlined in Section 13, and agree to include the commitment to authorise the work required and take the decisions needed in their 2019/20 budget resolution.

1.   Introduction

1.1.   In February 2017, Council agreed a One Organisational Plan (OOP) for the period 2017-20. The Plan was supported by a Medium Term Financial Plan (MTFP) that balanced spending need and resources over the three year period. This plan was refreshed as part of setting the 2018/19 budget but, after taking into account the forecast levels of government funding, the key elements of this plan remain unchanged:
- An annual increase in council tax up to the published referendum limit plus an additional 2% adult social care levy each year
- The delivery of sufficient savings to provide for a fully financed, sustainable budget by the end of the plan period
- Fully funding the expected cost of inflation

- Using the medium term contingency and or service reserves held for the management of financial risk to cover the timing differences between the expected cost increases and the delivery of savings.

1.2. On 13 September 2018 Cabinet agreed the timetable and actions for agreeing the 2019/20 budget in an effective and timely way. This required that any recommendations for refreshing the OOP 2020 Plan from Corporate Board are consistent with the overarching outcomes: "Warwickshire's communities and individuals are supported to be safe, healthy and independent" and "Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure" as well as making the best use of the available resources.

1.3. This report makes available, for Elected Members, the latest financial information that will underpin the 2019/20 refresh and the views of Corporate Board and the Assistant Director – Finance and ICT on that information. The financial refresh of the OOP 2020 Plan will, in effect, be the process that leads to the agreement of the budget and the setting of the 2019/20 council tax in February 2019. The information presented in this report is structured over the following areas:
- The financial context within which the budget will be agreed (section 2),
- The strategy adopted by Corporate Board (section 3),
- The proposed funding allocations from Corporate Board and the resultant savings plan (sections 4 and 5),
- The summary revenue budget position (section 6),
- The adult social care budget position (section 7),
- The extent of any flexibility for Members (sections 8 and 9),
- The status of the capital programme (section 10),
- The proposed strategy for balancing the Dedicated Schools Grant (section 11),
- The requirements on the organisation to deliver a balanced budget in 2019/20 (section 12) and
- The approach proposed and commitment needed to develop and approve a financially balanced and sustainable Corporate Plan for the period 2020-25 during 2019/20 (section 13).

1.4. The report will then go on to consider the timetable and next steps between now and when the final decision on the 2019/20 budget is made on 7 February 2019.

2. Context

2.1. The tightness of the financial position and continuing austerity means the approach to setting the budget for 2019/20 remains unchanged. The proposals are based on:

- Continuing to maximise council tax income not just to increase spending power in the forthcoming year but for the additional capacity generated over the longer term. For example, the 3% proposed increase in the council tax (excluding the adult social care levy) will be used to offset the loss of Government grant, with any increase in the need to spend having to be met from savings elsewhere across the organisation's activity.

- A focus on those areas where additional investment is considered unavoidable and to ensuring the resultant budget is sustainable with no residual issues to be resolved in the next planning period.

2.2. Outside of those areas where additional investment is considered unavoidable, services will continue to need to absorb pressures by reprioritising work. Moreover, it is anticipated this will continue to be the norm for the foreseeable future. Similarly, any additional responsibilities not funded through the Local Government Finance Settlement will need to be considered against our current workload.

2.3. The principle of the adult social care 'bubble' has been retained for 2019/20 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. The funding envelope for adult social care is considered in more detail in Section 7.

2.4. For all the Authority's other services, when the latest forecast position was reported to Cabinet in September 2018 the report detailed that there was £0.398 million available to meet any emerging spending needs, before any provision for inflation or taking into account any savings to be delivered. (After providing for inflation and if all of the remaining OOP 2020 savings were delivered as planned the available resource was £7.171 million).

2.5. Since September the Government has announced additional one-off grant funding for social care and fire pensions. In addition early indications from the districts and boroughs are that the increase in the council tax taxbase is likely to be higher than the 1% assumed in the September forecasts. Together these mean that the current forecast of the level of resources available to support the 2019/20 budget has increased, from £0.398 million, to £7.700 million of

which £2.930[1] million is on-going resource and £4.770 million is one-off. This position, excluding adult social care, is detailed in Table 1 with further details on the changes in the following paragraphs.

Table 1: 2019/20 Predicted Council Revenue Position – All Services excluding Adult Social Care			
	September Report £m	December Report £m	Change £m
Resources			
Government Grants	(26.632)	(31.402)	(4.770)
Reserves	(1.315)	(1.315)	-
Business Rates	(66.806)	(66.806)	-
Council tax	(168.752)	(171.436)	(2.684)
Total resources	**(263.505)**	**(270.959)**	**(7.454)**
Approved Spending			
Base Budget	261.256	261.256	-
Allocations approved in previous years *	1.851	2.003	0.152
Total net spending	**263.107**	**263.259**	**0.152**
Remaining resources	**(0.398)**	**(7.700)**	**(7.302)**

Note

* The additional £0.152 million allocation was approved as part of the Property Services restructure approved by Cabinet in July 2017. It is offset by an additional savings target for the service of an equivalent amount.

2.6. The additional Government Grants totalling £4.770 million are as follows:
- £0.970 million funding to offset the increase cost of firefighter pensions (see section 4.2 below)
- £3.800 million additional funding for social care (adults and children's) announced in the Chancellors budget in November 2018.

Both of these additional grants are one-off funding and cannot be used to support on-going increases in cost without creating a financially unsustainable budget starting position for 2020/21. Also both figures are currently estimates with final allocations and any conditions on their use still to be confirmed.

2.7. The September 2018 Cabinet report assumed a 1% increase in the taxbase. This is in accordance with longer term trends but below the 2.11% and 2.36% increases in the last two years. Given this a review of the taxbase assumption has been undertaken. The taxbase varies between years for one of three reasons:
- Additional dwellings
- Changes in the level of discounts and exemptions, and

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[1] The £2.930 million is the £0.398 million from the September Cabinet report plus the additional forecast council tax income of £2.684 million less the £0.152 million adjustment to the base budget of Property Services.

- Changes in the level of council tax support (previously council tax benefit)

The analysis has shown that the increase in the taxbase due to additional dwellings in 1.5% of the overall increases. Given the continued levels of housebuilding across Warwickshire raising the taxbase assumption to a 1.5% uplift for this factor is felt to be appropriate. In addition to this we have already received formal notification from one district of a higher increase. When combining these factors an overall taxbase increase of 2% has been used as the basis for planning. It is the move to a 2% taxbase increase that gives rise to the additional £2.684 million resource shown in the table above. This element of the additional funding is on-going.

2.8. Whilst we remain confident that our financial projections are robust, there are three uncertainties:
- The impact of the provisional Local Government Finance Settlement.
- The final figures and any conditions on the one-off additional grant funding allocations from the Government
- The actual increase in both the council tax and business rates taxbases

2.9. In addition to the available resources identified in the tables above, the September Cabinet report identified that the authority has capacity in the region of £9.0 million within corporate reserves to support one-off projects or time limited allocations, if needed. This would retain the **minimum** in-year level of working capital and level of General Reserves required.

2.10. The Local Government Finance Settlement is due to be announced on 6 December 2018. This should provide additional certainty around the figures in the resource forecasts. An update will be provided prior to the Cabinet meeting of the impact of any changes on the information presented in this report. The final pieces in the resource forecasts – the council tax and business rates taxbases - will not be known until mid-January 2019.

3. Proposed Budget Strategy

3.1. As outlined above there is minimal headroom available to support new allocations in 2019/20 (£2.930 million excluding the additional one-off Government Grant). Alongside this, in the quarterly OOP Progress reports, some Business Units are flagging up the difficulties of managing the on-going delivery of services within the current level of resources available to them.

3.2. In response to this and in line with the Council's overall transformation agenda, a different approach was adopted this year in terms of producing

these proposals form Corporate Board. All Assistant Directors were asked to produce a statement of:

- The financial issues for their service in 2019/20
- Any issues with the delivery of the OOP 2020 savings plan
- (if required) Proposals for closing the financial gap relative to the existing OOP 2020 resource envelope
- The alignment of proposals with the transformation agenda
- The key risks for delivering and achieving financial balance

3.3.   The purpose of this approach was to place greater emphasis on an evidenced based approach to budget setting. There was also greater emphasis on Assistant Directors producing proposals that identified the options available to Business Units that would enable them to "consume their own smoke". So, for Business Units that were identifying resource shortfalls in 2019/20 options for corrective action were identified.

3.4.   When considering these statements from Assistant Directors Corporate Board have adopted the following approach:

- Delivering on Member's objective that the fundamentals of the OOP budget strategy remain unchanged, such that by the end of 2019/20 the budget will be balanced and sustainable into the future with no on-going spending need being funded from one-off resources without an approved exit strategy being in place.

- Ensuring there are sustainable solutions in respect of those services where structural overspends have emerged.

- Expecting, as a priority, that Business Units deal with and absorb additional spending need within their existing resources, using their reserves to manage any evidence-based timing differences, but not to defer decisions into the period of the 2020-25 Corporate Plan.

3.5.   Any financial impacts of the uncertainties outlined in paragraph 2.8 are managed within reserves, predominantly the Medium Term Contingency. This will ensure proposals for 2019/20 can be made with a degree of surety.

3.6.   For ease of understanding and to ensure all the key issues are fully considered Section 4 considers all services except adult social care and Section 7 outlines the proposed refresh of the adult social care 'bubble' that will continue to develop alongside the negotiations with health over the allocation of the Better Care Fund and the emerging guidance from the Department of Health.

4.   Proposed Funding Allocations (excluding adult social care)

4.1.   In developing these proposals Corporate Board have been clear that their priorities for 2019/20 should be to ensure their budget proposals deliver the long term financial sustainability of services and to continue to drive forward the implementation of the Council's transformation agenda. This position has not changed. The new demand for resources that is emerging is the impact of the increased cost of the unfunded national pension schemes, particularly for firefighters.

4.2.   **Inflationary Costs**
        As part of the medium term financial planning framework Council agreed to continue to provide for inflationary costs but also requested a mid-year review to ensure we were not over-providing for inflation. The provision for inflation in the MTFP approved in February 2018 was £6.631 million. This was based on the estimated cost of a 2% increase in pay, prices and contract costs partly offset by assuming more income on all fees and charges. These figures have been reworked based on the latest approved budget and reflecting where specific increases in cost are known. The latest figures show inflation will cost £7.996 million in 2019/20. A breakdown of this analysis is shown in Table 2.

Table 2: Cost of Inflation in 2019/20 (excluding adult social care)		
	£m	
Pay	3.072	Includes impact of National Living Wage in 2019/20
Prices/Contracts	4.796	
Income	(2.381)	
LG Pension Scheme	1.113	Lump sum contribution to fund the scheme deficit. This was known when OOP 2020 was agreed and was already factored into the medium term financial plan
Fire-fighters pension costs	1.198	The Government's actuaries have undertaken a full review of the firefighters national pension scheme. This requires a material increase in the employers' contribution rate to close the identified funding gap. For Warwickshire this additional cost has been calculated as £1.198m. The Government will provide grant in 2019/20 of around £970,000 to partially compensate for this additional cost. However, the cost is on-going and therefore the full amount needs to be provided for on an on-going basis for the budget to be sustainable.
Teachers and those on NHS terms and conditions pension costs	0.198	The Government's actuaries have also undertaken a full review of the teachers and NHS national pension scheme. These also identified material shortfalls that require a material increase in the employers' contribution rate to close the funding gap. No additional funding is expected to offset this additional on-going cost.
Provision Required	**7.996**	

In making this inflation provision it is acknowledged that the allocation to Business Units for inflation is an approximate cost, recognising that some costs will increase above the standard rate and some below and that once the overall allocation has been agreed a Business Unit should retain the opportunity to allocate the funding provided to reflect where inflation will impact at a local level.

4.3. Proposed Permanent Budget Adjustments
Corporate Board have identified five areas where they are proposing additional budget allocations to meet known spending pressures where no contingency plans have been identified to ensure services financial position at the end of OOP 2020 is sustainable.

The specific proposals for 2019/20, totalling £8.491 million, are as follows:
• Children and Families – £6,775,000 for demand, cost pressures
• School transport - £1,082,000
• Waste management volume and growth - £385,000
• Armed Forces Covenant - £30,000
• Tourism and economic development - £150,000
• Information technology architecture lead - £69,000

Appendix A provides brief detail of the proposed permanent budget adjustments recommended for approval.

4.4. Proposed Time-Limited Allocations
In addition to the £8.491 million permanent budget allocations Corporate Board are also proposing further time-limited allocations of £6.550 million.

The specific proposals, totalling £6.550 million, are as follows:
• DSG overspend - £4,900,000 to fund the forecast DSG high needs overspend in 2019/20 and 2020/21 before the full impact of proposed service changes take effect (see Section 11 for more details)
• LEP growth hub – £128,000 a year for three years (total use of reserves £384,000)
• HS2 - £133,000 in 2020/21 and 2021/22 (total use of reserves £266,000)
• City of Culture - £250,000 a year for 4 years (total use of reserves £1,000,000)

In addition a further £300,000 is proposed be used to phase the proposed savings for the Fire and Rescue Service over two years (see paragraph 5.5).

Appendix B provides brief detail of the proposed time-limited spending budget adjustments recommended for approval.

Supporting these allocations would use over 70% of the maximum available one-off resources. Corporate Board would advise Members not to commit the remaining resource to temporarily support the 2019/20 budget but to retain the capacity and flexibility to support the phasing of any changes needed to deliver a balanced 2020-25 Corporate Plan.

5. Savings Plans

5.1. As part of developing these proposals Assistant Directors were asked to confirm whether their OOP 2020 savings plans were still deliverable as originally planned or if they needed to adjust their savings plans based on experience to date. To maintain the integrity of OOP 2020 this had to be consistent with Members requirement, included as part of the 2018/19 budget resolution that *"where any savings proposal does not materialise to the degree shown, the Head of Service (Assistant Directors) in conjunction with the relevant Strategic Director and Portfolio Holder, should identify alternative proposals to ensure the savings targets are delivered"*.

5.2. The proposed savings plan for 2019/20 is attached at **Appendix C**. There are three Business Units where the savings plan now proposed falls outside of the framework outlined above. These are Children and Families, Community Services (in relation to waste management) and Fire and Rescue. The following paragraphs outline the proposed changes to the savings plan for these areas.

5.3. **Children and Families**
The OOP 2020 savings target for Children's and Families was 4.402 million. The service and financial statement for the Business Unit concludes £4.030 million of these savings can no longer be delivered as planned, with only the £0.372 million from the transformation of children's centres into family centres still being taken forward as originally envisaged. However, the Business Unit is not asking for all of their additional spending need to be met from the available headroom. The recommendations from the strategic review into demand management, a review of the pace of reducing the numbers of children looked after and the planned staffing restructure as well as other minor efficiencies will, in total, deliver savings of £6.898 million over two years. £4.930 million of these savings will be delivered in 2019/20 and it is proposed the difference of £1.968 million forms the first call on the additional government grant for social care detailed in paragraph 2.6.

5.4. Community Services – Waste Management

OOP 2020 included savings in 2019/20 of £643,000 from waste management. £450,000 of these are no longer believed to be deliverable and therefore Corporate Board's budget proposals recommend reducing the savings required from waste management by this amount. This reduction in the savings target is in addition to the £385,000 additional spending needed identified in Appendix A.

The proposal to reduce the savings required from waste management does not diminish the importance of maintaining a continued emphasis on stripping efficiencies out of the service or the drive to progress work with our partners in the Warwickshire Waste Partnership to reduce demand and cost.

5.5. Fire and Rescue

OOP 2020 includes £1.520 million of unidentified savings from the Fire and Rescue Service to be delivered in 2019/20. During 2018 there have been both internal and externally-led reviews of the capacity of the service to deliver savings. The outcome is that Corporate Board are proposing that the savings target for Fire and Rescue is reduced to £0.869 million, with the delivery of £0.300 million to be deferred until 2020/21.

Whilst delivery of savings at this level is below the target included in OOP 2020 the work undertaken to date has identified potential opportunities for a wider reconfiguration of fire stations, including the relocation of core stations and options for greater cross-border working as a result of the Memorandum of Understanding with the West Midlands Service. Taking forward any option is likely to require significant capital investment and provide potential future revenue savings. Members are asked to commit to these opportunities being further explored as part of the development of the next IRMP and the 2020-25 Corporate Plan.

5.6. For other services where there are a few proposed changes to the way the OOP 2020 saving will be delivered, but not to the overall level of savings to be delivered, the changes are detailed in Appendix C. This detail is primarily provided for completeness as they do not impact on the level of OOP 2020 savings to be delivered. Corporate Board are supportive of these revised proposals.

6. Summary Revenue Position

6.1. Table 3 shows the level of available resources from Section 2 and builds in the impact of the spending allocations and revisions to savings plans in Sections 4 and 5. The position excludes adult social care which is considered in Section 7

below. The table shows that with a 3% council tax rise and a 2% increase in the council taxbase there is £1.394 million on-going and £2.150 million one-off funding available for allocation.

Table 3: 2019/20 budget proposals incorporating recommendations from Corporate Board (excluding adult social care)	On-Going £m	One-off £m
Available Resources		
Available resources from Table 1	(2.930)	(4.770)
Available Reserves	-	(9.000)
Total available resources	**(2.930)**	**(13.770)**
Allocations		
Inflation	7.996	-
Permanent budget adjustments	8.491	-
Time-limited allocations	-	6.550
Phasing of Fire and Rescue savings	-	0.300
Phasing of Children's and Families savings	-	1.968
Savings plan	(14.951)	-
Remaining additional grants pending conditions	-	2.802
Total allocations	**1.536**	**11.620**
Remaining resources	**1.394**	**2.150**

6.2. The changes to OOP 2020 proposed by Corporate Board include changes to permanent and time-limited spending allocations and savings plans. Table 4 analyses the changes to OOP 2020 by Service.

Table 4: 2019/20 Budget – Proposed Changes from OOP 2020	Permanent £m	One-Off £m	Total £m
Available Resources			
September Report	(7.171)	(9.000)	(16.171)
Additional Resources	(2.684)	(4.770)	(7.454)
Change in Allocations			
Inflation	1.365	-	1.365
Children and Families	4.279	1.968	6.247
Community Services (including Waste)	0.865	-	0.865
Education and Learning	1.082	4.900	5.982
Fire and Rescue	0.651	0.300	0.951
Transport and Economy	0.150	1.650	1.800
IT Services	0.069	-	0.069
Remaining additional grants pending conditions	-	2.802	2.802
Remaining Headroom	**1.394**	**2.150**	**3.544**

6.3. Subject to Members making alternative decisions, current Council policy is:
- Any unallocated on-going revenue resource is used to expand the capital programme. The balance of £1.394 million would, if used in this way, increase the resources in the Capital Investment Fund by £17.4 million.
- The unallocated one-off resource is allocated to the medium term contingency to support the delivery of the 2020-25 Corporate Plan.

7. Adult Social Care

7.1. The adult social care service remains in a slightly different position to all other services, given the Government's conditions on the use of the Better Care Fund and the adult social care precept. For this reason for 2019/20 the principle of the adult social care "bubble" has been retained.

7.2. The resources available to the service have increased by £2.405 million as a result of the higher than previously forecast taxbase and the confirmation from the Government that the additional winter pressures grant will again be provided on a one-off basis in 2019/20.

7.3. The service has also reviewed their forecast additional spending need and those elements of the savings plan where deliverability is at risk. The net impact of these changes is that the service is able to create a contingency of £2.200 million that can contribute towards winter pressures. This is summarised in Table 5 below, with the spending pressures detailed in paragraph 7.4 and the revised savings plan in Appendix D.

Table 5: 2019/20 adult social care budget proposals incorporating recommendations from Corporate Board			
	September Report £m	December Report £m	Change £m
Resources			
Grants (inc. Improved Better Care Fund)	(26.947)	(29.147)	(2.200)
Council Tax – 2% adult social care levy	(20.792)	(20.997)	(0.205)
Council tax – fixed main element	(102.373)	(102.373)	-
Total available resources	**(150.112)**	**(152.517)**	**(2.405)**
Spending			
Base budget	142.680	142.680	-
Inflation	5.859	5.000	(0.859)
Provision for spending pressures	3.813	-	(3.813)
Identified spending pressures/investment	-	4.877	4.877
Savings plan	(2.240)	(2.240)	-
Contingency for winter pressures	-	2.200	2.200
Total allocations	**150.112**	**152.517**	**2.405**
Remaining resources	**0**	**0**	**0**

7.4. The identified spending pressures and investment of £4.877 million are as follows:

- Introduction of systems for receipt of direct payments and a provider payments portal – £157,000
- New preventative contracts to replace ad hoc spot provision - £1,332,000
- Refreshed iBCF plans to bring forward service developments that will help to mitigate future demand- £2,388,000
- One year pilot to transfer payment responsibility for adult support from Children's and Families to adults - £1,000,000

7.5. The key strategic concern in relation to adult social care is the longer term position rather than any immediate financial risks in 2019/20. The longer term financial risks revolve around the continuation of the Better Care Fund (where we have an on-going reliance for continued funding of £22 million) and the adult social care precept. It is estimated that post 2020 adult social care will face pressures of around £8 million a year (£3 million for demand and £5 million for inflation). Given this position there is justification for a build-up of reserves to support adult social care as the core budget would be insufficient if current temporary national funding arrangements were changed.

7.6. It should be noted that the principle of the adult social care "bubble" has been used due to the restrictions on the use of funding in relation to the Better Care Fund and the adult social care levy over recent years. This approach will need

to be reviewed and its appropriateness reassessed as part of developing the 2020-25 Corporate Plan.

8. Flexibility in the Budget – On-going

8.1. Table 3 identifies the flexibility in the revenue budget and that this would be used to expand the capacity in the Capital Investment Fund if current council policies were followed and no alternative spending needs were identified. The on-going flexibility in the budget arises from three potential sources:
- The increase in the local taxbase
- Varying the level of council tax increase
- Identification of further savings and/or reductions in spending on services.

8.2. **Increase in the Local Taxbase**
The budget proposals outlined above require 4,000 additional houses in Warwickshire (band D equivalents) to remain in balance. Every additional 250 increases in household numbers above this could generate an additional £0.3 million revenue funding. The Council's current policy is that any growth in the taxbase above that needed to finance the MTFP would be used to increase the funding available in the Capital Investment Fund. This report has been prepared on the basis of this policy continuing. We will not have final confirmation of the likely increase in the taxbase and therefore the level of any potential additional funding available until mid-January 2019.

8.3. **Varying the Level of Council Tax**
Within the revenue resource forecasts there is only one element of an on-going resource where a decision is needed by Elected Members – the annual council tax rise. Council tax is the biggest source of income the authority receives. Table 6 below shows the increased level of savings that would have to be delivered if the 2.99% increase (excluding the adult social care precept) assumed in this report were varied.

Table 6: Additional savings needed at varying council tax levels	
	£m
0% increase	+8.0
1% increase	+5.3
2% increase	+2.7

In deciding the increase in the council tax in 2019/20 Elected Members need to consider the council tax referendum threshold. The Government has indicated the threshold at which a referendum on the council tax increase will

be triggered will be 3%. It is expected this will be confirmed as part of the Local Government Finance Settlement announcement this month. The cost of holding a referendum on a council tax increase above this threshold level is estimated to be about £1 million. This cost would have to be factored into the budget, even if a referendum were unsuccessful.

8.4. **Increased Investment/Deletion of Savings proposals by a Political Group**
The proposed allocations outlined above use most of the available on-going resources currently known. If a Political Group wish to make any allocations in addition to these or delete an existing savings proposal above £1.394 million (see Section 5) then a specific alternative saving will need to be identified and/or an alternative plan for funding any of the issues identified in paragraph 4.3 brought forward at the same time. Only once this has been identified will an implementation plan for delivering the extra saving be developed by the Assistant Director in conjunction with the relevant Strategic Director and Portfolio Holder/Spokesperson.

When making decisions about savings Members are reminded of the need to comply with equality duties and that any replacement proposals may require consultation and an equality impact assessment before they can be implemented.

9. Flexibility in the Budget – One-off

9.1. Our reserves are forecast to be £133.0 million at the end of 2018/19. A breakdown of the forecast level of reserves is shown in Table 7.

Table 7: Reserves Projection				
Reserve	Current Forecast At March 2019 £m	Planned use in 2019/20 £m	Planned use in future years £m	Forecast at March 2020 £m
General Reserves	27.5	(4.0)	(2.9)	20.6
Earmarked – member set conditions	32.3	-	-	32.3
Earmarked – externally set conditions	22.1	-	-	22.1
Specific investment projects	6.6	-	-	6.6
Management of Financial Risk	44.5	(1.3)	-	43.2
Total	133.0	(5.3)	(2.9)	124.8

9.2. The following paragraphs provided a brief commentary on each type of reserve highlighting where there is any flexibility in using some of these funds to support the financial refresh of OOP 2020.

9.3. General Reserves

Legislation requires that the Assistant Director – Finance and ICT make an annual statement on the adequacy of general reserves and provisions. The risk assessment for 2018/19 confirmed that the minimum level of general reserves it was prudent to retain was £18.5 million. General reserves are currently forecast to be £27.5 million by the end of 2018/19.

The risk assessment for 2019/20 will be formally updated and reported to Cabinet in January. There is nothing to suggest that the level of financial risk facing the authority has materially decreased. If anything the increasingly difficult decisions to deliver the required level of savings experienced, the use of reserves to delay/defer delivery and the general level of uncertainty in the wider economy means the underlying level of financial risk is increasing. Consequently, whilst there is a maximum of £2.150 million of the remaining reserves that could be released to support the budget, no commitments should be made until the risk assessment for 2019/20 has been completed.

9.4. Earmarked Reserves

This £32.3 million of reserves is funding that has been set aside for specific purposes and to support specific priorities by previous member decisions. A further £22.1 million is where we have no choice about how the funding is used as the conditions are set externally to the County Council. Table 8 shows a further breakdown of these reserves. Due to the specific purposes for which they are held and the conditions on their use none of these reserves are available to support the 2019/20 budget.

Table 8: Earmarked Reserves	
Reserve	Current Forecast At March 2019 £m
Redundancy Fund	11.9
Insurance Fund	8.5
Corporate Transformation	3.7
Systems Replacement	4.7
Children's Services (adoption and family centres)	1.7
Apprenticeships	0.8
Other including the Local Welfare Scheme	1.0
Earmarked – externally set conditions	22.1
Total	54.4

9.5. Reserves for Specific Investment Projects

The £6.6 million is underspends in previous years that services have set aside to deliver specific projects but where the spending is expected to cover more than one financial year or the final business case is still in the process of prepared. Examples of these projects include flood management, European match funding, investment in the authority's financial systems and the development and management of partnership and trading activities. This resource is not available to support the budget without a decision to stop this activity being made.

9.6. Management of Financial Risk

At £44.5 million the management of financial risk is the biggest reason why the authority is holding reserves. Table 9 provides a further breakdown of these reserves. Over half of this funding is held by the People Directorate and the demand led nature of these services and the expected future levels of demand/cost growth means that holding this level of reserve reduces the level of funding needed to be held corporately to manage the financial risks facing the organisation.

For the corporate risk reserves Corporate Board would strongly recommend that none of this resource is used to support the 2019/20 budget and in particular the medium term contingency is retained to support any phasing needed to ensure the sustainability of the 2020-25 Corporate Plan.

Table 9: Management of Financial Risk Reserves	
Reserve	Current Forecast At March 2019 £m
People Directorate	24.6
Resources Directorate	1.9
Communities Directorate	(0.9)
Corporate	
• Business rate appeals	2.7
• Medium Term Contingency	6.8
• Interest rate volatility	5.4
• Capital Fund (selling costs of assets)	1.3
• Schools in Financial Difficulty	2.2
• Pensions deficits	0.5
Total	44.5

9.7. A final decision about whether there are any reserves over and above those outlined in this report available to support the budget cannot be made until after the Quarter 3 budget monitoring information is available and the outcome

of the Local Government Finance Settlement is known. It should be noted that part of the 2018/19 Quarter 3 OOP Progress Report will be seeking agreement to how the overdrawn waste management, education services (including DSG) and children's reserves (totalling around £9 million) will be made good. Whilst in all of these cases recovery plans have been agreed, this will place greater pressure on the reserves held to manage financial risk additional to the proposals in this report. This information will be formally reported to Cabinet in January along with the 2019/20 risk assessment of the minimum level of General Reserves. As a result, no one-off funding, outside of that identified in this report, should be used to support the budget at this stage.

