

# Cabinet

## Agenda

Tuesday 22 January 2019

**The Cabinet will meet at SHIRE HALL, WARWICK on Tuesday 22 January 2019 at 13.45.**

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at [warwickshire.public-i.tv](http://warwickshire.public-i.tv). Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

The agenda will be:

### **1. General**

#### **1) Apologies for Absence**

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

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

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

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

#### **3) Minutes of the meeting held on the 11 December 2018**

To approve the minutes of the meeting held on 11 December 2018.

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

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

**2. One Organisational Plan Quarterly Progress Report – Quarter 3**

This report provides Cabinet with an update of the Council's performance against the One Organisational Plan

Cabinet Portfolio Holders: Councillor Kam Kaur and Councillor Peter Butlin

**3. 2019/20 Budget Update**

A report updating Cabinet on the current position regarding the Council's budget.

Cabinet Portfolio Holder: Councillor Peter Butlin

**4. OOP 2020: Development of Interim Objectives 2019/20**

In September 2018, Cabinet agreed to the development of a suite of key objectives for 19/20 as part of the interim service and financial planning arrangements for the final year of the OOP 2020. This report presents the proposed new strategic objectives for 2019/20 for approval.

Cabinet Portfolio Holder: Councillor Kam Kaur

**5. Youth Justice Service Inspection – Published December 2018**

The Youth Justice Service Inspection resulted in an overall rating of good with some elements rated outstanding. This report sets out the detail of the inspection report.

Cabinet Portfolio Holder: Councillor Andy Crump

**6. Inspection of Warwickshire Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services**

An inspection of Warwickshire Fire and Rescue Service was undertaken last summer by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services. This report sets out the findings of that inspection.

Cabinet Portfolio Holder: Councillor Andy Crump

**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. Exempt Minutes of the 11 December 2018 meeting of Cabinet**

To approve the exempt minutes of the meeting held on 11 December 2018.

## **10. Warwickshire Fire and Rescue Service Future Training Provision**

This report outlines details of proposals for Fire and Rescue Service training in Warwickshire.

Cabinet Portfolio Holder: Councillor Andy Crump

## **11. Boarding School Policy**

This report asks Cabinet to agree to the adoption of a Boarding School Policy to add to its placement sufficiency strategy for looked after children and as an edge of care option.

Cabinet Portfolio Holder: Councillor Jeff Morgan

## **12. Land at Crick Road, Rugby**

This report seeks approval for the purchase of land at Crick Road, Rugby.

Cabinet Portfolio Holders: Councillor Peter Butlin and Councillor Jeff Morgan

**David Carter**  
**Joint Managing Director**  
**Warwickshire County Council**  
**January 2019**

## **Cabinet Membership and Portfolio Responsibilities**

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

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

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

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

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

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

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

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

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

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

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

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

or their representatives.

### **Public Speaking**

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

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

Tel 01926 418196 or email: [paulwilliamscl@warwickshire.gov.uk](mailto:paulwilliamscl@warwickshire.gov.uk)

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

**Minutes of the meeting of the Cabinet  
held on 11 December 2018**

**Present:**

**Cabinet Members:**

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

**Non-Voting Invitees:**

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

**Other Councillors:**

Councillors Falp, Kondakor and Webb

**Public attendance:**

None

**1. General**

**(1) Apologies for absence**

None

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

Regarding item 9, "Commissioning of Care Service Provision in Extra Care Housing Schemes Managed by Orbit" Councillor Jerry Roodhouse declared a non-pecuniary interest as Board Member for Healthwatch Warwickshire.

**(3) Minutes of the meeting held on 8 November 2018 and Matters Arising**

The minutes for the meeting held on 8 November 2018 were agreed as an accurate record and signed by the Chair.

**(4) Public Speaking**

None

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

Councillor Peter Butlin (Deputy Leader – Finance and Property) introduced the report emphasising that it presented the corporate view and not the political view.

That the County Council was awaiting the delayed Local Government Finance Settlement was noted. Cabinet was informed that there had been no indication from government of when this might be received.

In response to a question from Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) Cabinet was informed that the budget update that will be presented to Cabinet in January 2019 will be based on current organisational structures. Refinements based on the proposed new structures will be presented in March 2019.

Councillor Keith Kondakor reminded the meeting that whilst new housing developments in the county are set to bring in additional Council Tax revenue there is also a cost to be borne in supporting those developments. It was noted that street lighting requirements and waste disposal requirements will increase. Councillor Butlin confirmed that the base budget for the Council is based on existing properties where occupants are already paying Council Tax.

### **Resolved**

That Cabinet:

- 1) Agrees to put forward their draft 2019-20 Budget, taking into account the information presented in the report and the views of Corporate Board on that information;
- 2) Authorises the Joint Managing Directors and the Strategic Director for 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; and
- 3) Acknowledges the work needed to develop the 2020-2025 Corporate Plan and supporting medium term financial plan during 2019, as outlined in section 13 of the report, and agrees to include the commitment to authorise the work required and take the decisions needed in their 2019-20 budget resolution.

## **3. Developer-Funded Scheme Approval**

This item was withdrawn prior to the meeting.

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

Councillor Les Caborn summarised the published report drawing to Cabinet's attention the services delivered by the School Health and Wellbeing Service. These include height and weight measurement of Reception and Year 6 pupils, annual health and development questionnaires, health reviews for looked after children and contributions to education and healthcare plans for children with additional medical needs.

Councillor Kondakor emphasised the need to increase activity levels amongst young people for the sake of their health. In response Councillor Colin Hayfield (Portfolio Holder for Education and Learning) reminded members of some of the initiatives introduced in schools to address this issue.

## **Resolved**

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 for 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).

## **5. Procurement of Electric Vehicle Charging Infrastructure Concessionaire**

Councillor Jeff Clarke (Portfolio Holder for Transport and Planning) informed members that the initiative to secure a concessionaire to install and operate more electric vehicle charging points across Warwickshire was a development from the Electric Vehicle Charging Infrastructure Strategy 2017 -2026.

The need to have confidence that any selected concessionaire would deliver on their contract was emphasised. An amendment to the published recommendation was proposed that would ensure a degree of oversight of the contract by the Leader of the Council. Cabinet welcomed this proposal noting that a robust contract and regular oversight will ensure delivery and protect the reputation of the Council.

Councillor Richard Chattaway (Leader of the Labour Group) sought assurance that the requirement for commercial viability will not lead to some areas of the County missing out. This assurance was given with members' attention being drawn to section 3.5 (P3 of 5) which states, "deliver EV charging points in locations where it is not commercially viable on instruction of the County Council". The issue of access to charging facilities was emphasised by Councillor Kondakor who noted that just as people living in rural areas often have to pay a charge to use a cash machine (ATM) so they may find themselves paying an additional amount to charge their vehicles.

On a second point Councillor Chattaway noted that if charging costs are too high then people will not use the new facilities.

Finally Councillor Chattaway, observing that a contract may last for more than 10 years, emphasised the need to closely monitor its progress with review dates specified. This point was agreed to by the Portfolio Holder.

Members noted the pace of change suggesting that developments in battery and charging technology over a ten year period may see facilities installed in 2019 become obsolete within that period. In response Councillor Izzi Seccombe (Leader of the Council and Chair of Cabinet), whilst agreeing that this may be the case, stated that it is important to invest in the technology of the day. To illustrate her point Councillor Seccombe noted how broadband technology was evolving in such a way that upcoming 5G services may in time render hard wired broadband redundant.

## **Resolved**

That Cabinet approves 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) in consultation with the Leader of the Council to enter into such contract on terms and conditions acceptable to the Joint Managing Director (Resources).

### **6. Report and Recommendations of the Community Capacity Task and Finish Review as Considered by the Communities Overview & Scrutiny Committee**

Councillor Dave Reilly (Portfolio Holder for Environment and Heritage & Culture) introduced the item drawing Cabinet's attention to the revised recommendation tabled. He explained that Councillor Seb Gran, who had chaired the review, was unable to attend the Cabinet meeting and invited Councillor Jerry Roodhouse to outline the findings of the report further.

Councillor Roodhouse explained that the recommendations from the review were aimed at bringing about improvements at no or little additional cost to the authority. They sought to improve communication and to encourage and assist communities to identify their own solutions.

Councillor Richard Chattaway gave credit to Councillor Gran and to officers for their support of the review. He added that in order to engage more comprehensively with communities it may be necessary to secure more resources. There is now a need to identify quick wins and to secure the resources to realise them.

Members commended the report and emphasised the role of social prescribing and other health related initiatives in assisting communities to thrive. Members had recently visited a medical practice in Whitestone and commended the work it is undertaking within the community. The need to incentivise GPs to promote or engage in social prescribing was noted.

Regarding recommendation 7 of the Task and Finish Group the need to engage with developers of new housing to secure community facilities at an early stage was emphasised. Members were reminded that it is not the responsibility of one body to work with developers and planners. Communities need to be prepared to help themselves with appropriate support from the County Council's own community development team.

Councillor Roodhouse highlighted recommendation 8 and stressed the need to make it easier for people to engage the council.

Councillor Reilly agreed to take the report and recommendations and consider how best to implement them.

## **Resolved**

That Cabinet notes the recommendations of the Community Capacity Task and Finish Group and where appropriate will seek to pursue them within current policies and resource allocations.



## **7. Any Urgent Items**

None

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

### **Resolved**

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

### **EXEMPT ITEMS FOR DISCUSSION IN PRIVATE (PURPLE PAPERS)**

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

Councillor Les Caborn (Portfolio Holder for Adult Social Care and Health) informed Cabinet of the basis of the report adding that Extra Care Housing, as well as significantly enhancing the quality of life of its residents, results in savings in service areas such as residential care.

Councillor Richard Chattaway stated that any consultation prior to the development of the contract should involve extra care residents. In addition he called on the Council to work to ensure a good geographical spread of the facilities.

Councillor Roodhouse emphasised the need for co-production to ensure the quality of the developments. He added that the increasing age of the population and attendant greater health care requirements of older people means that in time extra care homes will see more emphasis on the provision of nursing facilities than they do at present.

Councillor Andy Crump ((Portfolio Holder for Fire and Rescue and Community Safety) highlighted a small error in table 3 of the report. The final figure in the second column of the table should have read 80/152 and not 80/172.

Councillor Kondakor requested that efforts be made to secure sites for extra care housing on new housing estates. In response Councillor Caborn informed Cabinet that negotiations were being held with district and borough councils to attempt to secure Section 106 monies for extra care housing. This was, however, complicated by the levels of social housing already identified in the district and borough council's Local Plans and by increasing calls on those resources from a range of bodies.

Cabinet was informed that a further report would be presented to it in February 2019 seeking approval for the project's direction of travel.

### **Resolved**

Cabinet agreed the recommendations as set out in the exempt minutes.

## 10. Disposal of Children and Family Centres

Councillor Jeff Morgan explained the basis of this report adding that approval at this stage will enable progress to be made towards the establishment of the proposed 14 Children and Family Centres across Warwickshire. Member's attention was drawn to the column in the appendix that referred to DfE clawback. (See also para 3.7 of the report). It was explained that whilst the capacity for clawback exists it is unlikely that it would be applied.

Regarding costs Members were informed that designated centres will be expected to meet their day to day running cost with the County Council undertaking maintenance. Non-designated centres will need to pay running and maintenance costs.

The importance of the provision of mental health services at the new centres was emphasised by a number of members.

It is expected that the procurement process will commence in early January 2019 with the new services commencing in September 2019.

### **Resolved**

Cabinet agreed the recommendations as set out in the exempt minutes.

The meeting rose at 14.56

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Chair

## Cabinet

22nd January 2019

**One Organisational Plan Quarterly Progress Report  
Period under review: April to December 2018**

**Recommendations**

Cabinet is recommended to:

- a) Consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.
- b) Approve the net transfer of £2.104 million to Business Unit reserves in order to support the delivery of services in future years, as outlined in section 3.2.
- c) Approve the use of underspends in Other Services to fund overspends in Waste Management and Dedicated Schools Grant funded services within Education & Learning, as outlined in section 3.1.5.

**1. Report Summary**

- 1.1. This report outlines the performance and financial position of the organisation at Quarter 3, 1st April to 31st December 2018.
- 1.2. Key human resources performance is outlined.
- 1.3. High level risks to the Council are highlighted within the report.

**2. Performance Commentary**

- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. Performance is assessed against 62 Key Business Measures (KBM's) which are grouped under, and reported against, the seven agreed policy areas.

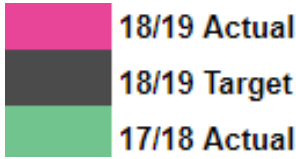



Outcome	Policy Area	No. of KBM's
<b>Warwickshire's communities and individuals are supported to be safe, healthy and independent</b>	Adult Social Care	8
	Children are Safe	15
	Community Safety and Fire	6
	Health and Wellbeing	6

<b>Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure</b>	Economy, Infrastructure and Environment	10
	Education and Learning	3

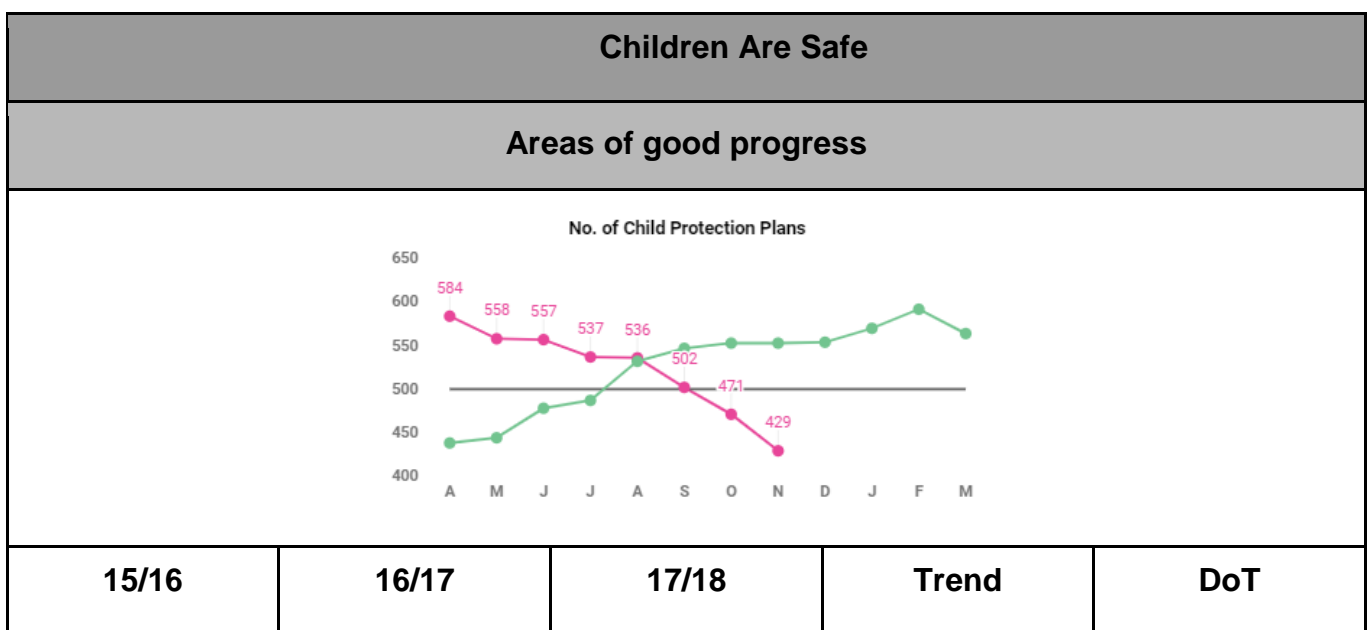
To demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources** a total of 14 Key Business Measures have been presented on 1 dashboard.

- 2.2 At this point in time it is considered that 66% (37) of KBMs are currently achieving target while the remainder 34% (34) of KBM's are behind target. 6 KBMs are either not targeted or reported in arrears.
- 2.3 This section presents KBM's where significant good performance or areas of concern need to be highlighted. The full set of Policy Area Performance Dashboards are included in Appendix A.

### One Organisational Plan Key Business Measures Scorecard

	<b>Trend</b>	Trend over longer time period
	<b>DoT</b>	Direction of Travel (DoT) over recent period
		Performance Improving
		Performance Declining
		Performance is Steady

NB performance reporting is based on latest available data for the period 1st April to 30th November



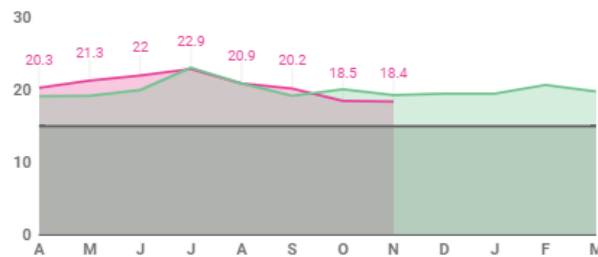
473	439	564	↑	↓
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There were 564 children subject to child protection plans at the end of March 2018; this was 49 per 10,000 of the child population. Our statistical neighbours at the end of March 2018 had a rate of 34.4 per 10,000.

An audit of child protection cases was completed and learning was shared with key managers. Since March 2018 child protection numbers have consistently fallen and stand at 430 at the end of November 2018, a rate of 37.6 per 10,000. Whilst this is a significant improvement the service is keen to at least be in line with statistical neighbours and have recently completed a further audit to better understand and seek to address some of the longer running plans.

In order to be in line with statistical neighbours Warwickshire need to reach 394 children on child protection plans.

Average Caseload per FTE (excluding Team Managers) for the 7 Frontline Social Care Children and Families Teams



15/16	16/17	17/18	Trend	DoT
16.8	19.2	19.8	↑	↓

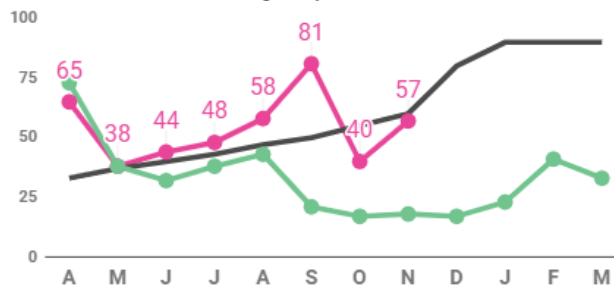
This was a challenging target at the start of the year with rising numbers of cases and a high number of social worker vacancies; by July 2018 average caseloads peaked at 22.9.

Improvements in management in demand and casework and the appointment of new staff have helped to reduce caseloads. At the end of November 2018 the average number of caseloads stood at 18.4, the lowest it has been in over 2 years.

The service will continue to retain staff and manage demand to help reduce caseloads further.

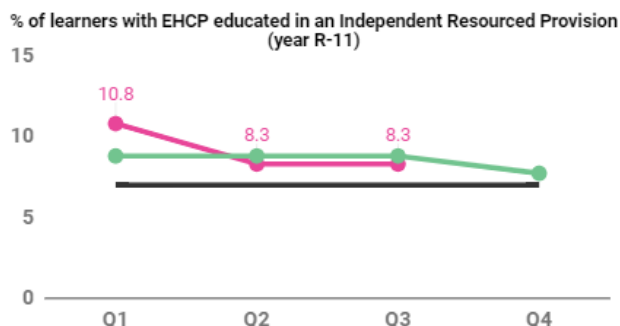
**Areas of concern and remedial action**

% EHC Assessments including exception cases issued within 20 weeks



15/16	16/17	17/18	Trend	DoT
N/A	36.2	30	↑	↑

Since April, 56% of EHC (Education Health Care) plans have been issued within 20 weeks of referral (statutory target). This is below national average of 65%, but an improvement on the same time last year (29%). A recovery plan was put in place with extra staffing in April 2018. Performance in November was just below the recovery plan target of 60%, at 57%. Performance suffered in October due to increased number of referrals (97 in May) and difficulties in recruiting to vacant posts. 466 referrals have been received since April, with approximately one third resulting in a decision not to assess. 346 plans have been issued this year against 257 in the same time period last year. Recruitment of new staff has seen an improvement in November. It is currently too early to determine the trend for December.

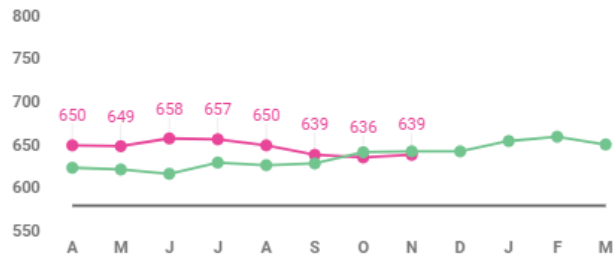


15/16	16/17	17/18	Trend	DoT
9.6	8.6	7.4	↓	↔

As at 12 December 2018, 209 (8.3%) school age learners with Education, Health and Care plans attended independent specialist provision. Independent specialist provision is expensive, usually costing in excess of £40k per placement, with a total Council spend of over £14m. Independent specialist provision is used when the state sector is either unable to meet need or has insufficient places. The figure of 8.3% compares poorly with the national average of 4.9%; however it is an improvement on the same time last year (8.8%) and on June 2018, when 10.3% (271) learners were educated in independent specialist provision. There is also a context of growing demand since September, with 95 requests for special school provision and 81 requests for high needs packages (mainly requests for independent specialist provision). The target of 7% became unachievable following the growth in demand between April-June 2018. For children already placed in independent provision, we do not seek to move back into mainstream settings until the end of a key stage, to ensure they receive stability in their education. As a result, for the remainder of the academic year, the aim will be to slow the increase of the numbers learners placed in independent specialist provision, with the next significant reduction occurring in August 2019.

The Council continues to seek increase sufficiency of places through the expansion of special schools and SEND Resourced Provision (see separate indicator). The draft SEND & Inclusion Strategy currently out to consultation has 'Promoting Inclusion' as its first priority, seeking to raise performance of mainstream schools in meeting special educational needs. The High Needs Panel acts a decision-make for placements, using an evidence-based process.

No. of Children Looked After (CLA) excluding Unaccompanied asylum seeking children (UASC)



15/16	16/17	17/18	Trend	DoT
677	620	651	↑	↔

The Department for Education recently published looked after children rates for March 2018, including asylum seekers:

- Warwickshire's rate increased from 62.0 per 10,000 in March 2017 to 62.7 per 10,000 in March 2018.
- Statistical neighbours' rate increased from 56.3 per 10,000 in March 2017 to 59.5 per 10,000 in March 2018.

Warwickshire had the second lowest growth of looked after numbers within the statistical neighbour group.

The reported data has been used to calculate rates per 10,000 excluding unaccompanied asylum seekers:

- Warwickshire's rate increased from 54.7 per 10,000 in March 2017 to 56.9 per 10,000 in March 2018.
- Statistical neighbours' rate increased from 53.4 per 10,000 in 2017 to 56.3 per 10,000 in March 2018.