10.   Status of the Capital Programme

10.1.   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 a 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.

10.2.   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.

10.3.   Corporate Board has undertaken a light touch review of the capital strategy for 2019/20 in advance of a more fundamental refresh as part of developing the 2020-25 Corporate Plan. The proposed strategy is attached at **Appendix D**. The strategy proposes no changes to the capital programme and assumes the retention of the approach put in place in 2017/18 is retained. However, there are four areas where the content of the strategy has been clarified. These are:
● The schools capital programme and how the investment needs going forward are determined and managed.
● A rebalancing of the CIF evaluation criteria to ensure the delivery of projects which have the biggest direct, measurable impact on the key objectives or are invest-to-save projects that deliver future revenue savings are prioritised.
● How the current and proposed capital programme supports the delivery of the key objectives.
● Additional detail on how the overall capital programme is financed.
Due to the extent of the statutory/regulatory content the strategy itself is a relatively long document. An executive summary of the key elements is

currently being prepared and this will be reported to Cabinet as part of the budget update report on 22 January 2019.

10.4. The proposed strategy for 2019/20 remains reliant on the commitment to meet the revenue costs of borrowing £20 million a year plus the allocations to the Capital Investment Fund from within the approved revenue budget. For the 2020-25 Corporate Plan there will need to be a more fundamental review of the strategy to consider:

- The business driven and innovative use of capital to support transformation
- The determination of prudent, sensible borrowing levels for the longer term
- The future balance between capital and revenue spend, and
- The identification of where capital investment could support the delivery of revenue savings.

11. Sustainability of Spend Funded from the Dedicated Schools Grant

11.1. As a result of the material overspend in 2017/18 and the forecast structural deficit for 2018/19 and future years in spending on services and support for those pupils with special educational needs Members required that a review of the centrally managed DSG be undertaken during 2018/19 to come forward with proposals for bringing the DSG back into balance. This section of the report provides details on the outcomes of that review.

11.2. To achieve transparency, and in the context of funding pressures, the County Council has undertaken a line by line review of the centrally managed DSG. An independent expert was commissioned to complete the review. He conducted interviews with service managers across the County Council and completed benchmarking exercises. The findings of the DSG Review were reported to the Council's Corporate Board in July 2018.

11.3. The total structural deficit for which a long term solution needs to be identified is £4 million.

11.4. **Reduce the in-year deficit in the High Needs Block in 2019/20**
It is proposed to reduce the High Needs Block deficit by just over £2.500 million from April/September 2019.

11.5. In **SEND and Inclusion Services**, a £1.500 million reduction could be achieved (see Table 10).

Table 10: Proposed Spending Reductions in SEND and Inclusion Services	
Service Change	£ million
Recouping 100% pupil funding from schools for Flex-learning services	0.033
Recouping pupil funding from schools for Flex-learning services from day 1 (not as currently after 6 weeks)	0.030
Reduce SLA with Educational Psychology Services and trade with schools	0.140
Remove vacant posts in the Integrated Disability Service	0.150
Remove Social, Emotional and Mental Health capacity building funding	0.100
Remove Designated Speech and Language provision from September 2020	0.247
Reduction in primary support Specialist Teaching Service and bespoke training	0.754
Reduction in Team Teach training used to support those exhibiting challenging behaviour	0.023
Reduction in co-production officers	0.023
Total	1.500

11.6. For the purpose of clarity it should be noted that funding reductions on this scale can only be achieved through staffing reductions and a redesign of current services whilst complying with statutory requirements.

11.7. Implementation of the new SEND and Inclusion Strategy outlines how risks could be mitigated, and how outcomes for learners could be safeguarded.

11.8. It is proposed to reduce **Area Behaviour Partnership funding** by £1.008 million from April 2019 as follows:
- Cease direct contributions to schools (£0.189 million). These payments have been used to fund Learning Support Units (LSUs) in schools as well as Alternative Provision for children on the school roll.
- Reduce Alternative Provision placement costs using alternative strategies to permanent exclusions (£0.220 million).
- Reduce transport costs which are charged to the DSG, for example through a review of transport process and provision to reduce dependence on taxis (£0.314 million).
- Generating income from reclaiming pupil funding from schools for permanently excluded pupils (£0.285 million).

11.9. In addition to these two material changes, two further changes are proposed to reduce the reliance on DSG to fund core safeguarding activity. These changes would save a further £0.071 million:
- Removing the contribution from the DSG to the running costs of the Safeguarding Board (£0.019 million)
- Reducing or trading the Taking Care service operated by the Safeguarding Team (£0.052 million)

11.10. **Summary of proposals for the High Needs Block in 2019/20**
If implemented, the proposals above should realise up to £2.579 million savings in the High Needs Block in 2019/20 (some savings might not be realised until September – the start of the new academic year, rather than April, the start of the financial year). Assuming flat-line demand that leaves around £1.4 million further savings options to be identified and delivered to bring the DSG back into balance.

11.11. **Approach to bringing the High Needs Block back into balance from 2020 onwards**
There will be longer term savings as a result of focusing on reducing out of county high spend on independent placements. This involves developing a more inclusive culture in Warwickshire schools, accelerating the rate of opening of resource provision, and focusing on tightening assessment processes. As a result, over time, Warwickshire's number of Education, Health and Care Plans should be brought back into line with national and statistical neighbours, particularly for Moderate Learning Difficulties (MLD) and Social, Emotional and Mental Health (SEMH). The long term effect should be to reduce the total spend on place funding and top up funding.

11.12. The proposals for the use of the available general reserves are consistent with these proposals of the approach being adopted to bring the DSG back into balance over the medium term. Consultation will be required prior to the implementation of some of these proposals.

12. The Need for a Balanced Budget

12.1. In putting forward their proposals Members are reminded that local authorities are required by law to have a balanced budget. However what is meant by 'balanced' is not defined in law. A prudent definition of a sustainable balanced budget is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term.

12.2. To avoid an unbalanced budget the Local Authority has to be financially resilient. Setting a clear medium-term financial plan helps clarify expected income and expenditure. Accurate awareness of the funding available in the forthcoming years means the Council stands a better chance of balancing the budget. Reserves are a useful option for balancing the budget in the short-term. However, reserves should not be used to pay for day-to-day expenditure and it is important that they are replaced when the short-term need has passed. Therefore, the financial plan for 2019/20 needs to be fully balanced on

an ongoing basis, with no ongoing spending funded from one off resources meaning the 2020-25 Corporate Plan starts from a deficit position.

12.3. If the budget is unbalanced then the Chief Finance Officer, supported by Corporate Board will have to consider issuing a Section 114 notice. Such a notice is only given in the gravest of circumstances, as during that time spending and other financial activity is suspended and the External Auditors and the Ministry for Housing, Communities and Local Government (MHCLG) may then have to take over the running of the Authority.

13. Development of the new Corporate Plan 2020-25

13.1. The Corporate 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.

13.2. 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.

13.3. 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.

13.4. Agreement of the approach for developing the 2020-25 Corporate 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.

13.5. 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).

13.6. The proposed approach for developing the 2020-25 Corporate Plan will form part of the next budget update report to Cabinet in January 2019 and subject to their agreement to the proposed approach Members will need to agree the approach and their commitment to delivering the resulting service changes as part of their 2019/20 budget resolution.

14. Timescales and Next Steps

14.1. The Local Government Finance Settlement is expected to be announced on 6 December 2018. The impact of this announcement will be reported to Members at Cabinet in January, at the latest. Council will then make the final decision on the 2019/20 budget at their meeting on 7 February 2019.

14.2. The proposed timetable is shown below.

Approach to Agreeing the 2019/20 Budget	
Date	Report
6 December	Provisional date for the announcement of the Local Government Finance Settlement
11 December	Report to Cabinet from Corporate Board on their budget proposals
14 December	Cabinet release their initial response to the proposals from Corporate Board
December and January	Political Groups develop their response to the proposals based on the information provided in the December Cabinet report and the Cabinet's response
22 January	Report to Cabinet outlining final information to be used in setting the budget. Cabinet release the Conservative Group's 2019/20 budget resolution(s)
31 January	Opposition Groups release any amendments to the Conservative Group's proposals
4 February	Comparison of budget resolutions released
7 February	Council agree 2019/20 budget and council tax

14.3. The budget for 2019/20 will be agreed based on the new organisational structure. Currently there are still on-going discussions, at the margins, about where the responsibilities and accountabilities for individual services lie. As a result the budget update report to Cabinet on 22 January 2019 will be the first opportunity to re-present the information in this report and the appendices into the new structure for 2019/20.

15. Background Papers

15.1. None

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Elected Members have not been consulted in the preparation of this report.

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Permanent Funding

Business Unit	Title	2019/20 £000	Commentary
Children & Families	Residential Placement framework contracts	100	There will be a minimum increase in residential framework costs of £100k due to the regional residential framework increasing unit costs by at least 4% by 31.03.2019.
Children & Families	Allowances	631	Allowances related to Special Guardianship Orders (SGO), residence orders, child arrangement orders and adoption orders are forecast to be overspent by £631k.This relates to £171k of growth in the number of statutory orders. The remaining £460k relates the requirement, as a result of case law and Ombudsman findings nationally, that require local authorities to have parity between SGO and fostering allowances.
Children & Families	CLA increase in Placements	3,741	To fund overspends on placements for children in care being carried into 2019/20. This relates to overspending in the Children's Disability Team of £776k in residential care and £338k in external foster care. The remaining £2.627m is due to savings not being achieved as originally planned.
Children & Families	Leaving Care (& CDS) Post 16 Accommodation & Asylum	1,212	16 plus and asylum accommodation is overspending by £1.212m. This relates to care leavers supported accommodation costs which is £716k overspent. Unaccompanied asylum seeking children (UASC) accommodation costs have increased above the level of the government grant by an estimated £246k. The remaining £250k relates to forecast growth in client numbers.
Children & Families	Young Carers Contract	50	The external funding used to fund this activity has been withdrawn. The allocation is to enable the service to be maintained.
Children & Families	Integrated Community Equipment Service (ICES)	125	An element of the funding for the ICES in relation to children's services was one-off. The allocation will enable the current levels of activity to be maintained.
Children & Families	Loss of Priority Families Government Grant	371	An allocation to replace the £371k loss of priority families grant in 2019/20

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Permanent Funding

Business Unit	Title	2019/20 £000	Commentary
Children & Families	Invest to save - Different Futures	150	The £150k funding for Different Futures ends in 2018/19. This project works with parents to prevent repeated incidents of children being removed from their care and this allocation would allow the project to continue.
Children & Families	Pressures on the service as a result of non-delivery of savings plan	395	Continuing to fund on-going spend from temporary funding on an annual basis is not sustainable. This allocation will ensure the Children and Families Business Unit is funded on a sustainable basis going forward.
Education & Learning	Home to School transport	1,082	Pressures on Home to School Transport as a result of increase in school age population and the increase in the proportion of pupils with SEN requiring personalised transport solutions.
Community Services	Waste Management Volume & Growth	385	Growth in housing is creating additional pressure on the service combined with inflationary costs from contracts and recycling credits. These pressures are partially offset by increased tonnage delivered to the Coventry Incinerator
Community Services	Armed Forces Covenant	30	To provide a permanent source of funding for this activity, reflecting the County Council's policy commitment.
Transport & Economy	Tourism	90	Additional 3 year funding was allocated as part of the WCC budget setting for the period 16/17 - 18/19. The 3 year forward plan for Tourism 2018-22 builds on the work done to date in support of this key sector and maximises opportunities arising from the City of Culture and the Commonwealth Games for Warwickshire. Additional budget is required in order to maximise delivery of the new forward plan which will allow us to be more proactive with Partners and direct resources to supporting local Warwickshire tourism.

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Permanent Funding

Business Unit	Title	2019/20 £000	Commentary
Transport & Economy	Promotion of Coventry and Warwickshire Economic Growth	60	The County Council has been an active partner in the Coventry & Warwickshire Economic Growth partnership, which annually attends the world's largest property event to raise the profile of the Coventry & Warwickshire area on a global stage; promote the investment opportunities within the sub-region; develop new and stronger relationships with key partners, stakeholders and businesses who may be looking to invest in the local area; and promote key sites/areas of investment of importance to the County Council and Warwickshire. There is no core budget for this expenditure, however attendance is a WCC partnership commitment in the medium term and therefore a sustainable source of funding is required.
IT Services	Information technology architecture lead	69	A strong theme of ICT strategy work over the last 18 months, and the more recent Digital programme, has been the need to establish an architecture team to support the role of a Design Authority and to steer organisational strategy and investments in relation to digital and technology. Whilst the capacity for the team itself will be created from the re-organisation and refocus of existing resources for the work to be effective there is a need to create a new lead/manager role for the activity that does not currently exist.
	Permanent Allocations Proposed	**8,491**	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation Time-limited Funding

Business Unit	Title	2019/20 £000	Future Years £000	Total £000	Commentary
Education and Learning	DSG Overspend	3,300	1,600	4,900	The service redesign, as set out in Section 11 of the report, is only likely to begin to take effect towards the end of 2019/20. Therefore the total call on corporate reserves could be as high as £3.3m in 2019/20 and a further £1.6m in 2020/21 given the forecast overspend in 2018/19 of £4 million.
Transport and Economy	LEP Growth Hub	128	256	384	The County Council (along with the other local authorities in the area) provided initial funding to establish the Growth Hub, and for the past two years have provided further revenue funding of £100,000 p.a. to support the operations of the Growth Hub (agreed in the February 2017 Budget Resolution of the Council). A proposal for a further three years of funding has been put forward by the Growth Hub for the period 2019/20 to 2021/22. This is for £128,000 for three years after which time it is hoped the Growth Hub will become financially sustaining.
Transport and Economy	HS2	0	266	266	A one-off allocation of £200k for 2019/20 was approved as part of OOP 2020. However work on HS2 will continue beyond 2019/20 and therefore it is proposed to fund the work for a further two years at a cost of £133k a year.
Transport and Economy	City of Culture	250	750	1,000	To fund investment in City of Culture projects over the next four years.
	Total Time-limited Funding Proposed	**3,678**	**2,872**	**6,550**	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Community Services Business Unit			
Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	OOP 2020	222	
Waste Management - a reduction in the waste tonnage going to landfill	Adjusted	193	This savings target was £643,000 in OOP 2020. However only £193,000 of this is now felt to be deliverable given the demand pressures facing the service and therefore Corporate Board propose reducing the OOP 2020 savings target by £450,000.
Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	OOP 2020	21	
Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	Replacement	80	The original OOP 2020 savings proposals were not sufficiently progressed to be confident of delivery. Therefore alternative proposals have been developed
Total for Community Services		**516**	
Education and Learning Business Unit			
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	OOP 2020	35	
Stop funding redundancy costs for schools and only provide for existing commitments	OOP 2020	121	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Total for Education and Learning		156	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Fire and Rescue			
Reduce the number of fire engines at Stratford and Coleshill fire stations	New	200	Reducing the number of fire engines from 2 to 1 at Stratford and Coleshill, through removal of the retained pumps.
Reduce the budget for pensions and ill-health retirements	New	100	The proposal reflects the recent risk assessment of ill-health retirement frequency and likely costs if they were to arise.
Introduction of a single control room as part of the work on the MoU with West Midlands	New	300	This reflects the latest estimate of the costs that could be saved. Work is on-going to identify the split between staffing versus software costs and other related expenditure.
Use of reserves (one-off) to provide funding for phasing as it is unlikely the control room savings will materialise in 2019/20	New	(300)	
Asset reductions and reconfiguration of fleet maintenance	New	85	The outcome of a wider approach to fleet provision, procurement and maintenance in collaboration with West Midlands. This will reviewing the assets required as part of service reconfigurations
Health and Safety services	New	46	A reduction in cost as a result of combining the service with the health and safety services of West Midlands Fire.
Review of wholetime deployment, with a view to reducing the number of wholetime firefighters	New	138	The review of resources across the county has identified that there are opportunities to remove some wholetime posts at various stations by modifying existing staffing arrangements
Total for Fire and Rescue		569	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Transport and Economy Business Unit			
Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	OOP 2020	50	
Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	OOP 2020	5	
Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	OOP 2020	10	
Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and on-street parking charges	OOP 2020	44	
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.	OOP 2020	165	
Energy savings as a result of the capital investment into LED technology within our street lighting stock.	OOP 2020	300	
Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through pro-active measures to improve service quality to enable increased rents in line with market conditions.	OOP 2020	30	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	OOP 2020	25	
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.	OOP 2020	25	
Winter gritting route optimisation as a result of rationalising depots to a single south depot.	OOP 2020	25	
Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	OOP 2020	75	
Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	OOP 2020	698	
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	OOP 2020	80	
Total for Transport & Economy Business Unit		1,532	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Children and Families Business Unit			
With the exception of the saving in relation to Children's Centres all other planned OOP 2020 savings in the business unit have been detailed (£4.030m) and replaced by the new savings listed below	Removed	0	
Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	OOP 2020	372	
Demand Management - through closer performance management, a new model and approach to risk and locality driven support based on intelligence and hot spots resulting in the ability to better target resources	New	2,000	This saving is as a result of the proposals coming from the Strategic Review of demand management undertaken as part of the Council's transformation work.
Reduction in the demand for legal services	New	150	The saving will flow from the success of the work on demand management
Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	New	2,760	This is a replacement saving for the previous higher target of reducing the number of children looked after. It is based on the outputs from the strategic review.
Reduction in staff costs	New	1,316	The saving results from the restructure of the Children and Families Business Unit that underpins the transformation of the business unit to the new operating model.
Develop the use of independent boarding's schools	New	150	
Efficiencies in staff and client travel resulting in an overall reduction in costs	New	150	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
One-off funding to phase the delivery of the new plan	New	(1,968)	One-off funding met from the additional grant for social care announced in the Chancellors budget. The saving proposals affected are those in relation to demand management and the reduction in the numbers of children looked after.
Total for Children and Families		4,930	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Public Health and Strategic Commissioning Business Unit			
Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	OOP 2020	923	
Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	OOP 2020	45	
Dietetics	Removed	0	Community Dietetics is now an integral part of the Dietetics Service delivered by SWFT on behalf of the 3 CCGs and therefore this saving is no longer available.
Reduce staffing and overheads across the Business Unit	OOP 2020	200	
Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	OOP 2020	100	
Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	OOP 2020	735	
Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	OOP 2020	85	
Additional efficiencies across the Business Unit including a review of staff vacancies, efficiencies in the Fitter Futures budget and re-alignment of young carer budget support	New	200	The service plans to use reserves to cover the alternative saving in 2019/20 whilst the work needed to deliver the permanent replacement savings for 2020/21 is taken forward

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
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.	OOP 2020	400	
Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	OOP 2020	122	
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	OOP 2020	25	
Reduction in historic pension costs that will decline naturally over time	OOP 2020	12	
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.	OOP 2020	122	
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	OOP 2020	20	
Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	OOP 2020	31	
Total for Public Health & Strategic Commissioning		**3,020**	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Customer Services Business Unit			
Increase income from the Registration Service	OOP 2020	35	
Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	OOP 2020	90	
Total for Customer Services		**125**	
Finance Business Unit			
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.	OOP 2020	5	
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.	OOP 2020	90	
Total for Finance		**95**	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Human Resources Business Unit			
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.	OOP 2020	49	
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	OOP 2020	229	
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.	OOP 2020	31	
Total for Human Resources		**309**	
IT Services Business Unit			
Savings in the costs associated with the management of the Service. It also includes an option to offer staff alternative working arrangements such as reduced hours.	OOP 2020	65	
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.	OOP 2020	100	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
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.	OOP 2020	140	
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.	OOP 2020	100	
Total for IT Services		405	
Law and Governance Business Unit			
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.	OOP 2020	34	
Total for Law and Governance		34	
Performance Business Unit			
Reduction in management and operational capacity through streamlining processes and redesigning the service.	OOP 2020	45	
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.	OOP 2020	10	
Reduction in the contingency & project budget of the Business Unit and the delivery of a rationalised structure	OOP 2020	60	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity.	OOP 2020	35	
Total for Performance		150	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Property Services Business Unit			
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	Adjusted	955	
Release of contingency	Adjusted	85	
Repayment of Hawkes Point self-financed borrowing	Adjusted	198	The revised savings plan for Property Services was approved as part of
Rental income from Educaterers	Adjusted	21	the restructure and 5 year plan agreed by Cabinet in July 2018. The total
Reduced maintenance of the smallholdings estate	Adjusted	7	level of Savings to be delivered has not changed.
Review of facilities management budgets, service specifications and IT interfaces	Adjusted	49	
Use of one-off resources to match the timing of when capital receipts from the sale of strategic sites are expected to be received	Adjusted	(473)	
Total for Property Services		**842**	
Total Proposed Savings (excluding Adult Social Care)		**12,683**	This figure is net of the use of reserves for the Fire and Rescue service (300k) and Children and Families (1,968k) that will be offset in 2019/20 only by the use of corporate reserves/grants. Excluding these means the savings plans proposed require services to deliver savings of £14.951 million on an on-going basis.

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
Social Care and Support			
Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	Adjusted	0	Savings unable to be delivered are offset by reductions of demand through early intervention and prevention
Increased reliance on mainstream transport solutions to enable customers to access the services they need	Adjusted	0	Savings unable to be delivered are offset by reductions of demand through early intervention and prevention
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	OOP 2020	550	
Use alternative 24 hour care options e.g. extra care housing and supported living	OOP 2020	625	
Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services	Adjusted	0	Savings unable to be delivered are offset by reductions of demand through early intervention and prevention
Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	OOP 2020	184	
Remodel direct payment employment support services	OOP 2020	150	
Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	OOP 2020	100	
Reduction of demand through early intervention and prevention, with the demand for social care not increasing as budgeted in 2018/19	New	631	Partly due to income from client contributions increasing at a greater rate than spend on new clients and partly due to the proportion of Older People not increasing in line with demography.
Total for Social Care and Support		**2,240**	

2019/20 Budget Refresh - Proposals from Corporate Board for the Allocation of Savings Plans

Description of change proposed	Savings Classification	2019/20 Savings Plan £'000	Explanation of adjustments or new savings
WCC TOTAL		14,923	

Appendix D

Integrated Capital Strategy 2017-2020

Introduction

We have over many years invested in assets that have a lasting value, for example land, roads, buildings and large items of equipment and vehicles. Each year we need to spend more money to ensure our assets are still suitable for use in the provision of services and to invest in new assets to meet our changing needs and requirements.

This Capital Strategy sets out how we aim to use capital resources to achieve our vision "To make Warwickshire the best it can be" and deliver our corporate priorities through to 2020.

It outlines the structure of our capital programme, describes how we determine the content of and finance our capital programme and provides an overview of how our capital programme is managed.

Our Capital Programme

Our capital programme cannot be viewed in isolation. It influences and is influenced by many strategies and plans and forms part of an integrated plan for the organisation that has the delivery of the One Organisational Plan as its key driver. Some of the other plans that link directly to the Capital Strategy are the Strategic Economic Plan, the School Sufficiency Strategy, corporate and service asset management plans and the Treasury Management Strategy.

Our commitment to an integrated approach impacts in how our capital programme is developed and prioritised, with an organisation-wide approach to determining our capital investment priorities, rather than this being determined in relative isolation by individual services. This aims to ensure our scarce resources are used in the most effective way.

Spending is included within the capital programme where we expect it to result in future economic (asset value) or service (asset performance or life) benefits. This covers both purchase of new long-term assets and improvements to existing ones, and is consistent with the approach required in the CIPFA Code of Practice in Local Authority Accounting. Some of our spending allocations are to either purchase or improve an asset belonging to another organisation or individual; in these circumstances, we include the expenditure in the capital programme for budget setting and monitoring processes, but follow the Code of Practice's requirements for accounting treatment to ensure it does not increase the net worth shown on our Balance Sheet. We operate a general de minimis of £6,000 on a project-by-project basis (£3,000 where the spend relates to primary schools or nurseries); expenditure below this level is treated as revenue and not part of the capital programme. Further details of our capitalisation policies can be found in the Accounting Policies section of our Statement of Accounts, published on our website.

There are two broad strands to our capital programme:

- A maintenance programme that ensures our assets continue to be fit for purpose and able to support the delivery of services, and
- An investment programme that creates and develops new assets.

Each programme has a number of strands that ensure a clear focus on the purpose of capital spending and the prioritisation of proposals.

These approaches are underpinned by a number of specific service asset management strategies, including:

- The Asset Management Framework and Property Strategy
- The Highways Asset Management Strategy and the Highways Asset Management Policy
- The ICT Devices Strategy
- The Education and Learning Sufficiency Strategy

Links to these strategies can be found in **Annex A**. If any of these strategies are revised during the year as part of our on-going service transformation and redesign programme, any consequent changes to this strategy will be considered at the same time.

The diagram below shows the overall structure of our capital programme, with colouring to indicate the major sources of funding for each element.
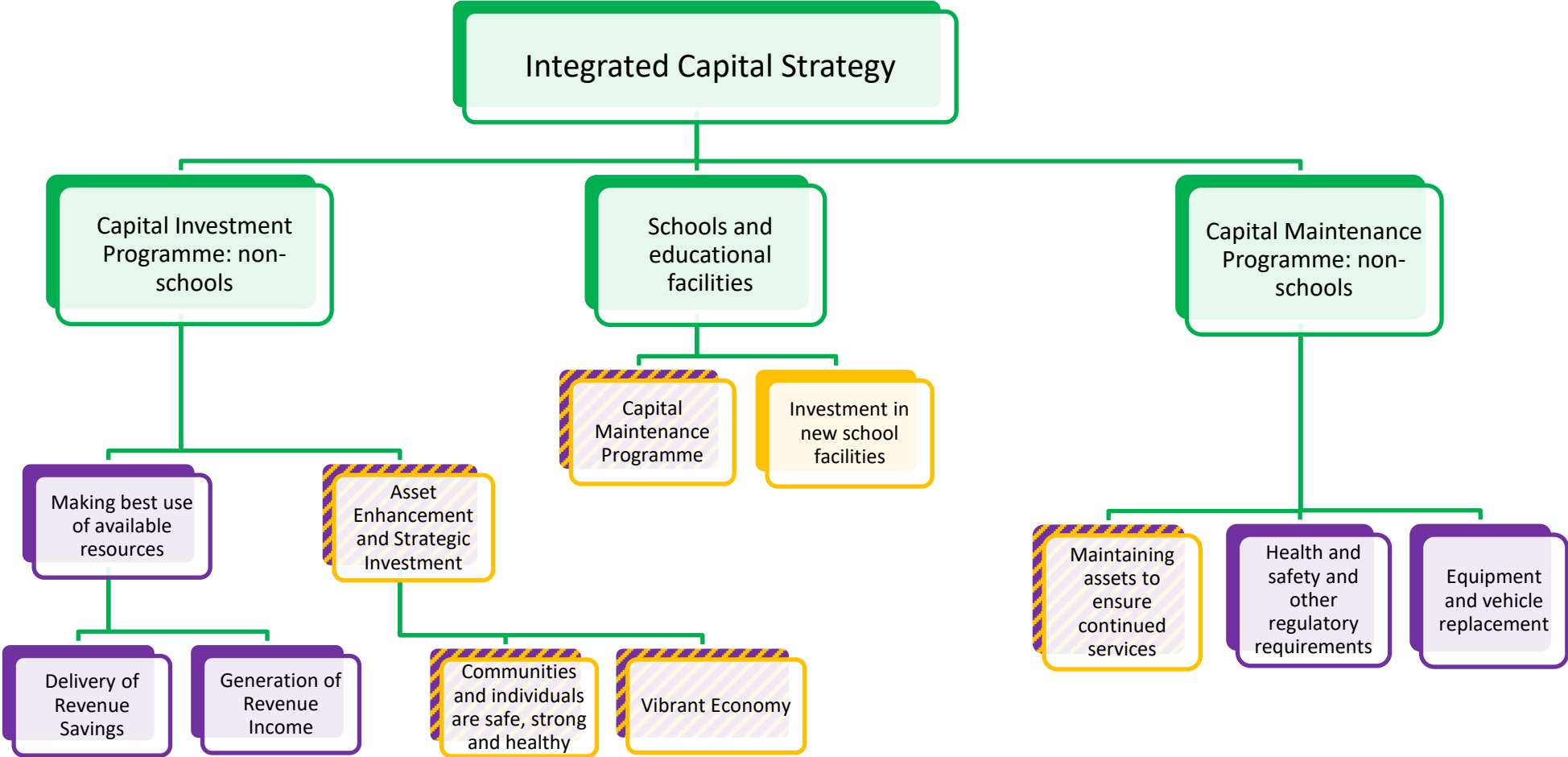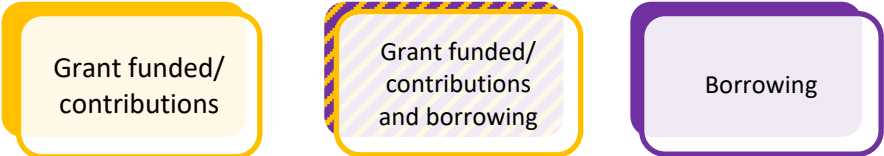
Capital Investment Programme: non-schools

Any capital spending not included in the maintenance programme automatically forms part of our capital investment programme. Investment schemes are, by their nature, not routine and are only considered if they move the organisation towards the delivery of the corporate outcomes. Allocations in the capital investment programme support the delivery of one of the following outcomes:

- Warwickshire's communities and individuals are supported to be safe, healthy and independent
- Warwickshire's economy is vibrant and supported by the right jobs, training and skills and infrastructure
- The County Council makes best use of the available resources

The capital investment programme contributes to the delivery of these outcomes through invest-to-save projects and projects that enhance and grow the assets of the authority. The structure of the capital investment programme is shown below.

To make Warwickshire the best it can be	Capital Investment Programme			
	Asset Enhancement and Strategic Investment		Making best use of available resources	
	Warwickshire's communities and individuals are supported to be safe, healthy and independent	Warwickshire's economy is vibrant and supported by the right jobs, training and skills and infrastructure	Delivery of Revenue Savings	Generation of Revenue Income

We operate a clear and transparent corporate approach to the prioritisation of all capital spending. To ensure widespread support for the investment programme all proposals are subject to an officer scrutiny process prior to being considered by Corporate Board and ultimately by Members. The overarching governance structure is designed to ensure the most effective use of the available resource and organisational capacity required to see capital schemes through to implementation. We operate a two-speed approach for the approval of schemes that enhance assets as a result of additional service delivery need.

We use a fast track approach for schemes costing less than £2 million that are wholly funded from external resources provided for a specific purpose and where there is no, or minimal, discretion over how the funding is used e.g. developer and third party funding. Fast track schemes will be required to provide a brief summary of the infrastructure investment required and how it supports the delivery of the core priorities and outcomes before going to the Leader and/or any such person/body which he/she designates for approval. For vehicles, plant and equipment this approval is delegated to the Assistant Director for Finance and ICT. Any scheme costing above £2 million requires the approval of full Council.

For all other capital investment schemes, including where we are bidding for external funding, we use a structured evaluation process that assesses:
- What we are trying to achieve for Warwickshire residents, businesses and visitors by investing in particular assets
- The contribution of the new assets to the delivery of the corporate outcomes
- The financial costs and benefits over the short, medium and long term, and
- The risks inherent in the delivery of the scheme itself and the expected benefits, with a focus on better up-front planning and timetabling.

The results of this evaluation process are reported to Corporate Board quarterly who consider whether to recommend the scheme to Members for approval. If the total cost of the scheme is less than £2 million this approval is by the Leader, Cabinet or a Portfolio Holder to whom powers have been delegated. Schemes over £2 million require the approval of full Council. A summary of the evaluation criteria and their relative weighting is attached at **Annex C.**

Annex D indicates the connection between the Council's existing investment plans and its objectives. This listing covers the larger investment schemes already approved by Members and the 2019/20 maintenance programme. It also includes a low number of "priority" schemes which, whilst not yet formally approved, are expected to come through to the Capital Investment Fund with applications for funding within the next financial year and for which funding has therefore been reserved from application to other schemes.

The Council generally does not choose to make investments in the commercial property market purely for the purpose of generating a financial return. The Council owns a small number of assets classified as Investment Properties but these are primarily assets whose usage has changed over time and that now fall into this category. Income from these assets is immaterial.

Schools and Educational Facilities: investment

It is the Council's role to plan, commission and organise education places in a way that promotes improved standards, manages supply and demand and creates a diverse infrastructure. The strategy supports the provision of accommodation, whether permanent or temporary, that is high quality, fit for purpose, provides value for money and ensures flexibility to respond to changes in need and curriculum. Whilst the Council is not responsible for Academy schools, our strategy includes them as education providers within the county.

School-level forecasts of future pupil numbers are produced each year on the receipt of the latest population data from the health authorities and the latest data on parental preferences and housing development numbers. The target for Warwickshire is for the supply of places to exceed demand by approximately 4% in any planning area. The level of surplus capacity available in Warwickshire schools varies from area to area, with extremely low levels of surplus capacity available in urban areas, particularly across the primary phase of education. In contrast to this, higher levels of surplus capacity are recorded in the county's rural areas. There is a need to maintain a certain amount of capacity within a given area to allow for flexibility to enable in-year movement of pupils, to meet parental preference as much as possible, and allow families moving to an area to be able to secure a place at a local school or for each of their children at the same school. Consideration for the quality of the education provision available in any area is also included when planning for sufficient places.

Capital allocations to meet projected shortfalls in provision are provided by the Education and Skills Funding Agency to all local authorities. However there is pressure on capital budgets for new school places across the country and it is likely that allocations will continue to be limited for the foreseeable future. It is important, therefore, to consider value for money in the process of commissioning school places. Where new housing development creates a demand for school places in excess of those available, the County Council will work with District and Borough Councils and developers to ensure that the appropriate contributions for the provision of additional school places are given. We will seek the maximum contribution from developers to support the provision of additional places that we believe is proportionate to the impact of the development ensuring all requests for contributions are compliant with the relevant legislation.

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

Further details on education investment planning can be found in the Education Sufficiency Strategy – see **Annex A** for link.

Capital Maintenance Programme

Each year the capital programme includes a number of schemes that relate to the routine maintenance of our asset infrastructure. It represents the level of spending which we have no choice but to incur over the medium term. Each element of the maintenance programme has a fixed annual allocation. This approach allows managers to plan their maintenance programme over the medium term in a structured way that reduces bureaucracy, subject to the agreement of a consistent and transparent methodology for the prioritisation of maintenance spending.

Allocations included in the maintenance programme meet one of the following three criteria:
- Structural maintenance cost of maintaining our assets to ensure services can continue to be delivered
- Statutory health and safety and other regulatory requirements
- Annual cost of equipment and/or vehicle replacement programmes

Our annual maintenance programme is £11.616 million a year (including a £3.616 million allocation from the Government Grant received for schools) plus the grant received from Government for highways maintenance plus revenue funding used for the replacement of vehicles, where this is more cost effective than leasing the vehicle. The split of this annual maintenance allocation between services, including schools elements, is shown below.

Maintaining assets to ensure continued service delivery	Health and safety and other regulatory requirements	Equipment and vehicle replacement programmes
Household Waste Recycling Centres £80,000	Casualty reduction £ variable	Information technology infrastructure £400,000
Highways maintenance and street lighting £ variable	Adaptations to support child placements £75,000	Equipment for fire engines £120,000
Non schools building maintenance £2,122,000	Non schools asbestos and safe water £325,000	Replacement of vehicles £ variable
Country Parks, Gypsy and Traveller services £220,000		
Rural services £496,000		
Schools building maintenance £7,047,000	Schools asbestos and safe water £731,000	

Annex B summarises the prioritisation methodology that will be used through to 2020 for each of the elements of the rolling maintenance programme, while **Annex D** includes the 2019/20 maintenance programmes.

Our Capital Resources

Funding Strategy

When assessing the level of planned capital investment to undertake we make a judgement about the level of capital resources that are likely to be available over the period of the programme. Our main capital resources are service specific grants and third party contributions, capital receipts and borrowing.

Our funding strategy for the delivery of the overall capital programme is:

- £20 million new borrowing funded as part of the revenue budget proposals for OOP2020.
- All capital receipts (excluding those from the disposal of schools) are used to repay debt. Exceptions to this policy are only considered when as part of an invest-to-save project such that investing the capital receipt will result in bigger reductions in debt outstanding or greater revenue savings than would have been achieved by simply repaying debt.
- The base level of investment in the school stock is fixed at the level of government capital grant for schools plus receipts generated from the sale of school assets and developer contributions. £3.616 million of the government grant forms an annual contribution to the cost of school maintenance. The remainder of funding is used to invest in the provision of additional places.
- The base level of investment in the maintenance of Warwickshire's highways and street lighting and casualty reduction is fixed at the level of government grant for this purpose.
- Contributions from developers are actively sought in collaboration with our District and Borough Council colleagues and applied to appropriate schemes ahead of Council resources whenever possible.
- £8 million of maintenance allocations are funded from the £20 million borrowing and are strictly cash limited.
- The balance of the £20 million borrowing (£12 million a year) is allocated to the Capital Investment Programme. This is supplemented by the level of borrowing that becomes affordable as a result of growth in the council tax taxbase above 0.75% each year that is not needed to balance the revenue budget.

The actual funding allocated to the approved capital programme at this point is shown below.

Borrowing: £60.9m

Capital Receipts: £64.0m

Self-financed borrowing: £8.4m

Capital Financing 2018/19 - 2020/21 and later years: £316.0m

Revenue contributions: £5.1m

Grants and Contributions: £177.6m
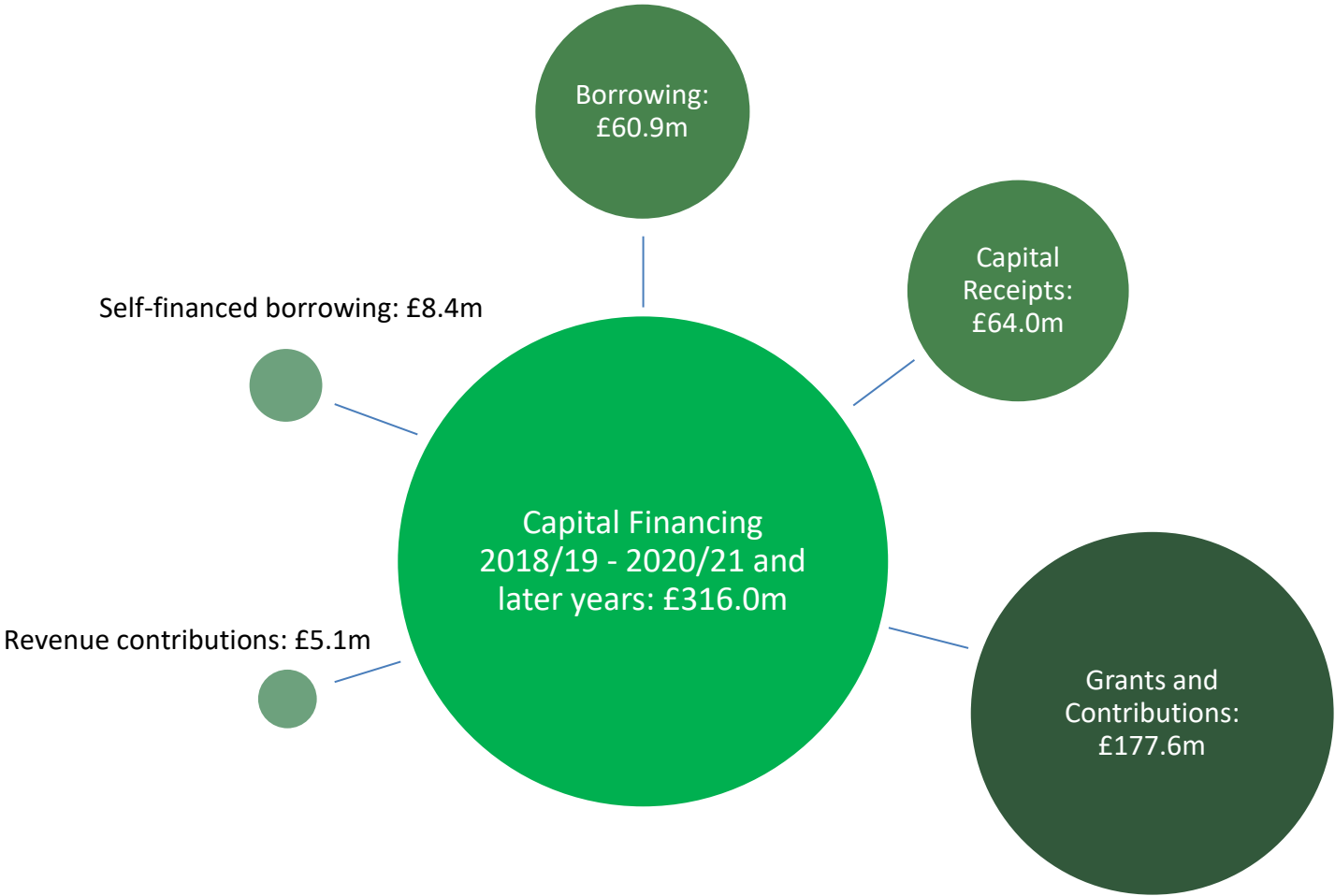
Capital Receipts

Through our approach to asset management planning (see **Annex A**), we undertake continuous monitoring and review of the Council's property portfolio seeking to ensure we make best use of the capital value tied up in those assets. When making decisions on the disposal of assets and hence the generation of capital receipts a number of factors are taken into consideration:

- Whether assets are surplus to requirements in the short, medium and long term
- Whether assets are achieving their financial or service delivery performance targets
- The level of any potential financial return
- Any legal obligations
- The impact on corporate policies and the promotion of key strategic policies

All capital receipts, with the exception of school receipts which are reinvested, are used to repay debt, with a consequent reduction in the Council's borrowing costs. Whilst financially there is no difference in the revenue cost to the authority as to whether capital receipts (providing they are used to repay debt) or borrowing are used to fund the capital programme, capital receipts are inherently volatile and the timing of when the money is received is uncertain and unrelated to the timing of any need to incur capital spend. Our approach to the use of capital receipts enables capital spend to be incurred when it is needed rather than being dependent on when a capital receipt comes in.

Borrowing

We are required, by statute, to base our approach to borrowing money to finance capital investment on a set of guiding principles (the Prudential Framework). The framework includes the principles of affordability, prudent funding, efficiency, forward planning, outcomes, sustainability and investment return. We use the term 'unfinanced expenditure' to delineate expenditure for which we expect to borrow.

Incurring an additional £20 million borrowing each year is affordable within the OOP2020 financial envelope and is deemed to be the minimum level of borrowing needed over the medium term. The revenue cost of borrowing is felt in two ways; firstly in real interest charges incurred on our loans and secondly in the Minimum Revenue Provision, a notional charge to the revenue budget which spreads the cost of acquiring assets across the years in which the benefits of that expenditure are felt. This means that to forecast future years' revenue costs as a result of borrowing, we must consider both historic levels of unfinanced expenditure, the full unfinanced cost of the existing capital programme, and any decisions Members make to take out further borrowing in future years. We estimate that the total revenue cost as a result of past and planned new borrowing from these two charges will be £25.836 million in 2018/19, £31.516 million in 2019/20 and £31.783 million in 2020/21.

Estimated revenue cost of planned borrowing
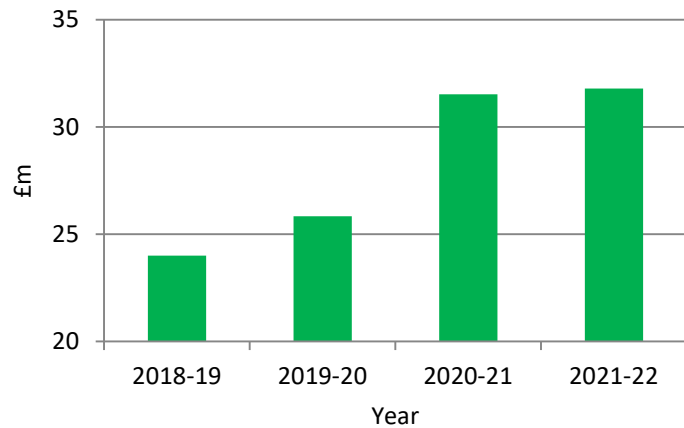
Provision for these costs is included as part of our 2019/20 budget and medium term financial plan. Further details of anticipated borrowing levels, forecast repayment schedules, our detailed approach to the Minimum Revenue Provision and the framework within which we make decisions about debt and investments can be found within the Treasury Management Strategy (**see Annex A**). Our modelling of future debt levels, detailed within the Treasury Management Strategy, can be compared to the Council's Operational Boundary and Affordable Limit, two of the key indicators within the Prudential Framework. This shows that our approach of determining borrowing affordability from the position of ongoing revenue resource availability ensures that we will not commit the Council to future costs it cannot afford, committing the Council only to sensible, prudent levels of borrowing.

We recognise that significant drivers of additional capital spend exist both in terms of providing additional school places, growing our business rates taxbase and providing the additional infrastructure needed as a result of housing growth. We therefore use the additional revenue resources from growth in the taxbase above the level assumed in the OOP2020 financial plan to operate a Capital Investment Fund. Through this approach we are able to support an expanded capital programme and drive economic growth and activity across the county.

The creation of a Capital Investment Fund requires revenue funding to be set aside to meet the cost of borrowing prior to knowing how the capital resources generated will be used. This approach has the benefit of retaining the ability to bring projects forward for inclusion in the capital programme as opportunities arise, not just once a year through the budget setting process. It also provides confidence that developing positive and innovative schemes to support the delivery of the Council's core outcomes are affordable. We are committed to reviewing the level of the Capital Investment Fund on an annual basis to ensure it remains affordable. Any in-year underspend in the Capital Investment Fund will be used to supplement of investment in IT projects and the digital agenda and to commission specific projects designed to deliver a step change in delivering the OOP2020 Outcomes.

Management of the Capital Programme

The key risks to the delivery of our capital programme are overspending against the approved budget for a scheme, project/programme slippage where the project is not delivered in accordance within the planned timescales thereby delaying achievement of the expected benefits, and delays in or non-receipt of external contributions towards the cost of the scheme.

We use the following mechanisms to ensure our capital spending and the delivery of this strategy is effectively managed:

- Officers monitor physical progress regularly, usually monthly, and there is a system of exception reporting to senior managers where problems emerge.
- Financial progress is reported quarterly to Corporate Board and Cabinet, highlighting any key issues for Members to consider, including seeking Cabinet approval to any variations to schemes both in terms of the total cost and the phasing of spend across years and the consequent impact on the overall financing of the programme.
- Projects part or wholly funded by external contributions are separately monitored to ensure compliance with any funding conditions applicable.
- Post-contract appraisal is carried out to provide feedback on the success, or otherwise, of the design solution, procurement process and customer satisfaction levels to provide the opportunity for positive learning over time.

Links to Related Documents

Asset Management Strategies

- The Asset Management Framework and Property Strategy
- The Highways Asset Management Strategy and the Highways Asset Management Policy
- The ICT Devices Strategy
- The Education and Learning Sufficiency Strategy

Treasury Management and Investment Strategies

- The Treasury Management Strategy 2019/20

Other relevant plans and documents

- The One Organisational Plan 2017 - 2020

Prioritisation of the Annual Maintenance Programme

Household Waste Recycling Centres (HWRC) and Transfer Stations

Prioritisation Methodology

Maintenance will be prioritised as follows:

a) Health and Safety – for the staff employed to run the site, members of the public using the site and also the District and Borough Councils who use the Transfer stations to facilitate their kerbside collections. Other statutory requirements would also fall under this umbrella.

b) Efficiency, cost effectiveness, increasing the service offer to the public (new recycling streams etc.)

c) Effect of maintenance on reputation value of the Council – a clean, tidy site with smart, neat operating staff will encourage higher rates of recycling.

Balance of Planned Maintenance and Emergency Work

The annual plan includes a contingency for emergencies. Regular meetings are held to monitor the plan against actual activity and any move from the plan would be based on the prioritisation criteria above.

Highways Maintenance

Prioritisation Methodology

An asset management approach is used to manage the highway network in order to ensure that the best possible use can be made of the available resources. Central to this is the collection and use of robust network condition data year-on-year, which allows us to model its deteriorating or improving condition. The results allow us to target suitable treatments at the most appropriate locations, maintaining and, where possible, improving the whole network condition. Capital allocations for street lighting are used for the replacement of columns that fail structural testing, installations that need replacing due to untraced third party damage and improvements that fall outside the scope of specific capital allocations made in recent years for a Central Management System and the introduction of LED technology. The allocations for bridge maintenance are used to undertake the minor capital works that are deemed essential. This approach should ensure our bridge stock remains in a safe condition.

External validation of our approach to managing the highway assets is now possible through Department of Transport's 'Incentive Fund' programme, established to promote efficient and effective maintenance practices nationally. Warwickshire is currently assessed as 'Level 2' and working towards achieving the highest 'Level 3' incentive funding.

Planned Versus Emergency Maintenance

All routine, reactive and emergency works required to the highway network are revenue funded, allowing capital to be used for planned programmes of work designed to maintain and improve the asset condition. Bridge maintenance emergency works are funded from capital and tend to be in the form of vehicular damage, flash flooding or vandalism. At the start of the year a contingency sum from the capital allocation will be reserved to cover emergencies based on experience in previous years. This will be released for planned maintenance at the end of the year if a proportion is unused.

Schools and Non-Schools Building Maintenance

Prioritisation Methodology

Condition survey work is carried out across the property stock and classifies building and engineering maintenance items into 4 categories: D (Bad), C (Poor), B (Satisfactory) and A (Good). The categories are then given priorities highlighting recommended timescales for the work to take place: 1 – Urgent Work, 2 – Work required within 2 years, 3 - Work required within 3 to 5 years, 4 – Work outside the 5 year planning period. The priority listing is then further interrogated and validated by using a surveyor intervention check and a property future review with the Strategic Asset Management team. The budget available for the particular area of work is then allocated to the priority list and this determines that approximate number of projects that can be carried out.

Balance of Planned Maintenance and Emergency Work

Emergency work that arises means the planned maintenance programme developed from the above methodology is revised in some areas throughout the year. Projects are reprioritised and planned maintenance programmes managed to the bottom line budget.

Country Parks and Greenways, Forestry Services and Gypsy and traveller sites

Prioritisation Methodology

Maintenance will be prioritised as follows:

a) Health and Safety – in particular the duty of care under Occupiers' Liability. This also reduces claims against the Council.

b) Maintaining the visitor welcome, and in particular parking infrastructure (to maintain income) and replacement play equipment, fishery development, and visitor enhancements (to increase income).

c) Schemes that lever out match funding

Winter Works programme is developed in early autumn for delivery November - Easter. Resourcing is a blend of Country Park staff, volunteers, partners and contractors in order to maximise what is achieved within the allocation. Certain works are completed outside of that period due to ground conditions, weather etc.

Balance of Planned Maintenance and Emergency Work

Emergency work that arises is funded from revenue where there is capacity to deliver this. However, if the cost cannot be accommodated within a tightly controlled revenue budget the planned maintenance programme developed from the above methodology is revised.

Common emergency works include repairs to paths / roads / furniture / play areas affected by flooding and severe weather events. Timely repair is undertaken by Ranger teams with occasional use of external contractors.

Estate management includes surfaced paths, play areas, bridges, fencing, board walks, bird hides, fishing pegs, shelters, revetments, barriers and payment machines, signage, vehicles, plant and equipment, sculptures and art installations, habitat creation and restoration, and a host of other built and green infrastructure within the parks.

Rural Services

Prioritisation Methodology

All properties are on a rolling five year rotation for condition surveys, asbestos inspections are carried out every 2 years and water hygiene inspections every four years and all properties have Energy Performance Certificate ratings. Work will be prioritised by identifying high category items from the latest surveys/inspections. The level of risk / consequences to the tenant's business (and hence the Council's rental income) is also taken into account as part of the prioritisation process.

- Priority items, identified from condition surveys as D1s (urgent) will be dealt with immediately. Prioritisation is then given to D2s (bad - items identified as needing to be addressed within 2 years) followed by C2s (poor - to be addressed within 2 years) and C3s (poor - to be addressed within 3-5 years).
- Items that have been recommended to be removed due to potential health risks on asbestos reports are programmed as the service becomes aware of them to reduce the Council's liability.
- Properties that do not meet Minimum Energy Efficiency Standards are prioritised based on when they are due to be re-let where they do not score the minimum rating of 'E'. All properties are required to meet minimum standards by 1 April 2023.

Balance of Planned Maintenance and Emergency Work

The first call for emergency maintenance is a revenue maintenance budget of £145,000. Having a capital maintenance budget to address planned maintenance has resulted in not having to put planned maintenance on hold when emergencies arise that cannot be accommodated within the revenue budget.

Assistance towards suitable placements for Children Looked After and those who leave care through adoption and special guardianship

Prioritisation Methodology

Applications are invited from foster carers, prospective adopters, special guardians who are approved or judged to be able to provide the necessary care to the child. Social Workers of children can also apply on behalf of the birth parent following agreement from their manager. The social worker needs to be satisfied and be able to demonstrate that a real need for financial support exists and will either result in long term opportunities for additional placements or is required to ensure stability and permanence of a current placement for a child looked after. In the case of parents it must be shown that capital investment to property for example will support a child to remain at home. There is an application process, endorsed by the relevant operations manager, which is considered by a panel which is chaired by a Service Manager and include a finance representative. The decision to award the grant is made at Service Manager level within the Business Unit, with reference to and oversight from the Head of Service.

Balance of Planned Maintenance and Emergency Work

All planned Grants will be approved though the panel as described above who meet on a quarterly basis. In emergencies, the panel can convene to assess individual cases, to meet the timescales required.

Schools and Non-schools asbestos and safe water

Prioritisation Methodology

Asbestos

The prioritisation of asbestos remedial work is set out in the HSE Guidance 'The Surveyors Guide – HSG 264'. This document provides a prioritised scoring matrix for each occurrence of asbestos and allocates a condition rating of D (Bad), C (Poor), B (Satisfactory) or A (Good). Each property is resurveyed a minimum of once every 2 years. The asbestos is scored based on the type, condition and quantity; this is called the Material Assessment. The Material Assessment is then further weighted by applying a score to elements such as location, type of location and potential number of people exposed; this is called the Prioritisation Assessment. Following completion of both of these assessments, a score is allocated to each occurrence of asbestos – the higher the score, the higher the risk and therefore the higher the prioritisation.

Water Hygiene

All properties are surveyed every two or four years, dependant on property risk type. The Water Hygiene risk assessments are reported with all remedial works banded into categories indicating, High, Medium or Low risk. This data is then input into a weighting system which allocates a weighting per item, along with a weighting for type of property, occupation density etc. The result of the methodology ranks the properties into order of the highest risk difference score that could be obtained by carrying out the remedial works and all works are carried out in this priority order.

However, emergency work can arise; resulting in a situation where the plan identified in the Asbestos Prioritised Remedial Work Plan and the Water Hygiene Risk Register developed from the above methodologies is revised in some areas throughout the year.

Balance of Planned Maintenance and Emergency Work

Emergencies throughout the year will be dealt with in two ways;

- The budget allocation for works is reduced at year start to leave a small central contingency fund in the budget. This is reallocated at an appropriate time during the year.
- The projects carried out are staggered throughout the year. If an emergency arises, the necessary funds are diverted from a planned scheme and allocated to the emergency. This will result in a planned project potentially being eliminated from the list in year.

ICT Network Infrastructure

Prioritisation Methodology

Investment is prioritised based on the need for additional facilities/capacity and the life expectancy of equipment, in terms of how long it can be used for until an unacceptable failure rate is likely to occur. The level of failure rate accepted will depend on factors such as criticality of the service and resilience and support arrangements in place.