Warwickshire's rate was in line with the statistical neighbours' average.

By the end of November 2018, numbers of looked after children excluding unaccompanied asylum seekers stood at 636 or a rate 55.8 per 10,000, below the 2018 statistical neighbours average.

Whilst Warwickshire's target for looked after numbers has not yet been met, positively Warwickshire's position has improved from the beginning of the year.

### Adult Social Care

#### Areas of good progress

No. of People receiving a Direct Payment at the end of the month

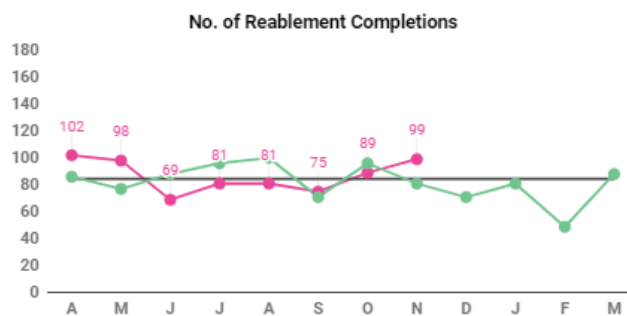


15/16	16/17	17/18	Trend	DoT
1,074	1,212	1,046	↔	↑

The number of people receiving Direct Payments has continued to increase during Quarter 3 2018/19 in comparison to the start of the year.

Key areas of development have continued in Quarter 3 to increase the uptake of Direct Payments and include;

- Independent Living Team Officers have been co-located with social care and support teams since July 2018, to support social care practitioners with their knowledge and understanding of Direct Payments
- Process mapping of the customer journey has been completed confirming identified hot spots and work is underway to streamline the process for customers accessing Direct Payments
- Work is continuing to introduce a pre-payment card for new customers in 2019 to make access to Direct Payments easier. The pre-payment cards will also be rolled out to existing customers later next year (2019).
- A further work stream is being developed to work with the market (current providers and community options) to increase the availability of resources for customers to use their Direct Payments in a more flexible way.
- Managers (Operations Managers and Team Leaders) have completed training on Direct Payments to increase their knowledge to better support practitioners with offering Direct Payments to customers. E-learning and a programme of training for practitioners continues to be available, supported by Independent Living Team officers.



15/16	16/17	17/18	Trend	DoT
Not previously monitored	1084	984	↓	↑

The number of people exiting the Reablement Service and the number of people completing their Reablement Programme during the autumn months is higher than the same quarter last year.

Key areas of development during quarter 3 for the Reablement Service include;

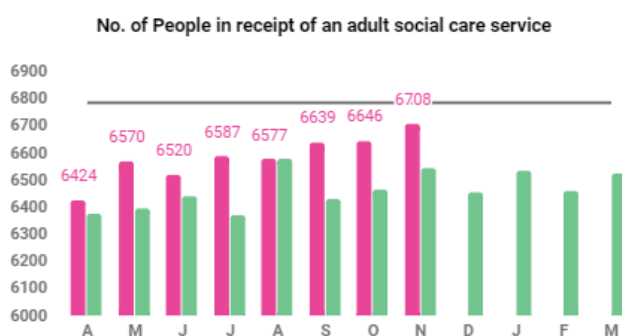
- An in reach Reablement Assessor is supporting referrals to Reablement from George Eliot hospital; this initiative will be rolled out to Warwick Hospital in the new year. The role of the Reablement Assessor has helped to reduce initial issues with customers on discharge, for



example ensuring equipment and medication is in place and that the customer is reassured of next steps. The key purpose behind this role is to ensure customers are better prepared for their therapy programme to help ensure more customers are completing their Reablement programmes.

- A single point of contact has been established to resolve social care issues raised by Domiciliary Care providers. This has helped to resolve issues efficiently and reduces the risk of customers being readmitted back into hospital.
- The Service is piloting the use of Assistive Technology to support Cognitive Impairment, to assist customers with memory difficulties.
- The Customer Feedback App is fully embedded. In the month of November 2018 97% of respondents agreed that they are 'supported to make choices in my life and/or to live as independently as possible'.

### Areas of concern and remedial action



15/16	16/17	17/18	Trend	DoT
N/A	6,270	6,525	↑	↑

The number of people being supported by Adult Social Care overall appears to be on an upward trajectory. This increase is being managed within the resources allocated and the Business Unit continue to assist people to be as independent as possible whilst meeting statutory duties.

### Health and Wellbeing

#### Areas of good progress



15/16	16/17	17/18	Trend	DoT

10.6	9.9	9.5	↓	↓
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Quarter 3 data is due at end February 2019.

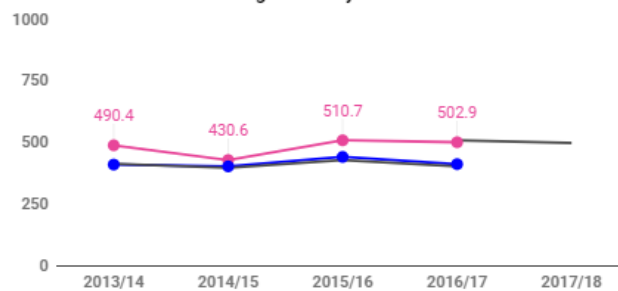
In Quarter 2, approximately 10% of pregnant women are smoking at time of delivery in Warwickshire, slightly lower than the 2017/18 West Midlands and England average.

The rates vary significantly across the county, with 5.8% in South Warwickshire, a decrease from 8.2% in Q1 and 14.5% in Warwickshire North, an increase from 12.5% in Q1. The increase in smoking in pregnancy rates in Warwickshire North has been raised with George Eliot Hospital (GEH) and may be accountable to GEH taking additional babies from University Hospitals Coventry & Warwickshire (UHCW) in August and September.

In total 68 pregnant smokers in Warwickshire set a quit date with the Specialised Smoking in Pregnancy service in Quarter 2 and 41 of those achieved a 4 week quit equivalent to 60% success rate.

**Areas of concern and remedial action**

Rate of hospital admissions as a result of self-harm per 100,000 population aged 10-24 years



Warwickshire West Midlands England

15/16	16/17	17/18	Trend	DoT
510.7	502.9	Due Mar 19	↓	N/A

The 2017/18 annual data will be available in March 2019.

The Warwickshire 2016/17 annual rate is 502.9 per 100,000 this is above the West Midlands and England average.

The self-harm working group established to support this work programme, has met twice with a third meeting planned for December 2018. The membership has been extended to include Coventry colleagues to ensure that work in this area is consistent across the Sustainability and Transformation Partnership (STP) area. Membership includes Public Health, School Nursing, Rise (Child and Adolescent Mental Health), Educational Psychologists; Commissioners and the Care Leaver Team.

The group have focused on the following:

- Reviewing the Warwickshire County Council self-harm Joint Strategic Needs Assessment (JSNA)
- Updating the JSNA action plan

- Reviewing current pathways and local support
- Reviewing online and training resources
- Reviewing National Institute for Health and Care Excellence (NICE) guidelines and
- Establishing whether a local self-harm register can be created

In addition, as part of the review of the School Health & Wellbeing Service, 6 key priorities have been recommended for the service, these include Emotional and Mental Health & Wellbeing and Self-harm.

### Community Safety and Fire

#### Areas of good progress

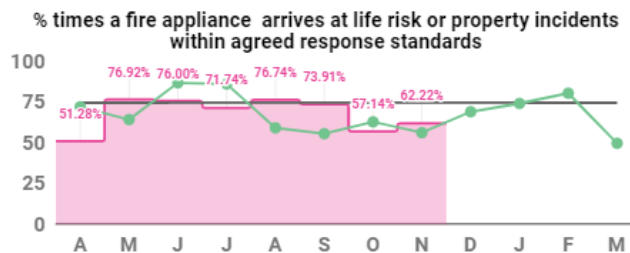


15/16	16/17	17/18	Trend	DoT
33	27.9	36.7	↑	↓

Quarter 3 data is not available at the end of November 2018. Data is provided by the Ministry of Justice.

Warwickshire Youth Justice Service (WYJS) was recently assessed by HM Inspectorate of Probation and received an overall grade of 'Good'.

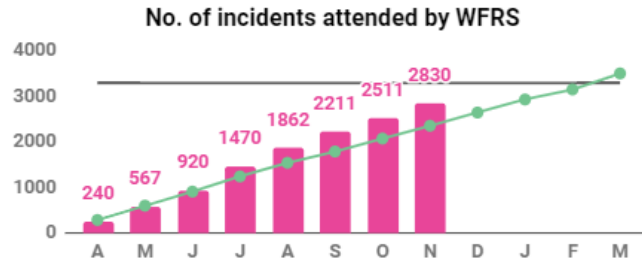
#### Areas of concern and remedial action



15/16	16/17	17/18	Trend	DoT
75%	72.8%	68.36%	↓	↑

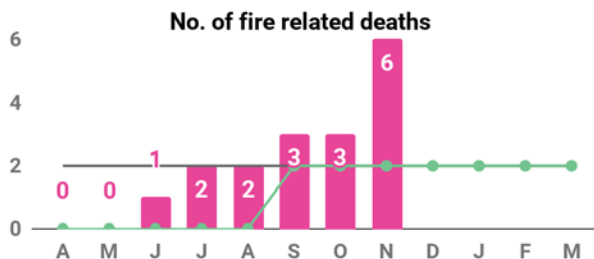
This year to date the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 68.24% and this is below the expected target of 75%. The latest period has seen a significant reduction in the response standards achieved with an average of 59.68%, which has reduced from 74.19% in the previous quarter. Response standards are monitored on a monthly basis by the Service and trends for

unsuccessful incidents investigated. When investigating response standards 40% (31 out of 77 incidents) of road traffic collision incidents are unsuccessful in terms of first appliance attendances within 10 mins, particularly on the motorway network where access issues and travel distances can prove challenging. The Service is proactively delivering road safety awareness initiatives with partner agencies at key locations across the County. In areas where the Service has been typically unsuccessful in meeting the 10 minute response standard preventative activity has been increased e.g. Safe and Well visits in the home.



15/16	16/17	17/18	Trend	DoT
3306	3076	3491	↔	↑

Comparing 2018/19 to the same period in 2017/18 there has been an increase in the number of incidents attended of 20% (482 incidents) and compared to last year levels have increased by 24%. The extended period of hot, dry weather during July accounts for the overall increase as the average number of daily incidents attended doubled and those fires which do not involve property or vehicles tripled. Overall levels of incident activity in all key headline categories have increased compared to the same period last year; fires involving property or vehicles 8% (39 incidents), fires not involving property or vehicles 23% (110 incidents), false alarms 23% (255 incidents), road traffic collisions 16% (33 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and affecting entry, 14% (46 incidents). The Service monitors levels and types of incidents to address any emerging issues to inform community prevention activities.



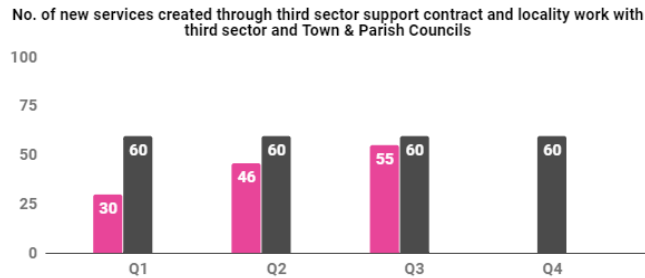
15/16	16/17	17/18	Trend	DoT
0	3	2	↓	↑

At the end of November there have been 2 confirmed fire related deaths in the home. In addition there have been 4 more suspected fire related deaths; 1 as a result of an incident on the M40 in September, 3 were recorded during November: 1 at a caravan used as a home and the other 2 were in the home during separate incidents. The official Coroner's verdict is awaited for these deaths. Every fire related death in the home is comprehensively investigated by the Service and partners to identify any learnings which will, in turn, inform

proactive and targeted fire safety campaigns across the County.

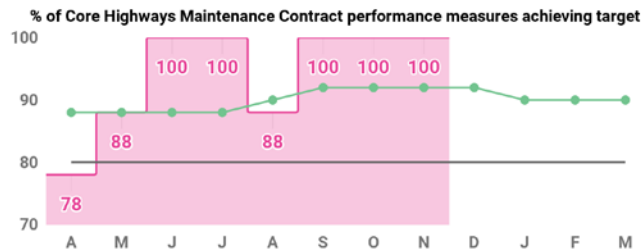
### Economy, Infrastructure and Environment

#### Areas of good progress



15/16	16/17	17/18	Trend	DoT
N/A	N/A	N/A	N/A	↑

On track to achieve the target set. In November, WCC organised the third annual Third and Public Sector Partnership Group conference on the theme of Celebrating Independence, Investing in Partnerships. This event attracted 120 delegates and with a keynote speech from Lord Mawson on entrepreneurialism and innovation in communities. The third sector infrastructure contract evaluation has concluded and the findings will be considered in Q4.

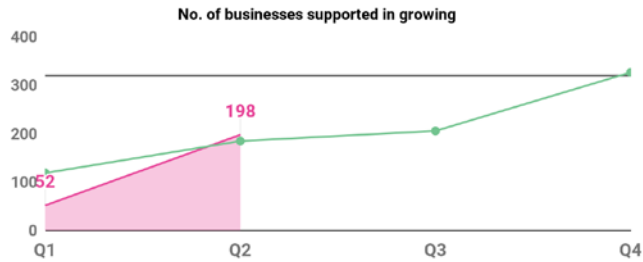


15/16	16/17	17/18	Trend	DoT
N/A	N/A	90	N/A	↑

The full data set for Q3 report is not yet complete and therefore commentary is based on latest data available which is for November.

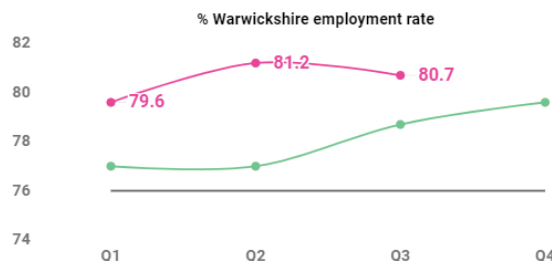
Performance for the quarter remains broadly the same as last quarter. There are no Core Performance Measures which are below the agreed thresholds.

WCC have seen a slight increase in performance for Balfour Beattys completion of works to contractual times - currently 92%, which just meets the threshold



15/16	16/17	17/18	Trend	DoT
N/A	N/A	327	N/A	↔

The European Regional Development Fund (ERDF) funded Warwickshire Business Support Programme, along with a range of other support functions that the County Council provides, continues to provide a high level of service to our business community. A recent evaluation of Phase 1 of the Warwickshire Business Support Programme identified a high satisfaction rate, with 95% of businesses happy with the support they received, all participants finding the support appropriate for them, and nearly all reporting a positive impact on their business. The County Council also hosted a very well attended High Business Growth Celebration event in Old Shire Hall, where growth orientated businesses who had received support from the County Council's programmes attended to network and to hear from Cllr Izzi Seccombe and WMCA Mayor, Andy Street. Access to Finance Support has been particularly well received, assisting a range of businesses to secure new funding to help their business grow, and our Business Skills Advisor has held a number of well received workshops over the past few months to help businesses consider a range of activities that could undertake to help address well-reported skills shortages.

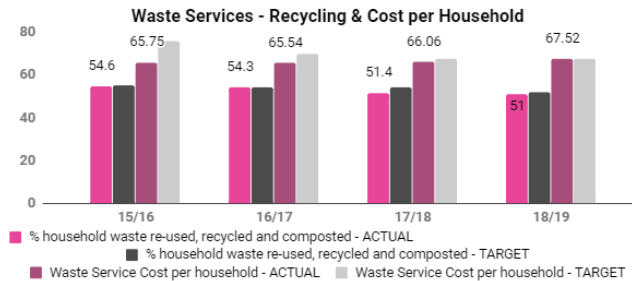


15/16	16/17	17/18	Trend	DoT
78.6	76	79.6	↑	↑

Warwickshire continues to benefit from a very high employment rate, with over 80% of the working age population in employment. This is well above national and regional averages, and close to the highest rates recorded in the county (which were achieved earlier in the year). This high employment rate is linked to the continued strong demand for labour, with above average levels of job vacancies being posted in the area, and this is likely to rise. The high employment rate does inevitably create labour and skills shortages, and the Councils Business Skills Advisor continues to work with businesses within the local area to look at routes to address this problem, including upskilling existing staff, taking on apprentices, building links with local schools and colleges, and looking at alternative labour sources (i.e. those with health or mental health difficulties, etc.). A key focus for this quarter has been around supporting the hospitality sector who are facing significant challenges in

recruitment, and undertaking campaigns to promote the sector to those in schools and colleges as potential career options.

### Areas of concern and remedial action



15/16	16/17	17/18	Trend	DoT
54.6	54.3	53.4	↓	↓

The local recycling target for 2018/19 is 52% and currently projections predict that about 51% will be achieved. Performance dropped to 51.4% in 2017/18. This was a drop of 3% which was similar to some other authorities. Nationally over the past few years recycling rates have stagnated or fallen. The introduction of changes in Rugby impacted on performance as more residual waste was produced and less green waste was collected for composting. The loss of wood and mattress recycling has also had an impact. NBBC have recently decided to charge for the collection of green waste. This is expected to have a similar effect to that seen in RBC and therefore lead to a reduction in recycling performance of approximately 2% county wide. This performance level should be viewed in the context of the joint waste strategy which agreed a recycling performance target of 65% for 2020 and also a residual waste target of 311kg per household for the same year. Neither of these targets will be achieved.

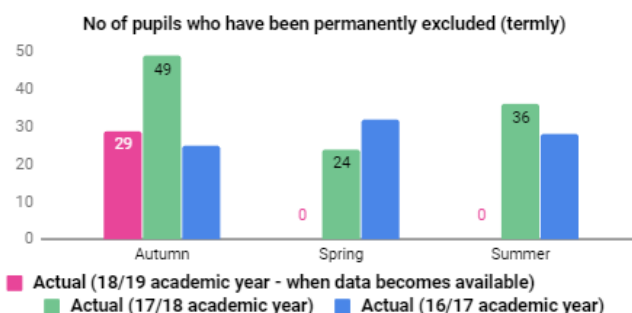
Some recyclable materials are now less prevalent e.g. newspapers (free and bought) and junk mail. Manufacturers have developed lighter packaging, such as wine bottles, which reduce the overall weight of recycling collected, even though more individual items may be collected. Some materials, such as cardboard, have increased and cardboard continues to have a good financial value too.

WCC continues to invest to save in campaigns and communications, although the budget for this has reduced this year due to longstanding budget pressures in Waste Management.

Performance is now the first item on the agenda of the Warwickshire Waste Partnership. Performance information is given to each borough and district and each recycling centre highlighting performance issues. The annual composition analysis has just been completed and the results will be reported to the Warwickshire Waste Partnership to inform future action. This survey shows that over half of kerbside collection residual waste can be recycled or composted using our current kerbside collection systems. It also shows that the majority of this (a third of total residual waste) is food waste. As a collective the Warwickshire Waste Partnership need to consider how to help people to more to put the right material in the right container.

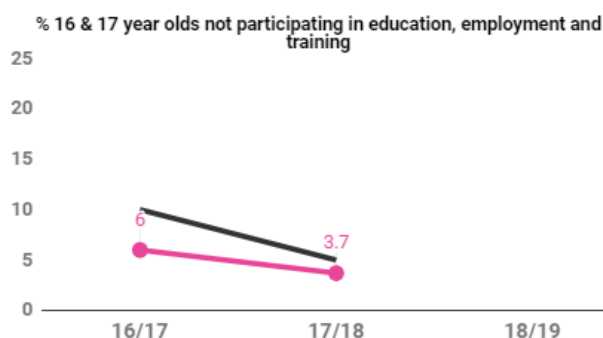
### Education and Learning

### Areas of good progress



15/16	16/17	17/18	Trend	DoT
N/A	85	109	↑	↓

Currently this academic year, there have been 29 permanent exclusions (22 in the financial Q3 reporting period). This is as at 11/12/18. The total number for the Autumn Term in the previous academic year was 49 permanent exclusions. The reduction in numbers is largely due to the work of the new Education Entitlement Team (EET) who look at providing alternative provision and preventative work to reduce the number of exclusions. This is supported by ongoing work to align the processes between primary and secondary schools, and the reestablishment of managed move protocols.



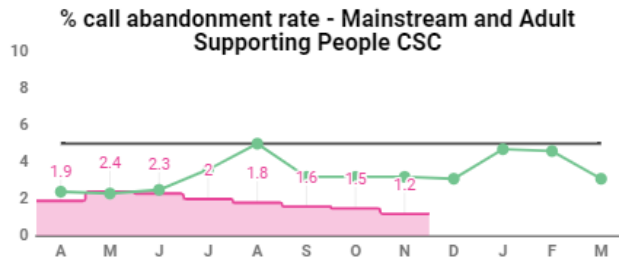
15/16	16/17	17/18	Trend	DoT
N/A	6	3.7	↓	↓

The DfE (Department for Education) published the 2017-18 data on 18th October 2018. Warwickshire (3.8%) has performed better than National (6%) and better than its statistical neighbour average (4.6%). The DfE also published the 2018 NEET and Not Known Scorecard which places Warwickshire in the top quintile.