Balance of Planned Maintenance and Emergency Work

The rolling programme of investing in the maintenance of the IT infrastructure will significantly reduce the need for emergency purchases due to the regular monitoring of the equipment. However, in the event that an emergency procurement needs to be made we would adjust the planned programme, looking to extend the life of less critical equipment.

Equipment for Fire Engines

Prioritisation Methodology

Spending is prioritised through an approved fleet replacement programme produced by consultation with manufacturer's recommendations and the Council's fleet management team.

Balance of Planned Maintenance and Emergency Work

The Fire and Rescue Service has stores which hold at least enough equipment to immediately restock a spare fire engine in the event that a front line vehicle should be lost along with its entire inventory. This is our emergency reserve which is maintained as part of the rolling capital replacement programme.

Summary of Capital Investment Programme Scheme Evaluation Criteria

Warwickshire's Communities and individuals are supported to be safe, healthy & independent	**Warwickshire's economy is vibrant and supported by the right jobs, training and skills and infrastructure**	**Making the best use of available resources: delivery of savings/generation of income**
20% - delivery of the strategic objective	20% - delivery of the strategic objective	20% - alignment with the organisation's other strategic objectives
30% - community impact, partnership working and innovative service delivery	30% - economic benefit and the likelihood of the project delivering growth, partnership working	70% - achieveability, quality of evidence base, duration of required investment, rational evaluation and challenge of options, financial viability and risk
40% - achieveability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk	40% - achieveability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk	10% - political, social and environmental impact
10% - political, social and environmental impact	10% - political, social and environmental impact	

These high-level criteria are supplemented by more detailed evaluation criteria designed for each strand of the investment programme to ensure a consistent and transparent approach. Once the strategy has been approved these more detailed criteria will be brought forward to Cabinet for approval.

Capital Investment Priorities

The table below shows the connection between the Council's capital investment plans and the organisations key objectives. Where schemes are marked with an asterisk (*), business cases are still to be completed to confirm final funding allocations and formal addition to the council's capital programme.

Outcome/Objective	Capital Investment Priorities (* indicates allocation still to be confirmed)	Link to External Funding allocations/priorities/support
Warwickshire's Communities and individuals are supported to be safe healthy and Independent		
Support our most vulnerable and disadvantaged children reducing the need for children to become, or remained looked after	• Adaptations to support child placements	
Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long term health care		
Support the most vulnerable & disadvantaged adults in Warwickshire to enjoy life; achieve & live independently	• Extra Care Housing	
Work with communities to reduce crime and disorder and promote safety across Warwickshire	• Equipment for Fire Engines • Fire & Rescue HQ Leamington Spa • Training Centre - New Build	

Outcome/Objective	Capital Investment Priorities (* indicates allocation still to be confirmed)	Link to External Funding allocations/priorities/support
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure		
Attract economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire	• Transforming Nuneaton – Nuneaton ring road * • Transforming Nuneaton – Vicarage street development site * • Transforming Nuneaton – Strategic land acquisition * • Transforming Nuneaton – Nuneaton town flood model * • Bermuda Connectivity • A452 Myton Road And Shire Park Roundabouts • A46 Stoneleigh Junction Improvements • A46 Stanks Island • A444 Corridor Improvements - Phase 2 • A47 Hinckley Road • Rugby Parkway * • A3400 Birmingham Road Stratford Corridor • Europa Way * • Duplex Fund	• Coventry and Warwickshire Local Enterprise Partnership • Coventry and Warwickshire Local Enterprise Partnership • S106 • Coventry and Warwickshire Local Enterprise Partnership • Department for Transport • West Midlands Combined Authority • Coventry and Warwickshire Local Enterprise Partnership • S106 • Department for Transport, S106, S278

Outcome/Objective	Capital Investment Priorities (* indicates allocation still to be confirmed)	Link to External Funding allocations/priorities/support
Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way	- Highways Maintenance and Street Lighting - Casualty Reduction * (some individual schemes approved) - Portobello Bridge	Department for Transport
Support communities and businesses to develop the digital skills and tools they need in an increasingly digital economy	- Development of Rural Broadband (BDUK) - Information Technology Infrastructure	- Coventry, Solihull and Warwickshire District and Boroughs - BT - Coventry and Warwickshire Local Enterprise Partnership - European Regional Development Fund
Reduce household waste and increase reuse, recycling and composting rates across Warwickshire	Household Waste Recycling Centres	
Support and enable children and young people to access a place in high quality education settings	- Schools Building Maintenance - Schools Asbestos and Safe Water - Michael Drayton Primary – Expansion - New School, The Gateway, Rugby - Water Orton Primary School - Welford on Avon Primary School - High Meadow Infant School - New Classrooms, group rooms and Toilets - Campion Phase 1 (incl Sports Hall Refurb) - Coleshill Secondary School (See main report for further discussion of future education investment planning)	- Department for Education – Schools Condition Allocation - Department for Education – Basic Need - S106

Outcome/Objective	Capital Investment Priorities (* indicates allocation still to be confirmed)	Link to External Funding allocations/priorities/support
Making the best use of resources		
Make it easy for the customers to access our information and services so they have a positive experience of our services	• Improving the Customer Experience/One Front Door Improvements	
Put our financial resources in the right place to support the Organisation's priorities	• Non-Schools Building Maintenance • Non-Schools asbestos and safe water • County Parks, Gypsy and Traveller Services • Rural Services • Replacement of Vehicles • Rationalisation of County Storage – Hawkes Point, Montague Road	
Develop our work force so that it has the right skills and capabilities to get the job done		
Pursue leadership excellence and high performance at all levels		
Reduce demand and cost through innovative and effective service redesign		

Cabinet

11 December 2018

Developer-funded Scheme Approval

Recommendation

That Cabinet gives approval to the procurement of a construction contract for the Section 278 scheme at A426 Leicester Road/M6 Junction 1 subject to Council approving the addition of the scheme to the Capital Programme and authorises the Joint Managing Director (Communities) to enter into such contract on terms and conditions acceptable to the Joint Managing Director (Resources).

1.0 Key Issues

1.1 This scheme will be fully funded by a developer contribution ring-fenced for the works specified. For developer funded schemes, there are no alternative uses for the contribution and the addition of this scheme will not affect the overall level of available capital resources.

1.2 The construction contract will be undertaken by a contractor from the appropriate Lot of the Council's Framework Contract for the Provision of Engineering and Construction Works. The procurement process will either involve a mini-competition between Framework contractors or a direct award to a Framework contractor nominated by the appropriate developer. The direct award option is only available when the works are wholly funded by a developer who has entered into a Highways Act 1980 Section 278 agreement with the County Council.

2.0 A426 Leicester Road / M6 Junction 1, Rugby

2.1 A planning application was submitted to Rugby Borough Council by MOTO Hospitality Ltd for the construction of a new motorway service area (MSA). Planning permission was granted on 02 May 2018 (ref: R17/0111) and this requires the Developer to make changes to the circulatory carriageway on the A426 at M6 Junction 1 to create the access to the MSA. Highways England will enter into a Highways Act 1980 Section 6 agreement to allow Warwickshire County Council to undertake construction works on the motorway slip roads.

2.2 Subject to Council's approval on 13 December 2018 to enter the scheme onto the 2019/2020 capital programme, the County Council will enter into a Section 278 agreement with the Developer to undertake the works at an estimated cost of £3.5 million including fees. Under the agreement the costs will be fully funded by the Developer. Subject to the signing of the Section 278

agreement, works are expected to be carried out in the 2019/2020 financial year.

2.3   Subject to Council's approval, Cabinet is requested to approve the procurement of a construction contract for the works and to authorise the Joint Managing Director (Communities) to enter into such contract on terms and conditions acceptable to the Joint Managing Director (Resources).

Background papers

None

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

Local Members:
Cllr Simpson-Vince – Brownsover and Coton
Cllr Warwick – Fosse

Other Members:
Cllr Birdi, Cllr Boad, Cllr O'Rourke, Cllr Timms

Cabinet

11 December 2018

School Health & Wellbeing Service Commissioning Approval

Recommendations

That Cabinet:

1)   Notes the outcome of the consultation process and service review and approves the commissioning recommendations, and

2).   Approves and authorises the Strategic Director (People Directorate) to commence an appropriate procurement process and award the contract for the Warwickshire School Health & Wellbeing Service, on terms and conditions satisfactory to the Joint Managing Director (Resources Directorate).

1.   Key Issues

1.1.   The Warwickshire School Health & Wellbeing Service (SHWBS) is a confidential, freely available service for all school-aged children and young people from 5-19 years old (up to 25 years old for people with special educational needs) and their families and carers.

1.2.   Healthcare professionals and support teams deliver preventative and universal public health programmes in schools across the county, as well as in youth centres, children's centres, homes and other locations in the community.

1.3.   The team comprises qualified School Nurses, Community Staff Nurses, Healthcare Support Workers and Administrators, who operate out of three administrative hubs in the North, East and South of the county. These teams work flexibly to best meet the needs of children, young people and their families.

1.4.   Core SHWBS activities include:
*   Annual height and weight measurements of Reception and Year 6 pupils as part of the National Childhood Measurement Programme;
*   Annual health and development questionnaires for Reception, Year 6 and Year 9 pupils;
*   Annual health reviews for 'Looked After Children' in partnership with the Looked After Children Health team and Children's Social Care;

- Contributing to education and healthcare plans for children and young people with long-term health conditions or complex medical needs;
- Support for schools in developing annual school public health plans and reviewing health-related policies, including the delivery of PSHE in the curriculum.

1.5.   The current priorities for the service were developed using a range of information collected during 2014/15, including:
- Warwickshire JSNA Annual Update for 2014/15
- Health Needs Assessment of school-aged children in Warwickshire (2014)
- Local Health Profiles

1.6.   The SHWBS has undergone significant change following the previous commissioning exercise in 2014-15, where the contract was awarded to Compass (a third sector organisation) from 1st November 2015 for a period of 4 years. Public Health has undertaken a comprehensive review of the service delivery model implemented during the current contract to establish the impact of the changes and help shape future service delivery as part of the new contract that will need to commence on 1st November 2019, following a procurement exercise. This has also been supported by a public consultation with parents, carers, schools and key stakeholders.

2. Consultation Process

2.1.   The consultation for the SHWBS took place between 3rd September and 12th October 2018. Information was collected through an online questionnaire, structured interviews conducted with a range of key stakeholders and an online discussion forum with parents via the Facebook group (Hearing the Voices of Warwickshire).

2.2.   The online questionnaire survey received 201 responses. Respondents were provided with background information about the consultation on the Citizen Space Ask Warwickshire webpage. Here respondents were provided with an overview of the current service, the reasons why Warwickshire County Council was consulting and information on the previous review undertaken in 2014.

2.3.   Respondents were asked for their views on:

- Whether the priorities and focus of the service are right;
- What we should do more of, less of, or the same;
- The quality of the service provided.

Respondents were also asked if they would like to provide any further comments and suggestions related to the service.

3.   Consultation Feedback

3.1.   Online questionnaire:
- The majority of respondents (72%) were parents/carers and 14% were teachers/head teachers
- 63% of parents/carers were unaware of the Health Needs Assessment process and 72% were unaware of the Chathealth service
- 41% of parents/carers felt they didn't have a need for 1:1 support at the moment, 47% were unaware they could get 1:1 support
- When the service offers have been accessed, the majority of respondents find the service useful or very useful
- The majority of respondents (73%) felt the priorities for the service are just right, 16% felt there were not enough, 6% felt there were too many and 5% did not respond to this question
- A total of 52 respondents (26%) chose to leave comments or suggestions regarding the service and its priorities.

3.2.   Feedback from the comments/suggestions and structured interviews with key stakeholders:
- A clear message from both parents/carers and teachers/head teachers was that they don't know enough about what the service can do for them and they recommended undertaking more pro-active communication
- Some schools feel the service is not as visible within the school as they would like. The service should explore how to better promote when there is a planned school visit and include a discussion on this when developing the annual health & wellbeing plan
- Respondents felt the service should have more investment in order that schools can have more access to the service on site
- Where the service is being used, the feedback is mainly positive, with particular mention of the referral process and the training offer.

3.3.   The full consultation report is available as Appendix 1.

4.   Needs Assessment and Service Review

4.1.   Following the previous needs assessment undertaken in 2014, 15 key recommendations were identified for service transformation to ensure the service would be fit for purpose in the future. Following 3 years of service transformation (2015 – 2018), an audit of these recommendations has been completed and evidence provided to support achievement of these recommendations.

4.2.   Of the 15 original recommendations, 13 have been fully implemented with a wide range of evidence to support this. 2 recommendations are still in progress, with a growing range of evidence:
- The service should be extended to include 17-19 year olds.

- It should be ensured that the activities delivered by the service are based on the latest evidence base and that robust evaluation process is in place to evaluate the effectiveness of the interventions.

4.3. In addition, a further audit has been completed to assess how well the service is delivering against the current service specification and the framework of the Healthy Child Programme (HCP). Of the 51 areas, there is evidence to support achievement of 49 these, with a further 2 requiring additional evidence:

- Delivery of service for all children and young people in Warwickshire, including those educated at home, members of the travelling community.
- Annual health assessments for other vulnerable children, such as young carers.

4.4. The Health Needs Assessment of School-Age Children in Warwickshire (2014) has been updated to include the most recent data and a number of recommendations for future commissioning of the School Health & Wellbeing Service, outlined below. The updated report is available as background reading.

5. Commissioning Recommendations

5.1. The SHWBS is in an ideal position to support children and young people in achieving positive health and wellbeing outcomes and to work in partnership with schools, parents/carers and other key professionals. Based on the range of detailed evaluations of the current service and the service consultation, the following key recommendations have been identified for future service commissioning:

1. Priority should be given to ensure **robust communication** methods are developed and implemented (in conjunction with schools and key partners, such as the Family Information Service). The main focus of this communication should be to raise awareness of what the service is and how it can support families and schools.

2. **Mental and emotional health and wellbeing** continues to be highlighted by parents/carers and schools as an area of concern. The service should work with the whole school workforce to increase the skills, confidence and competence of staff dealing with the emotional health and wellbeing of their students.

3. Hospital admissions as a result of **self-harm** (aged 10-24 years) continue to rise in Warwickshire and the rate is above average for England. This should be incorporated into the priority area for mental and emotional health and wellbeing.

4. **School readiness** has been identified as a priority for Warwickshire and the service plays a crucial role in "reaching down" to early years settings

and childminders to ensure they are able to support children in becoming school ready through preventative public health interventions/education.

5. **"Positive lifestyle choices"** is already listed as a key priority for the service. As the service includes delivery of the National Child Measurement Programme (NCMP), this should be enhanced to include a food culture, physical activity and weight management dimension in order to:
   a. Aid consistency in accessing follow-on support from NCMP for children, young people and families
   b. Support a whole school approach and "Healthy Schools" culture
   c. Support a whole population approach and promote the adoption of healthy attitudes towards food/eating/physical activity

6. The current service specification provides a clear framework for the provider to base the service model around and for contract and performance management to be undertaken effectively. However the service specification needs to be revised to incorporate the recommendations from the most **recent national documents** relating to commissioning 0-19 Public Health Services.

6. Budget

6.1   The annual budget for the service was set at £1.9m per annum for the previous procurement exercise. Following the successful implementation of additional emotional health & wellbeing and relationship and sex education leads during 2018, and applying the national NHS pay award, the annual budget rose to £2.086m per annum for the final 2 years of the current contract.

6.2   In order to meet the additional requirements detailed within the commissioning recommendations in relation to food culture, physical activity and weight management, an additional £296k will be added to the overall budget for the School Health & Wellbeing Service, resulting in a total annual budget of approximately £2.382m.

6.3   The food culture and physical activity & weight management elements were previously delivered within Public Health through other contracts. The total £296k budget for both of these services will transfer across to form the total School Health & Wellbeing Service budget; therefore the full cost of this service can be met within the existing budget for Public Health services.

6.4   We anticipate efficiency savings through the merging of the contracts. The use of any such savings will be considered as part of developing the 2020-25 Corporate Plan.

7. Timescales associated with the decision and next steps

Activity	Timeframe	Progress
Service evaluation	1 July – 30 September 18	Complete
School-age children needs assessment	1 August – 31 October 18	Complete
Service consultation	1 September – 12 October 18	Complete
Service specification review in line with recommendations	1 November – 31 December 18	In progress
Cabinet approval to proceed with procurement	11 December 18	In progress
Preparation of procurement paperwork	December 18 – end January 19	Not started
Launch procurement process	Beginning Feb 19	Not started
Receive responses from interested providers and presentations	End April 19	Not started
Evaluate final responses	May 19	Not started
Intention to award contract	Early June 19	Not started
Contract mobilisation	Mid-June – end-October 19	Not started
Contract start date	**1ˢᵗ November 2019**	Not started

Appendices

1.   WSHWBS 2018 Consultation Final 1.0
2.   Equality Impact Assessment (2018)

Background papers

None

Supporting Paper

. Health Needs Assessment of School-Age Children in Warwickshire and
School Health & Wellbeing Service Review (Update 2018)
apps.warwickshire.gov.uk/api/documents/WCCC-644-506

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

Local Member(s): None
Other members: Councillors Redford, Caborn, Rolfe, Parsons and Golby

Warwickshire School Health & Wellbeing Service

Consultation feedback

Version: 1.0

Date Issued: 8th November 2018

Team: Commissioning Lead, Children's Public Health

Protective Marking: External

Background

The consultation for the Warwickshire School Health & Wellbeing Service took place between 3rd September and 12th October 2018. The results presented in this document are based on an online questionnaire survey and structured interviews conducted with a range of key stakeholders, including an online parent forum via the Facebook group (Hearing the Voices of Families in Warwickshire).

The online questionnaire survey received 201 responses. The structured interviews and online forum gained the views from 21 parents/carers, teaching professionals and partners.

Respondents were provided with background information about the consultation on the Citizen Space 'Ask Warwickshire' webpage. Here respondents were provided with an overview of the current service, the reasons why Warwickshire County Council was consulting and information on the previous review undertaken in 2014.

Supporting information included:

- Equality Impact Assessment
- 2014 School Age Needs Assessment
- School Health & Wellbeing Service Website
- School Health & Wellbeing Service Annual Report 2015/16
- School Health & Wellbeing Service Annual Report 2016/17

Respondents were asked for their views on:

- Whether the priorities and focus of the service are right;
- What we should do more of, less of, or the same;
- The quality of the service provided.

Respondents were also asked if they would like to provide any further comments and suggestions related to the service.

Methodology

An online survey software tool, Citizen Space, was used to carry out the survey. All questions were loaded into this tool and the link to the online survey was shared via the Citizen Space 'Ask Warwickshire' webpage. The data was then downloaded and analysed in Microsoft Excel utilising pivot tables and graphs. The qualitative elements of the survey (open ended questions) were analysed by the report author and grouped into key themes for reporting purposes. The online survey received 201 responses.

Interviews with a range of key stakeholders took place using a structured set of questions to facilitate a deeper discussion. Visits were made to 6 primary schools, 6 secondary schools, 2

children's centres and 2 partner organisations. The results of these interviews were analysed by the report author and feedback has been grouped into key themes and topics based around current service delivery and recommendations for improvements to the service for implementation during the recommissioning process.

Key Messages

Online questionnaire feedback:

- The majority of respondents (72%) were parents/carers and 14% were teachers/head teachers
- 63% of parents/carers were unaware of the Health Needs Assessment process and 72% were unaware of the Chathealth service
- 41% of parents/carers felt they didn't have a need for 1:1 support at the moment, 47% were unaware they could get 1:1 support
- When the service offers have been accessed, the majority of respondents find the service useful or very useful
- The majority of respondents (73%) felt the priorities for the service are just right, 16% felt there were not enough, 6% felt there were too many and 5% did not respond to this question
- A total of 52 respondents (26%) chose to leave comments or suggestions regarding the service and its priorities. The key themes included:
  - Lack of awareness of what the service offers and the need to improve communications
  - The service needs to be more visible in schools
  - Children and families like the service and the staff when they are accessing support
  - All of the priorities are very important, in particular mental health
  - Where the SHWBS is either unable to provide support as it is not appropriate, or they need to refer on for further support, parents/carers and teachers feel there are gaps within other services available to offer the required support
  - There aren't enough staff to do the job

Structured interviews and online forum feedback:

- A clear message from both parents/carers and teachers/head teachers was that they don't know enough about what the service can do for them and they recommended undertaking more pro-active communication

- Some schools feel the service is not as visible within the school as they would like. The service should explore how to better promote when there is a planned school visit and include a discussion on this when developing the annual health & wellbeing plan
- Respondents felt the service should have more investment in order that schools can have more access to the service on site
- Where the service is being used, the feedback is mainly positive, with particular mention of the referral process and the training offer.

Consultation Analysis

About respondents (Online questionnaire)

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

Table 1: Breakdown of survey respondents (Type)

Type of respondent	Total	%
Parent/carer	144	72%
School Staff - primary	18	9%
Other (member of public)	13	6%
School staff - secondary	11	5%
Other (professional)	10	5%
Young person	5	2%
Grand Total	**201**	**100%**

Respondents were asked to identify where in the county they lived (or worked if responding for an organisation).

Table 2 gives a breakdown of survey respondents.

Table 2: Breakdown of survey respondents (Location)

Type of respondent	Total	%
Stratford on Avon District	58	29%
Warwick District	56	28%
Nuneaton & Bedworth Borough	37	18%
Rugby Borough	29	14%
North Warwickshire Borough	14	7%
Live outside Warwickshire	4	2%
Other	2	1%
Countywide	1	0%
Grand Total	**201**	**100%**

The majority of respondents to the survey were female (81%), of White British ethnicity (79%) and aged between 30-59 years (81%). When comparing the respondent profile with the proportion of residents living or working in each district and borough in Warwickshire overall, it becomes evident that the north of the county is moderately under-represented in the sample. For example, 11.4% of the Warwickshire population reside in the North Warwickshire Borough, however in the sample just 7% of respondents are based in North Warwickshire. Nuneaton and Bedworth Borough is also moderately under-represented, with only 18% of respondents based in this borough, compared with 22.8% of the Warwickshire population.

Online Survey Responses

Logic was used within the online questionnaire to ensure respondents were only asked about the elements of the service that were relevant to them. The final questions were asked of all respondents.

Parents/carers and young people

Parents/carers and young people (144 respondents in total) were asked whether they had used any of the following five services:

- *Online Health Needs Assessment (Reception, Year 6 and Year 9 Students) (HNA)*
- *Heights and weights measured as part of the National Child Measurement Programme (Reception & Year 6) (NCMP)*
- *Chathealth – text messaging service for teenagers and parents*
- *1:1 support*
- *Continence workshops*

Figure 1: Proportion of parents/carers/young people and their usage of the service
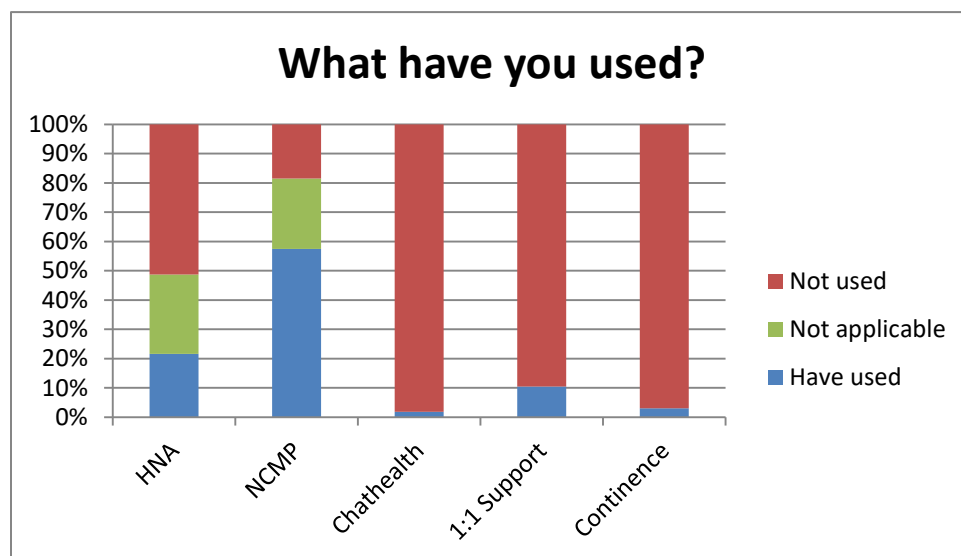
Figure 1 highlights the proportion of all respondents who had made use of the services on offer. In general, the National Child Measurement Programme (57%) and Health Needs Assessments (22%) were used the most by families. A number of parents/carers felt this was not applicable due to the age of their children (not in Reception or Year 6). 10% of families had accessed 1:1 support, 3% had accessed a continence workshop and 2% had used Chathealth.

For families that responded they had used the service, we asked their views on the usefulness of the service.

Figure 2: Proportion of parents/carers/young people and their views on usefulness of the service
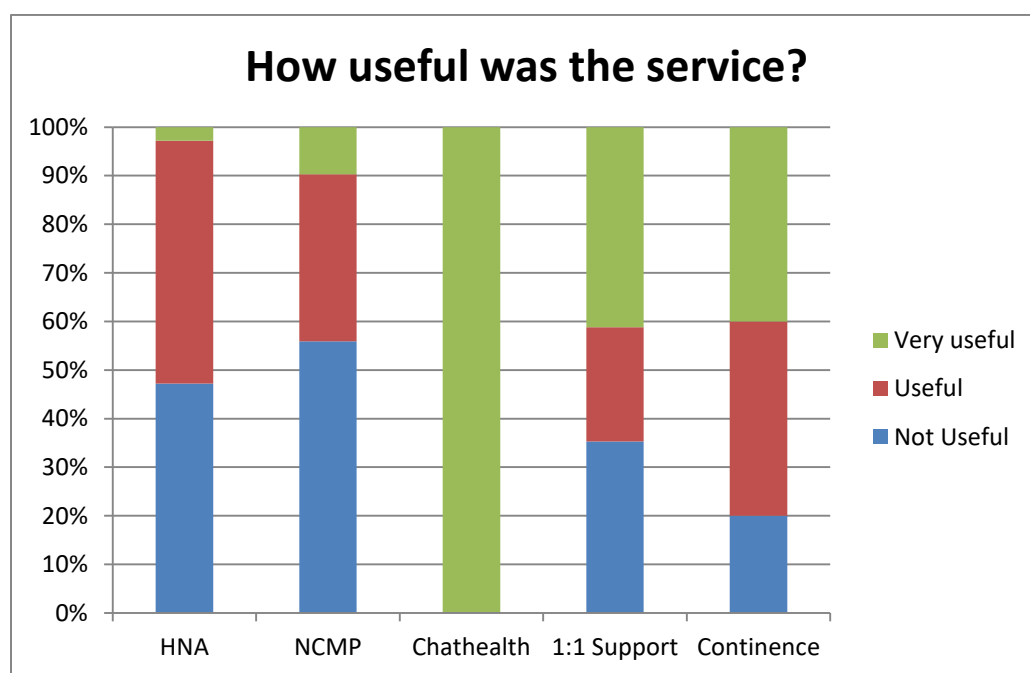
Figure 2 highlights the National Child Measurement Programme (55%) and Health Needs Assessments (47%) were found to be the least useful for families. On evaluating the comments from respondents, the reasons given are because either they have not received feedback following the Health Needs Assessment and National Child Measurement Programme, or they objected to the National Child Measurement Programme itself (which is an issue observed in areas across the country and not unique to Warwickshire or this service).

The feedback on the usefulness of Chathealth was very positive, however caution needs to be taken with this figure as it was based on a low number of respondents (n=3).

For those families that responded they had not used the service, we asked the reasons why they had not done so.