**Warwickshire makes the best use of its resources**

### Areas of good progress

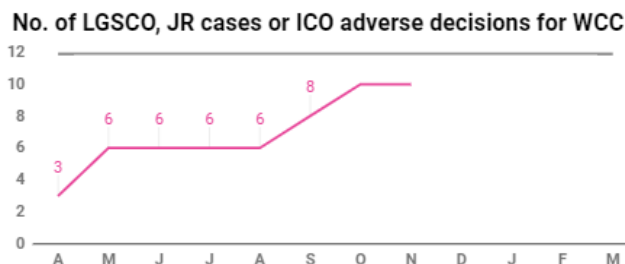




15/16	16/17	17/18	Trend	DoT
6.32	2.9	3.5	↑	↓

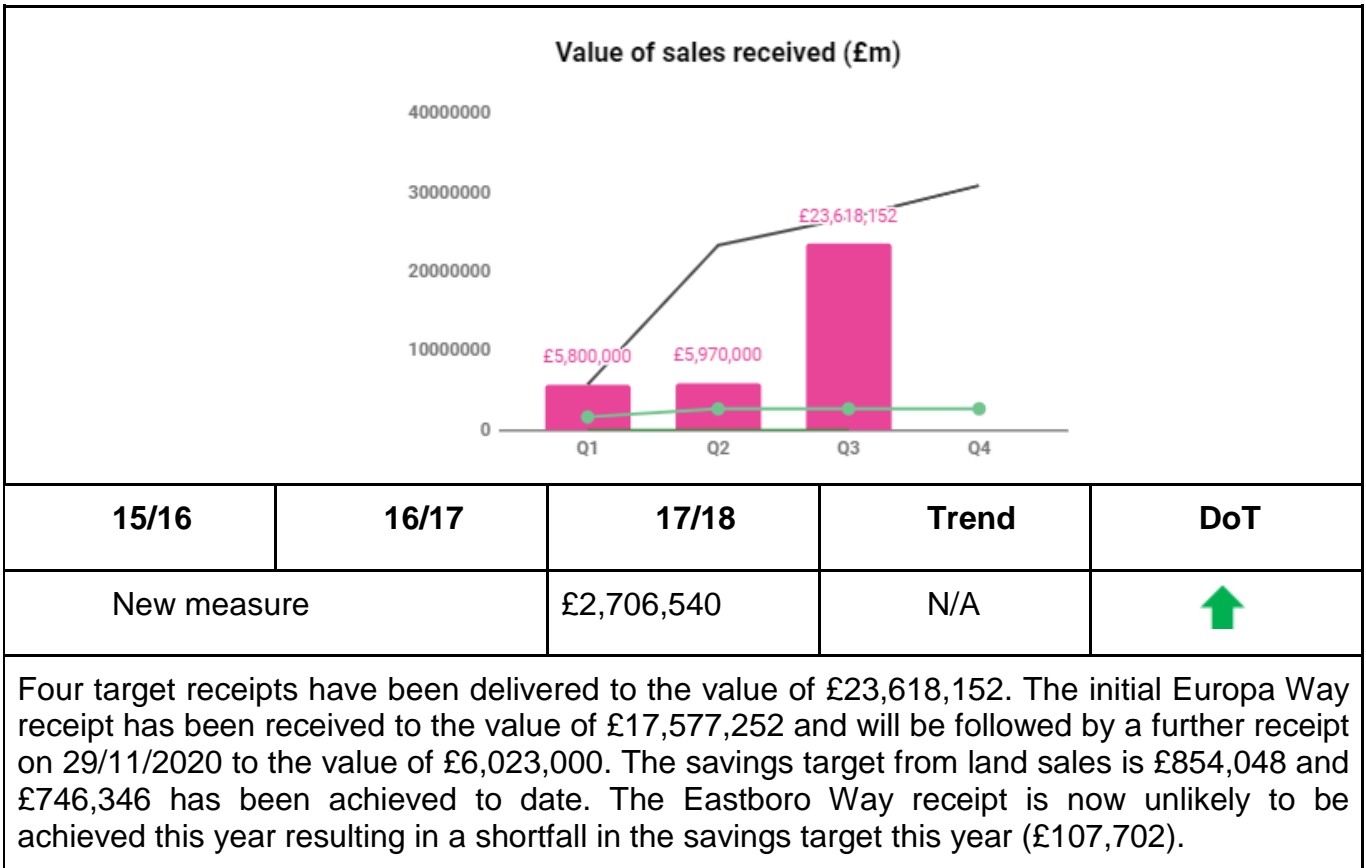
The average abandonment rate during October and November has been 1.35% against a target of 5%. The average for the same period last year was 3.2%. The service continues to closely monitor this measure.

### Areas of concern and remedial action



15/16	16/17	17/18	Trend	DoT
New measure		13	N/A	↑

So far this year there have been 10 adverse decisions made against the Council, 8 upheld decisions by the Local Government & Social Care Ombudsman (LGSCO) and 2 upheld decisions by the Information Commissioner - there have been no adverse Judicial Review findings. The corporate target is no more than 12 adverse decisions and therefore the Council is still within this target with the final quarter to go. Of the 8 upheld decisions by the LGSCO 4 related to the People Directorate (3 Adult Social Care and 1 Blue Badge) and 4 related to the Communities Directorate (2 Education and Learning and 2 Transport & Economy (Highways)). A Corporate Customer Feedback report was presented to Resources, Fire and Rescue Overview and Scrutiny Committee in December, which included key activities to address areas that were raised.



## Management of HR and Risk

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

- Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults which is set permanently at red because of the nature of the risk. The full details can be found in Appendix A.
- There has been a further slight reduction in headcount this quarter with a decrease in heads of 0.24% representing 11 posts. The absence figure is down on the quarter at an average of 9.30 days per fte and is also down on the same period last year (9.77). Turnover is also slightly down on the quarter and is running at an average of 12.92 over a rolling 12 month period. Please note that the December data reports are run very early in the month of December and therefore do not include a full month's data. HR headline figures are available in Appendix A.

### 3 Financial Commentary

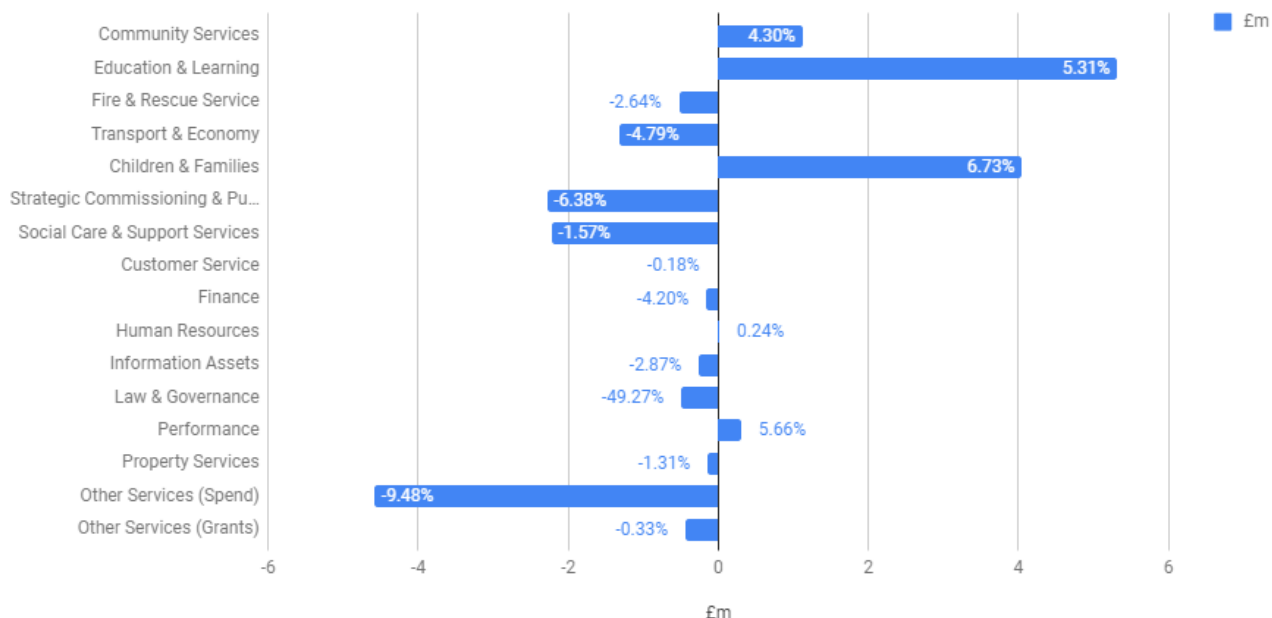
#### 3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2018/19 is £288.825 million. Against this, at Quarter 3, an underspend of £1.651 million or 0.57% is forecast overall for the whole authority. The table below shows the variance against both the original and latest budgets.

Directorate	Original Budget	Agreed Changes	Approved Budget	Forecast Outturn	Variance Against Original Budget	Variance Against Approved Budget
	£m	£m	£m	£m	£m	£m
Communities	167.347	6.016	173.363	177.953	10.606	4.590
People	237.154	0.607	237.761	237.293	0.139	(0.468)
Resources	39.629	3.995	43.624	42.873	3.244	(0.751)
Other Services	(154.791)	(11.132)	(165.923)	(170.945)	(16.154)	(5.022)
<b>Total</b>	<b>289.339</b>	<b>(0.514)</b>	<b>288.825</b>	<b>287.174</b>	<b>(2.165)</b>	<b>(1.651)</b>

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

2018/19 Q3 Forecast Variance



- 3.1.3 At Quarter 3, five business units are forecasting they will overspend and seven are forecasting underspends greater than the -2% tolerance agreed; the remaining three have underspends within the agreed tolerance level.
- 3.1.4 Where an overspend is forecast Business Units or Directorates are expected to use reserves to meet any residual overspend, where a business unit does not have sufficient reserves to cover its overspend this will be a first call on the following year's revenue budget. **Appendix A** and **Annexes A-O** outline the reasons for all variations in budget. Additionally, good progress is being made towards delivering the savings plan, any savings which are falling short of delivery are being managed by Business Units and actions or proposals are in place to either find alternative savings or services are working to deliver the required savings in future years.
- 3.1.5 Cabinet are asked to agree that the forecast overspends in Waste Management and Education DSG funded functions are covered by underspends in Other Services as these services have no reserves and there are insufficient reserves at directorate level available. Funding of £4.900 million has been made available within Other Services as a result of reduced capital financing costs from slippage in the capital programme.
- 3.1.6 Key Lines of Enquiry for Cabinet on the Revenue Budget position are as follows:
- In Education & Learning, there is a forecast overspend on SEN transport of £1.527m, £0.721m on Mainstream transport, and £0.066m on Transport Admin. A new officer group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme. There are also various overspends on specific Dedicated Schools Grant funded budgets, Annex A provides more detail.
  - In Community Services, the £0.757 million 2017/18 deficit has been removed from the Waste Management budget in order to balance the Waste reserve to nil. An additional overspend for 2018/19 is £169,000 which is due to increase in maintenance of vehicles/equipment and a reduction in some sales income across the Recycling centres and Transfer stations.
  - In Children & Families, various overspends in Children's Safeguarding & Support and Corporate Parenting are causing significant overspends totalling over £5.000 million, this is also having a significant detrimental effect on the service's savings plans. More detail is available in Annex E.

## 3.2 Reserves

- 3.2.1 The authority currently holds reserves of £133.245 million. With a current underspend of £1.651 million, reserves are forecast to be £134.896 million at the end of the financial year. Business units have requested to draw down £0.207 million to support services in year as outlined in para 3.2.3. As detailed in para 3.2.4, several business units are also proposing to add £2.311 million of underspends to reserves at Quarter 3.
- 3.2.2 Of this funding one third is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks, to cash-flow timing differences between when spend is incurred and savings are delivered or for specific investment in projects.

3.2.3 Business Units are seeking members' approval to draw down £0.207 million from reserves to support delivery of their plans in the current year as follows:

**Community Services (£0.011 million)**

- £0.002 million drawdown from the Museum Development Fund for the purchase of a golden ring.
- £0.009 million drawdown from the Ecology & Archaeology Information and Advice Reserve to help achieve income target.

**Fire & Rescue (£0.196 million)**

- £0.046 million from the Fire Control Project reserve to support the final stages of the Joint Control Project with Northamptonshire FRS.
- £0.150 million from the Emergency Services Mobile Communications Programme reserve. This reserve includes £0.150 million of service savings that are not ring-fenced for this project. The Service would like to transfer £0.150 million from this reserve in to the RSFRS reserves to support IT replacement projects in 2019/20.

3.2.4 Business Units are seeking members' approval to add £2.311 million to reserves, mostly from current underspends, for use in future years as follows:

**Community Services (£0.068 million)**

- £0.068 million to be added to the Digitising County Records reserve, Members have allocated £100,000 to spend on the digitalisation of County Records but £68,000 to be moved into reserves and spent in 2019/20.

**Transport & Economy (£1.100 million)**

- £0.350 million the Transport & Economy Savings reserve to deal with three bus routes for two years following Stagecoach changes
- £0.500 million to the Kenilworth Station reserves as agreed with Department for Transport to not pay out a sum in 2018/19.
- £0.250 million to the Flood Management reserve to deal with remediation work surrounding the FBUK situation.

**Fire & Rescue (£0.636 million)**

- £0.023 million added to service savings reserve to support spending pressures in 2019/20.
- £0.414 million added to the RSFRS reserve as the Service has two major pieces of IT equipment due for replacement in 2019/20, Station End equipment and Mobile Data Terminals. This transfer will go towards supporting these spending pressures in 2019/20.
- £0.186 million added to the Fire Service Training reserve as the Service is currently considering options for the provision of future training facilities. Once plans have been finalised there will be an interim period whereby the Service will have to outsource some of the operational training. Transferring this funding into the training reserve will provide support for funding the interim arrangements.

- £0.013 million added to Emergency Services Mobile Communications Programme reserve from current year underspends in the project.

#### **Property Services (£0.007 million)**

- £0.007 million contribution to the One Public Estate reserve as a result of the delayed start in delivering One Public Estate.

#### **Strategic Commissioning & Public Health (£0.500 million)**

- £0.500 million contribution to Strategic Commissioning Savings reserve as Mosaic project funding to be returned to reserves for use in 2019/20.

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

3.3.1 Five Business Units; Community Services, Education & Learning, Children & Families, Social Care & Support and Property Services are presently forecasting that they will not meet their 2018/19 savings targets, with the overall shortfall expected to be £2.329 million.

- In Community Services there is a shortfall of £0.030 million. An element of savings within the Heritage & Culture target appears unlikely to be delivered in the current year. Remedial action is being discussed.
- In Education & Learning there is a shortfall of £0.006 million in the Attendance, Compliance & Enforcement Service (ACE) savings target.
- In Children & Families there is a shortfall of £2.123 million the majority of which relates to the savings target on delivering a reduction in the number of children entering care. Whilst a reduction in children entering care has been achieved the overall target has not been met, this is being reviewed and additional actions taken to ensure that targets are met. Work is being undertaken to accelerate methods to prevent children entering care and a small team is being established to add additional capacity particularly for legal orders which need to return to court to be revoked.
- In Social Care & Support there is a shortfall of £0.062 million, this is as a result of multiple savings targets not being achieved (See Annex F) but which have been offset through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work.
- In Property Services there is a shortfall of £0.108 million, a reduction in the council's borrowing costs has been delayed as the sale of Eastboro Way has been delayed against target dates for the first phase receipt. An amendment to the planning condition and ongoing negotiations with the Developer is impacting on the timing and potential value of the receipt. The mitigations are currently under review and a critical path to resolve issues will be established in January 2019.

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

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

### **3.4 Capital Programme**

3.4.1. The total forecast level of planned capital spend is £92.177 million in 2018/19, with a further £180.095 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £40.648 million for 2018/19 with a further £7.500 million over the medium term.

The CIF scheme for the A37 Hinckley £0.596 million has not been deducted from the CIF balance above as it was awaiting full Council approval on 13<sup>th</sup> December 2018 at the time the figures were collated. The remaining CIF funds once this has been deducted are £40.052 million for 18/19, £7.500 million for 19/20.

The forecast capital spend for 2018/19 at Quarter 2 was £109.622 million. At Quarter 3 this figure has reduced to £92.177 million, a reduction of £17.445 million. The £92.177 million forecast plus the remaining CIF allocation of £40.648 million is the total 2018/19 forecast figure of £132.825 million, shown on the graph and table in paragraph 3.4.5.

3.4.2. Managers forecasts indicate that £17.172 million (16%) of the planned spend for 2018/19 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes and a reduction in the overall cost of capital schemes (mainly developer funded) for 2018/19 which has resulted in a net reduction of £0.273 million, the overall decrease to the capital programme for 2018/19 is therefore £17.445 million.

3.4.3. The main reasons for the £17.172 million slippage in the quarter compared to the approved budget are:

- Children & Families - £0.049 million of spending has slipped into later years. This is because the children and families property adaptations are demand led and there are no projects as yet approved for WCC to contribute towards.
- Community Services - £0.158 million of slippage relates to small delays on residual payments for long standing schemes, please see the annex for further details. Household Waste Recycling Centres maintenance has been reprofiled based on planned schemes, which has reallocated funding to 2019/20.

Countryside Services has carried forward funding for planned maintenance requirements in 2019/20.

- Education and Learning - £1.027 million of slippage relates to a number of schemes which have been delayed. Long Lawford Primary £0.300 million, due to delays resulting from additional works necessary for a car park drop off. Welford on Avon Primary School £0.200 million, due to ongoing changes to design works arising from the planning process. Welcombe Hills £0.442 million, delays due to planning and Sport England objections. There are also other smaller schemes where additional spend or movements between years has increased the slippage figure, please see the annex for details.
- Fire & Rescue - £0.009 million of slippage caused by minor amendments to the timing of payments on schemes.
- Information Assets - £4.348 million of spending has slipped into later years. This is mainly in relation to the Development of Rural Broadband project; this is due to civil engineering complications which have resulted in the need for a revised delivery programme.
- Property Services - £2.109 million of slippage, of which £0.473 million relates to Rationalisation of County Storage / Montague Road project, due to the requirement of re-scoping work at Budbrooke to meet the service requirements of highways. Rural Services Capital Maintenance has slippage of £0.611 million as a result of staff changes and prioritisation of projects. There is also slippage on the strategic land sites of £1.024 million, due to the inaccurate forecast of contingency funds.
- Social Care and Support (Adults) - £1.525 million of spending has slipped into later years. Transfer of a site at Dunchurch depot for Extra Care Housing has been delayed, resulting in slippage of £1.350 million; this has been deferred until 2019/2020 due to decisions to be made in Property Services in relation to various parts of the site. The remainder of the slippage £0.175 million is due to money allocated to Adult Social Care technical developments which has not been spent as no new projects have currently been identified.
- Strategic Commissioning & Public Health - £0.116 million of works has slipped. Recommendations to establish a formal grant model have delayed further payments on the Adult Social Care modernisation project. Please see the annexes for additional details of smaller slippage amounts.
- Transport and Economy – slippage of £7.831 million. Transport and Economy have continued to actively review their capital projects to introduce a realistic



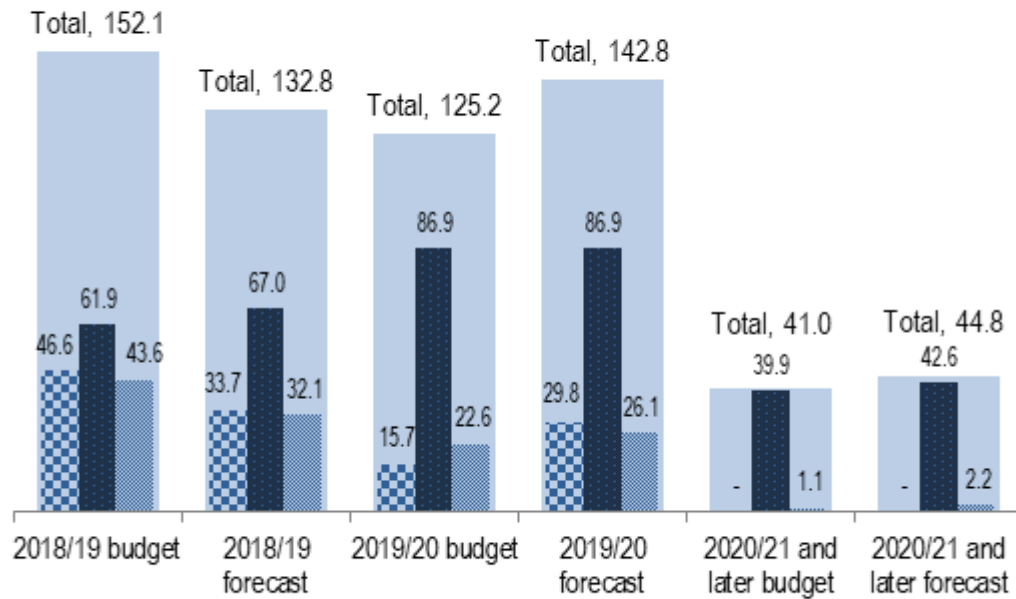
profile of spend, further to discussion with project managers and an analysis of project plans. Of the total slippage £3.954 million (51%) relates to delays with developer funded schemes caused by technical design and contract negotiations with individual developers. Of the remaining slippage, £2.000 million is related to delays with the A46 Stoneleigh junction scheme caused by objections received to statutory orders, causing application for and final approval of DfT funding to be deferred, this £2.000 million is now expected to be spent in 2019/20. Remaining slippage on a number of other projects relates to delays caused by construction re-design and modelling work, planning issues and contract negotiations.

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

3.4.5. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the planned and forecast capital expenditure is to be financed. These figures include the remaining Capital Investment Fund allocation of £48.148 million (£47.552 million after the approval of the A47 Hinckley scheme by full Council in December).

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

■ Corporate Borrowing and Tax Base Growth  
■ Grants and Contributions



	2018/19 budget	2018/19 forecast	2019/20 budget	2019/20 forecast	2020/21 and later budget	2020/21 and later forecast
	£m	£m	£m	£m	£m	£m
<b>Total</b>	<b>152.069</b>	<b>132.825</b>	<b>125.208</b>	<b>142.839</b>	<b>41.004</b>	<b>44.757</b>
Corporate Borrowing	46.594	33.691	15.697	29.771	0	- 0
Self Financed Borrowing	1.354	1.380	- 2.891	- 2.471	995	995
Grants and Contributions	61.892	66.972	86.909	86.894	39.868	42.597
Capital Receipts	39.198	27.946	24.421	28.018	-	-
Revenue	3.030	2.836	1.071	628	142	1.165

3.4.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual

scheme. These schemes are included in all tables and figures within this report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and not require any additional use of corporate capital resources.

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

Information Assets - (£4.348 million slippage) - Development of Rural Broadband project, civil engineering complications resulted in the need for a revised delivery programme.

Property Services - (£2.109 million slippage) - £0.473 million Rationalisation of County Storage, Budbrooke Offices work has not started due to delays in relation to Highways requirements being accommodated.

Social Care and Support (Adults) – (£1.525 million slippage) £1.350 million slippage from Extra Care Housing development delays.

Transport and Economy - (£7.831 million slippage) - Transport and Economy have continued to actively review their capital projects to introduce a realistic profile of spend. £2.000 million slippage - A46 Stoneleigh junction scheme, objections received to statutory orders, causing the application for and final approval of DfT funding to be deferred.

Further detail has been included in 3.4.3.

## Background Papers

None

	<b>Contact Information</b>
Report Authors	Vanessa Belton Performance, Planning and Business Improvement Business Partner Resources & Communities; <a href="mailto:vanessabelton@warwickshire.gov.uk">vanessabelton@warwickshire.gov.uk</a>
	Andrew Harper, Principal Accountant, Financial Planning; <a href="mailto:andrewharper@warwickshire.gov.uk">andrewharper@warwickshire.gov.uk</a>
	Lisa Fynn, Principal Accountant, Capital Planning; <a href="mailto:lisafynn@warwickshire.gov.uk">lisafynn@warwickshire.gov.uk</a>
	Gary Rollason, Chief Risk & Assurance Manager; <a href="mailto:garyrollason@warwickshire.gov.uk">garyrollason@warwickshire.gov.uk</a>
	Mandeep Kalsi, Performance Management Officer; <a href="mailto:mandeepkalsi@warwickshire.gov.uk">mandeepkalsi@warwickshire.gov.uk</a>

Assistant Directors	John Betts, Finance and ICT; johnbetts@warwickshire.gov.uk
	Steve Smith, Commissioning Support Unit; stevesmith@warwickshire.gov.uk
	Sarah Duxbury, Governance and Policy; sarahduxbury@warwickshire.gov.uk
Joint Managing Director	David Carter, Joint Managing Director; davidcarter@warwickshire.gov.uk
Portfolio Holders	Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property; cllrbutlin@warwickshire.gov.uk
	Cllr K Kaur, Portfolio Holder for Customer and Transformation; cllrkaur@warwickshire.gov.uk

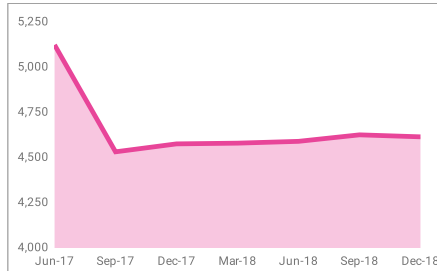
This report was not circulated to members prior to publication.



## Appendix A Part 2: Headline HR Information

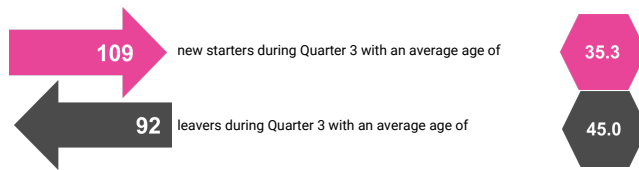
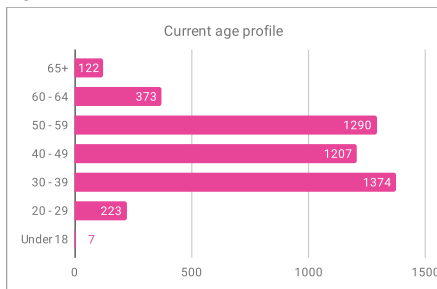
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

### Number of Employees

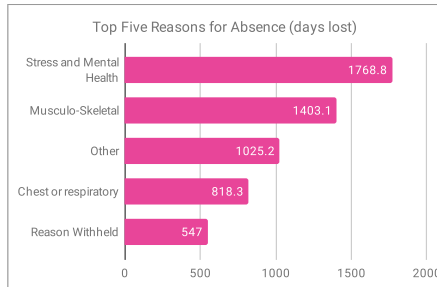


	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
<b>Headcount</b>	<b>5,119</b>	<b>4,527</b>	<b>4,571</b>	<b>4,575</b>	<b>4,585</b>	<b>4,621</b>	<b>4,610</b>	
Full-time Equivalents	4,023	3,750	3,789	3,789	3,799	3,866	3,859	
Whole-time Equivalents	3,954	3,725	3,763	3,641	3,738	3,785	3,810	Data at Nov
Number of Posts	5,382	4,761	4,813	4,820	5,424	5,450	5,494	

### Age Profile of our Workforce

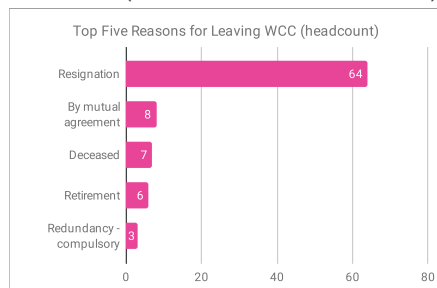


### Sickness Absence Statistics



	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
<b>Days lost through sickness</b>	<b>9,407</b>	<b>9,141</b>	<b>9,663</b>	<b>38,928</b>	<b>9,466</b>	<b>8,263</b>	<b>6,799</b>	
... of which short-term	3,339	3,382	3,759	14,247	3,061	2,646	2,624	
	35.5%	37.0%	38.9%	36.60%	32.4%	32.0%	38.6%	
... of which long-term	6,067	5,759	5,904	24,681	6,385	5,617	4,175	
	64.5%	63.0%	61.1%	63.40%	67.6%	68.0%	61.4%	

### Staff Turnover (1st October 2018-11th December 2018)



	New Starters	Leavers	% Turnover	Target 18/19
<b>Headcount</b>	<b>109</b>	<b>92</b>	<b>1.99% (Q3)</b> <b>12.92% (rolling year)</b>	<b>10%-20%</b>
Full-time Equivalents	86.5	69.5		
Posts	109	99		

#### Commentary:

There has been a further slight reduction in headcount this quarter with a decrease in heads of 0.24% representing 11 posts. The absence figure is down on the quarter at an average of 9.30 days per fte and is also down on the same period last year (9.77). Turnover is also slightly down on the quarter and is running at an average of 12.92 over a rolling 12 month period. Please note that the December data reports are run very early in the month of December and therefore do not include a full month's data.



# Appendix A

## Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation"  
It is the combination of the probability of an event (likelihood) and its effect (impact).

### Risk Description

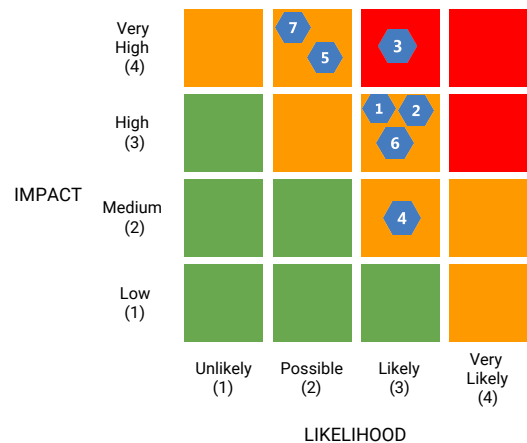
### Gross Risk level

### Net Risk Level

1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery		
2	Continuing pressure on Adult Services and Health		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of personal or protected data		
5	Inability to secure economic growth in Warwickshire		
6	Inability to keep out communities safe from harm		
7	The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.		
8	Overall risk assessment		

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

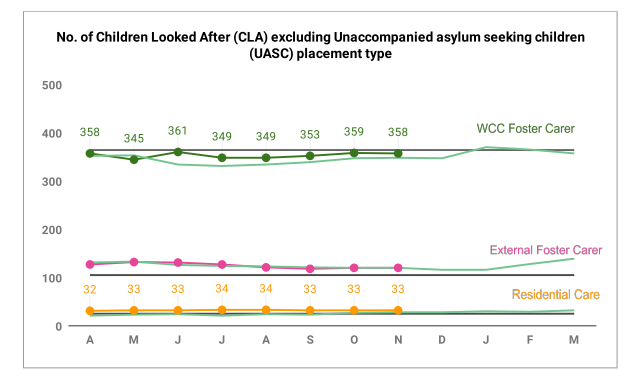
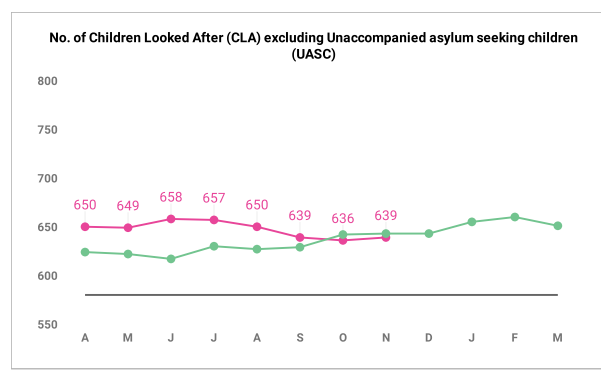
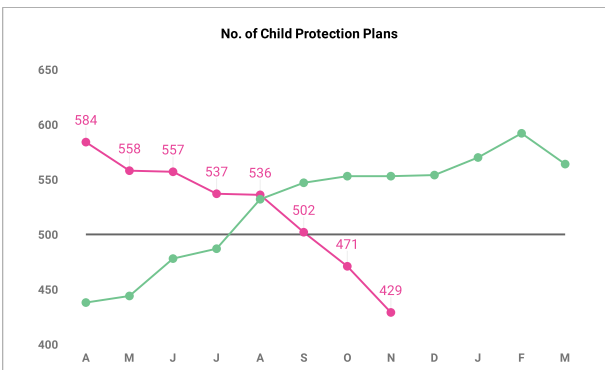
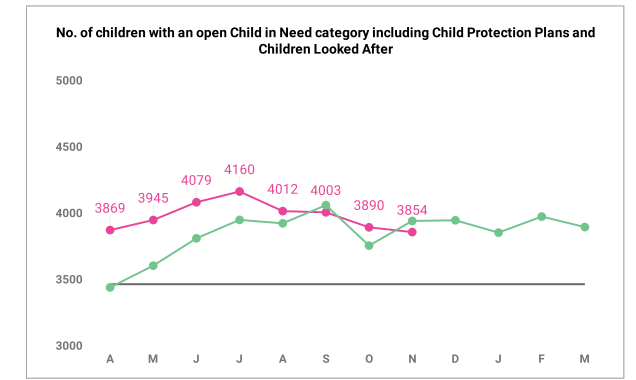
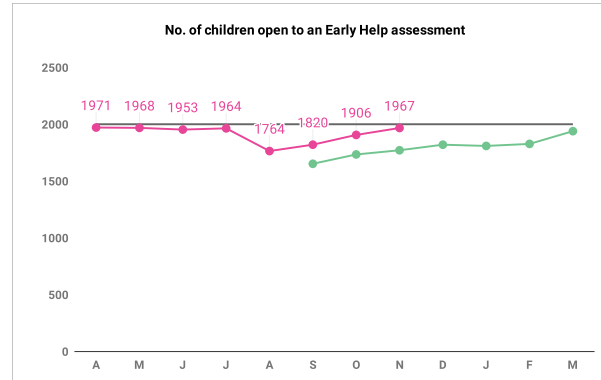
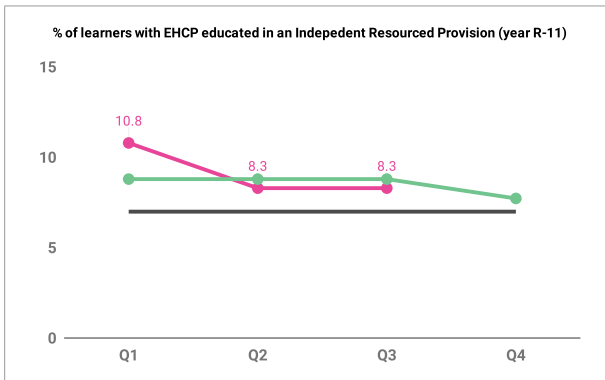
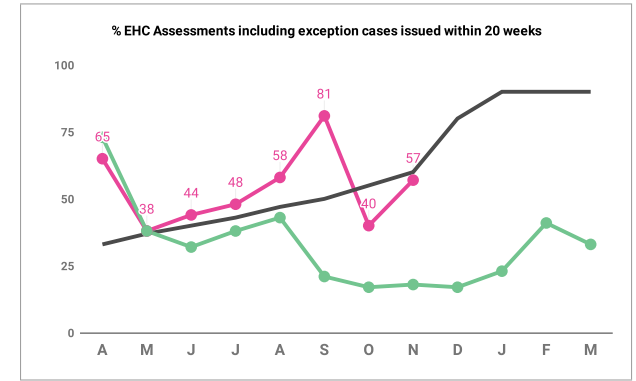
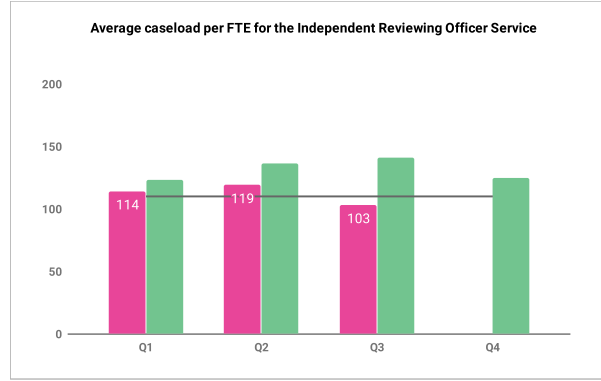
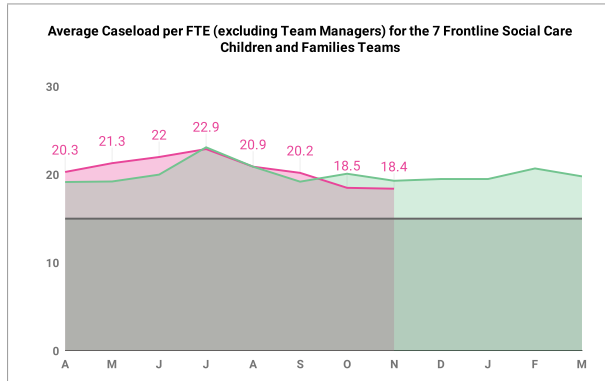
Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults



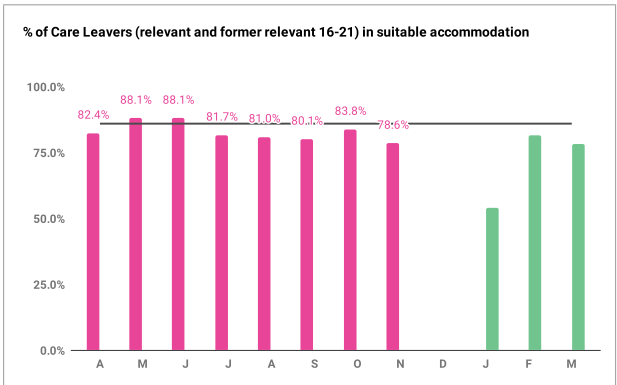
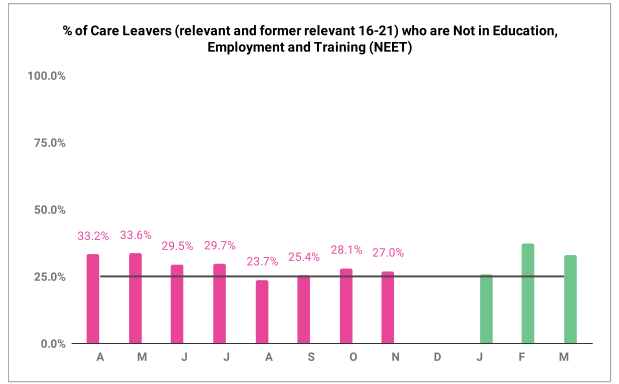
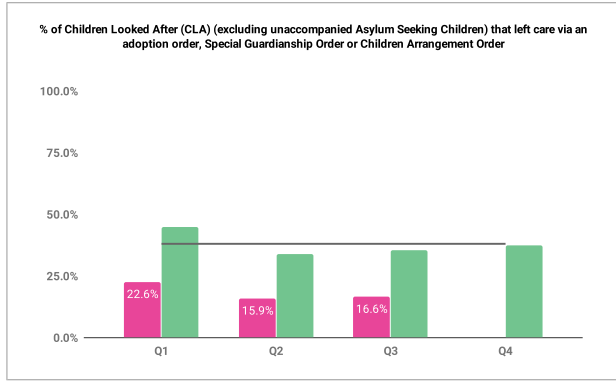
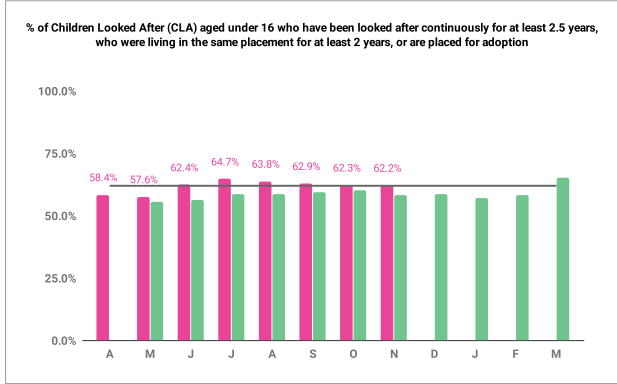


18/19 Actual  
 18/19 Target  
 17/18 Actual  
 19-Dec-2018

### Quarterly OOP Progress Report Children are Safe



## Quarterly OOP Progress Report Children are Safe

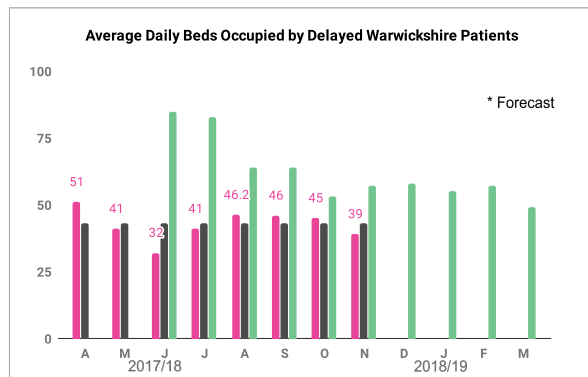
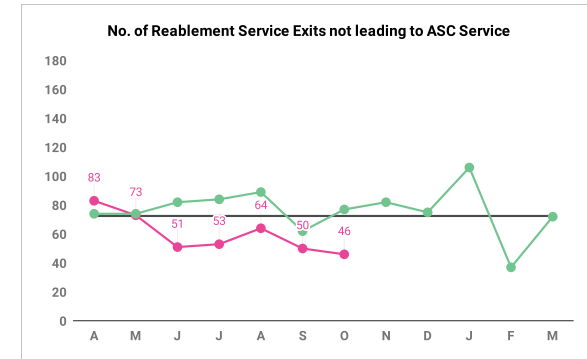
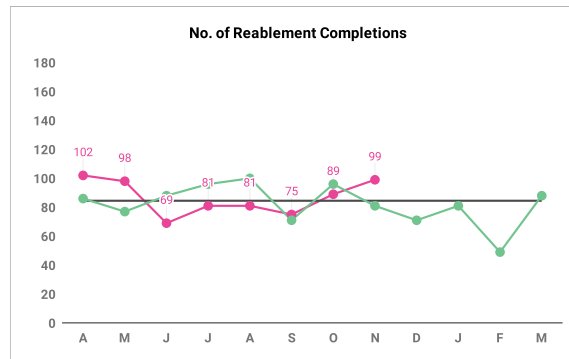
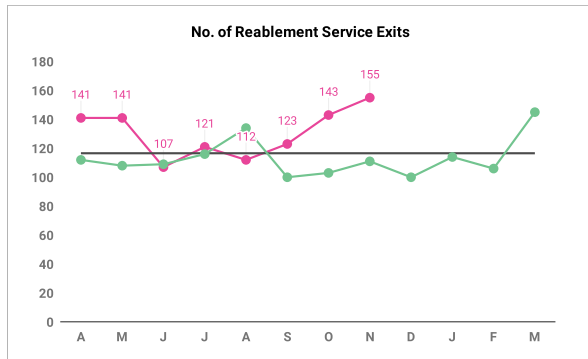
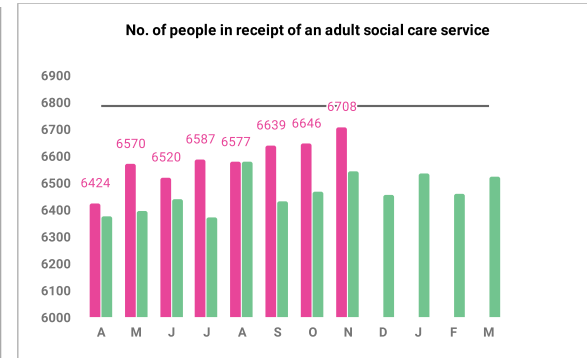
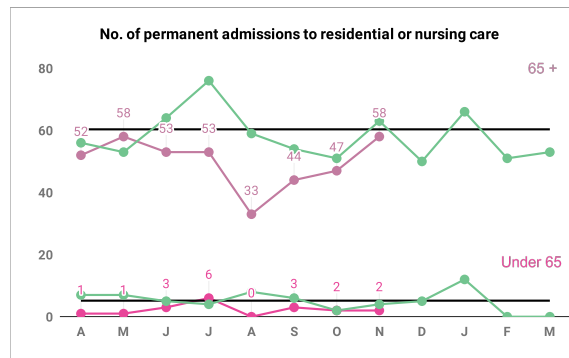
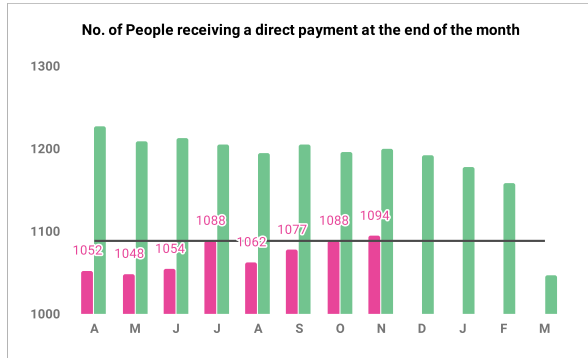