Figure 3: Proportion of parents/carers/young people and why they have not used the service

Why have you not used the service?
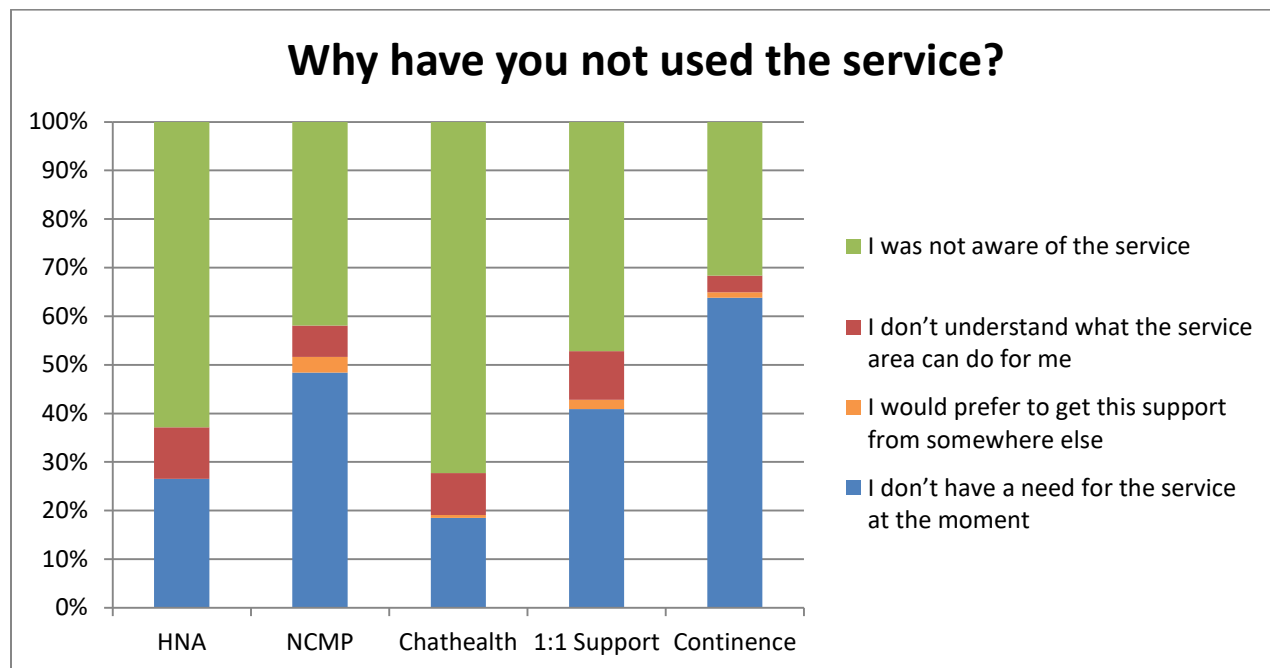
It can be seen from the responses in figure 3 that there is an issue with regards to lack of awareness about the service, and also the proportions of those respondents where they feel they don't have a need for the service at the moment.

Teachers and Head Teachers

Respondents who identified themselves as teachers and head teachers (29 respondents in total) were asked whether they had used any of the following five services:

- *Annual Health & Wellbeing Profiles*
- *Class/group based interventions*
- *Whole school/assembly interventions*
- *1:1 support referral*
- *Consortium medical conditions awareness training*

Figure 4: Proportion of teachers/head teachers and their usage of the service

What services have you used?

Legend: ■ Not used ■ Have used

Categories: Annual HWB Profile, Class/Group Interventions, Whole School Intervention, 1:1 Referral, Consortium Training
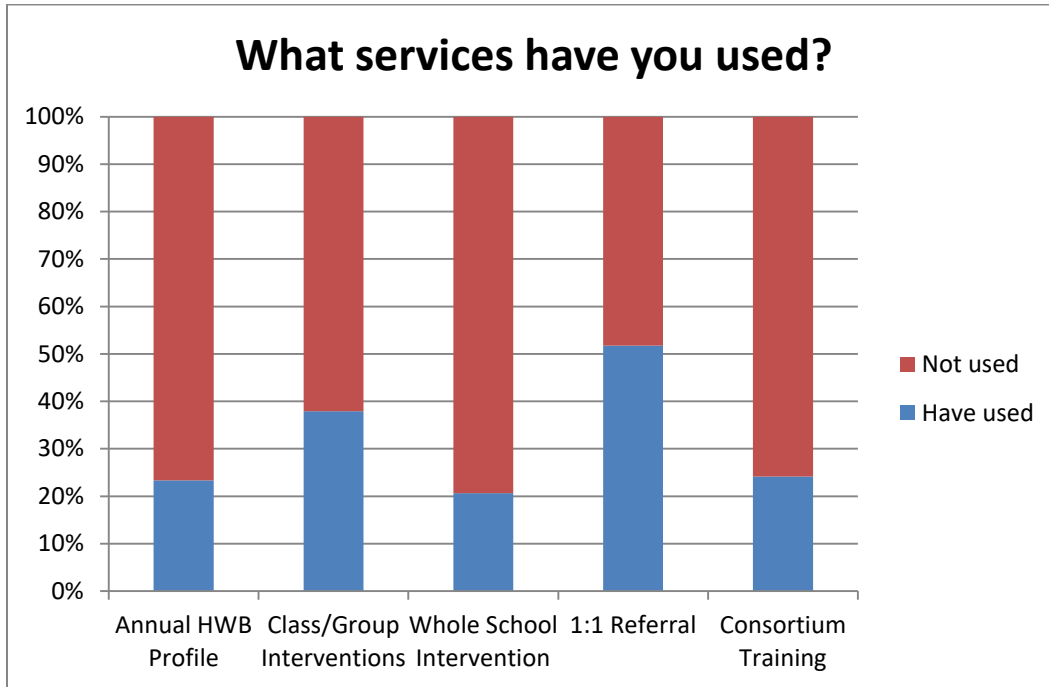
There were a relatively low number of respondents for this question; therefore the actual numbers of those responding to which areas of the service they have used are low. For those where they had responded that they had used the service, we asked their views on the usefulness of the service.

Figure 5: Proportion of teachers/head teachers and their views on usefulness of the service


How useful did you find it?

Legend: ■ Not Useful ■ Useful ■ Very useful

Categories: Annual HWB Profile, Class/Group Interventions, Whole School Intervention, 1:1 Referral, Consortium Training
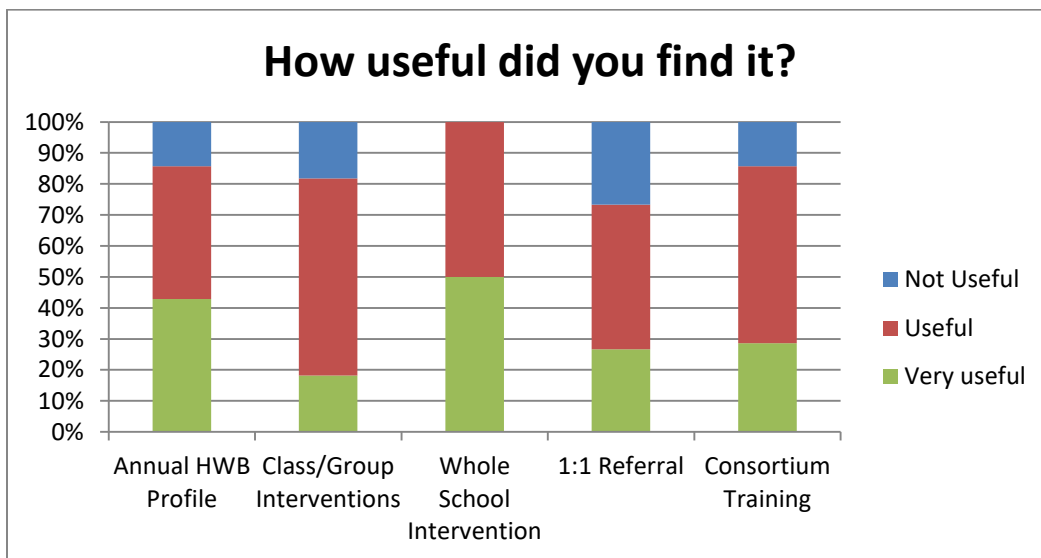
For those where they had responded that they had not used the service, we asked the reasons why they had not done so.

Figure 6: Proportion of teachers/head teachers and why they have not used the service
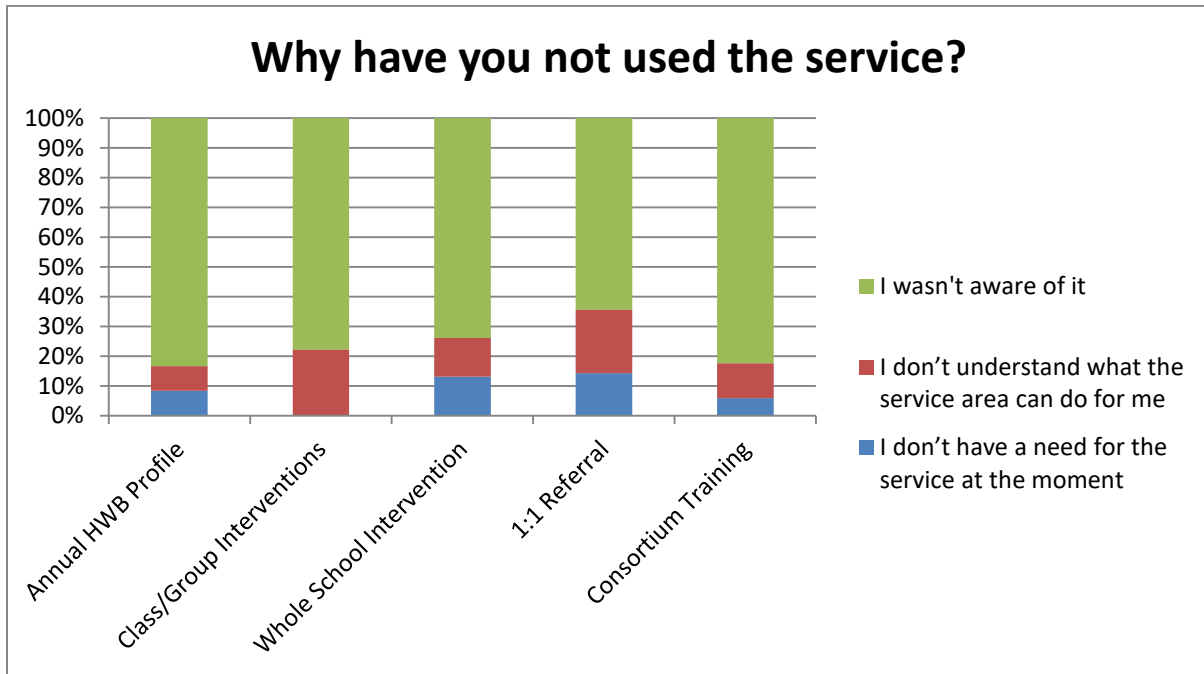
All Online Respondents – Service Priorities

Respondents were asked at the close of the survey their views on the priorities of the School Health & Wellbeing Service.

Figure 7: Proportion of all online respondents and whether they think the priorities are appropriate
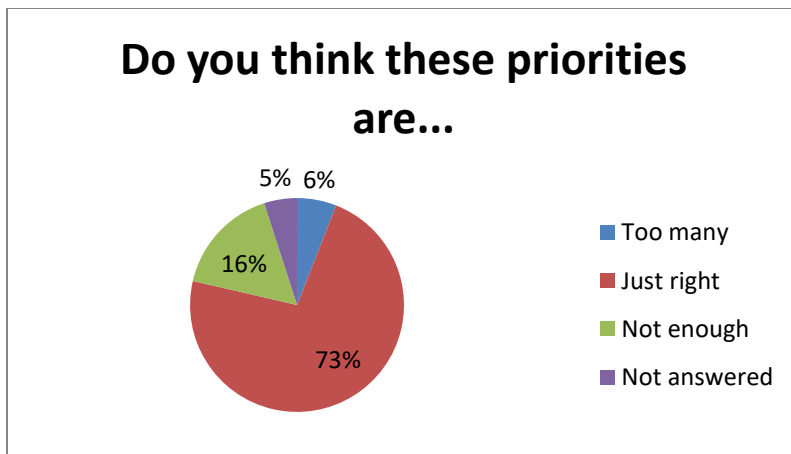
Table 3: Key Qualitative themes (Priorities) for all online respondents

Respondents were asked to provide comments on the priorities of the School Health & Wellbeing Service. The following key themes were identified where the number of comments >= 5:

Key Theme	Examples for illustration	Count (Base =182)
All of the priorities listed are very important	*I think this number of issues needs to be covered as these all have an impact on children.*	94
Where the service needs to refer on for additional support, there are gaps in other services to what is needed	*CAMHS has a waiting list of over a year, which is unacceptable.*	14
Not enough school nurses to do the job/Need more school nurses	*The service is overstretched and needs more workers to address the needs of children and young people.* *I don't think there are enough school nurses.*	11
Comment related to a service other than the school health and wellbeing service	*A number of respondents gave feedback on service delivery that is not part of what is offered by the School Health & Wellbeing Service (e.g. immunisations, sight checks)*	11
There should be more on offer for mental health	*The mental health section is a bit vague.* *Not enough support for mental health brief interventions*	10
Mental health issues are very important	*I would say that priority is the mental health and wellbeing as this seems to be the area that is least supported at present.* *Especially early support for mental health difficulties*	9
Future priorities - Support teachers and parents so they can support young people	*There needs to be a clearer emphasis on supporting parents and teachers to provide positive lifestyle choices and methods for dealing with these issues.*	5

Table 4: Detailed thematic analysis of priorities for all respondents

Theme	Sub-theme	Details	Count (Base =182)
Current priorities	Service priorities	All priorities are important	94
Current priorities	Service priorities	Mental health is very important	9
Current priorities	Service delivery	Where the service needs to refer on for additional support, there are gaps in other services to what is needed	14
Current priorities	Service delivery	Hard to deliver these with a smaller service/ Should be more nurses in schools/more funding	11
Current priorities	Service delivery	Online questionnaire is hard-going for some children	1
Current priorities	Service delivery	Too much signposting	1
Future priorities	Service priorities	Mental health section should be stronger/more of	10
Future priorities	Service priorities	Need to add self-confidence, image confidence and social media use	3
Future priorities	Service priorities	Need to add bullying	3
Future priorities	Service priorities	Improve support after the height and weight screening	2
Future priorities	Service priorities	Need to have support for long term conditions	2
Future priorities	Service priorities	Need more on behavioural issues	1
Future priorities	Service priorities	Need more focus on children with autism	1
Future priorities	Service priorities	Need to think about cultural differences	1
Future priorities	Service priorities	Consider young carers	1
Future priorities	Service priorities	Should include friendships	1
Future priorities	Service priorities	Include anxiety and resilience	1
Future priorities	Service delivery	Needs more emphasis on supporting teachers and parents so they can support young people	5
Future priorities	Service delivery	Need more online solutions	1
Future priorities	Service delivery	School nurses should teach PSHE	1

		Promotion & prevention is better than fixing the problem	1
Future priorities	Service delivery		
Future priorities	Service delivery	Should teach children how to support peers	1
N/A	N/A	Comments not relevant to service	11

All Online Respondents – Further Comments

Respondents were asked at the close of the survey if they had any further comments or suggestions in relation to the School Health & Wellbeing Service. The following key themes were identified where the number of comments >= 5:

Table 5: Key Qualitative themes (Further Comments) for all online respondents

Theme	Examples for illustration	Count (Base = 52)
Comment related to a service other than the school health and wellbeing service	*A number of respondents gave feedback on service delivery that is not part of what is offered by the School Health & Wellbeing Service (e.g. immunisations, sight checks)*	16
Lack of awareness of what the service offers	*Perhaps wider publicity is needed?* *What has been described here sounds amazing. I just wasn't aware any of it existed* *Keep it going, advertise it more*	7
The service needs to be more visible in schools	*There are not enough school nurses; they're not seen around the schools.* *It might help to have drop in sessions so that parents could come with concerns*	8
Children and families like the service and the staff	*Not enough staff in this wonderful service* *The kids love them*	6

Table 6: Detailed thematic analysis of further comments for all respondents

Theme	Sub-theme	Details	Count (Base = 52)
Current service offer	Awareness	Not visible enough in schools	8
Current service offer	Awareness	Didn't know about the service	7
Current service offer	Awareness	Families don't have a relationship with the service	4
Current service offer	Service Delivery	Children and families like the service and staff	6
Current service offer	Service Delivery	Not enough staff/need more funding	4
Current service offer	Service Delivery	Should be more health promotion and prevention	2
Current service offer	Service Delivery	Need more support for mental health	2
N/A	N/A	Comments not relevant to service	16

Structured Interview and Online Forum Responses

Table 7: Breakdown of interview respondents (Type)

Type of respondent	Total	%
School Staff - primary	6	29%
School staff - secondary	6	29%
Parent/carer	5	24%
Children's Centre Managers	2	10%
Other partners	2	10%
Grand Total	**21**	**100%**

Respondents were asked to identify where in the county they were based. Table 6 gives a breakdown of survey respondents.

Table 8: Breakdown of survey respondents (Location)

Type of respondent	Total	%
Nuneaton & Bedworth Borough	7	33%
Warwick District	6	29%
Stratford on Avon District	5	24%
Countywide	2	10%
North Warwickshire Borough	1	5%
Grand Total	**21**	**100%**

When comparing the respondent profile with the proportion of residents living or working in each district and borough in Warwickshire overall, the North Warwickshire is moderately under-represented in the sample - 11.4% of the Warwickshire population reside in the North Warwickshire Borough, however the interview respondents represent 5%. Nuneaton and Bedworth Borough is over-represented, with 33% of respondents based in this borough, compared with 22.8% of the Warwickshire population. Attempts were made to interview schools based in the North Warwickshire area, however only 1 school responded.

This somewhat improves the geographical range of data when combining this with the profile from the online survey, however North Warwickshire remains the most under-represented area within the county.

Table 9: Key themes from the structured interviews and online forum

The following key themes were identified where the number of comments >= 5:

Key theme	Key comments	Count (Base = 21)
Not relevant	A number of respondents gave feedback on service delivery that is not part of what is offered by the School Health & Wellbeing Service (e.g. immunisations, sight checks)	15
Current service offer – communications	*People are unaware of the service and what it can offer*	11
Future service offer – service delivery	*Would like access to more nurses and have a named nurse per school.*	11
Future service offer - communications	*Improve communications about what is on offer*	9
Current service offer – service delivery	*Referral process is good*	6
Current service offer – training	*Training is good*	5

Table 10: Detailed thematic analysis from the structured interviews and online forum

Theme	Sub-theme	Comment	Count (Base = 21)
Current service offer	Communications	Unaware of what available	11
Current service offer	Communications	Hard to get hold of	1
Current service offer	Communications	Communication via email and always get a response, would prefer more telephone contact	1
Current service offer	Demand	School doesn't need a lot of help	1
Current service offer	Demand	Class teachers refer but not often	1
Current service offer	Service delivery	Referral process is good	6
Current service offer	Service delivery	Heights and weights are not friendly for parents	4
Current service offer	Service delivery	Service has been involved in supporting YP with health needs	3
Current service offer	Service delivery	Service attended to promote offer at parents eve/parent session/community centre	3
Current service offer	Service delivery	Works well with academies	2
Current service offer	Service delivery	Ready for school pilot has been very good	2
Current service offer	Service delivery	Staff are innovative and open to ideas	2
Current service offer	Service delivery	There is a wide range of support offered	1
Current service offer	Service delivery	Safeguarding issues are managed	1
Current service offer	Service delivery	The health & wellbeing report is good and helps us plan PSHE sessions	1
Current service offer	Service delivery	Staff are well organised and enthusiastic	1
Current service offer	Service delivery	Chathealth is good	1
Current service offer	Service delivery	Really good. Very friendly and exceptionally supportive	1
Current service offer	Service delivery	Great service. Really approachable. Got things done very fast	1
Current service offer	Service delivery	Given tonnes of advice. A number to call if I need to and a single point of contact with them so I didn't have to keep explaining things over and over	1
Current service offer	Training	Training is good	5

Future service offer	Communications	Improve communication about what's on offer	9
Future service offer	Communications	Perhaps we should be parent champions - given some up to date info to be able to sign post people better	3
Future service offer	Communications	An induction at the start of the year would be good	1
Future service offer	Communications	Need a full relaunch to let people know about the service and what is on offer	1
Future service offer	Communications	Partnership with community groups, charities, social enterprises and parent groups could have a huge impact in raising awareness	1
Future service offer	Communications	Health people and schools are all so overloaded if they aren't reminded regularly of different services and where to get them, they forget about them	1
Future service offer	Communications	Chat health I think is a great idea but is quite new so probably not many people know about it? Do school children get a card or key ring or something just before the summer holidays with the number on it?	1
Future service offer	Service delivery	Having more access to nurses would be better	6
Future service offer	Service delivery	Would like someone dedicated to the school	5
Future service offer	Service delivery	Face to Face discussions should happen following the height & weight check	4
Future service offer	Service delivery	Parent/child workshops would be good	2
Future service offer	Service delivery	Out of hours support would be good	2
Future service offer	Service delivery	Service should offer more assemblies	1
Future service offer	Service delivery	Could they offer monthly clinics/drop-ins?	1
Future service offer	Service delivery	There should be one referral process for School Health & Wellbeing and the Substance Misuse Service	1
Future service offer	Service delivery	A school nurse app on smart phone would be good	1
Future service offer	Service delivery	An online referral process would be good	1
Future service offer	Service delivery	More counselling is needed	1
Future service offer	Service delivery	Access to support via social media/website would be good	1

Future service offer	Service delivery	More support needed on healthcare plans	1
Future service offer	Service delivery	Should have more professional led sessions	1
Future service offer	Service delivery	The continence workshop would be good 1-1 for special needs families	1
Future service offer	Training	Should offer free training on mental health, resilience and attachment	2
Future service offer	Training	Would like first aid training	1
Future service offer	Training	Schools should get training on how to deliver sessions on personal hygiene & other topics	1
Priorities	Priorities	Mental health	4
Priorities	Priorities	Big issues are self-esteem, social media, anxiety, friendships	1
Priorities	Priorities	The priorities are good	1
Priorities	Priorities	Big issues are self-harm	1
Priorities	Priorities	Big issues are anxiety and online bullying	1
Priorities	Priorities	Don't see the benefit of promoting oral health	1
Priorities	Priorities	Big priorities are healthy weight and oral health	1
Priorities	Priorities	Priorities should include vaping	1
Not relevant	N/A	Comments made that are not relevant to this service	15

Publicising the School Health & Wellbeing Service Consultation

Table 6: Communications & Engagement Log

Publicising channel	Detail
Ask Warwickshire	Dedicated consultation webpage (providing full information, copies of survey and policy documents and link to online survey)

Email (outbound)	**Email distribution list (types of recipients not individual data)**
	• All headteachers and school admin offices to ensure teaching staff aware to complete the survey (via PH Distribution List)
	• Request for schools to include short paragraph in schools newsletters to notify parents/carers (email sent 13.09.18)
	• Information sent to 501 subscribers to WCC consultation alerts on GovDelivery.
	• Public Health Distribution list
	    Advocacy, Elected Members, Nurseries, Big White Wall, PAs
	    Parish Councils, Pharmacies, CCG, GPs, Pharmacists provisions of smoking, chlamydia and EHC, CEOs
	    Head of Service, Physical Activity/Health Lifestyles
	    Charitable Organisation, Health Checks
	    Public Health, Children and Young People
	    Healthwatch, Children Centres, Healthwatch Warwickshire
	    Research and Development, Clinic/Health Centre
	    Schools, Comms Lead, Hospital Trust, Sexual Health
	    HWBB, Smoking, Councillors, Insight List, Council Leaders
	    Voluntary Sector, Councils, Libraries, Warwickshire Police,
	    MECC, Weight Management, Mental Health and Wellbeing,
	    Wellbeing Hub, Dentists, MPs, WJS, District & Boroughs,
	    Youth Justice, Drugs & Alcohols

Email (inbound)	Published email address available for people to respond via email.
Social media	**WCC channels** Warwickshire County Council Facebook Public Health Facebook Page Warwickshire County Council Twitter Public Health Twitter Facebook Parents Forum (managed by Jenny Bevan) - hosted session on Wednesday 19th September 2018 run as an online focus group Tweeted by @DailyWARKS (4,448 followers @ 6/09/18) Tweeted by @CoventryUpdate (10,395 followers @ 6/09/18) Tweeted by St Andrew's Benn Primary (Rugby) (584 followers @ 13/09/18) Tweeted by FIS (1226 followers @ 13/09/18) Tweeted by QE Academy (546 followers @ 18/09/18) Facebook - shared by Family Information Service (approx 2,000 followers)

Newsletters	Heads Up Public Health Newsletter (12th September 2018)
Media relations	Presence on WCC news page News release
Verbal briefings/Face to Face	Children's Centre Advisory Boards Nuneaton & Bedworth - 17/09/18 Southam - 18/09/18 Focus groups/structured interviews held with the following professionals: • Health Visitors (Locality lead) • Children's Centre Managers (2 different locations) Attendance at Warwickshire North CCG Member Engagement group (GPs) -18th October 2018 Briefings given to: • Children's Joint Commissioning Board (11/09/18) • Suicide Prevention Steering Group (19/09/18)
Other	Poster and leaflet developed and: • Printed in order to place in suitable locations (e.g. Children's Centres, Schools) • Distributed via email to key stakeholders
Paper surveys	On request (none were requested)

Equality and Diversity Analysis

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

Table 7: Online respondent profile
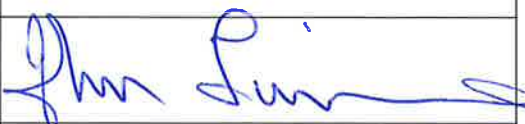
Age	18 – 29	7
	30 – 44	99
	45 – 59	64
	60 – 74	8
	75 +	1
	Not Answered	10
	Prefer not to answer	8
	Under 18	4
Gender	Female (including trans woman)	163
	Male (including trans man)	14
	Not Answered	11
	Prefer not to answer	13
Long standing illness or disability	No	164
	Not Answered	10
	Prefer not to answer	13
	Yes	14
Ethnicity	Asian or Asian British - Indian	4
	Black or Black British - Caribbean	2
	Mixed - White and Asian	4
	Mixed - White and Black Caribbean	2
	Not Answered	11
	Prefer not to answer	10
	White - Any other background please specify	6
	White – English/ Welsh/ Scottish/ Northern Irish / British	159
	White - Irish	3
	Christian	90
	Hindu	2
	None	63
Religion	Not Answered	14
	Other (Please specify below)	4
	Prefer not to answer	27
	Sikh	1
Sexuality	Bisexual	1
	Gay or lesbian	1
	Heterosexual or straight	169
	Not Answered	13
	Other	1
	Prefer not to say	16

EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Public Health Warwickshire Services

Tender for Services for: School Health and Wellbeing Service

Warwickshire County Council

Equality Impact Assessment/ Analysis (EqIA)

Group	Communities
Business Units/Service Area	Public Health
Plan/ Strategy/ Policy/ Service being assessed	Tender for Services for the School Health and Wellbeing Service
Is this is a new or existing policy/service? **If existing policy/service please state date of last assessment**	Existing Service, last assessed in April 2015
EqIA Review team – List of members	**Kate Sahota** Helen King
Date of this assessment	**1st June 2018**
Signature of completing officer (to be signed after the EqIA has been completed)	Kate Sahota
Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible.	**NO**
Name and signature of Head of Service (to be signed after the EqIA has been completed)	
Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer)	

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team

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:

State the Function/Policy /Service/Strategy being assessed:	Gender	Race	Disability	Sexual Orientation	Religion/Belief	Age	Gender Reassignment	Pregnancy/ Maternity	Marriage/ Civil Partnership (only for staff)
Relevance/Risk to Equalities									
	✓	✓	✓	✓	✓	✓	✓	✓	✓
School Health and Wellbeing Service	✓	✓	✓	✓	✓	✓	✓	✓	✓

Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? **If yes please explain how.**   **Yes**

Mental, emotional and physical health issues are statistically more prevalent in areas of deprivation. These services are commissioned to improve the health and wellbeing of children and young people, ensuring they are effectively targeted according to local need. This means they will be offering greater support to those groups impacted by social inequalities, such as those with disabilities and black/minority/ethnic groups.

	YES
Are your proposals likely to impact on a **carer** who looks after older people or people with disabilities? **If yes please explain how.**	
Young carers are specifically referenced within the service specification as a priority group of children and young people more likely to need access to the services offered by the School Health and Wellbeing Service. The provider will be responsible for identifying young carers, ensuring they have access to appropriate support and referring them on to other services where necessary.	