18/19 Actual  
 18/19 Target  
 17/18 Actual  
 19 Dec 2018

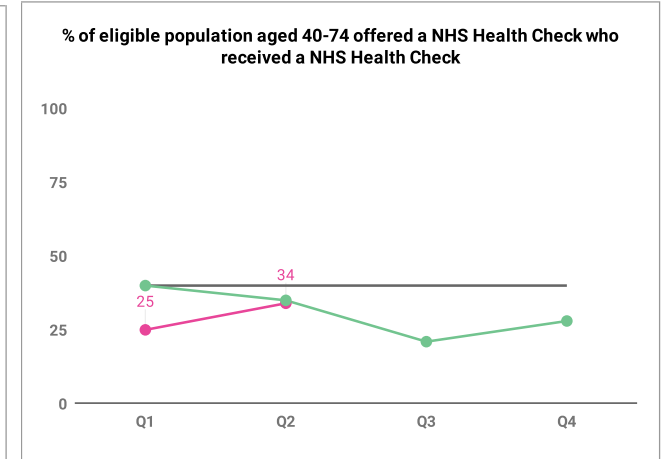
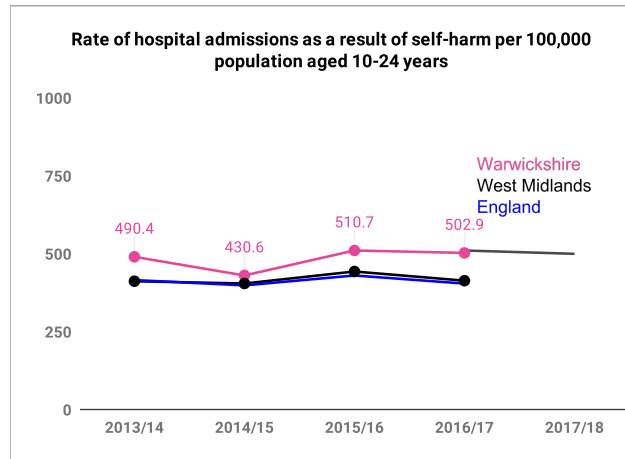
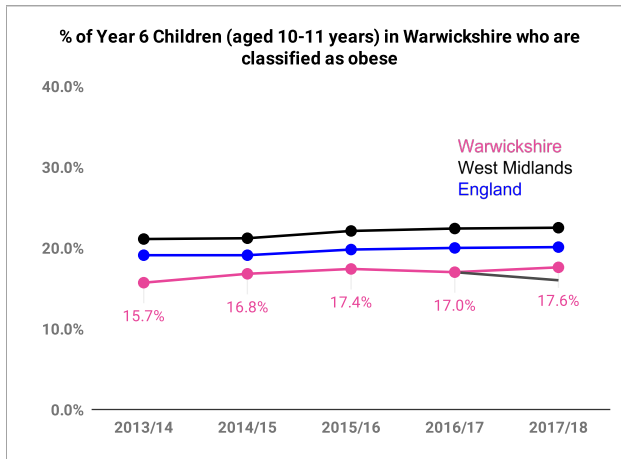
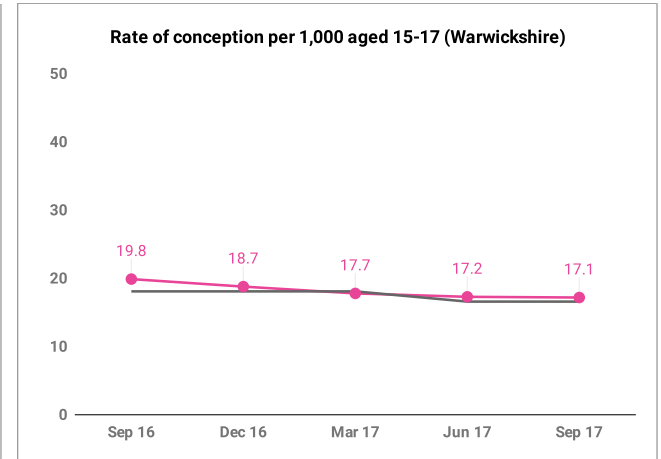
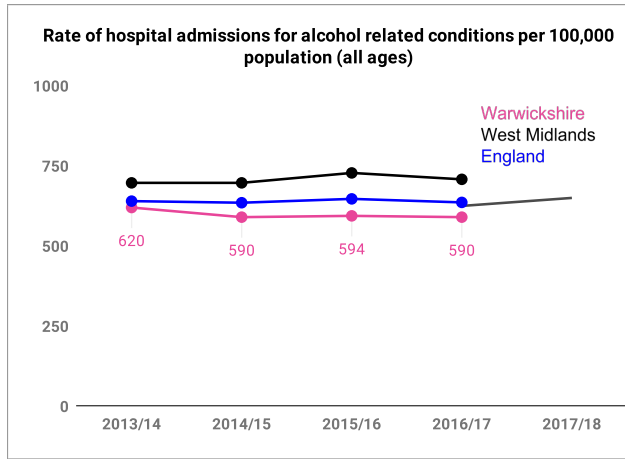
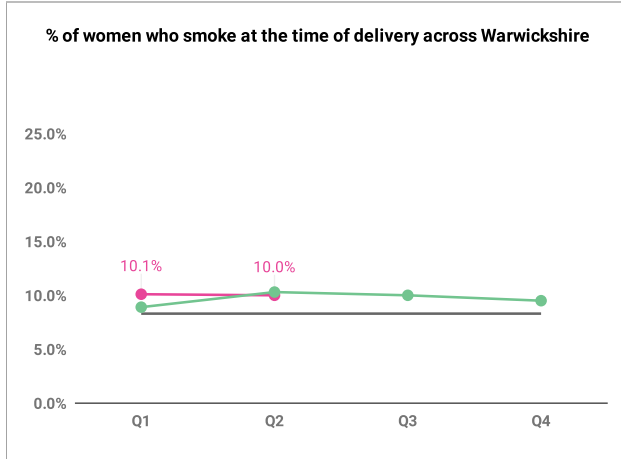
### Quarterly OOP Progress Report Adult Health and Social Care





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 18/19 Target  
 17/18 Actual  
 19-Dec-2018

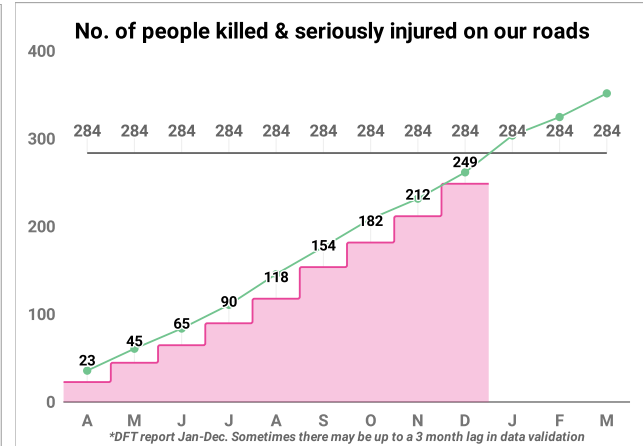
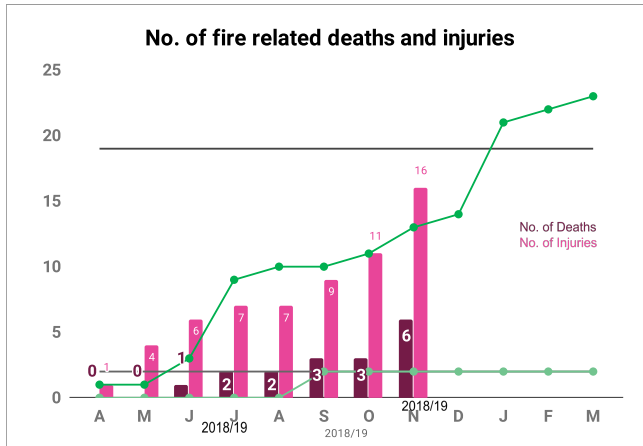
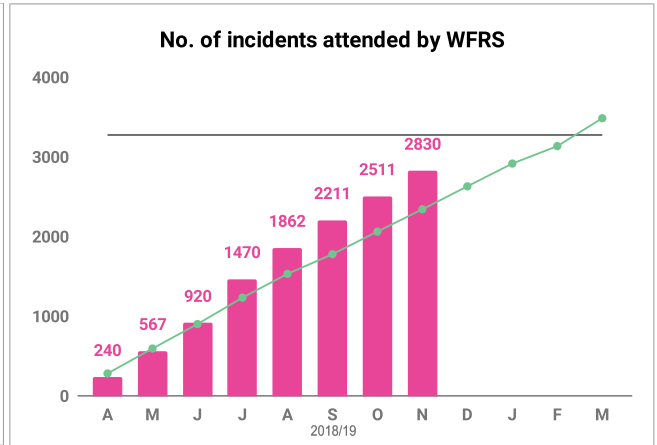
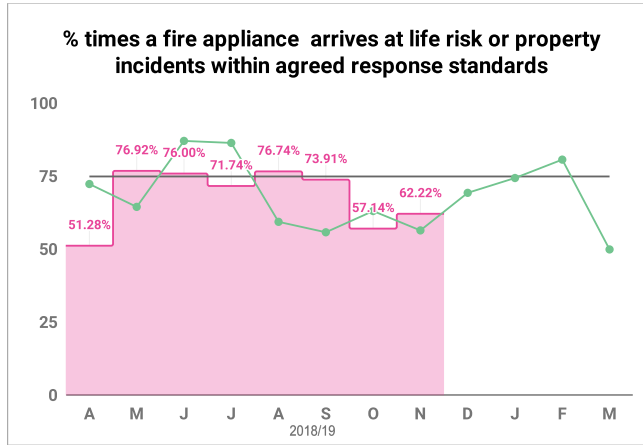
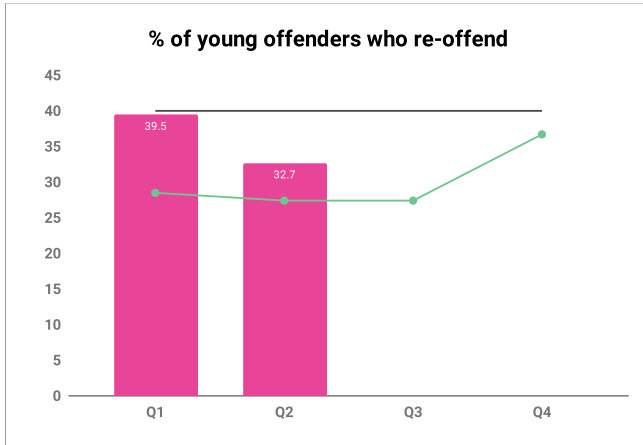
## Quarterly OOP Progress Report Health and Wellbeing





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 18/19 Target  
 17/18 Actual  
 19-Dec-2018

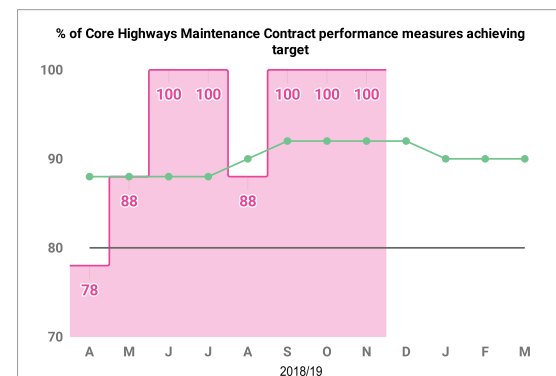
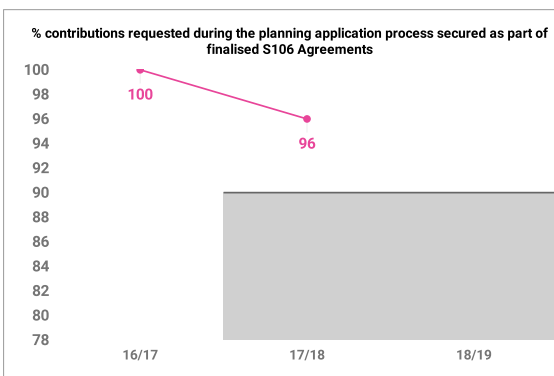
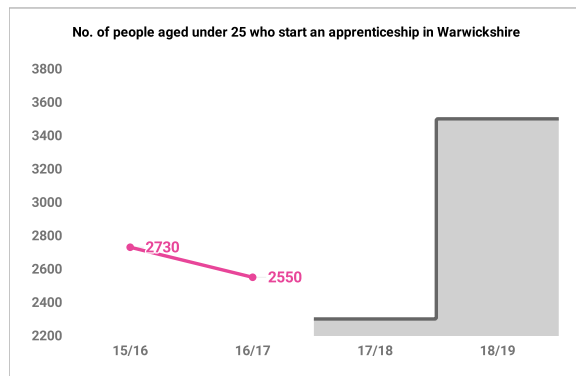
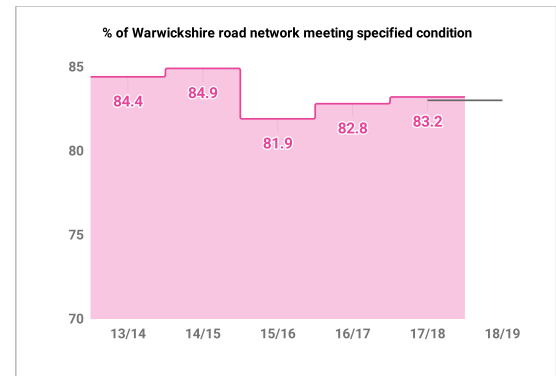
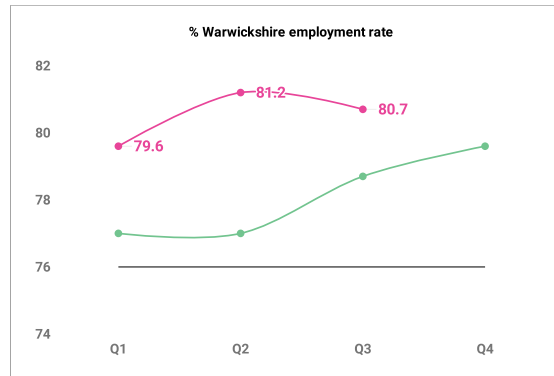
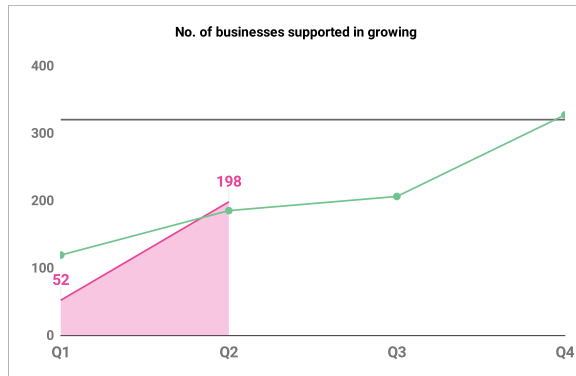
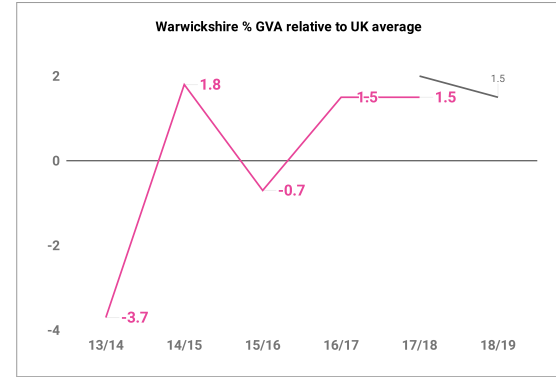
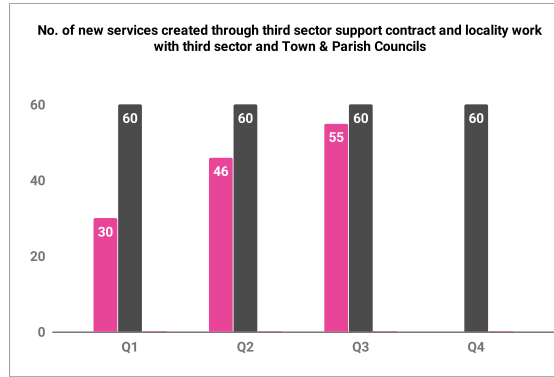
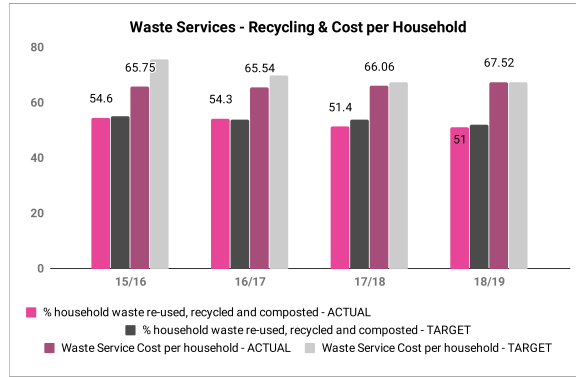
Quarterly OOP Progress Report  
 Community Safety and Fire





18/19 Target  
 17/18 Actual  
 18/19 Actual  
 19-Dec-2018

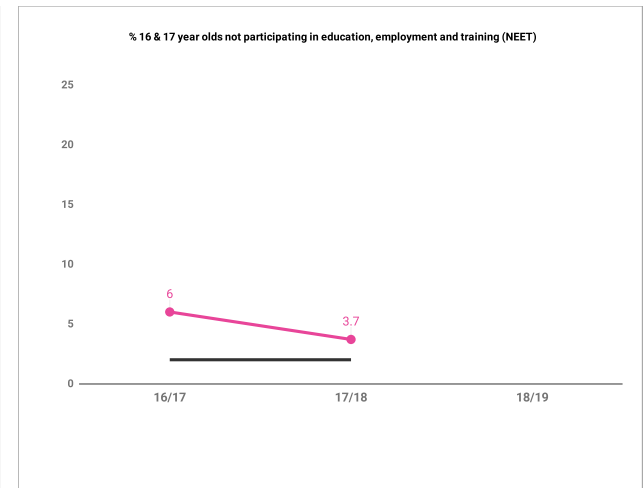
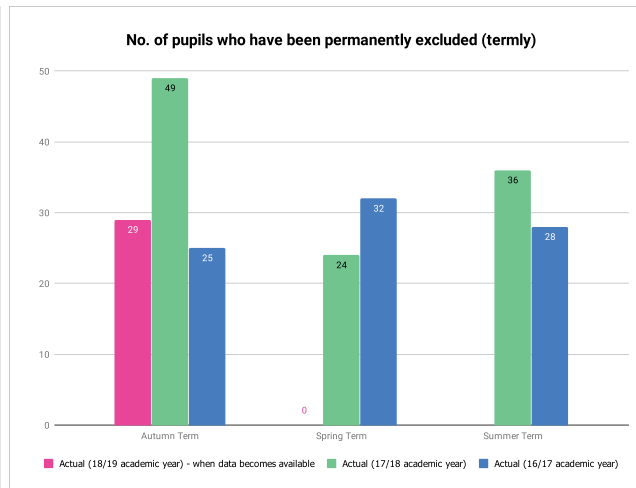
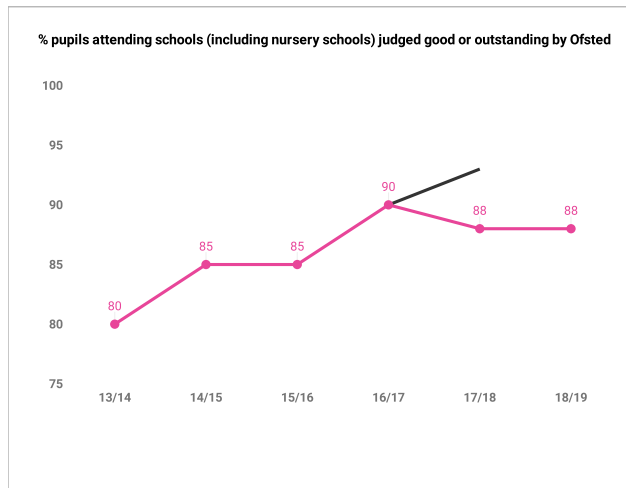
Quarterly OOP Progress Report  
 Economy and Infrastructure





18/19 Actual  
18/19 Target  
17/18 Actual  
19-Dec-2018

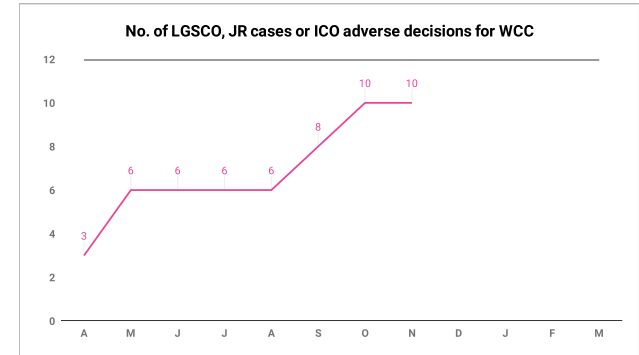
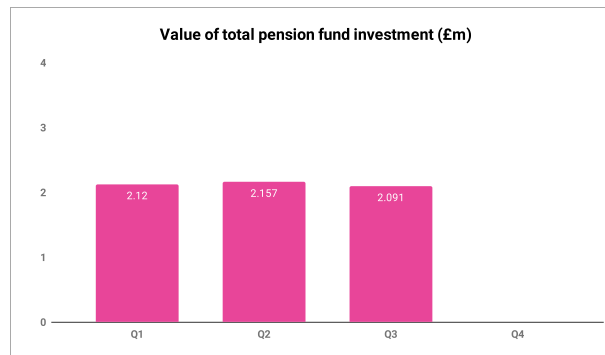
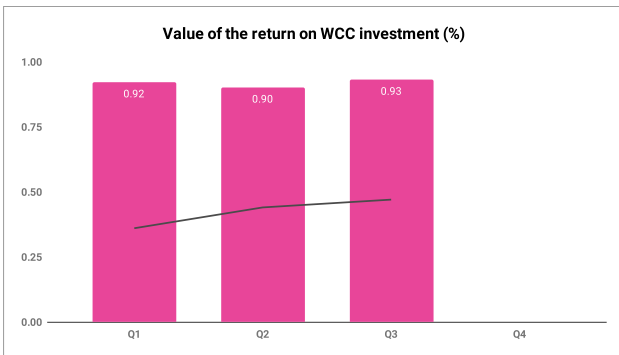
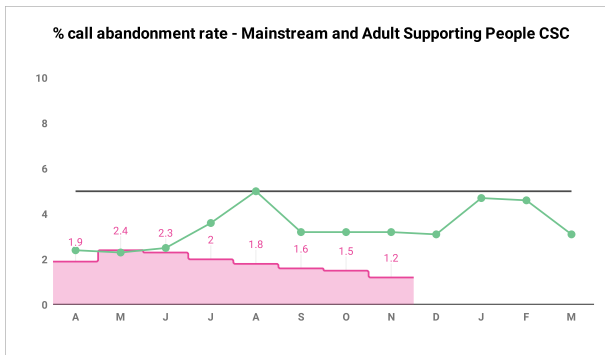
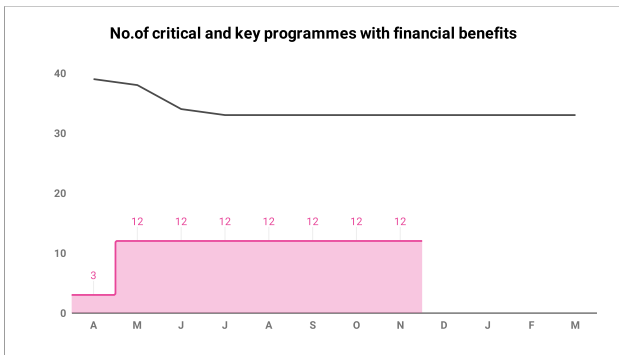
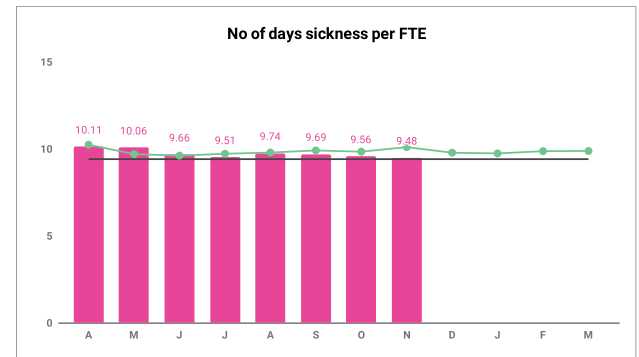
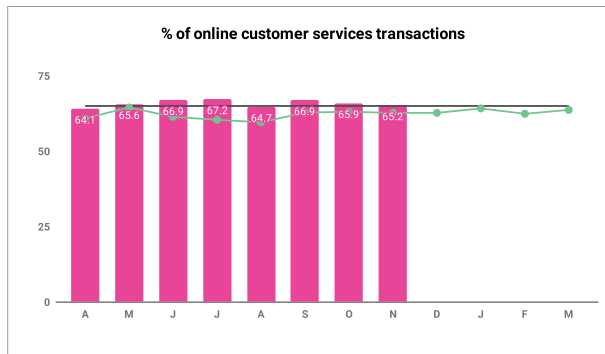
### Quarterly OOP Progress Report Education and Learning



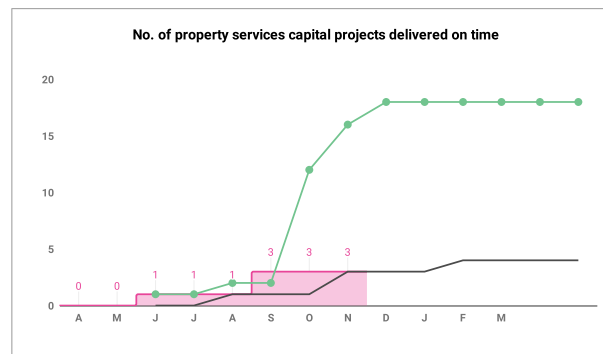
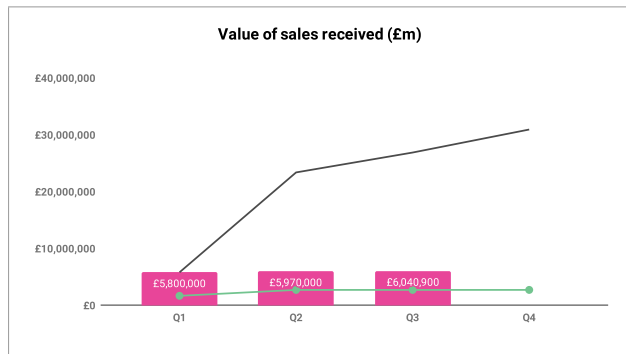
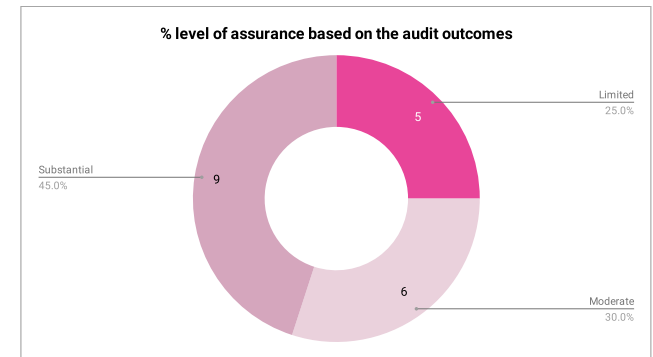
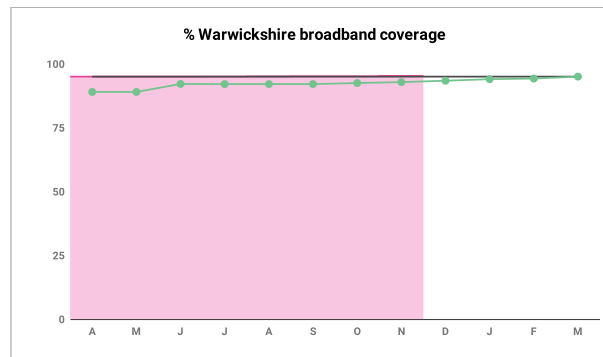
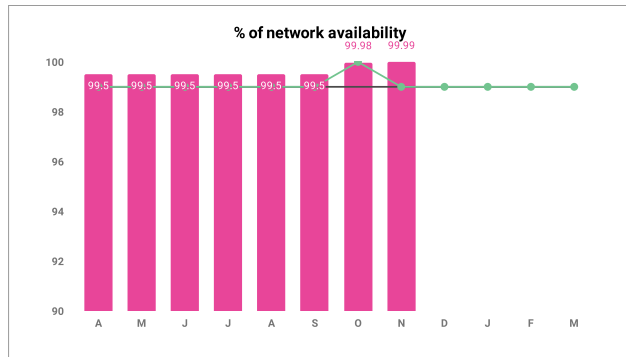


18/19 Target  
 17/18 Actual  
 18/19 Actual  
 19-Dec-2018  
 Data relates to the year 2018/19

**Quarterly OOP Progress Report**  
 Our resources are effectively and efficiently targeted



**Quarterly OOP Progress Report**  
Our resources are effectively and efficiently targeted





# Appendix A

## Part 4: Use of Financial Resources

### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Community Services</b>	26,004	27,120	1,116 4.29%	(1,221)	(105)
<b>Cabinet</b>	Overspend in Community Services is primarily as a result of known previously reported pressures in Waste Management. This is being considered as part of the Council's budget setting process in February.				
<b>Corporate Board</b>	Overspend in Community Services is primarily as a result of known previously reported pressures in Waste Management. This is being considered as part of the Council's budget setting process in February. Other overspends will be offset by underspends and Departmental reserves.				
<b>Education &amp; Learning</b>	100,112	105,424	5,312 5.31%	(185)	5,127
<b>Cabinet</b>	Cost centres are being now scrutinised more closely and the Education Services Senior Team with monthly budget challenge sessions set up for the high risk cost centres, which have been tasked with developing three year forecast and recovery plans. The AD and SLT is meeting regularly as a group with finance colleagues. The Education secretary's recent SEND investment announcement means an additional £1.2m in - year for Warwickshire and also another one off payment for the same amount for the 19/20 financial year. As a result of the new measures forecasts should be more reliable and accurate in 2018/19. In areas with deficits, the DSG Review, and Demand Management Review of SEND and Home to School Transport are assisting in moving towards a balanced budget in future years.				
<b>Corporate Board</b>	The recent Education secretary announcement regarding SEND has bought an additional £1.2m in- year investment for 18/19 and again for 19/20. The budget challenge sessions for high risk business units which are now required to develop 3 year forecasts and recovery plans are creating an additional level of discipline and ensuring relevant managers are being more rigorous in their financial management. The additional development of an overarching single recovery plan for the work of Education will bring coherency to this focus and be shared with relevant forums to shed light on the challenges being faced and the need for a collective responsibility solution. The DSG Review, and several Demand Management Reviews including SEND and Home to School Transport are assisting in moving towards a balanced budget in future years. Corporate Board has been presented with options, recommendations and the risks of each.				
<b>Fire &amp; Rescue</b>	19,838	19,314	(524) -2.64%	(1,516)	(2,040)
<b>Cabinet</b>	There is an underspend at quarter 3 of £524k, the reasons for the majority of this underspend; £151k relates to FF Pensions and is a result on no ill-health retirements, £164k is against the FF pay award which was awarded at 1% less than budgeted for, £108k is ring-fenced for the RDS FF pensionable pay issue and £85k relates to unallocated general inflation. At quarter 3 the Service will request to transfer a net £440k of this £524k into earmarked reserves to support a number of anticipated pressures in 2019/20 including the replacement of ICT equipment and to provide breathing apparatus training for 2019/20 while confirming the collaboration arrangements with West Midlands Fire Service. Based on the current forecast, following the quarter 3 transfers to and from reserves the service would end the year with an underspend of £84k.				
<b>Corporate Board</b>	There is an underspend at quarter 3 of £524k, the reasons for the majority of this underspend; £151k relates to FF Pensions and is a result on no ill-health retirements, £164k is against the FF pay award which was awarded at 1% less than budgeted for, £108k is ring-fenced for the RDS FF pensionable pay issue and £85k relates to unallocated general inflation. At quarter 3 the Service will request to transfer a net £440k of this £524k into earmarked reserves to support a number of anticipated pressures in 2019/20 including the replacement of ICT equipment and to provide breathing apparatus training for 2019/20 while confirming the collaboration arrangements with West Midlands Fire Service. Based on the current forecast, following the quarter 3 transfers to and from reserves the service would end the year with an underspend of £84k.				
<b>Transport &amp; Economy</b>	27,409	26,095	(1,314) -4.79%	(2,617)	(3,931)
<b>Cabinet</b>	Current £1.3m forecast underspend is likely to significantly reduce, due to proposed movements to reserves i.e. £500k Kenilworth Station; £350,000 concessionary travel for new subsidised bus routes and £250,000 flood risk management, due to contract risk				
<b>Corporate Board</b>	Winter maintenance and the flood risk issue with the property level protection contract are known risks as are further drops in concessionary travel expenditure and demand led income levels.				
<b>TOTAL COMMUNITIES DIRECTORATE</b>	173,363	177,953	4,590 2.65%	(5,539)	(949)





# Appendix A

## Part 4: Use of Financial Resources

### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Children &amp; Families</b>	60,030	64,071	4,041 6.73%	(1,712)	2,329
<b>Cabinet</b>	<p>The Children &amp; Families Service continues to review all budgets and spending in significant detail. A corrective actions log has been established and is monitored closely. The biggest overspends relate to children looked after, this is due to the number of children in care and savings not being achieved to date. The number of children entering care to leaving care is slowing down and monthly targets are being met but there are pressures in locating foster placements for some complex children.</p> <p>Weekly demand management and quarterly residential review meetings continue to be overseen by the Assistant Director.</p> <p>A fortnightly QA panel is in place to manage vacancies and agree recruitment which is also enabling reduction in staff and costs to enable revised savings that have been identified to be achieved. To date £1.3m of staff reductions will be implemented by 31.03.2019 which will enable saving to be realised in 2019-2020.</p>				
<b>Corporate Board</b>	<p>The Children &amp; Families Service continues to review all budgets and spending in significant detail. A corrective actions log has been established and is monitored closely. The biggest overspends relate to children looked after, this is due to the number of children in care and savings not being achieved to date. The number of children entering care to leaving care is slowing down and monthly targets are being met but there are pressures in locating foster placements for some complex children.</p> <p>Weekly demand management and quarterly residential review meetings continue to be overseen by the Assistant Director.</p> <p>A fortnightly QA panel is in place to manage vacancies and agree recruitment which is also enabling reduction in staff and costs to enable revised savings that have been identified to be achieved. To date £1.3m of staff reductions will be implemented by 31.03.2019 which will enable saving to be realised in 2019-2020.</p>				
<b>Social Care &amp; Support</b>	141,929	139,704	(2,225) -1.57%	(11,959)	(14,184)
<b>Cabinet</b>	<p>Underspends in Reablement staffing, assistive technology takeup and Assistant Director project funds are allowing the service to mitigate the growing pressures in packages of care for younger adults. Underspend will be used to fund expenditure in other People Directorate business units which supports adults with social care needs, rather than increasing reserves. The key assumption in the figures is that the recording of Residential Care packages for Older People is up to date during the busy winter period: The impact of a delay in recording will be a large increase in the forecast - this is being closely monitored by finance and the service.</p>				
<b>Corporate Board</b>	<p>Forecast increase this month due to three clients whose funding source was anticipated to be external. Two NHS and one self funding. All three have now been decided as Social Care funded, which was not what was being forecast. Alongside this there is a £250k pressure recognised this period from disabilities payments relating to previous year. Through early achievement of demand savings, Business Unit remains underspent as planned to enable building of contingency for future years</p>				
<b>Strategic Commissioning &amp; Public Health</b>	35,802	33,518	(2,284) -6.38%	(5,184)	(7,468)
<b>Cabinet</b>					
<b>Corporate Board</b>					
<b>TOTAL PEOPLE DIRECTORATE</b>	237,761	237,293	(468) -0.20%	(23,284)	(23,752)



# Appendix A

## Part 4: Use of Financial Resources

### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Customer Service</b>	9,106	9,090	(16) -0.18%	(654)	(670)
<b>Cabinet</b>	No financial issues to highlight				
<b>Corporate Board</b>	The Registration Service continues to explore further opportunities to generate income				
<b>Finance</b>	3,746	3,589	(157) -4.19%	(880)	(1,037)
<b>Cabinet</b>	Overall there is a small underspend being forecast. This may reduce if investments in improvements to financial systems (which were originally to be funded from reserves) can be implemented before the end of the financial year.				
<b>Corporate Board</b>	Overall there is a small underspend being forecast. This is primarily the result of ongoing problems in recruitment at certain levels (eg at principal accountant), some posts are being held vacant pending implementation of the target operating model. The underspend may reduce if investments in improvements to financial systems (which were originally to be funded from reserves) can be implemented before the end of the financial year.				
<b>Human Resources &amp; Organisational Development</b>	4,914	4,926	12 0.24%	(335)	(323)
<b>Cabinet</b>	The overall position for HROD once the corrections have been made would result in an underspend of c£134k. Staffing vacancies/gaps pending recruitment continue to result in underspends in advisory and HSW. However these are offset by costs associated with implementation of Your HR				
<b>Corporate Board</b>	The overall position for HROD once the corrections have been made would result in an underspend of c£134k. Staffing vacancies/gaps pending recruitment continue to result in underspends in advisory and HSW. However these are offset by costs associated with implementation of Your HR				
<b>ICT Services</b>	8,920	8,664	(256) -2.87%	(220)	(476)
<b>Cabinet</b>	The impact on subscriptions target due to withdrawal of a Multi Academy Trust in the Schools Traded Services has been partly addressed through reduction in expenditure. Delays in the contracts for Project Connect (telephony) and a number of other projects have resulted in underspends. The Project Connect underspend will be required to fund the contract going forward. The forecast for Production Services is dependent on estimates of contract costs which are under negotiation.				
<b>Corporate Board</b>	The impact on subscriptions target due to withdrawal of a Multi Academy Trust in the Schools Traded Services has been partly addressed through reduction in expenditure. Delays in the contracts for Project Connect (telephony) and a number of other projects have resulted in underspends. The Project Connect underspend will be required to fund the contract going forward. The forecast for Production Services is dependent on estimates of contract costs which are under negotiation.				
<b>Law &amp; Governance</b>	1,000	507	(493) -49.30%	(213)	(706)
<b>Cabinet</b>	The assumption for the remainder of 2018/19 is that trading activity will remain healthy. New external income has been generated for legal services this financial year and internal demand remains high. Underspends in Democratic Services are as result of staffing vacancies.				
<b>Corporate Board</b>	The assumption for the remainder of 2018/19 is that trading activity will remain healthy. New external income has been generated for legal services this financial year and internal demand remains high. Underspends in Democratic Services are as result of staffing vacancies.				



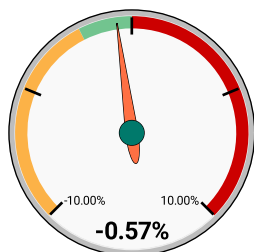
# Appendix A

## Part 4: Use of Financial Resources

### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Performance</b>	5,303	5,602	299 5.64%	(25)	274
<b>Cabinet</b>	The forecast overspend reflects the significant progress on various transformation projects, the funding for which was always planned to be funded from specific reserves held for this purpose. The affect of this proposed action will be to restore the Business Unit to an underspend position, as was always the case excluding transformation.				
<b>Corporate Board</b>	The forecast overspend reflects the significant progress on various transformation projects, the funding for which was always planned to be funded from specific reserves held for this purpose. The affect of this proposed action will be to restore the Business Unit to an underspend position as was always the case excluding transformation. In the main, cost centre underspends reflect vacancies held pending finalising the structural design of the Commissioning Support Unit.				
<b>Property Services</b>	10,635	10,495	(140) -1.32%	(501)	(641)
<b>Cabinet</b>	Increased trading activity within Enabling Services has improved the overall budget position. The Eastborough Way capital receipt is a risk which would impact on savings targets and negotiations are ongoing with the developer				
<b>Corporate Board</b>	Increased trading activity within Enabling Services has improved the overall budget position. The Eastborough Way capital receipt is a risk which would impact on savings targets and negotiations are ongoing with the developer				
<b>TOTAL RESOURCES DIRECTORATE</b>	43,624	42,873	(751) -1.72%	(5,446)	(6,197)
<b>Other Services</b>	-165,923	-170,945	(5,022) -3.03%	(98,933)	(103,955)
<b>Cabinet</b>	The majority of this underspend is the revenue effect of the declared slippage in the capital programme and full use of all resources in the capital investment fund, which have caused capital financing costs to be lower than budgeted. Cabinet should note that it is proposed that this underspend is used to meet the overspends in Waste Management and overspends in Dedicated Schools Grant funded services in Education & Learning.				
<b>Corporate Board</b>	The majority of this underspend is the revenue effect of the declared slippage in the capital programme and full use of all resources in the capital investment fund, which have caused capital financing costs to be lower than budgeted. Cabinet should note that it is proposed that this underspend is used to meet the overspends in Waste Management and overspends in Dedicated Schools Grant funded services in Education & Learning.				
<b>TOTAL WHOLE AUTHORITY</b>	288,825	287,174	(1,651) -0.57%	(133,202)	(134,853)

#### Revenue Variance for the Whole Authority



#### Notes:

All positive revenue variances (i.e. overspends) are shown as Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is highlighted in the body of the OOP report. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

\* People Directorate and Resources Directorate have retained reserves which are held at the Directorate level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.



## Appendix A

### Part 4: Use of Financial Resources

#### Savings Plan Position by Business Unit

Service	2018/19 Target £'000	2018/19 Actual to Date £'000	2018/19 Forecast Outturn £'000	Comments	2018-20 Implementation Status £'000
Community Services	747	717	717	Apart from Waste Management, the current savings requirement will be delivered through a combination of underspend on related services and the use of Community Services reserves. Waste Management is overspent because of the increase in residual waste arising from housing growth and charging for green waste. It will be considered by the Council as part of the budget process when the overall out turn position is known.	R
Education & Learning	733	727	727		G
Fire & Rescue	0	0	0	Savings options for 2019/20 are being considered and as such there is uncertainty on how these might be delivered, as a result the RAG rating remains Amber.	A
Transport & Economy	689	689	689	Savings are on track for 18/19. The delivery of the delayed 17/18 saving in regeneration has now been resolved	G
<b>TOTAL COMMUNITIES DIRECTORATE</b>	<b>2,169</b>	<b>2,133</b>	<b>2,133</b>		
Children & Families	2,985	862	862	The current savings plan will not be met with the exception of the Children & Family Centre's.	R
Social Care & Support	2,562	2,203	2,500	The in year savings will be delivered / met. However, how this is achieved recurrently is uncertain as this is dependent on the recurrency of one off funding (BCF / iBCF), the Social Care Precept and the central government settlement (adult social care element specifically – dilnot etc).	G
Strategic Commissioning & Public Health	406	406	406	All in year savings for the unit will be met. Work is ongoing to realise the final element of the savings required for 19/20. These will be delivered from reserves initially but a draft plan is being discussed to ensure full delivery by 2020.	G
<b>TOTAL PEOPLE DIRECTORATE</b>	<b>5,953</b>	<b>3,471</b>	<b>3,768</b>		
Customer Service	10	10	10		G
Finance	65	65	65	The savings for 2018/19 have already been delivered. There is still an additional £95k to identify for 2019/20, but the service is confident that this is deliverable and it will form part of the Finance functional operating model considerations.	G
Human Resources & Organisational Development	75	75	75	The savings for 2018/19 have already been delivered. Plans are in place to achieve the 2019/20 savings linked in part to the implementation of Your HR	G
ICT Services	363	363	363	2018/19 savings have already been delivered. Delivery of the 2019/20 savings is subject to clarity in relation to approach for new operating model and end user computing strategy.	G
Law & Governance	49	49	49	Savings in Legal due to be delivered via external legal income.	G
Performance	55	55	55		G
Property Services	1,583	1,432	1,475	Strategic Sites - Savings of £732,432 have been secured for 2018/19 against the target of £854,048. It is anticipated that £746,346 will be received in 18/19. The remaining £107,702 was planned to be delivered from the receipt at Eastborough Way. The RAG status for Eastborough Way has however been amended to red to reflect the current uncertainty regarding phased payments as a result of the planning requirement for a toucan crossing. 2019/20 savings of c£576k for Top Farm are currently at risk due to underestimated infrastructure charges via S.106. The impact has yet to be fully assessed and mitigation measures exhausted.	R
<b>TOTAL RESOURCES DIRECTORATE</b>	<b>2,200</b>	<b>2,049</b>	<b>2,092</b>		
Other Services	100	100	100		G
<b>TOTAL WHOLE AUTHORITY</b>	<b>10,422</b>	<b>7,753</b>	<b>8,093</b>		

**Key:**

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



## Appendix A

### Part 4: Use of Financial Resources

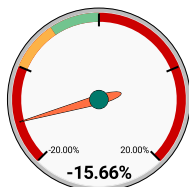
Capital spend position and slippage by Business Unit

Service	Approved budget for all current and future years (£'000)	Slippage from 2018/19 into Future Years £'000	Slippage from 2018/19 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	374	(49)	-54%	85	0	459	Review of currently agreed children and family property adaptations has meant the budget has moved from 18-19 into later years.
Community Services	835	(158)	-33%	0	12	847	Household Waste Recycling Centres maintenance has been reprofiled based on planned schemes which has reallocated funding to 2019/20. Countryside Services has carried forward funding for planned maintenance requirements in 2019/20.
Customer Service	2,518	0	0%	0	0	2,518	
Education & Learning	38,267	(1,027)	-6%	(378)	352	38,241	Long Lawford Primary £0.300 million, due to delays resulting from additional works necessary for a car park drop off. Welford on Avon Primary School £0.200 million, because of ongoing changes to design works arising from the planning process. Welcombe Hills £0.442 million, delays due to planning and Sport England objections. There are also other smaller schemes where additional spend or movements between years has increased the slippage figure, please see the annex for details.
Fire & Rescue	9,585	(9)	0%	0	27	9,612	Slippage caused by minor amendments to the timing of payments on schemes.
Information Assets	23,734	(4,348)	-45%	32	14	23,780	Slippage has occurred on BDUK due to civil engineering complications, this has resulted in the need for a revised delivery programme.
Property Services	29,221	(2,109)	-14%	419	0	29,640	£0.473 million relates to Rationalisation of County Storage / Montague Road project, due to the requirement of re-scope work at Budbrooke to meet the service requirements of highways. Rural Services Capital Maintenance has slippage of £0.611 million as a result of staff changes and prioritisation of projects. There is also slippage on the strategic land sites of £1.024 million, due to the inaccurate forecast of contingency funds.
Social Care & Support (Adults)	3,350	(1,525)	-100%	0	0	3,350	Transfer of a site at Dunchurch depot for Extra Care Housing has been delayed, resulting in slippage of £1.350 million; this has been deferred until 2019/2020 due to decisions to be made in Property Services in relation to various parts of the site. The remainder of the slippage £0.175 million is due to money allocated to Adult Social Care technical developments which has not been spent as no new projects have currently been identified.
Strategic Commissioning	6,216	(116)	-2%	0	0	6,216	Recommendations to establish a formal grant model have delayed further payments on the Adult Social Care modernisation project.
Transport & Economy	154,231	(7,831)	-14%	3,077	300	157,608	Of the total slippage £3.954 million (51%) relates to delays with Developer funded schemes caused by technical design and contract negotiations with individual developers. Of the remaining slippage, £2.000 million is related to delays with the A46 Stoneleigh junction scheme caused by objections received to statutory orders, causing application for and final approval of DfT funding to be put back. This £2.000 million is now expected to be spent in 2019/20. Remaining slippage from delays caused by construction re-design and modelling work, planning issues and contract negotiations.