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

Stage 1 – Scoping and Defining

(1) What are the aims and objectives of Plan/Strategy/Service/Policy?	**Aim:** To deliver a countywide evidence based School Health and Wellbeing Service for children and young people aged 5 – 19, or 25 if there are special educational needs. ***Strategy:*** ***The School Health and Wellbeing Service is a high quality, visible, accessible and confidential service which improves the health and wellbeing of and reduces health inequalities for school aged-children and young people in Warwickshire.*** The School Health and Wellbeing Service in Warwickshire will do this by: 1. Addressing and focusing on reducing inequalities; 2. Using Marmot's life course approach to deliver what children and young people need, when they need it, in the right place at the right time, using prevention and early intervention approaches; 3. Leading, delivering and evaluating preventative services and universal public health programmes for school-aged children and young people, within both school and community settings and in accordance with local needs; 4. Delivering evidence based approaches and cost effective programmes or interventions that contribute to children and young people's health and well-being (including emotional health and wellbeing); 5. Co-ordinating services, referring to other agencies and delegating within the team to maximise resources and utilise the expertise of other skilled professionals; 6. Supporting a high quality, seamless transition into school, from pre-school and primary, through to secondary school and transition into adulthood; 7. Managing the interaction between health and education so that the child or young person enjoys good health and well-being (including emotional health and wellbeing) to achieve optimal education; 8. Leading support for children and young people who have complex and/or additional needs including providing or co-ordinating support, education and training for families, carers and school staff; 9. Identifying children and young people in need of early help and where appropriate providing support to improve their life chances and prevent abuse and neglect. This includes working with children and young people at risk of becoming involved in gangs or youth violence; 10. Contributing as part of a multi-agency team, to the response for children, young people and families who have multiple problems.

(2) How does it fit with Warwickshire County Council's wider objectives?	**Safe Communities** – Our communities and individuals are safe and protected from harm and are able to remain independent for longer. **Health and Wellbeing** – The health and wellbeing of all in Warwickshire is protected. **Resources** – Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.
(3) What are the expected outcomes?	The service will contribute to improving health and wellbeing outcomes for children and young people. It will do this by: 1. Helping children be as healthy as possible by preventing illness, encouraging early interventions, supporting resilience and wellbeing and encouraging healthy lifestyle behaviours; 2. Helping children who grow up in the most at-risk families by supporting parents with their children's care, developing life skills and optimising educational attainment; 3. Placing an emphasis on learning outcomes as well as health and wellbeing outcomes, underpinning educational attainment and ensuring children are equipped to deal with life changes; 4. Supporting working in partnership with other service providers and professionals to develop seamless care pathways and/or protocols, with identified and appropriate professional leads for children and young people's health and wellbeing; 5. Being integrated, outcome driven and targeted to improve health and wellbeing outcomes for children and young people based on the principles of Every Child Matters: **Be Healthy** - Good physical health - Live a healthy lifestyle - Good emotional, mental and spiritual health - Improved services for those with disabilities **Stay Safe** - Free from abuse and the risk of abuse - Protected from harm and neglect - Safe from accidental injury and death - Grow up able to look after themselves **Enjoy and Achieve** - Fulfil their potential - Reach adulthood with the necessary skills - Raise educational standards - Communities provide activities which enrich and involve children and young people

Make a Positive Contribution
- Make a positive contribution to community and society
- Promote active citizenship
- Prevent and reduce offending

Achieve Economic Wellbeing
- Free from poverty and discrimination
- Have positive social lives
- Parents able to combine caring and work
- Opportunities for education, training and employment

(4)Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)	The service is universal for all children and young people in Warwickshire aged 5 – 19 (25). It is a requirement of specification that the School Health and Wellbeing Service targets provision to children and families with additional needs which includes young carers, looked after children & young, people, disabled children and young people etc.

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?	For the current service, a comprehensive needs assessment was undertaken during 2014/15 which engaged a range of partners and key stakeholders. Further to this, a wide range of evidence has been used including a full service review of the existing service, 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, strategic commissioning review of services commissioned currently. We will be undertaking further work during 2018 to refresh this information and ensure it is up to date in advance of the recommissioning process during 2019.

Be Healthy   Stay Safe   Enjoy and Achieve   Make a Positive Contribution   Ach Ecoi Well

(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?	During 2014, the following groups were on consulted on about the existing service: - Children, young people and their families - The existing provider and staff within the service - Head teachers and other school staff - The Director of Public Health - The WCC Strategic Commissioning Board - GP's and other health professionals - The PHW Procurement Board - The PHW core review team The current specification for the service draws heavily on the consultation work done and the national specification for school nursing, which also included extensive consultation with professionals, children and their families. The final specification went out for further consultation with the above group for confirmation it accurately reflects the work undertaken in 2014. The specification will be revised following a further piece of consultation work to be undertaken during 2018.
(3) Which of the groups with protected characteristics have you consulted with?	Consultation on the service has taken place through focus groups and questionnaires with service users across schools in Warwickshire (including children and young people, parents, carers, school nurses, head teachers). Consultations were all inclusive and no group with protected characteristics were excluded from this process.
Stage 3 – Analysis of impact	

(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination? If yes, identify the groups and how they are affected.	RACE No	DISABILITY No	GENDER No
	MARRIAGE/CIVIL PARTNERSHIP No	AGE No	GENDER REASSIGNMENT No
	RELIGION/BELIEF No	PREGNANCY MATERNITY No	SEXUAL ORIENTATION No

(2) If there is an adverse impact, can this be justified?	The re-procurement of these services will not lead to reduction in provision as the intention is to achieve better outcomes for all residents (but particularly those at risk) and better value for money.

The commissioner will ensure through the service specification that providers are equipped to deliver an all-inclusive service and seek solutions where specialist health professional input is required. |
(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.)	As part of the tendering process, potential providers will be required to demonstrate their understanding of equality and diversity and their response will be assessed within the quality criteria, including the requirement for an equalities policy. Throughout the life of the contract, providers will be expected to deliver the service in line with the Public Sector Equality Duty, in which all provides are required to meet the General Equality Duty aims which are: - Eliminate unlawful discrimination - Advancing Equality of opportunity - Fostering good relations
(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?	The services are all inclusive and will take account of accessibility in terms of where it is delivered, times of delivery, appropriate venues to meet customer need
(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?	The service is available for all groups, and equitable access will be provided regardless of any protected characteristics.
(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Anecdotal evidence suggests boys are less likely to access the service in a face to face environment. The specification includes improving the use of communications and IT in order to provide better access and choice of delivery of accurate and age appropriate health promotion information to children and young people.

Further work will be done with the provider on equality data collection to identify whether or not there is local evidence to support this as a potential barrier to accessing the service. For example, If gender is identified as a barrier, the work we are doing to improve choice around accessing the service will already be tackling this issue. |

(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?	The service has public health outcomes at its core, and includes measures to improve health through supporting children and young people to improve and maintain their health and wellbeing. The specification requires the provider to deliver the Healthy Child Programme(HCP) (5-19), which is a universal programme based on a collection of evidence based practice. It offers Children and Young People a schedule of health and development reviews, screening tests, immunisation, health promotion guidance and tailored support for children and their families with additional needs. The HCP aims to: • Help parents develop and sustain a strong bond with children • Encourage care that keeps children healthy and safe • Protect children and young people from serious disease, through screening and immunisation • Reduce childhood obesity by promoting healthy eating and physical activity • Identify health issues early, so support can be provided in a timely manner • Make sure children and young people are prepared for and supported in education settings • Identify and help C&YP with problems that might affect their chances later in life
(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.)	The review of this service has and will continue to engage a range of stakeholders. The need assessment that was undertaken highlighted gaps in service provision and recommended service improvement based on best practice, for example increasing the availability of the service from term-time only to across the calendar year, increasing the methods of accessing the service, increasing the emphasis on promoting and maintaining good mental and emotional mental health.
(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?	No - health professionals are already very well engaged with the service. During the consultation exercise, stakeholders including health see these services as mitigating access in their own right – the services provide accessibility to interventions to improve health

| (10) Will the plan/strategy/service/policy 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. This is already being done and the impetus needs to be sustained.

The service will develop annual health profiles for groups of schools, using the existing geographic "consortia" arrangements. These profiles will be used as a basis for developing local delivery plans for individual schools to ensure the services being delivered are targeted appropriately and delivering based on locally identified need. |

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
Monitoring of collection of equalities data	Kate Sahota	On-going		
Review of plan following consultation	Kate Sahota	November 2018		

(2) Review and Monitoring
State how and when you will monitor policy and Action Plan

Following the award from the procurement process it will be essential to review the EQIA as part of the implementation plan and exit strategies.

We will also ensure it is reviewed on a 6-monthly 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 1st June 2018 and will be reviewed on 1st April 2019.'

Cabinet

11 December 2018

Procurement of Electric Vehicle Charging Infrastructure Concessionaire

Recommendation

That Cabinet approve the procurement of a concession contract for the provision of electric vehicle charging infrastructure for a period which may exceed ten years and authorises the Joint Managing Director (Communities) to enter into such contract on terms and conditions acceptable to the Joint Managing Director (Resources).

1.0   Background

1.1   In November 2017, Cabinet approved the *Warwickshire Electric Vehicle (EV) Charging Infrastructure Strategy 2017 - 2026*: an addendum to the *Warwickshire Local Transport Plan 2011 - 2016*. The EV Charging Infrastructure Strategy's main purpose is to address air quality issues and to take a proactive approach in dealing with future EV charging infrastructure demand in Warwickshire.

1.2   One of the key policies within the EV Charging Infrastructure Strategy is policy *EVI1 - Provision and delivery of public EV charging points* that commits to working with the district and borough council's in Warwickshire to help deliver a network of EV charging infrastructure. This report outlines how this action could be delivered through the procurement of an electric vehicle charging infrastructure concessionaire and seeks approval for the procurement process to appoint a preferred supplier under a concession contract.

2.0   The Warwickshire Context

2.1   Warwickshire has approximately 37 EV charging point locations however many of these tend to be in out of town locations. Only 4 public car parks in Warwickshire provide EV charging points. It is recognised that the current level of charging infrastructure in Warwickshire is not adequate to encourage a wholesale shift towards EV's from traditional petrol/diesel vehicles. The distribution of EV charging points across Warwickshire per location type is provided in the following table.

EV Charging Point Locations

Location type	Number of EV charging points locations
Motor dealership	5
Retail centre car park	2
Railway station	4
Pub/hotel	13
Public car park	4
Petrol station	6
NHS site	0
Other	2
Total	37

2.2   Approximately 43% of households in the UK do not to have access to private off-street parking. This national picture is reflected in Warwickshire, with households, particularly in and around town centres unable to charge an EV at home.

2.3   The County Council therefore wishes to focus the installation of EV charging points in locations that are easily accessible to many and in areas where off-street residential parking provision is not available.

3.0   Proposed Approach to EV Infrastructure Delivery in Warwickshire

3.1   Installing EV charging infrastructure is expensive (current costs are averaging £10,000 per charging post), and therefore a substantial capital budget would be required to provide a meaningful level of infrastructure. In addition an ongoing revenue budget would be required to maintain the infrastructure to the appropriate standard. Only limited funding is currently available to Local Authorities to install EV charging points and this is inadequate to enable the County Council to provide a network of charging points.

3.2   Procuring a Supplier

It is therefore proposed that the County Council goes out to the wider market to procure a preferred EV charging infrastructure supplier under a concession contract.

The concessionaire will be required to provide the equipment/infrastructure/back-office requirements to facilitate EV charging by

members of the public. The cost of providing this infrastructure will be borne by the concessionaire who will be expected to recover these costs via the charges they place on the public for use of the equipment. This transfers the risk to the concessionaire in return for the opportunity to exploit the market potential.

3.3   The key benefits to Warwickshire of doing this include:

- Provision of consistent infrastructure across the County,
- WCC can retain a level of control over where charging points are located (some being subject to additional funding),
- Securing a long-term contract that can be utilised by the five Boroughs and District authorities,
- Potential to secure revenue income in the future, and
- Ability to secure a long-term supplier to lead the provision of infrastructure across Warwickshire.
- Financial Risk is transferred away from Warwickshire County Council.

3.4   Preliminary conversations have been held with representatives from companies at the forefront of charging infrastructure provision in the UK and beyond. These conversations indicate that the market has a strong interest in investing in Warwickshire under a concession contract arrangement. However, in order to achieve this, all suppliers have indicated they would require a minimum of a ten-year contract in order to enable them to recoup their investment and generate a profit margin. This length of contract is not unusual for contracts of this type and would enable the County Council to maximise the benefits of the concession.

3.5   It is anticipated, subject to the specification set out in the Invitation-to-Tender, that WCC will require the concessionaire to:

- Deliver and fully maintain EV charging points, where commercially viable, in public car parks and key on street locations at no cost to the County Council,
- Fully operate the changing infrastructure on a day-to-day basis including managing payment and back office functionality,
- Deliver EV charging points in locations where it is not commercially viable on instruction of the County Council. It is anticipated that WCC/Districts/Boroughs would fund such provision,
- Liaise with third party land owners in Warwickshire (e.g. supermarkets and retail parks) to secure the provision of charging infrastructure on their land, and
- Regularly review, and replace if appropriate the charging infrastructure to ensure that the technology is up to date and fit for purpose.

4.0   Timescales Associated with the Decision and Next Steps

4.1   It is anticipated that WCC will procure an EV charging point supplier in 2019 via a Concessions Contract. We will look to the successful concessionaire to begin the installation of the EV charging points once a Concessions Contract is in place.

5.0   Financial Implications

5.1   It is anticipated that the concessionaire will provide, install and maintain charge points. There will be no contractual commitment on WCC to pay for any of the infrastructure required for this contract. WCC would only incur costs where it chooses to purchase equipment via the contract to facilitate a particular need that may not otherwise be deemed commercially viable.

5.2   Funding for such purposes could be derived from a number of sources, for example; Members Delegated Budgets, the Districts and Borough Councils and successful funding bid applications. The Council will also seek to secure EV charging points in developments as required, or seek a financial contribution to enable to installation of a charging point in the vicinity.

5.3   Possible costs that may be incurred by WCC relate to required Traffic Regulation Orders, enforcement of use and any additional road signs required. These costs will be met from existing budgets.

5.4   The concession contract will explore the profit share potential to enable WCC to benefit from the potential success of the contract without incurring any risk.

Background Papers

None

Supporting Paper

Warwickshire Electric Vehicle Charging Infrastructure Strategy 2017 – 2026

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

Local members: N/A
Other members: Councillors Clarke, Cockburn, Fradgley, Butlin, Philips and Shilton

Cabinet

11 December 2018

Report and Recommendations of the Community Capacity Task and Finish Group as Considered by the Communities Overview and Scrutiny Committee

Recommendation

That Cabinet consider the report of the Community Capacity Task and Finish Group and approves the following recommendations:

1   That Warwickshire County Council actively encourages its staff through a year long initiative to utilise their skills and knowledge to support their communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities.

2   That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be asked to share their experiences through a variety of media in order to encourage others.

3   That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities.

4   That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case.

5   That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff.

6   That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing.

7   That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the

possible needs of new communities ahead of those developments taking place.

8   That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery.

9   The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.

1.   Report of the Task and Finish Group

1.1   On 12 September 2017, the Communities Overview and Scrutiny Committee agreed to set up a working group to explore the level of demand on Third Sector organisations in Warwickshire and how Warwickshire County Council is supporting these organisations. This review was commissioned in response to concerns over the increasing demand on Third Sector organisations alongside declining funding for local services.

1.2   The objective of the task and finish review was to assess whether the Third Sector has the right resources, support and infrastructure to help deliver the ambitions of the Community Capacity Programme and the One Organisational Plan (OOP). To make this assessment, the group took account of the support the Third Sector already receives from the County Council and any additional support that the sector may need in order to thrive. In doing this, the Task and Finish group sought to understand:

- Whether Third Sector organisations supported by WCC are helping to deliver the objectives of the OOP?

- Whether the support and resource needs of the Third Sector are being met by WCC?

- Where councillors could be better engaged to strengthen the relationship between Third Sector organisations and WCC?

- How communities can be encouraged to make better use of their local community assets?

1.3   Consideration of the evidence presented resulted in a series of recommendations which it is believed are realistic and deliverable and which do not seek to duplicate or undermine the efforts of others.

1.4   The members of the task and finish group were:

- Councillor Seb Gran (Chair)
- Councillor Dave Shilton

- Councillor Richard Chattaway (Part of Review)
- Councillor David Reilly (Part of Review)
- Councillor Jerry Roodhouse
- Councillor Caroline Phillips (Part of Review)

1.5 The Group held a number of information gathering sessions drawing on the skills and experience of officers from within Warwickshire County Council as well as from the Third Sector. In addition a number of sources of printed evidence were referenced.

2.0 Consideration by the Communities Overview and Scrutiny Committee

2.1 On 14 November 2018 the review report was presented to the Communities Overview and Scrutiny Committee by the Task and Finish Group Chair, Councillor Seb Gran. (See Appendix A) The Committee welcomed the report and supported all of the recommendations. An extract from the draft minutes of the meeting can be found at Appendix B.

3.0 Financial Implications

3.1 Throughout this review members have been mindful that whilst the group's recommendations can be challenging it must possible to deliver them taking account of budgetary constraints. The recommendations focus as much 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.

4.0 Action Planning

4.1 The Task and Finish 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 by Cabinet an action plan will be prepared.

Background Papers
None

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

Task and Finish Group members: Councillors Gran, Shilton, Chattaway, Roodhouse, Phillips

Warwickshire County Council

Community Capacity Task and Finish Group

"A community is like a ship; everyone should be prepared to take the helm"

Henrik Ibsen

Working for Warwickshire

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Foreword

The basic building blocks of the social fabric of Warwickshire are its communities. Without these there would not be the support and structure that people rely on in their daily lives.

Communities are organic in nature. They grow and evolve over time either by way of a reaction to changing circumstances or as a means of controlling the social, political, physical and economic environment in which they function.

For over one hundred years the County Council has served the communities of Warwickshire. The nature of the support it has afforded them has, like the communities themselves, evolved to meet changing circumstances.

In recent years a reduction in the resources available to the County Council has given it cause to reflect on how best to continue to support communities. The nett result of this has been the identification of ways in which people and communities can be empowered to do more for themselves and a recognition that the end result can in many instances be better than if solutions have been provided for them.

Recognising from the start that communities and the voluntary and public sector already undertake a huge amount of truly successful work this review has sought to establish what the County Council and its partners can do differently to maximise the benefits resulting from its support.

The reader's attention is particularly drawn to the review's recommendations. These are part of a much larger jigsaw but the councillors who have supported this review fully expect that when implemented they will make a difference.

Councillor Seb Gran
Chair of the Task and Finish Group.

1.0   Executive Summary

1.1   This report and its recommendations are the result of a series of evidence gathering meetings and the consideration of a body of written material.

1.2   The review has sought to answer a series of questions:

- The level of demand on Third Sector organisations in Warwickshire.
- How the County Council is supporting these organisations?
- Whether the Third Sector has the right resources to deliver the ambitions of the Community Capacity Programme and One Organisational Plan.
- Whether the Third Sector is helping to meet the objectives of the One Organisational Plan.
- Whether Councillors could do more to strengthen the relationship between the Third Sector and WCC.
- The use of community assets.

1.3   The review set out to include Third Sector organisations, performance, funding along with the One Organisational Plan and Community Capacity Programme Vision. It has resulted in the recommendations below.

1.4   It is expected that this report will be presented to the Communities Overview and Scrutiny Committee in November 2018

1.5   The task and finish group has arrived at the following nine recommendations.

Recommendation 1

That Warwickshire County Council actively encourages its staff through a year long initiative to utilise their skills and knowledge to support their communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities.

Recommendation 2

That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be asked to share their experiences through a variety of media in order to encourage others.

Recommendation 3

That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities.

Recommendation 4

That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case.

Recommendation 5

That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff.

Recommendation 6

That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing.

Recommendation 7

That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the possible needs of new communities ahead of those developments taking place.

Recommendation 8

That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery.

Recommendation 9

The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.

2.0 Introduction

2.1 Purpose and Objectives of the Review

2.2 Warwickshire County Council has for some time recognised that it needs to shift its relationship with the Community and Voluntary Sector to one of a self-sustaining nature. In order to manage down levels of demand, the Public Sector needs to ensure growth of the community and voluntary economy so it is able to support those who can self-help to do so ensuring the most help to those who need it. Community capacity building is necessary to harness the strengths of the community and

voluntary sector (from here on called the Third Sector) so as to work hand in hand with the Council to achieve mutual outcomes.

2.3   The Council deploys significant resource and revenue in the commissioning of services with and through the Third Sector. Significant savings need to be achieved in the commissioning of social care services, particularly Adult Social Care. Streamlined commissioning with Third Sector partners, allied to greater community capacity will ensure that Warwickshire communities can take responsibility for their own futures, reducing demand for public sector provision.

2.4   On 12 September 2017, the Communities Overview and Scrutiny Committee agreed to set up a working group to explore the level of demand on Third Sector organisations in Warwickshire and how Warwickshire County Council (WCC) is supporting these organisations. This review was commissioned in response to concerns over the increasing demand on Third Sector organisations alongside declining funding for local services.

2.5   The objective of the task and finish review has been to assess whether the Third Sector has the right resources, support and infrastructure to help deliver the ambitions of the Community Capacity Programme and the One Organisational Plan (OOP). To make this assessment, the group has taken account of the support the Third Sector already receives from the County Council and any additional support that the sector may need in order to thrive. In doing this, the Task and Finish group sought to understand:

- Whether Third Sector organisations supported by WCC are helping to deliver the objectives of the OOP?
- Whether the support and resource needs of the Third Sector are being met by WCC?
- Where councillors could be better engaged to strengthen the relationship between Third Sector organisations and WCC?
- How communities can be encouraged to make better use of their local community assets?

2.6   Consideration of the evidence presented has resulted in a series of recommendations which it is believed are realistic and deliverable and which do not seek to duplicate or undermine the efforts of others.

2.7   Members and Contributors

2.8   The members of the task and finish group were:

- Councillor Seb Gran (Chair)
- Councillor Dave Shilton
- Councillor Richard Chattaway (Part of Review)
- Councillor David Reilly (Part of Review)
- Councillor Jerry Roodhouse
- Councillor Caroline Phillips (Part of Review)

The Group has been supported by the following officers from Warwickshire County Council:

- Paul Williams - Democratic Services Team Leader
- Phil Evans - Head of Community Services
- Jenny Murray – Localities and Partnerships Manager
- Hannah Cramp – Localities and Partnership Team
- Louise Williams – Group Manager

2.9 Evidence Gathering Process

The Group held a number of information gathering sessions drawing on the skills and experience of officers from within Warwickshire County Council as well as from the Third Sector.

In addition a number of sources of printed evidence were referenced.

2.10 Dates and Timescales

12 September 2017	Resolution of the Communities Overview and Scrutiny Committee to conduct the review.
5 October 2017	Officer meeting to consider initial thoughts on review.
24 November 2017	Scoping meeting with elected members.
21 February 2018	Initial consideration of evidence with officers
25 April 2018	Evidence gathering with: • Phil Arkell, CEO Warwickshire Vision Support • Maria Fennel, Springfield MIND • Sara Coxall, Stratford Time Bank
25 May 2018	Evidence gathering with • Rosie Weaver - Chair of Warwickshire and West Midlands Association of Local Councils • John Crossling - Chief Officer of Chair of Warwickshire and West Midlands Association of Local Councils • Elisabeth Uggerlose - Clerk to Bidford Parish Council • Councillor Chris Brannigan - Alcester Town

- Vanessa Lowe - Clerk to Alcester Town Council
- Hannah Cramp – Warwickshire County Council - Asset Based Approaches

16 July 2018   Evidence gathering with

- Paul Tolley- Chief Executive Warwickshire Community and Voluntary Action
- Kate Morrison - Director of Volunteering Warwickshire Community and Voluntary Action
- Phil Robson – Member of the Board of Trustees Warwickshire Community and Voluntary Action

3.0   Contextual Information

3.1   Before setting out the evidence gathered from witnesses it is necessary to consider the context around community capacity and the measures already being put in place by the County Council to assist communities and community groups to address the challenges they are facing. In summary the Third Sector is facing the following challenges.

1. Increased demand for services.
2. The need to evolve to address changes to the services being sought.
3. Reductions in funding from the public sector.
4. Increases in accommodation and travel costs.
5. Reductions in financial reserves.
6. The requirement to keep abreast of legislative changes.
7. Greater performance monitoring and accountability.
8. Greater competition for private sponsorship.
9. The need to attract younger and/or professional people in a support role.
10. The need to employ staff to manage increasing demand and bureaucracy.

The Warwickshire Community and Voluntary Action (CAVA) "State of the Sector" report 2018.

In agreeing the terms of reference to this review the task and finish group requested that it consider the current position regarding the state of the Third Sector within Warwickshire. Each year CAVA produces a "State of the Sector" report which provides the bulk of the information members were seeking. This section provides headline from that report. The full report for 2018 can be found here.

In headline terms CAVA reports the following.

> There are nearly 10,000 'Civil Society' organisations making a difference in Warwickshire; over 2,200 of whom are registered charities.

27% of organisations were established before 1970
28% of organisations have reduced their level of free reserves. Organisations now only have an average of 3 months operating costs in reserves (compared to 7 months in 2015/16)
Overall, relationships with the public sector are positive, with 62% having regular dealings and 89% stating that these are mostly beneficial.
Only 8% now feel that their organisations are at risk of closure, compared to 27% in 2015/16.
27% are micro organisations (annual income under £10,000)
There are an estimated 191,000 adults aged 16 and over who are regularly volunteering, giving nearly 91,000 hours each week. This is valued at £80.2 million per annum.
59% of organisations saw their annual income increase in the last year - this is across all sizes of organisation.
64% have reported an increase in demand for their services (this was 44% in 2015/16)

3.2   The reader will see that amongst some challenges there are some very pronounced opportunities.

3.3   The following sections outline CAVA's key finding based on survey work of Third Sector groups across Warwickshire.

3.4 Third Sector Service Delivery

Across Warwickshire community organisations claim predominantly to serve all people but some are more specific with 8% serving those with long term of chronic illness and 7% each serving young people, older people and those with physical/sensory impairments. Table 1 below provides a breakdown of those served.

Table 1. % Types of people served by Community Groups

Bar chart showing percentage types of people served by Community Groups:
- Young People: ~6%
- Voluntary & Community Groups: ~1.5%
- Survivors of Abuse/ Victims of Crime: ~3%
- Physical/ Sensory Impairments (People with): ~6%
- Older People: ~6%
- Offenders/ Ex-Offenders: ~1.5%
- Mental Health Problems (People with): ~5%
- Low Income: ~5%
- Long Term/ Chronic Illness (People with): ~8%
- Learning Disabilities (People with): ~5%
- Gay/ Lesbian/ Bisexual/ Transgender: ~1.5%
- Faith Groups: ~5%
- Disabled People (All): ~1.5%
- Children: ~5%
- Carers: ~1.5%
- Animals: ~3%
- All: ~33%

3.5   The Third Sector in Warwickshire is very diverse with a range of themes and priorities addressed.11% mainly provide advice and information services, 10% run community services or facilities and 9% provide social activities. Table 2 provides a breakdown of the services provided.