#### Key:

In the current forecast the following tolerances have been used to identify slippage from 2018/19 into future years:  
 ~ 0% to 5% underspend/slippage is shown as Green  
 ~ 5% to 10% underspend/slippage is shown as Amber  
 ~ over 10% underspend/slippage is shown as Red  
 ~ any overspend is shown as Red

#### Slippage from 2018/19 into Future Years for the Whole Authority



Q3 Total WCC	All Years Budget	New Schemes all years
Total WCC All Years Capital Programme (£'000)	268,331	3,235

Newly resourced spend included in slippage figures £000	All Years Forecast
705	272,271

Q3 2018-19 Capital Programme	2018-19 Budget	18-19 Slippage (£000's)	18-19 Slippage %	New 18/19 Schemes (and changes to schemes not related to slippage)	New 18/19 Forecast
Total 2018/19 Capital Programme (£'000)	109,622	(17,172)	-16%	(273)	92,177

18-19 Capital Programme	Q1	Q2	Q3	Q4	Total
Slippage for 2018/19	(31,004)	(11,527)	(17,172)		(59,703)

Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net		Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Community Services Management	161	310	149	0	0	0	161	310	Overspend is due to the interim arrangements for the AD post
Community Services Support Costs	571	587	16	(11)	(28)	(17)	560	559	
Community Safety	1,796	1,910	114	(852)	(849)	3	944	1,061	£136,000 overspend on Gypsy and Travellers due to increase in Maintenance and rates but also reduced income. Some of the overspend is being offset by a salary saving (Community Safety Manager) and is being covered by underspends in Localities and Partnerships.
Localities & Partnership	2,597	2,543	(54)	0	(8)	(8)	2,597	2,535	Contract savings of £54,000 are being made in year alongside staff savings of £26,000 which are both helping to fund the Gypsy and Traveller overspend. There's a reduction of £9,676 in Councillor Grant payments but there is £28,590 being spent on Armed Forces Community Covenant which does not have a budget. For AFCC to continue, there needs to be budget provided to support the work.
Heritage and Environment	3,485	3,514	29	(2,549)	(2,502)	47	936	1,012	
Heritage and Environment - Traded Educational (LACE)	15	41	26	(28)	(35)	(7)	(13)	6	
Heritage and Environment - Traded Non-Educational (Archaeology, Forestry)	1,185	1,163	(22)	(1,392)	(1,430)	(38)	(207)	(267)	
Heritage and Environment - Total	4,685	4,718	33	(3,969)	(3,967)	2	716	751	£30,000 underachievement of the 2018/19 OOP savings target of £280,000. £68,000 is to be transferred to reserves and spent in 19/20 for the Digitising Heritage (Warwickshire Bytes) project which is a one off allocation of £100,000. Once this money is transferred to reserves, the true position of Heritage and Environment will be an overspend of £103,000. There is a £36,000 overspend in Archaeology due to the salary budget being set incorrectly. Across the whole of H&E, the forecast includes some areas being unable to meet their income targets for 18/19.
Waste Management	21,351	22,234	883	(3,244)	(3,201)	43	18,107	19,033	The £757,000 2017/18 deficit has been removed from the Waste Management budget in order to balance the Waste reserve to nil. Overspend for 18/19 is £169,000 which is due to increase in maintenance of vehicles/equipment and a reduction in some sales income across the Recycling centres and Transfer stations.
Youth Justice Service	2,202	2,169	(33)	(660)	(683)	(23)	1,542	1,486	Reduced spend on Banarods contract of £18,895 and staff savings which will be contributing towards the 19/20 £222,000 OOP savings.
Trading Standards	1,510	1,546	36	(438)	(462)	(24)	1,072	1,084	Increased staffing costs for agency worker who has been extended until end of the year. £15,000 of unallocated savings which are not being met.
Emergency Management	214	193	(21)	(53)	(32)	21	161	161	
Communities Group Resources	206	187	(19)	(62)	(47)	15	144	140	No longer recruiting for another part time employee.
<b>Net Service Spending</b>	<b>35,293</b>	<b>36,397</b>	<b>1,104</b>	<b>(9,289)</b>	<b>(9,277)</b>	<b>12</b>	<b>26,004</b>	<b>27,120</b>	
									<b>1,116</b>

Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.19 £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	-388	388	-926	-926	-926		
Museums Development Fund	111	112	-2	221	221	2	Draw down from reserves for the purchase of a golden ring
Museum Ethnographic Fund	19			19	19		
Records Purchase Fund	7			7	7		
Records Donation Fund	65	40		105	105		
Digitising County Records			68	68	68	-68	Member's have allocated £100,000 to spend on the digitalisation of County Records. £68,000 to be moved into reserves and spent in 19/20.
Community Services - Savings	0	191	-247	-56	-56		
Community Services - Trading	0	60	-9	51	51	9	A request to draw down £9,000 from the Ecology & Archaeology Information and Advice Reserve to help achieve income target.
Proceeds of Crime	146			146	146		
Domestic Homicide Reviews	0	83		83	83		
Secure Remand Reserve	387			387	387		
<b>Total</b>	<b>347</b>	<b>874</b>	<b>(1,116)</b>	<b>105</b>	<b>105</b>	<b>(57)</b>	

Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Forecast Outturn £'000	
CG-CS-06	Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	0		222	222	
CG-CS-11	Community Services Management - a reduction in the funding for training, legal costs and projects and a reduction in management posts consistent with the redesign of the Business Unit	206	206	206	206	
CG-CS-12	Trading Standards - implementation of a service redesign focussed on generic roles for trading standards officers and a 'one team' approach removing specialisms, partially offset by additional investment in intelligence to aid assessment and resilience, as a result there will be a reduction in staffing and management costs. Activity that delivers internet safety for vulnerable people will be protected	203	203	203	203	
CG-CS-13	Waste Management - a reduction in waste tonnage to landfill, an increase in trade waste and third party income, an increase in recycling and a change in the allocation of recycling credits for green waste and food waste	36	36	679	679	
CG-CS-14	Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	22	22	43	43	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	280	250	360	360	An element of savings appears unlikely to be delivered in the current year. Remedial action is being discussed.
<b>Total</b>		<b>747</b>	<b>717</b>	<b>1,713</b>	<b>1,713</b>	
	<b>Target</b>		747		1,713	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>30</b>		<b>0</b>	



Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018/19 to 2021/22 Capital Programme

Project	Description	Earlier Years			Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		2018/19	2019/20	2020/21 and later	2018/19	2019/20	2020/21 and later	2019/20	2020/21 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
<b>Waste Management</b>													
10207000	Waste Strategy - Waste Treatment & Transfer F	1,520	0	0	1,563	1,520	43	0	0	1,563	0	0	0
10454000	Lower House Farm	5,646	0	0	5,646	5,646	0	0	0	5,646	0	0	0
11303000	HWRC Maintenance 2016/17	48	0	0	48	48	0	0	0	48	0	0	0
11304000	HWRC Maintenance 2017/18	54	77	0	130	54	0	0	0	54	-77	-77	£77k reallocated to 19/20 capital block (project 11535000)
11450000	HWRC Maintenance 2018/19	0	80	0	80	0	37	0	0	37	-43	-43	£43k reallocated to the 19/20 capital block (project 11535000)
11535000	HWRC Maintenance 2019/20	0	0	80	80	0	0	200	0	200	0	120	£120k reallocated from 17/18 & 18/19 capital blocks (project 11450000 & 11304000)
<b>Countryside</b>													
10260000	Learn. To Rugby Disused Railway Line - 2002/C	73	0	27	100	73	0	27	0	100	0	0	0
11022000	Countryside Maintenance - Base Programme 2	606	0	0	606	606	0	0	0	606	0	0	0
11218000	Countryside Rural Services Capital Maintenance	432	4	0	436	432	8	0	0	440	4	4	Correction to the forecast for retention - funded from 18/19 block (11449000)
11301000	Countryside Rural Services Capital Maintenance	362	0	0	362	362	0	0	0	362	0	0	0
11302000	Countryside Rural Services Capital Maintenance	200	26	0	226	200	26	0	0	226	0	0	0
11449000	Countryside Rural Services Capital Maintenance	0	220	0	220	0	177	0	0	177	-42	-42	Forecast updated to reallocate £50,000 of the maintenance funding to spend in 19/20
11536000	Countryside Rural Services Capital Maintenance	0	0	220	220	0	0	270	0	270	0	50	Moved from project 11449000
<b>Trading Standards</b>													
11642000	Calibration Fuels	32	0	0	32	32	0	0	0	32	0	0	0
11670000	Mettler Toledo XPE 1003KMC Mass comparator	0	35	0	35	0	35	0	0	35	0	0	0
<b>Heritage</b>													
10623000	County Records Office Services - Digital Asset M	95	0	6	101	95	0	6	0	101	0	0	0
11415000	Market Hall Museum - 'Our Warwickshire'	913	0	18	932	913	0	18	0	932	0	0	0
11534000	Healey collection	97	0	0	97	97	0	0	0	97	0	0	0
<b>Community Safety</b>													
11524000	Emergency Stopping Places	81	0	0	81	81	0	0	0	81	0	0	0
		<b>10,159</b>	<b>484</b>	<b>351</b>	<b>10,995</b>	<b>10,159</b>	<b>326</b>	<b>521</b>	<b>0</b>	<b>11,006</b>	<b>-158</b>	<b>12</b>	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/Under	Agreed Budget	Forecast Outturn	Variation Over/Under	Agreed Budget	Forecast Outturn	Variation Over/Under	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Head of Service	117	201	84	0	0	0	117	201	84	
Business Unit	1,339	1,385	46	(193)	(314)	(121)	1,146	1,071	(75)	
Business Unit - Traded Educational (Warwickshire Music, Marte Hall)	3,129	2,950	(179)	(3,304)	(3,121)	183	(175)	(171)	4	
Business Unit - DSG	69	69	0	0	0	0	69	69	0	
<b>Head of Service - Total</b>	<b>4,655</b>	<b>4,606</b>	<b>(49)</b>	<b>(3,497)</b>	<b>(3,436)</b>	<b>62</b>	<b>1,157</b>	<b>1,170</b>	<b>13</b>	
Education, Access & Sufficiency	17,407	19,229	1,822	(1,390)	(1,092)	298	16,017	18,137	2,120	There is a forecast overspend on SEN transport of £1,527m, £0.721m on Mainstream transport, and £0.066m on Transport Admin. This is being offset against a underspend of £0,104m on crossing patrols and mainstream school transport. A new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme. In order to meet the £0.248m OOP saving core funding from School Improvement has been vired to SEN transport budget.
Education, Access & Sufficiency - Traded Educational (Admissions)	311	313	2	(330)	(430)	(100)	(19)	(117)	(98)	Underspend is a result of an over achievement of income in Admissions services.
Education, Access & Sufficiency - DSG	32,167	30,343	(1,824)	(3)	0	3	32,164	30,343	(1,821)	There is an underspend on the Early Years DSG block (EYB) of £1.711m, this is offset against £1,708m budget balance line in Schools Residual, funding will be reduced by the ESFA in 2019/20 to remove any surplus funding on the EYB. Part of the DSG review was to review Admissions services this has resulted in a forecast underspend of £0.120m, the DSG Schools block is forecasting to overspend on the growth fund by £0.09m due to commitments to schools to fund bulge classes.
<b>Education, Access &amp; Sufficiency - Total</b>	<b>49,884</b>	<b>49,885</b>	<b>0</b>	<b>(1,722)</b>	<b>(1,522)</b>	<b>201</b>	<b>48,162</b>	<b>48,363</b>	<b>201</b>	
SEND and Inclusion	4,020	3,681	(339)	(1,051)	(936)	115	2,969	2,745	(224)	There are underspends in this area that relate to the additional income from Education Psychologists Service (EPS) and is due to a review of reporting income, this surplus offsets the deficit traded income (line below), and is a reporting adjustment and not an increase in business.
SEND and Inclusion - Traded Educational (ACE, Ed Psych, EMTAS, STS)	2,383	2,217	(166)	(2,778)	(2,477)	301	(395)	(260)	135	There is reduction on EPS income, due to review of income as mentioned above, this is reduced by the under spend in gross expenditure due to slippage in salary costs.
SEND and Inclusion - DSG	46,280	47,793	1,513	(1,516)	(1,733)	(217)	44,764	46,060	1,296	The overspend on the DSG High Needs block (HNB) is due to increase demand on top up budgets, there is a £2.072m over spend on Special School, Independent, Area Behaviour Partnerships, & Post 16 budgets this is being offset against a underspend of £0.588m from the Specialist Teacher Service and the Integrated Disability Team. The total forecast overspend on the Education Services HNB is £4,293m, if you take into account the deficit budget balance set at budget setting, this overspend budget is shown within Schools Residual - DSG. It is a national situation as well as local, and the new SEND Board will also be focusing on addressing the overspends in the HNB.
<b>SEND and Inclusion - Total</b>	<b>52,684</b>	<b>53,691</b>	<b>1,008</b>	<b>(5,344)</b>	<b>(5,146)</b>	<b>199</b>	<b>47,338</b>	<b>48,545</b>	<b>1,207</b>	
Learning and Performance	2,472	2,988	516	(1,396)	(1,982)	(586)	1,076	1,006	(70)	
Learning and Performance - Traded Educational (Sch Gov)	403	389	(14)	(462)	(521)	(59)	(59)	(132)	(73)	The underspend is due to a growth in Governor Services, resulting in additional income, the service has also increased its trading surplus by making staff savings.
Learning and Performance - DSG	3,154	3,376	222	(62)	(144)	(82)	3,092	3,232	140	The overspend is due to increasing costs in funding provisions for pupils excluded, this has resulted in a forecast overspend in the Area Behaviour Partnership service of £1,65K, there is a small underspend offsetting this of £0.043m from Child Protection.
<b>Learning and Performance - Total</b>	<b>6,028</b>	<b>6,752</b>	<b>724</b>	<b>(1,919)</b>	<b>(2,646)</b>	<b>(727)</b>	<b>4,109</b>	<b>4,106</b>	<b>(3)</b>	
Adult Community Learning	1,650	1,741	91	(1,731)	(1,824)	(93)	(81)	(83)	(2)	Underspend on the Adult Community Learning Grant will be carried forward to 2019/20 as part of the grant conditions.
Schools Residual Pensions	2,116	2,116	0	0	0	0	2,116	2,116	0	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Schools Residual - DSG	(2,617)	1,279	3,896	(72)	(72)	0	(2,689)	1,207	3,896	The LA set a deficit DSG budget in 2018/19 this is broken down by blocks as follows, Central Support Services £0.471m under spend, Early Years £2.187m over spend, and High Needs £2.797m over spend. The Early Years overspend is a short term budget pressure as the ESFA will adjust the LA's 2018/19 budget allocation in 2019/20 based on 2018/19 actuals, this is reflected in the forecast. Since Q3 report the DfE has announced additional funding of £1.196m for High Needs, this is not reflected therefore the forecast is overstated by £1.196m.
Schools Residual - Total	(501)	3,396	3,896	(72)	(72)	0	(573)	3,323	3,896	
<b>Net Service Spending</b>	<b>114,400</b>	<b>120,071</b>	<b>5,670</b>	<b>(14,285)</b>	<b>(14,646)</b>	<b>(358)</b>	<b>100,112</b>	<b>105,424</b>	<b>5,312</b>	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
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2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Education and Learning - Savings	-260	260	-1,889	-1,889		
SEND Earmarked Reserve	427	-242	51	236		
School Improvement Monitoring & Brokering Reserve	0		0	0		
Education MIS Project	71	-71	0	0		
Virtual Schools for LAC			42	42		
Early Years Delivery Support Fund (30 hrs)	60	-60	0	0		
DSG Reserve	0		-3,516	-3,516		
<b>Total</b>	<b>298</b>	<b>(113)</b>	<b>(5,312)</b>	<b>(5,127)</b>	<b>0</b>	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
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2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	
CG-EL-03	Attendance, Compliance & Enforcement Service (ACE), Reduce the number of cases that require intervention, effective use of funding from the priority families programme, increase trading with academy schools outside Warwickshire and reductions in the service.	139	133	133	139	
CG-EL-05	Reduction in management and administration and the removal of the funding set aside for school-based projects that arise during the year.	110	110	110	110	
CG-EL-06	Restructure of the school improvement and early years quality improvement functions and the post-16 team to reflect the approach to school-led improvement approach and policy outlined in the Education for All Bill.	101	101	101	101	
CG-EL-07	Access and Organisation; a reduction in planning costs, the removal of funding for vacant sites and removing the provision for the set-up costs of new schools	35	35	35	70	
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	100	100	100	221	
CG-EL-09	Reduction in the Home to School Transport Budget:	248	248	248	248	Home to School and SEN transport budget is forecasting to overspend by £2.248m, in order to meet the OOPs savings core budget from School Improvement (SI) has been transferred to SEN Transport, SI will be funded using SI & monitoring grant, there is a risk if the SI grant end there is no core funding for SI. A new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme.
	<b>Total</b>	<b>733</b>	<b>727</b>	<b>727</b>	<b>889</b>	<b>240</b>
	<b>Target</b>		733	733		<b>889</b>
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>6</b>	<b>6</b>		<b>649</b>

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
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2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action			
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's		2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's
<b>Learning - Devolved</b>													
10554000	Devolved/School Level Budgets 2010/11 (Self-fund)	1,165	1520		0	2,685	1,165	1,520	0	0	2,685	0	0
<b>Learning - Non Schools</b>													
11389000	CMS Musical Instruments 2015/16-2017-18	80	11		0	91	80	11	0	0	91	0	0
11556000	Education MIS	426			0	426	426		0	0	426	0	0
11557000	Early Years Capital Fund / Knightlow Children's P	196			0	196	196		0	0	196	0	0
11558000	Early Years Capital Fund / Nic Nac Pre-School	174			0	174	174		0	0	174	0	0
11559000	Early Years Capital Fund / Acorn Wood Day Nurs	195			0	195	195		0	0	195	0	0
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	78		0	78	0	78	0	0	78	0	0
11563000	Early Years Capital Fund / Dunchurch Infants	132	54		0	186	132	54	0	0	186	0	0
<b>Learning - Other</b>													
10080000	Education - S106 Financing	1	0		0	1	1	0	0	0	1	0	0
11476000	Nursery & pre school provision minor works	13			0	13	13		0	0	13	0	0
11571000	Bridges Childcare	0	40		0	40	0	58	0	18	58	18	18
11573000	Planning & Development block header 17/18	10	190		0	200	10	190	0	200	200	0	0
11630000	Minor Works 18/19	16	284		0	300	16	284	0	300	300	0	0
11633000	Wedding Nursery Provision - demolition and re	0	388		0	388	0	10	0	10	-378	-378	-378
11678000	Seedlings Nursery HRI Wellesbourne - Modular B	0	120		0	120	0	120	0	120	120	0	0
11682000	Temporary Classroom Removal	0	150		0	150	0	150	0	150	150	0	0
11683000	Healthy Pupil Capital Fund	0	0		0	0	0	0	0	0	0	0	0
<b>Primary - expansion</b>													
11073000	All Saints Junior Extension (Pupil Places) Warwick	900	50		0	950	900	29	0	929	-21	-21	-21
11102000	Newdigate Primary (Pupil Places) Bedworth	878	0		0	878	878	0	0	878	0	0	0
11249000	Bishopston School extension - targeted basic need	2,689	11		0	2,700	2,689	2	0	2,691	-9	-9	-9
11255000	Paddock School extension - targeted basic need	2,670	5		0	2,675	2,670	9	0	2,679	4	4	4
11262000	Cawston Grange extension (pupil places)	2,695	1		0	2,696	2,695	2	0	2,697	1	1	1
11263000	Long Lawford extension (pupil places)	771	104		0	875	771	2	0	773	-102	-102	-102
11270000	Shipston Primary extension	394	0		0	394	394	0	0	394	0	0	0
11322000	Whitnash primary basic need provision	648	2		0	650	648	0	0	648	-2	-2	-2
11351000	Former Bridgeway CSS Centre - New KS2 Annex	870	118		0	988	870	0	0	870	-118	-118	-118
11386000	Long Lawford Primary permanent expansion	255	2785		0	3,040	255	2,485	402	3,142	-300	-300	-300
11389000	All Saints Primary, Nuneaton, replace temporary c	581	169		0	750	581	119	0	700	-50	-50	-50
11392000	St Peters Barford, expansion	308	22		0	330	308	0	0	308	-22	-22	-22
11401000	Hillmorton Primary Permanent Expansion	3,022	20		0	3,042	3,022	20	0	3,042	0	0	0