Table 2. Breakdown of Services Provided by Community
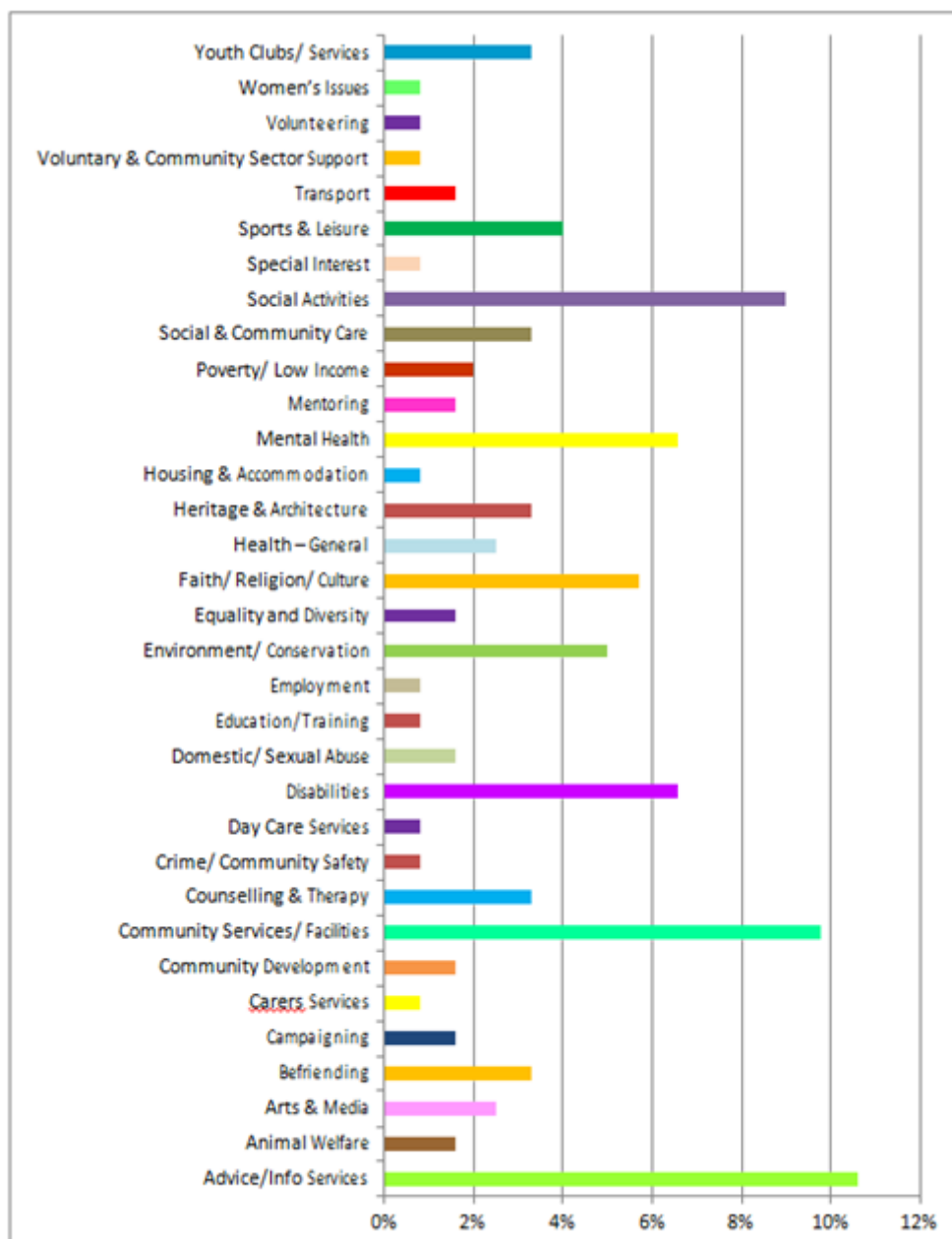
3.6 It is important to note that 18% of organisations that responded to CAVA's questionnaire stated that services had been established as a direct result of a gap or closure in another service. E.g. the cessation of the WCC LGBT+ youth group.

3.7 There have also been changes in the needs of beneficiaries of support. One organisation has reported that there has been an increase in demand generally but also more complex cases, greater poverty, greater vulnerability, higher numbers living with mental health issues and greater diagnosis of dementia. Another reported an increase in safeguarding issues.

3.8 Finances within the Third Sector

3.9 It is reported that in Warwickshire 90% of charitable income goes to 8% of charities and that only 3% of charitable income goes to locally focussed charities operating at a district or ward level. Table 3 below illustrates this

Table 3 Income and Benefits

Area of benefit	Total annual income	As a percentage	Example organisations*
Local	£10,991,674	3.1%	Stratford Town Trust; Friends of Bodymoor Heath; Mencap
Countywide	£22,275,505	6.3%	Warwickshire Clubs for Young People; Warwickshire Pride; Myton Hospices
National	£320,553,480	90.6%	Guide Dogs; British Blind Sport; Lymph-what-Oedema

*The area of scope of the organisation does not dictate the size and income of the organisation.

3.10 On the positive side 52.5% of organisations have reported an increase in income over the last 12 months. However 28% of organisations have stated that their level of free reserves has decreased. Creating and keeping reserves is becoming increasingly more difficult with organisations going in to reserves to maintain the services they deliver. Table 4 below demonstrates how income, expenditure and reserves vary across types of community group.

Table 4.Income, Expenditure and Reserves

Size of organisation*	Income	Expenditure	Reserves
Large	78% have seen an increase	78% have seen an increase	68% have seen an increase
Medium	65% have seen an increase or stayed the same	65% have seen an increase	65% have seen a decrease or stayed the same
Small	58% have seen an increase	65% have seen an increase	72% have seen a decrease or stayed the same
Micro	82% have seen an increase or stayed the same	59% have stayed the same	53% have stayed the same

* Micro income under £10k per year, Small £10-100k, Medium £100k-£1m, Large £1m+)

3.11 Financial pressures come from a range of directions. These are

Increased demand for services	20%
Increased overhead costs	64%
Loss of contract/funding	5%
Reduced grant/income	11%

3.12 Public Sector Funding

3.13 66% of community organisations surveyed have been in receipt of public sector funding over the last year. For most the level of funding has remained the same but 24% of organisations claim it is less. For some the funding has enabled services to be sustained or expanded but for others it has decreased or limited the services. Organisations report that they have to diversify their income streams to cope with increased demand and reductions in public funding.

3.14 The Relationship Between the Third Sector and the Public Sector

3.15 93% of community groups that responded to CAVA's survey state that they have a working relationship with the public sector (eg WCC, district and borough councils. CCGs, police). 13% have reported a worsening of relationships with the public sector and 41% feel it has improved. There is, however, a general appreciation of the pressures facing the public sector.

3.16 Volunteering

3.17 In 2016/17 11.9 million people nationally volunteered at least once a month. In Warwickshire it is estimated that the annual economic value of voluteering is is over £80m. The number of volunteers in Warwickshire is increasing although there are issues regarding the age of volunteers many of who are retired and/or have their own health issues.

3.18 Employees

3.19 In 2017/18 30% of the organisations that responded to CAVA's questionnaire stated that they had seen an increase in employees. This pattern follows a national trend. Having employees can present challenges around management, support and the payement of salaries.

3.20 Table 5 illustrates the national increase in the number of employees in the Third Sector.

Table 5 The Growth in Employees
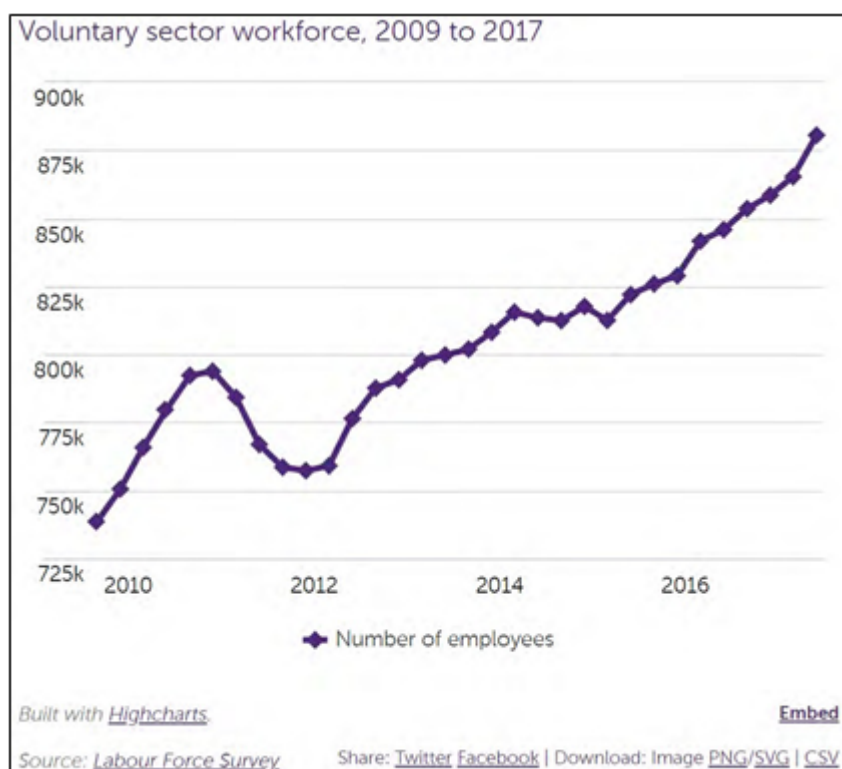
4.0 Warwickshire County Council's Changing Relationship with Communities

4.1 The core of Warwickshire County Council's work with the Third Sector stems from the objectives of the One Organisation Plan 2020 (OOP). The blueprint of the Council's work on community capacity is featured in the programme vision within the OOP. The OOP objective around community capacity states that, "Warwickshire County Council, communities, voluntary sector, district and borough councils, health partners and other public service providers work together in the delivery of high quality, cost effective opportunities with an emphasis on supporting people and communities to create their own solutions. From this objective has come a plan called "Developing Community Capacity 2017 -2020". (See Appendix A).

This document sets out how the County Council will serve communities under the headings of:

- Community Engagement
- Community Development
- Voluntary Sector Transformation
- Community Infrastructure
- Information and Advice
- Digital Services

4.2 From this starting position presented by the OOP considerable work has been undertaken to place the Council in a position where it can deliver on

those objectives. To this end the County Council has developed a Community Capacity Programme. The activity covers the following.

1. Community Engagement

This activity will:

- Provide clarity for staff, partners and contracted providers of their responsibilities in relation to our community engagement narrative.
- Support the Council to agree mutually beneficial outcomes with residents and work with them to develop and implement local, sustainable solutions.
- Develop sophisticated means of engaging with local communities and harnessing community knowledge to inform service design.

By 2020 the following will have been achieved.

1. Clarity for staff, stakeholder partners and contracted providers of their responsibilities in relation to our community engagement narrative.
2. Mutual outcomes agreed with our customers, which will be informed through empowering conversations.
3. Sophisticated means of harnessing community knowledge and using that to inform service design.

2. Community Development

This element will enable the Council to support and empower our communities to maximise local community assets and develop local, community led solutions. This will be achieved through:

- An increased understanding and better utilisation of local community assets.
- Targeted community development activity to stimulate local activism and bring residents together in order to generate solutions to local issues.
- Supporting WCC Business Units to embed the principles of Asset Based Community Development within services.

By 2020 the following will have been achieved:

1. Connected communities, which recognise value and fully utilise local community assets.
2. Resilient self-supporting communities that engage in community activities.
3. Targeted activities, which reduce isolation and improve health and wellbeing.
4. An increased focus on local volunteering to provide community led solutions to local concerns.
5. Supported community change agents, connecting with other local people through local community assets and activities
6. A shared language and approach around asset based ways of working, across organisations and communities.

3. Third Sector Transformation

Through this project, WCC will undertake activities which:

- Develop a thriving, more sustainable Third Sector
- Develop a volunteer economy which enables new models of service delivery to be co-produced
- Reduce demand on WCC services, promoting independence and strengthening community capacity and resilience.

By 2020 the following will have been achieved:

1. A Third Sector which is led by organisations that are self-sustaining and less reliant on public sector funding.
2. A broader market of Third Sector providers, who are able to bid for local contracts.
3. An aligned approach to how the Public and Third Sectors work better together, including a coordinated approach to commissioning.
4. A 'trusted' Third Sector which is able to make referrals into Public Sector services.
5. Communities and community organisations that feel empowered to act for and by themselves without public sector intervention or resources.

4.3 Grants and Funding

4.4 Warwickshire County Council has for many years provided grants to community groups. Chief among the grants are those delivered though the Councillors Grant Scheme fund which is aimed at community and voluntary organisations. The Fund provides each of WCC's 57 Councillors with a pot of £6000 to support small-scale projects within their division. The grants are allocated via an annual bidding round and has supported a great many groups over the years.

4.5 When County Council grants are not delivered

4.6 Not all grants to community groups have been met with satisfactory outcome. The task and finish group has been keen to understand why this might be the case and to know what actions are undertaken to recover unspent funds.

4.7 Within the scope of the Councillor Grant scheme and its eligibility criteria there are many possible deliverables, which reflect the diversity of applications and the activities for which they seek funding. Grants are monitored by the Area Teams to ensure funding is spent in the way described in application forms and any deviation or non-compliance is flagged up to the Area Team Managers by way of exception reporting.

4.8 Any non-delivery is flagged up through these exception reports. The usual procedure when this happens is for the funding to be returned and

reallocated, the latter with the approval of the relevant Councillor and sign off from the Head of Community Services.

4.9　The number of occasions when funding is returned is therefore a good proxy or indicator for the number of grants that fail to deliver against their original objectives.

4.10　In 2016/17 occasions when funding has been returned was limited to only four. With approximately 800 grant awards made in 2016 and 2017 the percentage of projects that failed to deliver was therefore half of one percent.

4.11　Warwickshire Third and Public Sector Partnership Group (TAPSPG)

4.12　The County Council does not work in isolation. As a member of the Warwickshire Third and Public Sector Partnership Group (TAPSPG) Warwickshire County Council has expressed its commitment to:

1.　Work to build better relationships between the Public and Third Sectors across the county for the benefit of the people of Warwickshire;

2.　Support the creation of a voice and greater influence for the Third Sector and the communities of interest they support;

3.　Ensure the Public and Third Sectors have the opportunity to work in partnership in the strategic development of services that address the changing needs of communities;

4.　Maximise opportunities to strengthen/build community capacity and resilience and effectively manage demand for services within constrained resources across all sectors.

This work is linked to, "Working Consistently with the Third Sector" (Appendix B). This outlines how WCC will work consistently with Third Sector partners in relation to:

1.　Grant Funding, Commissioning and Procurement

2.　Communication and Consultation

3.　Trusted partner working

4.　Volunteer Recruitment and Management

5.　Task and Finish Group's Findings from the Evidence Gathering Sessions.

5.1　This section highlights key information or messages from the evidence gathering sessions. The full notes from the evidence gathering sessions are appended to this report.

Session 1 (Stratford Time Bank, Springfield MIND and Warwickshire Vision Support)

a)   Stratford Time Bank

- Community networking events are an effective means of reaching different groups in the community. Time banks are an ideal way of addressing issues of loneliness and isolation. There are many retirees who, having possibly relocated to an area, can benefit from the social interaction the time bank brings.

- The time bank should not be regarded as a means of taking over County Council services

- It was considered that the Council could assist in promoting the initiative. Elected members are well placed to do this. In addition, umbrella organisations such as CAVA are well placed to promote the value of time banking. However, the value of time banking is that it is seen by communities as being run by them and for them. The Stratford Time Bank found that the affiliation with Orbit was seen by some in a negative manner. Any joint branding with the County Council would potentially attract the same attitude. The key with engagement by the County Council is to know when to step back and leave community groups to get on with service delivery.

- Support from larger organisations (such as CAVA) that have the infrastructure capacity that smaller groups do not have is always welcome.

- Schools find the idea of time banking appealing but they do not have the time to assist a great deal. There is chance that the initiative can assist in the National Citizenship Scheme. Young people can also earn UCAS points for volunteering so there may be some scope to explore this area further.

- Time banks generally rely on short term funding. The organisation has applied to the "Reaching Communities Fund" for support. If successful this would provide funding for 3 years. This would be for resource allocation such as staffing as opposed to single capital projects.

- Some time banks are funded by GP practices and recently it was suggested in Parliament that Local Authorities should provide funding.

(See Appendix C - Investigation into Time Banking Models - Sept 2017 for more information).

b)   Springfield MIND

- The organisation faces a distinct challenge in being run like a business but having charitable status. All the projects it operates run within a budget but infrastructure can be a problem which the County Council could help in resolving.

- Mental health services carry huge dependency issues. Springfield MIND aims to work with individuals in a way that will divert them away from GP surgeries. This benefits the GPs but in at least one instance the GP practice would not allow Springfield MIND to operate from its building unless it paid for the accommodation. It was suggested that the County Council could help by providing some form of accommodation for charities in its buildings. However whilst the County Council policy on the disposal of assets allows for property to be offered to community groups and charity organisations this must provide a proper return. Social value should be taken into account. The use of pop up properties has been investigated but this often means negotiating with private landlords. Also parking and access can be an issue. For people to be able to access the services it is necessary to be on the high street and to be visible.

  (Note – In view of the comments made regarding the challenge of identifying property for community use the group reflected on the Warwickshire County Council Property Strategy 2013/2018. This states the County Council's commitment to "work with partners to understand their needs and deliver innovative solutions". There was a sense that with the strategy approaching review the need to consider the property requirements of community groups should be reaffirmed).

- With major new developments proposed for areas such as Long Marston and Gaydon it is essential at this early stage to be negotiating for accommodation (possibly via a hub) at these sites.

- The procurement process is very complex particularly for smaller community groups. It would be of benefit if County Council staff (especially in Legal and Finance) were able to share their skills and knowledge with community groups.

c) **Warwickshire Vision Support**

- One objective for the organisation is to see a clear sight care pathway being developed through health and social care integration. Without this people miss out on services.

- Drop in centres for service users need to be close to bus routes otherwise they cannot be easily accessed.

- The social aspect of this and other similar services is very important. Sometimes people will present themselves for help when it is not their sight which is the principal problem.

- The value of the contract is now 5% less than it was 10 years ago.

- It would be of use if the County Council could deliver or oversee the delivery of safeguarding training for community/voluntary groups. (Whether it could or should directly deliver training is debatable as there is a cost involved).

- It is not easy to get community groups to engage with Wilma, the County Council's training function.

- The number of volunteers has decreased with increased competition. Many people who were volunteers are themselves getting older and some are becoming service users themselves.

- Equipment is available in libraries for the visually impaired but it is important to ensure that staff know how to use them.

Session 2 (Warwickshire and West Midlands Association of Local Councils, Bidford Parish Council, Alcester Town Council, Asset Based Approach)

a) Warwickshire and West Midlands Association of Local Councils

- Legislative changes and developments in the way in which we communicate mean that local councillors require training in areas such as chairing, planning, law, governance and standards and social media.

- Whilst it is possible to offer training it can still be a struggle to get people to attend it.

- Town and Parish Councils (T&PCs) tend to be made up of older people. Attracting younger members can be a real challenge. To help address this sessions are planned around the area to promote the idea of becoming a councillor.

- Occasionally local issues such as planning can lead to relationships in councils breaking down to the extent that the council cannot function.

- One area that local authorities at all levels could benefit from is partnership working. Often T&PCs complain that they have not been consulted on a particular issue. This illustrates that some people regards T&PCs as sitting somewhere between local government and the Third Sector.

- The relationship between WALC and CAVA is a good one. It is characterised by good collaboration and planning around training

- The rate of turnover of Councillors is a concern. Sometimes an individual will stand in an election on a single issue. When that issue is resolved they might disengage from the other business of the council. At the other end of the spectrum some people have been on the council for many years.

b) Bidford on Avon Parish Council

- Bidford is a growing dormitory town. It has a number of voluntary and community groups a library and a dementia café (reflecting the village's status as dementia friendly.

- Young people can present a problem in Bidford. Whilst the village has grown the infrastructure to support the community has not. For young people the matter is compounded by there being no senior school. With children attending schools in Alcester, Stratford and Chipping Campden there is a lack of cohesion within the young people's community. Whilst Bidford does have a youth club no more money has been made available in recent years to accommodate any changes in demand or increased numbers.

c) Alcester Town Council

- Alcester has its own Health and Wellbeing Board. This is funded by a grant provided by Warwickshire County Council. If it was funded by the Town Council an 11% increase in the precept would be required.

- A number of events and societies run under the banner of the HWBB. These include a choir, computer club and lunch club. In addition regular coach trips are organised. It is important to remember that it is not always necessary to develop new initiatives. Many of the activities now supported under the HWB initiative were operating previously.

- The Town Council is conscious that it does not want to duplicate the work of the other agencies working in the town e.g. CAMHS. Indeed it has had few conversations with the health sector or the district and borough councils.

- It always seems to be that the town and parish councils to have to contact the district/borough and county councils. There is rarely contact initiated by these bodies.

- People come from outside Alcester to access services. The dementia café is very successful. It is its own charity and does not wish to be linked to a larger organisation

- Regarding the wider effectiveness of parish councils it was observed that they need to work in clusters. This can present its own challenges as neighbouring councils can be suspicious of each other.

d) Asset Based Approach

- Asset based approaches are concerned with supporting people and communities to come together to achieve positive change, by using their own knowledge, skills and lived experience of the issues they encounter in their own lives. The approach recognises

that positive health and social outcomes will not be achieved by maintaining a 'doing to' culture and respect that meaningful social change will only occur when people and communities have the opportunities and facility to control and manage their own futures.

- An asset based approach recognises the potential of people's strengths and resilience. It changes the emphasis from solutions that focus on needs towards policies and interventions that build on what people and communities already possess and are capable of doing. This change in focus is illustrated in the table below.

Deficit Approach	Asset-Based Approach
Starts with deficiencies and needs – often defined by data from an external standpoint	Starts with community assets (e.g. people, buildings, services, funding etc.) – usually defined by residents and organisations
Responds to problems	Identifies opportunities and strengths
One size fits all, standardised approach	Tailored, flexible solutions responding to local context.
Emphasises the role of agencies and organisations	Emphasises the role of residents, communities and voluntary groups
Focuses on individuals	Focuses on communities and neighbourhoods
Fixes people	Supports people to develop their potential
View individuals as passive clients and consumers of services	Sees people as citizens and co-producers with something to offer
Policies and programmes as solutions	Communities and residents as solutions

- Asset based approaches require different conversations to take place with individuals and communities. There is a move away from "what do you need" to "what do you want to do".

- The approach does not suggest that need doesn't exist but rather represents a move from fixing a problem for someone to working with them to identify what changes they would like to make to improve their situation. This often involves creating better links into local communities and the services and activities offered through the community and voluntary sector.

- Asset based working seeks to better connect local communities and to help them identify solutions to their own priorities.

Session 3 Corporate Responsibility and Volunteering

a) Mid Counties Co-op

- Mid-Counties Co-op employs 411 colleagues. Since 2015 it has worked with CAVA on its corporate responsibility programme.

- Colleagues are allowed up to 3 (paid) days a year to undertake voluntary work. This amounts to around 34000 hours a year.

- CAVA have been helpful in brokering arrangements. A regional steering group operates to decide on which projects to support. CAVA sits on and advises this group.

- To begin developing relationships with charities two "speed matching" events were held. The first attracted around 20 charities and community groups. The second was aimed at businesses as well.

- CAVA assists in arranging surgeries as well. These often attract 40-45 people over a period of around one hour.

- The entire Co-Op leadership team act as ambassadors for social responsibility.

- Engaging with other businesses can be a challenge. National Grid and Santander have social responsibility approaches but others do not. The Co-Op's cultural ethos makes corporate Responsibility easier to apply. (Some staff are not inclined to engage and contribute but most are. It is important to identify what people feel they can do).

- Staff's contributions are noted in their appraisals.

b) Volunteers in the Museum and Library Service

- Volunteers come from all backgrounds.
- It is useful if you do not have set hours (although sometimes, depending on the organisation and the service it provides this is not always possible).

- Some charities insist on a six month commitment from volunteers. It was considered that this is too rigid.

- Volunteering is good at tackling loneliness.

- The museum looks after its volunteers well. However volunteers should not be regarded as second tier.

- The social aspect is volunteering is much appreciated but it needs someone to take the organisation of this on.

- Training for WCC volunteers is often not relevant. They also have difficulty accessing WILMA.

- Some WCC volunteering roles can be emotionally stressful. E.g. the volunteers who deliver library books to people's homes often build a strong relationship with their clients. When these clients become ill or die this can be challenging for the volunteer. No formal support is provided by the County Council in these circumstances. It is left to fellow volunteers to offer that support.

- The libraries home delivery service should be recognised as part of the work on social prescribing.

- Transport to community events can be a real issue for people especially those in rural areas.

- Data protection can be a problem when attempting to identify those in need.

- It is important to act quickly when new housing developments are proposed. Young families and those in social housing can feel very isolated. With children from new developments having to attend different schools the social cohesion that would come from them all attending the same school is lacking. This again can lead to loneliness.

- Promotional events are held where various community groups come together to promote themselves.

Session 4 Warwickshire CAVA

- CAVA run or are involved in the arrangement of many events annually across the County. If all district and borough councils in Warwickshire had a nominated community champion these members could help to promote the events.
- CAVA provides training and events for volunteers as well as having a resource library.

- Relying of volunteers to deliver services aimed at meeting social needs can be a challenge.

- Many volunteers are 60+. It is important that young people are encouraged to volunteer.

- The use of volunteers in delivering services to the young and elderly may highlight safeguarding issues.

- The Trustee Board works with all partners and CAVAs mission is critical in giving the groups it works with the confidence to take risks on occasion. By partners working together on issues they can often be overcome.

- Volunteers should not be overloaded. They should be supported and not taken advantage of.

- Many organisations will not use volunteers for the delivery of statutory duties.

- CAVA supplies support to groups so they can apply for additional funding, the monies received from WCC often provides an investment lever to encourage other funders to assist.

- Currently work is being done in partnership with the Police & Crime Commission and young people have been involved with this to assist the process.

- Local Councillors could feed intelligence into organisations such as CAVA particularly in terms of challenges facing communities.

- Going forward the big issue is funding, with reducing levels of reserves causing concern for groups, (previously average 7mths reserve monies now average 3mths). With the reduction in money but the increase in expectation on the voluntary sector it is difficult to know how to complete the circle.

- The question needs to be asked whether commissioning is still the right way. There is an increasing appetite for commissioners to pool resources. Always aiming for value for money – low price but best quality.

- Delays in payments exacerbate financial problems.

- Administration has quadrupled in recent years.

- Payments are made quarterly in arrears and 3rd party payments being processed through DWP & LA put extra strain on providers.

6. Conclusions and Recommendations

6.1   The task and finish group has considered a body of written evidence and has been privileged to speak to a range of witnesses from across the Third Sector.

6.2   It is clear from this research that considerable efforts are being made by individuals and organisations to ensure that the challenges being faced by communities and community organisations are being met. For this reason it is important that the County Council, which quite clearly is making its own endeavours to support its communities, should not attempt to duplicate what is happening elsewhere.

6.3   It is heartening to be able to acknowledge that there is so much work being undertaken already and that it is difficult to identify areas that are not already covered. The Group recognises that almost every community and community group would like more money. In the current climate that is unlikely to happen on a major scale. To counter this it is clear that the

County Council and its partners have gone to great lengths to assist communities in helping themselves. Much of the success in this area can be attributed to the work of dedicated staff from across the County Council. From this position the following recommendations have been fashioned to avoid duplication and at the same time be realistic and implementable.

Conclusion 1.

It is apparent from the evidence that has been considered that the Third Sector is confronting an added burden of legislation and bureaucracy. This is occupying time and financial resources which could be expended more appropriately in delivering services. Warwickshire County Council is one of the largest employers in the county. Many of their staff have professional qualifications and skills which could be used to support community groups. Recognising that many staff do already volunteer their time the group wonders whether staff are aware of the contribution they could make and similarly whether community groups have an understanding of the breadth of skills held in Shire Hall. To address this, the group is of the opinion that County Council staff should as part of a year long initiative be actively encouraged to share their skills and knowledge with the Third Sector.

It is considered that it would not be sufficient simply to draw this to the attention of staff. Therefore it is recommended that CAVA and WALC be invited to hold one of their recruitment exercises during a working day at Shire Hall or other WCC venues.

Recommendation 1

That Warwickshire County Council actively encourages its staff through a year long initiative to utilise their skills and knowledge to support their communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities.

Conclusion 2

Linked with #1 above the group, having heard about one company's experience with corporate responsibility, was impressed to learn of the example set by senior managers in terms of volunteering. The task and finish group appreciates that senior officers are very busy serving the needs of the Council but would encourage volunteering to serve the wider community. Examples of this could be shared with staff in the anticipation that they will follow them.

Recommendation 2

That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be asked to share their experiences through a variety of media in order to encourage others.

Conclusion 3

The group has concluded that for many communities a major barrier for the groups supporting them is the lack of availability of office accommodation. The task and finish group is mindful of the constraints under which the County Council is operating and that its Property Rationalisation Programme has resulted in a reduction in available property. The group has been pleased to be reminded that the County Council has an agreed Property Strategy but considers that there is little clear evidence of its impact on community groups. Some property may be used in part with space available for other parties to occupy. Whilst shared occupancy may offer complications that the County Council may find inconvenient the group feels that if communities are to receive as much support as possible from the Council then options such as this should be considered.

The group would ask therefore that where Warwickshire County Council property becomes available, its short or long term use by community groups is a consideration in cases where such use supports delivery of the Council's priorities and meets the requirements of the Council's protocols. .

Just as the county Council owns property that could be used by community groups so it is recognised by partners that they may have accommodation that they would wish to see used by those groups. Members consider that more could be done to match groups and accommodation through signposting and brokerage.

Recommendation 3

That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities.

Conclusion 4

One area of particular interest to the group has been the training opportunities that are available to community groups. WALC and CAVA (and some district Councils) provide training for the Third Sector. A particular area of training that some organisations sought was safeguarding. Knowing the County Council has delivered face to face and online training on safeguarding the group feels that consideration should be given on how this can be made more readily available or even advertised.

Recommendation 4

That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case.

Conclusion 5

That the County Council relies significantly on volunteers to deliver a number of its services is to be commended. However, members were concerned to hear that from the volunteers' perspective the level of support available to them in times of difficulty is limited. The group has heard that in some circumstances the position a volunteer finds themselves in can be emotionally challenging. It has been concluded that if a person is working in a voluntary capacity for the Council then they should be offered a similar level of welfare support to paid staff. This conclusion does, however, come with a caveat. Volunteers offer their time for a reason. They are not paid staff and would not necessarily wish to be bound by the conditions of service that apply to paid staff.

Recommendation 5

That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff.

Conclusion 6

Members learned of the nature and value the libraries home delivery service. Clearly it has a value greater than simply the provision of books and audio tapes. It was concluded that if not already adopted then the service and indeed others within Business and Customer Services (eg the Family Information Service) should be commended to those who are working to deliver social prescribing solutions.

Recommendation 6

That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing.

Conclusion 7

Members have learned of the challenges facing new communities where estates have been built in more rural areas. The unexpected consequence of children from an area attending different schools and the absence early on of any kind of support network for residents means that they can feel very isolated. The group acknowledges that support services cannot easily be put in place as soon as houses are completed but there is a sense that better communication between planners, developers and support groups could assist in the development of community infrastructure earlier than is currently the case.

Recommendation 7

That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the possible needs of new communities ahead of those developments taking place.

Conclusion 8

In listening to the views of those people they have spoken with members have been reminded of the need to ensure good communications between the County Council and community groups. Members reported instances when community representatives had been unable to contact officers or obtain the information they were seeking. In view of the Council's drive to greater use of digital communication and service delivery it is increasingly important that all channels of communication function well. The task and finish group recognises work being undertaken to enhance communication with communities and wishes to reinforce the message that this is fundamental to successful service delivery.

Recommendation 8

That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery.

Conclusion 9

Having discussed the merits of an asset based approach in terms of support for communities members of the group acknowledge that councillors have a key role to play as "shapers of place". Their capacity to do this depends largely on the support they in turn receive from officers.

Recommendation 9

The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.

7.0 Financial Considerations

7.1   The task and finish group is sensitive to the fact that resources with the County Council and elsewhere are short. With the exception of numbers 3 and 5 the recommendations carry little in the way of financial burden. As is noted early on in this report much is already being done to support communities and although depleted in recent years there is still financial support to be had.

7.2 This review has been about helping communities to help themselves. Support with training and increased volunteering from within WCC can assist communities to learn how to do this. In addition by sharing training with community groups the maximum benefit can be gained. In essence it is about working smarter, breaking down barriers and evolving to meet changing circumstances.

Developing Community Capacity 2017-2020

WORKING CONSISTENTLY WITH THE THIRD SECTOR

Warwickshire
County Council

AS A MEMBER of the Warwickshire Third and Public Sector Partnership Group (TAPSPG) Warwickshire County Council has expressed its commitment to:

1. Work to build better relationships between the Public and Third sectors across the county for the benefit of the people of Warwickshire;

2. Support the creation of a voice and greater influence for the Third sector and the communities of interest they support;

3. Ensure the Public and Third sectors have the opportunity to work in partnership in the strategic development of services that address the changing needs of communities;

4. Maximise opportunities to strengthen/build community capacity and resilience and effectively manage demand for services within constrained resources across all sectors.

The County Council values its long-standing positive relationship with the third sector, and recognises the social value that residents benefit from through the sector's work in the community, delivered either independently or through investment from the public sector.

Third and Public Sector Partnership Group

Stronger Together - Better Together

In order to maximise opportunities for achieving shared outcomes and value, this statement outlines how WCC will work consistently with Third Sector partners in relation to:

a) Grant Funding, Commissioning and Procurement

b) Communication and consultation

c) Trusted partner working

d) Volunteer Recruitment and Management

This is a statement highlighting the County Council's intentions and commitments – further work will be carried out in the future to develop a shared statement about joint working in partnership with our third sector colleagues.

GRANT FUNDING, COMMISSIONING & PROCUREMENT

WARWICKSHIRE County Council's primary means of procuring services from the Third Sector is through outcomes based commissioning. The County Council follows a four stage approach (Analyse, Plan, Do, Review) when commissioning services as detailed below.

Where additional, evidenced benefits can be identified by following a grants process, exceptions will be made. The Warwickshire County Council definition of a grant is:

> *A financial contribution to an activity delivered by an external organisation in its own right, but will be in alignment with the County Council's own objectives. A grant can be given either to contribute towards organisational costs, or to wholly or partly fund a specific piece of work. A grant is a financial contribution with an expectation of mutually agreed, clearly defined outcomes. These outcomes are specified in a grant funding agreement and monitoring arrangements are commensurate with the value of the grant given.*

ANALYSE

EFFECTIVE ANALYSIS creates a solid basis for funding services, either through grant or contract. During this stage, the County Council will:

- Engage wherever possible with a wide range of third sector organisations when identifying service needs.

- Allow sufficient time for the widest possible range of third sector organisations to be involved in the needs analysis process.

- Be clear about the outcomes we aim to see achieved at the earliest stage, so all parties are aware of our requirements.

- Where analysis identifies that a procured service is no longer required, or budgets need to be realigned, the Council will aim to provide at least 3 months' written notice of its intentions.

- For time limited or one off projects where the Council provides funding, it is assumed that this funding will automatically cease, unless advised otherwise by the Council.

- Work with our commissioned Third Sector Support Services provider and other relevant third sector networks to engage with third sector organisations.

PLAN

EFFECTIVE PLANNING ALLOWS commissioners/grant funders to secure the most appropriate providers to deliver the outcomes which have been defined. The chosen method of funding (grant or contract) will depend on the outcomes identified, and the County Council's corporate priorities as defined in the One Organisational Plan. Processes shouldn't create unnecessary barriers that may disadvantage potentially competent providers from applying. During this stage, the County Council will:

- Provide clear, accessible information about future commissioning plans or grant funding opportunities, and ensure they are available as early as possible to enable the widest range of possible providers to be involved

- Consider the most appropriate type of funding to secure the required outcomes and assess the impact of how this funding will be allocated

- For commissioned services, the Council's default position on payment terms is net 30 days in arrears

- Be aware of the number, size and capabilities of third sector providers and other providers in the market

- Ensure consultation is representative of the diverse communities of Warwickshire, and includes the views of vulnerable or seldom heard groups

- Allow sufficient time for conducting engagement with potential providers throughout the design and consultation of service specifications or grant programmes

- Discuss potential risks and seek to ensure these risks are allocated to the organisation best equipped to manage them in proportion to the nature and value of the contract

- Ensure potential providers are clear of their TUPE obligations and refer to specialist information resources if needed

- Ensure specifications ask providers to demonstrate and evidence local knowledge and understanding of local needs

In addition to the Council's existing methods of advertising funding opportunities (CSW-JETs; ContractsFinder; OJEU and WCC website) ensure the commissioned Third Sector Support Service provider and TAPSPG publicise contract and grant funding opportunities

DO

EFFECTIVE SOURCING secures the most appropriate provider to deliver the required outcomes, resulting in residents and local communities receiving services that meet their needs. During this stage, the County Council will:

- Wherever possible, provide at least 12 weeks' notice of forthcoming grant or procurement opportunities and ensure these are publicised and widely available

- Through the procurement process seek to encourage the involvement of potential third sector providers

- Ensure the County Council takes a corporate approach to the design, promotion, assessment and award of any grant scheme (with the exception of the County Councillor Grant Scheme)

- Be clear about how bids will be scored and assessed

- Maximise the use of electronic procurement tools and techniques

- Recognise that it is appropriate to include full cost recovery in estimates and funding awards when appropriate

- Ensure potential providers are clear of their TUPE obligations and refer to specialist information resources if necessary

- Set out clear timescales for application and tender processes and ensure feedback on decisions is timely and available

- Award contracts taking into account best value for money

- Take into account that awarding funding over longer periods of time (3 years) can achieve better value for money and outcomes in certain circumstances

REVIEW

EFFECTIVE MANAGEMENT of contracts helps to ensure value for money and identify impact and also provides information to inform the design and delivery of future services. Management should be proportionate to the value of the funding and focus on the required outcomes. Wherever possible, service users should be involved in the process. During this stage the County Council will:

- Ensure that management requirements are relevant to the service and are proportionate to the nature and value of the service, recognising that excessive management increases costs to the provider and the funder

- Aim to standardise monitoring and reporting arrangements across business units where possible

- Aim to involve service users in assessing services, ensuring this feedback also includes the views of those who are vulnerable or seldom heard

- Where delivery is not meeting agreed targets, discussions will be held with providers to formulate and agree a plan to ensure outcomes and targets are delivered

B COMMUNICATION & CONSULTATION

THE COUNTY COUNCIL IS committed to effective communication and consultation with Third Sector Organisations. The County Council will:

- carry out consultation in meaningful, inclusive, timely and appropriate ways;

- ensure that effective communication and consultation is built into decision-making processes;

- enable a wide range of third sector organisations to contribute to any consultation;

- ensure that feedback is communicated to consultees in a timely fashion;

- ensure that consultation is carried out in a co-ordinated way to reduce duplication and consultation fatigue.

TRUSTED PARTNERSHIPS

WARWICKSHIRE COUNTY COUNCIL recognises both the value of and the increasing need to work in enhanced ways with the Third Sector, for the benefit of Warwickshire citizens. In nurturing mature relationships with Third Sector Organisations WCC aims to ensure that more citizens receive accurate and relevant information, advice and signposting early on, opening up a world of community based activities and services that may prevent the escalation of need.

'Trusted Partners' is an umbrella term encompassing the following activities and approaches to partnership working:

- a formally recognised process that enables a Third Sector Organisation to undertake a guided conversation and where appropriate refer citizens directly into WCC for a statutory assessment for services, avoiding duplication from multiple assessments;

- a formally recognised process that enables WCC to make direct referrals into a service provided by a Third Sector Organisation, avoiding duplication from multiple assessments;

- a formally recognised arrangement to share information to support the delivery of better outcomes for citizens.

VOLUNTEERING

WARWICKSHIRE COUNTY COUNCIL VALUES the contribution that over 150,000 active volunteers make to the vibrancy of community life across the County. The County Council is committed to investing in volunteering in the following ways:

- Encouraging our staff to volunteer in their own time by promoting the personal, professional and community benefits and highlighting opportunities to connect staff with local charities

- Supporting over 3,000 volunteers to enhance County Council services through a network of volunteer managers, whose role it is to ensure our volunteers have the best possible experience

- Investment in volunteer recruitment and support services through our contract for Third Sector Support Services (currently delivered through WCAVA), involving outreach into local communities and a VC Connect, a volunteer recruitment and placement website plus support for volunteer involving organisations to ensure best practice is followed and maintained

- Working in partnership with private sector organisations to maximise opportunities around Corporate Social Responsibility, through donation of time for volunteering and specialist skills or investment in our local third sector in other ways.

Investigation into Time Banking Models - Sept 2017

1. Introduction

1.1 Time Banks are community based initiatives which provide a means of exchange whereby units of time act as the 'currency'. Using otherwise untapped skills and resources, Time Banks are able to value work which is often unrewarded and recognise contributions from people who may find themselves marginalised from the conventional economy.

1.2 The underlying logic is that of reciprocity and equality: the participants are encouraged to spend as well as earn 'time credits', and everyone's time is valued equally.

1.3 By encouraging people to share their time and skills with their community and neighbourhood, Time Banks work towards building stronger social networks and more cohesive communities.

1.4 Time Banks have been operating in the UK since 1998. Currently, there are over 300 Time Banks in operation in the UK, but they operate in different ways to suit the needs of their members or to deliver specific outcomes, for which a tailored approach is required.

1.5 The basic principle of a Time Bank is that members 'deposit' their time by giving help and support to others and are then able to 'withdraw' their time to access support or services themselves. This exchange can exist between individuals or organisations, as defined below:

- Person to person – whereby individuals exchange time credits for support provided to each other;
- Person to organisation – whereby organisations work with individuals to use time credits as a means of achieving outcomes;
- Organisation to organisation – whereby organisations work with each other as a means of achieving outcomes.

1.6 Time Banks can be adapted and targeted towards addressing specific issues (such as young people's initiatives, reducing social isolation or keeping older people well), or can exist more generically to support and grow the broader volunteer economy of an area.

2. Time Banks in Warwickshire

2.1 There is currently one formal Time Bank scheme operating in Warwickshire known as **Stratford Time Bank Community Interest Company**. The scheme is supported by Timebanking UK, and has been funded by **Orbit Housing** for 2 years from January 2017 at a total cost of **£30,000 per year**.

2.2   The funding arrangement covers the cost of employing a part time worker, known as a Time Broker, whose role is to develop a local website covering the whole of the Stratford District, and to recruit Time Bank champions in each of the 6 localities in the district and sign up 200 Time Bank members per year. In addition, the Time Broker organises locally based social events for Time Bank members.

2.3   The Time Broker is employed by a Trust consisting of volunteers who have run their own Time Bank in Stratford Town for a number of years (via funding through **Stratford Town Trust**).

2.4   It is intended that investment from Orbit will greatly expand the scheme to residents across the whole of the District, particularly those who are most vulnerable and at risk of social isolation and financial exclusion. Orbit is focused on offering support to their tenants, but the scheme is open to any resident of the district, regardless of circumstances.

3.   Benefits of Time Banks

3.1   Nationally, Time Bank schemes have been developed with the broad aims of increasing volunteering capacity, supporting community cohesion and addressing specific issues, such as health and wellbeing.

3.2   It is believed that Time Banks can strengthen local community networks, support social justice objectives and make more effective use of the assets and resources existing within a community.

3.3   Through evaluation of existing Time Bank schemes it is suggested that the benefits of Time Banks can include:

- Reductions in social exclusion, loneliness and isolation;
- Reductions in antisocial behaviour and crime;
- Increased social engagement and citizen participation;
- Increased levels of support to people who want to move into employment;
- Cost savings to public budgets;
- Improved health and wellbeing.

4.   Time Bank Infrastructure

4.1   There are at least two organisations providing a Time Bank service nationally: 'Timebanking UK' and 'Spice Innovations Limited'.

4.2   These organisations exist to support the design and delivery of local Time Bank schemes. Their support comes at a cost, which can vary depending on the nature of the scheme required and the organisation providing the support.

4.3   **Timebanking UK** is a national charity and limited company. Timebanking UK's model is to work alongside organisations to provide guidance and operational support and on developing and delivering supported Time Banks, including how they can be tailored to deliver different outcomes.

4.4   Their supported schemes operate either within existing local government structures or through Third Sector organisations and include the following in a range of bespoke packages of support:

- Onsite workshops and training;
- Free use of software, including time-database and mobile app;
- Full range of safeguarding policies and procedures;
- Information sessions/facilitation of working groups;
- Developing regional networks of Time Banking to share local expertise, best practice, training, capacity and advice.

Local authorities currently being supported by Timebanking UK to sustain or develop Time Bank schemes include **Gloucestershire, Hampshire, Pembrokeshire, Derbyshire, Staffordshire and Leicestershire**.

4.5   An indicative cost for support from Timebanking UK is **£5,000 per year**; however, further costs would be incurred including the cost of employing a local Time Bank Manager/ Broker.

4.6   **Spice Innovations Limited** is a social enterprise currently running over 30 programmes across the UK with local councils, community development organisations, housing associations, health and social care providers and schools.

4.7   The Spice offer is different to Timebanking UK in that it includes the secondment of a member of their staff to operate from within the target area to embed the Time Bank and other related work.

4.8   Spice's approach offers a locally developed currency (Time Credits) in return for an hour of volunteer time, which can be used in over 700 venues/services nationwide.

4.9   Each Spice programme is designed to address the specific aims of the host organisation. All subsequent design is focused around the agreed outcomes of the programme. Spice Time Credits programmes broadly fall into four thematic areas although the majority of programmes focus on a number of the themes.

- Community development;
- Health and Social Care;
- Schools and Young People;
- Housing.

4.10   It has been suggested that the Spice offer might engage those who wouldn't normally volunteer, as the currency provides a greater incentive to get involved. For example, a volunteer could give an hour of time in return for an hour in a local leisure centre or theatre, rather than the skills/ services of another Time Bank member.

4.11   Costs vary according to requirements, but an average cost of a scheme with a seconded Spice officer is approximately **£100,000 per year**.

5. Examples of Existing National Time Bank Schemes

5.1 'Derbyshire Time Swap' (Timebanking UK)

Derbyshire County Council operates a countywide Time Bank system called **Time Swap**. Time Swap is affiliated to, and supported by, Timebanking UK and is delivered by two staff, employed by the County Council. Time Swap covers the whole of the County and offers residents the chance to give and receive services and support, plus a series of drop in social events to promote volunteering and community activism. Once members have identified the skills they are able to offer and what they would like in return, their details are recorded by a 'Time Broker' who matches up the right task to the right person and also issues Time Swap statements so that members can keep a record of how many hours they've given and received. Time Swap has now been running for over two years and has arranged over 120 time swaps, involving over 100 members. Further Information: www.derbyshire.gov.uk/community/volunteering/time-swap/default.asp

5.2 'Time for Surrey' Network (Timebanking UK)

The **Time for Surrey** network consists of seven affiliated Time Banks, each operating within a discreet area within the County. The Time Banks are particularly focused on preventing social isolation and loneliness in older people and are supported by Timebanking UK. In Surrey, individuals, groups or organisations can sign up to become members of their local Time Bank, or can help plan and create a new local Time Bank. A 'Time Broker' will chat with each new member to find out more about them, what they can offer to others and what they would like to receive in exchange for their time. The Time Banks' vision is to work with individuals, groups and organisations who are interested in creating local Time Banks that:

- Help more young people get actively involved in their neighbourhood;
- Remove barriers for young people to take part in education, training or employment;
- Enable more older people to live independently at home in their community for longer;
- Connect people with each other to reduce social isolation and loneliness
- Improve wellbeing for all, making Surrey an even better place to live.

The Time Broker helps members make exchanges and introduces them to a simple website where members can add and search offers or requests directly, if they feel able to do so. Exchanges are recorded and each member has their own account showing how many time credits they have earned and spent. Each Time Bank is different but looks for the following to support the establishment of a new Time Bank, within the Time to Talk Network:

- A group of committed individuals or organisations work together;
- A time-broker or a number of time-brokers sharing the work;
- Software and a website – in Surrey this is provided free of charge by Timebanking UK;
- A physical location where the time-broker can sit and meet with members
- Basic IT and telephone equipment;

- Resources for local marketing – Surrey County Council and Timebanking UK provide support to Time Banks to promote themselves;
- Policies and procedures (provided free of charge by Timebanking UK).

Surrey Time Banks also hold social events to give members the opportunity to get to know each other. Further Information: www.surreycc.gov.uk/get-involved/be-a-volunteer/only-got-an-hour/timebanking-in-surrey

5.3   'Gloucestershire Fair Shares' (Independent)

Gloucestershire Fair Shares is a well-established Time Bank that offers a range of opportunities for people within Gloucestershire. Fair Shares represents an independent Time Bank, in that they are not affiliated to one of the national Time Bank support organisations listed in section 4.

Fair Shares provide a generic Time Bank service, with over 1500 members offering support in areas including:

- Arts and crafts;
- Administration and office work;
- Teaching and learning;
- Social activities;
- Computer skills;
- DIY / Gardening;
- Help in the home;
- Pet care;
- Transport.

In addition to a generic Time Bank offer, Fair Shares also delivers some targeted activity, such as a Prisoners and Families Project. Here, the Time Bank provides regular support to offenders to encourage their involvement in volunteering activities and to broaden their skill sets. Further Information: www.fairshares.org.uk

5.4   Lancashire Time Credits (Spice Innovations)

Lancashire County Council and Spice Innovations have implemented a Time Credits scheme across the county, building on an initial, smaller scale, Time Credit programme. The scheme seeks to use Time Credits to integrate some of the principles of behaviour change and social movements to support wellbeing, prevention and early help. In this programme, over 1300 local people have contributed over 18,000 hours of support through 90 community groups, as well as in key parts of the Council's local service delivery. In keeping with the Spice model, members of the scheme earn 'Time Credits' for each hour given. Time Credits can be 'spent' on an extensive range of services which operate locally. These include:

- Local theatres;
- Local arts companies;
- Museums;
- Heritage sites;
- Sports clubs and leisure facilities;
- Wellbeing services;
- Support for older people;

- Education and learning facilities;
- Council facilities (including car parks);
- Tourist attractions.

Further Information: www.justaddspice.org/wp-content/uploads/2015/04/Lancs-Brochure-2015-FINAL.pdf

6.   The Effectiveness of Time Banks

6.1   Numerous papers exist which attempt to quantify the social and economic benefits of Time Bank initiatives'; however, the 'soft' nature of many of the outcomes sought, together with the differing models of delivery implemented in local schemes, means that there is no single conclusive assessment of their effectiveness.

6.2   The **London School of Economics** used predictive modelling to estimate the economic consequences of Time Banking. This study found that Time Banking interventions cost £450 per member per year, but cost savings could exceed £1300 per member. This was as a result of increased self-esteem and confidence, developed labour market skills, and new social relationships and networks (www.pssru.ac.uk/pdf/dp2772.pdf).

6.3   There is evidence to suggest that Time Banking leads to improvements in social inclusion. While benefits such as improved independence, wellbeing and social inclusion cannot easily be assigned monetary values, there is evidence that Time Banking has the long-term potential to generate savings to local budgets.

6.4   Examples of positive physical and mental health impacts, an increase in self-esteem and confidence, improved employment prospects and decreased reliance on alternative forms of paid and unpaid support have been attributed to Time Bank participation.

6.5   A 2001 UK survey showed that Time Banks were more successful than traditional forms of volunteering in attracting support from socially excluded groups, such as those whose make up the Adult Care client base (https://ijccr.files.wordpress.com/2012/05/ijccr-vol-6-2002-3-seyfang.pdf).

6.6   Spice Innovations Limited supported by independent evaluators conduct an annual evaluation of their programmes across England and Wales. Their annual impact report for 2017 (http://www.justaddspice.org/wp-content/uploads/2017/06/AboutSpice_National-2017.pdf) reported the following:

- 49% of participants had never or rarely volunteered before;
- 78% of participants felt more able to contribute to the community and peers;
- 16% had established a new community group or project;
- 66% felt more confident;
- 79% of participants reported an improved quality of life;
- 19% reported an improvement in mental health;
- 63% felt less lonely and isolated.

7. Considering Time Bank options for Warwickshire

7.1 Whilst the approach promoted by Spice Innovations Limited has delivered outcomes in the areas where it has been adopted, it is notable that the model requires significant investment (approximately £100,000 per year). Due to the secondment of staff to deliver the scheme together with a package of pre-defined support, the Spice model requires a relatively low level of ongoing input beyond the annual investment.

7.2 At the other end of the spectrum, an entirely independent scheme would require a lower level of investment. An independent scheme would however require staffing to set up and deliver the scheme in addition to knowledge of Time Banks and their associated procedures.

7.3 The Timebanking UK approach used by Derbyshire amongst other local authorities represents a middle ground, where a moderate investment will secure the knowledge and tools required to deliver a successful Time Bank scheme. Some investment would be required to cover an annual subscription fee to Timebanking UK, in addition to the cost of 'Time Brokers' to deliver the scheme.

7.4 Under this model, the county council would be responsible for running its own Time Bank, with full control and responsibility for the direction and impact of the scheme locally. In this way the scheme could be more responsive to the changing needs of the local authority and those of the local community. This would also enable the council develop linkages with the existing Stratford Timebank CIC, making referrals and sharing best practice and advice.

7.5 Developing and implementing a Time Bank for Warwickshire would contribute towards the delivery of key transformation activity across the organisation, with clear links to Children and Families Transformation, Adult Customer Journey and Community Capacity programmes, which all rely upon the development of the volunteer economy.

7.6 The development of a Time Bank for Warwickshire could be targeted towards such Transformation Programmes, for example by targeting Time Bank activity around the proof of concept Community Hubs, the proposed Family Hubs or the end to end review of Adult Social Care.

7.7 A 'Time Broker' would need to be employed to co-ordinate the setting up and co-ordination of Time Bank activities to meet local demand / interest as it arises around the county. This would include:

- Manage and administer Time Bank activity across Warwickshire;
- Recruit new members to the scheme;
- Develop time exchanges and keep exchanges moving;
- Bring members together, including organising events;
- Motivate members and encourage participation;
- Help to organise and distribute publicity – leaflets, emails, website;
- Promoting the Time Bank, including giving talks and presentations;
- Carry out risk assessments when necessary.

7.8   Initial discussions with officers from Derbyshire County Council suggest that they are willing to share learning and resources from the Time Swap scheme.

7.9   It is anticipated that a two year pilot could be delivered for £90,000 (with one full time 'Time Broker' being employed); however, the source of this resourcing would need to be agreed and is not currently available within the resources available to the Community Safety and Locality Working team or the wider Community Services Business Unit.

**Extract of the minutes of the meeting of the
Communities Overview and Scrutiny Committee
held on 14 November 2018**

5.   Report and Recommendations of the Community Capacity Task & Finish Group

5.1   Councillor Gran, Chair of the Task and Finish Group introduced the report. He thanked officers that had been involved in writing the report and the organisations that presented evidence to the Group. He stated that the evidence provided by Stratford Timeshare had been particularly powerful. Councillor Gran felt the recommendations reflected the Council's role in helping the third sector in becoming independent and self-sustaining. This was seen in several of the recommendations around providing space for community groups to meet both by opening up Council owned buildings to community groups and by ensuring that when new developments were proposed consideration was given to providing a space for community groups. Councillor Gran stated that new developments had too often been built with little regard to fostering a new community.

5.2   The Chair welcomed the report as a timely intervention given the reduction in the public sector and the need for third sector organisations to be able to fill some of the roles traditionally carried out by the public sector.

5.3   Councillor Chattaway stated that it had been a difficult report to prepare and although he had some reservations around the phrase 'existing budgets' he welcomed the fact that an action plan would be drawn up as he felt that there was a need to prioritise potential work. Councillor Chattaway stated that there was still a lot to do to strengthen community forums and the local decision making process.

5.4   Councillor Kondakor welcomed the recommendations around opening rooms to volunteer and community groups as from his experience having a free or inexpensive meeting room was often vital to a community group's viability. Councillor Kondakor stated that it may be useful for the Council to publicise a refreshed list of the volunteering opportunities such as helping the Country Side Team to clear footpaths of rubbish.

Resolved:

That the Committee consider the report of the Community Capacity Task and Finish Group and approves the following recommendations to be forwarded to Cabinet for endorsement:

1)   That Warwickshire County Council actively encourages its staff through a year-long initiative to utilise their skills and knowledge to support their

communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities;

2) That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be   asked to share their experiences through a variety of media in order to encourage others;

3) That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities;

4) That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case;

5) That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff;

6) That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing;

7) That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the possible needs of new communities ahead of those developments taking place;

8) That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery; and

9) The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.