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
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 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11403000	St Michael's CE Primary, Bedworth Permanent Ex	894	6	0	900	0	0	894	-6	Project complete. No further expenditure. Unspent funding £5,682 to be returned to Schools Capital Programme.
11468000	Oakfield Primary expansion (Academy)	473	97	0	570	27	0	473	-70	Variance due to completion of works except payment for outstanding works during deficit period. Unspent funding £70,000 to be returned to Schools Capital Programme.
11469000	Northlands Primary School - bulge class developm	52	11	0	63	11	0	63	0	
11470000	Nathaniel Newton Infants, extension re bulge clas	182	0	0	182	0	0	182	0	
11471000	The Ferncombe Primary School	100	50	0	150	0	50	150	-50	
11474000	Newdigate Primary School, Bedworth	111	0	0	111	0	0	111	0	
11483000	Coleshill Church of England Primary School - con	270	5	0	275	5	0	275	0	Capital Slippage from 2018/19 to 2019/20. Works for temporary classroom to be removed from site in 2019/20.
11494000	Kingsway Primary - temporary classroom for bulge	110	40	0	150	0	0	110	-40	Project complete. No further expenditure. Unspent funding £40,263 to be returned to Schools Capital Programme.
11495000	Stockingford Primary School new SISG module bu	359	41	0	400	6	0	366	-34	Variance due to completion of works except final invoice. Unspent funding £34,214 to be returned to Schools Capital Programme.
11555000	Etlington Primary School	60	30	0	90	0	0	60	-30	Variance due to works complete except payment of final invoice. Unspent funding £30,168 to be returned to Schools Capital Programme.
11566000	The Ferncombe Primary School	20	49	331	400	49	331	400	0	
11569000	Predox Primary SISG	2	298	0	300	2	298	300	0	
11572000	Stratford upon Avon Primary toilet facility improve	0	29	0	29	0	0	29	0	
11497000	Acorns Primary School, Long Compton - new ten	33	227	0	260	227	0	260	0	
11620000	Newdigate Primary School - Expansion and Intern	7	357	700	1,064	7	357	1,264	200	
11627000	Wellesbourne Primary School - new small hall and	0	138	762	900	138	762	900	0	Variance due to tender price increase compared to budget cost estimate for the works.
11628000	Michael Drayton Primary - Expansion	0	500	1,500	2,000	1,140	1,126	2,266	640	Variance due to additional works for highways and car drop-off facility.
11646000	Barford St Peters Primary	0	230	0	230	0	252	252	22	Variance due to additional works for kitchen fit-out. Unspent funding £21,573 from other project 11392001 at Barford St Peters School to be transferred to this project 11646001 at Barford St Peters School.
11647000	Coleshill Primary	0	300	0	300	0	316	316	16	Variance due to additional works to classroom extension.
11677000	Hedbury Primary School - Internal Alterations	0	93	0	93	0	93	93	0	
11679000	Boughton Leigh & Brownsover - Feasibility S106	0	9	0	9	0	9	9	0	
<b>Primary - new</b>										
11330000	Aylesford Primary School - new primary provision	3,007	9	0	3,017	2	7	3,017	-7	Capital slippage from 2018/19 to 2019/20. Expenditure due to undertaking surveys for lightning protection system.
11384000	New School, The Gateway, Rugby	13	37	2,000	3,150	37	1,100	3,150	0	
11391000	New school, South Warwick (Heathcote Farm site	3,411	142	0	3,553	142	0	3,553	0	
11480000	Water Orton Primary School (re HS2 Conditional)	111	2,888	3,028	6,027	111	2,888	6,027	0	
<b>Primary - other</b>										
11319000	Eastlands Primary Temporary Classroom	98	24	20	202	24	20	202	0	Capital Slippage from 2018/19 to 2019/20. Works to remove temporary classroom to now be 2019/20.
11321000	Long Lawford Pri temporary classroom	287	84	0	371	44	40	371	-40	
11331000	Newburgh Primary School - New Play Area	140	10	0	150	10	0	150	0	
11387000	Long Lawford temporary arrangements	4	0	0	4	0	0	4	0	
11411000	Race Lays Infant School - Universal Free School	230	0	0	230	0	0	230	0	
11413000	Hampton Lucy Code Primary - Universal Free Sch	234	13	0	247	13	0	247	0	
11489000	Barford Primary & Willow Tree Nursery separation	33	4	0	38	4	0	38	0	
11500000	Northlands Primary School - bulge class addition	74	0	0	74	0	0	74	0	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action			
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's		Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's
11568000	Wellford on Avon Primary School	38	462	1,272	0	1,772	38	262	0	1,772	-200	0	Capital Slippage from 2018/19 to 2019/20. Design work and planning application process ongoing, so works will start later than previously forecast and more costs will move into 2019/20.
11570000	Chalen Elm Kitchen Extension	164	1	0	0	165	164	0	0	165	0	0	
11621000	High Meadow Infant School - New Classrooms, GI	6	244	1,400	0	1,650	6	244	0	1,650	-1,400	0	
11626000	Goodyers End Primary School - demolition of farm	39	0	0	0	39	39	0	0	39	0	0	
<b>Schools Access</b>													
11267000	2013-14 Schools Disability Access block header	670	14	0	0	684	670	14	0	684	0	0	
11383000	Minor Works Block Header 2015/16	634	48	0	0	682	634	29	0	663	-19	-19	Minors works projects complete s106 funding to be returned to pot.
11473000	Access works for SEN 16-17	168	131	0	0	299	168	131	0	299	0	0	
11629000	DDA Blockheader 18/19	87	313	0	0	400	87	313	0	400	0	0	
<b>Secondary - expansion</b>													
11472000	Kington High School	3,147	148	0	0	3,295	3,147	20	0	3,295	-128	0	Capital slippage from 2018/19 to 2019/20. Works for refurbishment of decanted rooms.
11473000	Shipton High School	2,222	28	0	0	2,250	2,222	94	0	2,316	66	66	Variance due to additional costs of works and final payments. Unspent funding £65,612 from other project at Shipton High School 11320001 to be transferred to project 11473001 which is also at Shipton High School.
11498000	Etone Secondary School grounds resurfacing & e	41	34	0	0	75	41	0	0	75	-34	0	Capital Slippage £33,532 from 2018/19 to 2019/20. Outstanding Works to now be done in 2019/20.
11619000	Campion Phase 1 (incl Sports Hall Refurb)	30	270	5,000	2,200	7,500	30	320	2,200	7,500	50	50	Current Year Variance due to design works progressing more than previously forecast for 2018/19.
11632000	Aylesford Secondary School - Conversion of Bund	12	0	0	0	12	12	0	0	12	0	0	
11645000	Coteshill Secondary School	0	500	1,580	0	2,080	0	500	0	2,080	0	0	
11681000	Polesworth School - PSBP2	0	200	0	0	200	0	200	0	200	0	0	
<b>Secondary - other</b>													
11320000	Shipton High temporary classroom	114	66	0	0	180	114	0	0	114	-66	-66	Variance due to project completion. Under spend of £65,612 to be transferred to project 11473001 at Shipton High School.
<b>SEN - other</b>													
11160000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	0	0	450	-442	0	Capital Slippage from 2018/19 to 2019/20. Delays due to planning and Sport England objections. Carry-out works in 2019/20.
11406000	SEN Resource base provision - Primary schools	103	0	0	0	103	103	0	0	103	0	0	
11407000	SEN Resource base provision - Secondary School	44	16	0	0	60	44	16	0	60	0	0	
11496000	Middlemarch Junior School - SEN resource prov	64	36	0	0	100	64	0	0	64	-36	-36	Variance due to project now complete. Unspent funding £36,204 to be returned to Schools Capital Programme.
11586000	SEND facilities block	1	249	0	0	250	1	249	0	250	0	0	
11625000	Arcen Fields Academy - creation of additional fac	30	36	0	0	66	30	36	0	66	0	0	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	200	0	0	
11634000	Bilton School Refocus Unit - Expansion and refurb	254	0	0	0	254	254	0	0	254	0	0	
11641000	Keeping SEND children local	0	200	130	0	330	0	200	0	330	0	0	
<b>SEN - expansion</b>													
11257000	Welcombe Hills school extension Targeted E	1018	0	0	0	1,018	1,018	0	0	1,018	0	0	Project is now complete and has come in under budget. Unspent funding £116,914 to be returned to Schools Capital Programme.
11622000	Oakwood Special School - Conversion of music r	26	119	0	0	145	26	0	0	145	-119	-119	Capital slippage from 2018/19 to 2020/21 Delay due to reexamination of the entire project scope.
11623000	Ridgeway School - Reconfiguration of classrooms	0	60	0	0	60	0	60	0	60	-60	-60	Capital slippage from 2018/19 to 2020/21 due to reexamination of the entire project scope.
11624000	Round Oak School - Reconfiguration of classroom	0	190	0	0	190	0	190	0	190	-190	-190	Variance due to internal remodelling works, greater than originally envisaged, to Blocks 7, 8 & 9, inconjunction with fire risk assessment, fire alarm, heater replacement and unforeseen asbestos removal.
11680000	Esxall Grange - modular pod and internal remodel	0	210	280	0	490	0	514	0	848	-304	-304	



Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)  
 Strategic Director - Monica Fogarty  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget				Forecast				Variation		Reasons for Variation and Management Action
		2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
SEN - new												
11350000	New AEN School McIntyre Discovery Academy (F	196	0	0	6,000	243	0	0	6,047	47	47	Variance due to final costs upon completion of works to fire doors, landing and ceilings.
11644000	Water Orton Evergreen Unit	50	600	0	650	50	0	0	650	0	0	
		16,006	18,001	4,360	82,398	14,601	19,138	4,510	82,373	-1,404	-25	

Q3 Annex C - Fire & Rescue - OOP 2018/19

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net		Reason for Variation and Management Action	
	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Service Delivery - Operational Response	10,361	10,278	(83)	(21)	(21)	0	10,340	10,257	(83)	This small underspend is primarily due to a number of retirements planned for the last quarter of the financial year. It is possible that these vacancies will need to be filled temporarily until a recruitment process is carried out. An updated position will be reported at P9.
Service Delivery - Planning and Protection	911	875	(36)	(1)	(2)	(1)	910	873	(37)	This variance is a result of staff turnover and a delay in recruitment.
Service Delivery - Fire Control	784	834	50	(32)	(32)	0	752	802	50	In order to maintain effective crewing levels the Fire Control team has incurred additional overtime to cover long term absence and staff seconded to projects.
Service Delivery - Prevention	724	759	35	(113)	(114)	(1)	611	645	34	This overspend is a result of providing additional capacity within Prevention to support the Health agenda. The cost of this additional capacity is being supported by the underspend within Response due to staff movements.
Service Support - Technical Support	2,271	2,293	22	0	(23)	(23)	2,271	2,270	(1)	Additional capacity has been built into the Training team to support the West Midlands MoU programme. A funding bid is currently being prepared against the Fire Transformation Fund.
Service Support - Training & Development	1,620	1,690	70	(100)	(157)	(57)	1,520	1,533	13	This overspend primarily relates to the Joint Control Programme with Northamptonshire FRS. A request to draw down funding from the ring-fenced reserve will be made at Q3.
Service Improvement - Business Transformation & Projects	579	704	125	0	(83)	(83)	579	621	42	This small overspend is a miscoding of expenditure and is being funded from the underspend within Business Support.
Brigade Management	574	590	16	0	0	0	574	590	16	There are a number of reasons for this underspend: £151k relates to FF Pensions and is a result on no ill-health retirements. £164k is against the FF pay award which was awarded at 1% less than budgeted for. £108k is ring-fenced for the RDS FF pensionable pay issue and £85k relates to unallocated general inflation. At Q3 the Service will request to transfer these funds into ring-fenced reserves to support Service pressures in 2019/20.
Service Support - HR, IT, Finance & Pensions	2,067	1,507	(560)	(3)	0	3	2,064	1,507	(557)	
WFRS Head of Service	217	216	(1)	0	0	0	217	216	(1)	
<b>Net Service Spending</b>	<b>20,108</b>	<b>19,746</b>	<b>(362)</b>	<b>(270)</b>	<b>(432)</b>	<b>(162)</b>	<b>19,838</b>	<b>19,314</b>	<b>(524)</b>	

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

## 2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	268	0	0	268		
Fire Control Project	233	(41)	(46)	146	46	To support the final stages of the Joint Control Project with Northamptonshire FRS.
Service Savings Reserve	600	(303)	107	404	(23)	The Service is requesting a small transfer to Service Savings to support spending pressures in 2019/20.
Fire Services - ESMCP	765	(46)	(137)	582	137	This reserve includes £150k of service savings that are not ring-fenced for this project. The Service would like to transfer £150k from this reserve in to the RSFRS reserves to support IT replacement projects in 2019/20. £137k is the net effect of a small underspend of £13k against ESMCP.
RSFRS Project	116	(76)	414	454	(414)	The Service has two major pieces of IT equipment due for replacement in 2019/20, Station End equipment and Mobile Data Terminals. This transfer will go towards supporting these spending pressures in 2019/20.
Vulnerable People	45	(45)	0	0		
Training	0	0	186	186	(186)	The Service is currently considering options for the provision of future training facilities. Once plans have been finalised there will be an interim period whereby the Service will have to outsource some of the operational training. Transferring this funding into the training reserve will provide support for funding the interim arrangements.
<b>Total</b>	<b>2,027</b>	<b>(511)</b>	<b>524</b>	<b>2,040</b>	<b>(440)</b>	

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

2018-20 Savings

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

Q3 Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott  
 Chief Fire Officer - Andy Hickmott  
 Portfolio Holders - Councillor Crump (Fire and Community Safety)  
 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action				
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's		2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's
11660000	Vehicle Replacement Programme 2018/19	0	640	0	0	640	0	666	0	0	666	26	26	Increase in expenditure due to the delivery of vehicles being made earlier than previously forecast - funded from Self-Financed Borrowing
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>0</b>	<b>640</b>	<b>0</b>	<b>0</b>	<b>640</b>	<b>0</b>	<b>666</b>	<b>0</b>	<b>0</b>	<b>666</b>	<b>26</b>	<b>26</b>	
11300000	Equipment for new Fire Appliances 2017/18	100	66	0	0	165	100	66	0	0	165	0	0	
11448000	Equipment for new Fire Appliances 2018/19	0	94	26	0	120	0	94	26	0	120	0	0	
11544000	Equipment for new Fire Appliances 2019/20	0	0	120	0	120	0	0	120	0	120	0	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>100</b>	<b>160</b>	<b>146</b>	<b>0</b>	<b>405</b>	<b>100</b>	<b>160</b>	<b>146</b>	<b>0</b>	<b>405</b>	<b>0</b>	<b>0</b>	Reduction in contractors fees due to previous overpayment.
11229000	New Fire & Rescue Centre Leamington Spa	3,183	53	0	0	3,236	3,183	21	0	0	3,204	-32	-32	
11374000	Training Centre - New Build	2,069	1,809	4,000	0	7,878	2,069	1,809	4,000	0	7,878	0	0	
11600000	WFRS Water Training Facility	0	500	0	0	500	0	500	0	0	500	0	0	
11601000	Fire & Rescue HQ Leamington Spa	4	287	1,908	0	2,198	4	283	1,944	0	2,230	-4	32	The underspend against project 11229000 Phase 1 of Leamington Refurbishment, is being used to support the overspend on this project Phase 2.
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>5,256</b>	<b>2,648</b>	<b>5,908</b>	<b>0</b>	<b>13,812</b>	<b>5,256</b>	<b>2,613</b>	<b>5,944</b>	<b>0</b>	<b>13,812</b>	<b>-36</b>	<b>0</b>	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	83	0	0	932	0	0	
<b>Sub Total - Fire Control Project</b>		<b>849</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>932</b>	<b>849</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>932</b>	<b>0</b>	<b>0</b>	
<b>Grand Total</b>		<b>6,205</b>	<b>3,532</b>	<b>6,054</b>	<b>0</b>	<b>15,790</b>	<b>6,205</b>	<b>3,522</b>	<b>6,090</b>	<b>0</b>	<b>15,616</b>	<b>-10</b>	<b>26</b>	

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn	Variation Over/(Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Transport & Economy Management	186	257	71	0	0	0	186	257	71	Unallocated OOP savings target - to be cleared in 2019/20 budget setting. This is linked to management rationalisation across the Business Unit
Transport & Economy support costs	552	562	10	0	0	0	552	562	10	
Economy & Skills	2,100	2,153	53	(969)	(998)	(29)	1,131	1,155	24	Higher levels of occupancy than budgeted.
Economy & Skills - Business Centres	1,176	1,211	35	(1,576)	(1,662)	(86)	(400)	(451)	(51)	
Planning and Development & Flood Risk	2,058	2,555	497	(973)	(1,119)	(146)	1,085	1,436	351	Preparatory work on Minerals Plan £26k. Decision not to draw down more S38 reserves at this stage to fund in year S38 works. This will be reviewed in Q4
Infrastructure & Regeneration	1,277	1,554	277	(122)	(196)	(74)	1,155	1,358	203	
Design Services	5,084	6,178	1,094	(4,621)	(5,641)	(1,020)	463	537	74	Early indications show that there should be some additional surplus achieved and this position is being continuously reviewed and updated. Use of committed sums, as appropriate, will also bring this budget line closer to balance at out-turn. There are two other potential pressures in 2018/19: rationalisation of S278 revenue expenditure with capital slippage, and potential expenditure in respect of the South Western Relief Road.
County Fleet Management - Traded Educational	92	74	(18)	(112)	(93)	19	(20)	(19)	1	
County Fleet Management - Traded Non-Educational	3,186	2,846	(340)	(3,596)	(3,194)	402	(410)	(348)	62	Reduced levels of income from two of our key customers: Warwickshire Police and County Highways. Income from both customers is reduced, due to the purchase of a large number of new vehicles
County Highways	16,408	16,624	216	(1,400)	(1,611)	(211)	15,008	15,013	5	
Network Management	1,927	2,138	211	(2,234)	(3,009)	(775)	(307)	(871)	(564)	This forecast is based on an average winter - it could be compromised if we experience a harder winter as in 2017/18.
Transport Operations	31,672	31,928	256	(22,741)	(23,886)	(1,145)	8,931	8,042	(889)	Additional income forecast based on current levels of work.
Transport Planning	2,188	1,998	(190)	(473)	(472)	1	1,715	1,526	(189)	Additional S106 income directly offset by corresponding expenditure on S106 schemes. One off salary savings through vacant posts, a variable reduction in spend on Local Bus services based on current level of activity and a reduced activity on Concessionary Travel. Planning to place £350k into reserves to deal with bus services now being funded by WCC, not Stagecoach. This would cover an initial 2 years of service. The underspend would then reduce by £350k and affect the final out-turn forecast of T&E.
Road Safety and Traffic Projects	5,257	4,749	(508)	(6,937)	(6,851)	86	(1,680)	(2,102)	(422)	Overspend of £336k is largely attributable to large scheme development costs, offset by underspend on Kenilworth Station re DJT agreement. £500k needs to be placed into reserves to deal with this issue in 2019/20 when it will hopefully be settled. This will mean the forecast out-turn will be £311k overspend.
<b>Net Service Spending</b>	<b>73,163</b>	<b>74,827</b>	<b>1,664</b>	<b>(45,754)</b>	<b>(48,732)</b>	<b>(2,978)</b>	<b>27,409</b>	<b>26,095</b>	<b>(1,314)</b>	Income levels are forecast to be higher than previously thought than at Q2 and a thorough overhaul of expenditure has resulted in a forecast underspend across the Group.

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	150			150		
Speed Workshops	694			694		
Transport & Economy - Savings	654	-170	564	1048	-350	To deal with 3 bus routes for 2 years following Stagecoach changes
Kenilworth Station	0		500	500	-500	Agreement with DfT - not going to be paid out in 2018/19
S38 Developer Funding	650	-300		350		
Flood Management Reserve	480	-301	250	429	-250	To deal with FBUK situation - remediation work
European Match Funding	276			276		
Skills Delivery for Economic Growth	399	-193		206		
Rural Growth Network	367	-89		278		
<b>Total</b>	<b>3,670</b>	<b>(1,053)</b>	<b>1,314</b>	<b>3,931</b>	<b>(1,100)</b>	

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	
	2017/18 Underachievement of savings	180	0	0	0	Awaiting a decision on part of these outstanding savings. Also reviewing the Group budget to facilitate resolution of the savings target.
CG-TE-03	Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	50	50	50	100	The necessary pricing changes that will continue to deliver the savings have been put into effect.
CG-TE-06	Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	5	5	5	10	Saving will be delivered and a revised scale of charging is currently in development
CG-TE-07	Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	10	10	10	20	This is on track and will be deliverable, assuming that the current market conditions prevail.
CG-TE-09	Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and on-street parking charges	44	44	44	88	Saving on track to be delivered
CG-TE-10	Increased income from the permit scheme for working on the highway as a result of systems development efficiencies and a more targeted site inspection regime will ensure compliance with permit scheme approvals.	85	85	85	250	This is on target to be delivered.
CG-TE-14	Commissioning of the cycle training service to an external provider.	5	5	5	5	Already achieved
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	400	400	400	700	The saving is already delivered. Energy savings have been achieved through the LED capital investment programme.
CG-TE-16	Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through proactive measures to improve service quality to enable increased rents in line with market conditions.	20	20	20	50	On target to deliver additional income through the existing portfolio through a combination of staggered rental increases on leases where this is possible, negotiating new leases at higher rates more in line with the market, exploiting additional capacity at Elliot Park following the car park works, and income from broadband and communication services.
CG-TE-17	Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	25	25	25	50	Savings target is entirely dependent on a move to Hawkes Point and availability of a Class 7 MOT test facility. Work on this move is on-going with a potential date of Dec 19. This would mean the full year saving would not be realised in 2019/20.
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	20	20	20	20	
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MIBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25	25	25	50	This income will not be forthcoming, as WCC will now not be delivering a Permit scheme on behalf of SMBC. The saving will have to be found in an alternative way.
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0	0	0	25	The depot rationalisation project is currently in abeyance and it is currently very unlikely that the saving will be made in the way stated. An alternative way of saving will need to be found.
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0	0	0	75	The depot rationalisation project is currently in abeyance and it is currently very unlikely that the saving will be made in the way stated. An alternative way of saving will need to be found.
CG-TE-22	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	0	0	0	698	Review complete. Paper to presented to Head of Service and Portfolio Holder for consideration. Saving achievable 2019/20 depending on Political support for proposals
CG-TE-23	Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	0	0	0	80	Not been able to progress plans to extend the business centres portfolio, so will not be able to achieve income levels through new activity. This will have to be absorbed within the budget of the current portfolio, which may put pressure on this service.
	<b>Total</b>	<b>689</b>	<b>689</b>	<b>689</b>	<b>2,221</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>					
	<b>Target</b>				<b>2,221</b>	
						<b>0</b>



2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Earlier Years			Approved Budget			Forecast			Variation		Reasons for Variation and Management Action		
		2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year		Total	
<b>Area Delegated Funded Schemes</b>															
10491000	Hwyas Main/Road Safety 2013/14 Rugby Area Com	541	19	0	0	561	541	19	0	0	0	561	0	0	
11275000	Nuneaton and Bedworth Area Committee	479	0	0	0	479	479	0	0	0	0	479	0	0	
11276000	Rugby Area Committee	416	0	36	0	452	416	0	36	0	0	452	0	0	
11278000	Warwick Area Committee	439	0	0	0	439	439	0	0	0	0	439	0	0	
11354000	Area Delegated Funding 17-18	0	7	376	0	383	0	2	376	0	0	378	-5	-4	Remaining unallocated funding transferred to 2019/20
11394000	Transport & Roads Area Delegated Funding	514	31	0	0	544	514	11	0	0	0	524	-20	-20	Proposed scheme now cancelled and funding transferred to unallocated 11452000
11395000	Street Lights Area Delegated Funding	162	0	0	0	162	162	0	0	0	0	162	0	0	
11396000	County Highways Area Delegated Funding	275	39	0	0	314	275	39	0	0	0	314	0	0	
11398000	Design Services Area Delegated Funding	148	12	0	0	160	148	12	0	0	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	0	3,012	0	3,012	0	0	2,469	0	0	2,469	0	-543	New schemes allocated from this funding
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	84	12	0	0	96	84	13	0	0	0	97	1	1	Funding increased to match actuals
11485000	Delegated Budget 2016-17 Road Safety	496	87	0	0	583	496	77	0	0	0	573	-10	-10	Proposed schemes now cancelled and funding transferred to unallocated 11452000
11487000	Delegated Budget 2016-17 Transport Planning	98	30	0	0	128	98	30	0	0	0	128	0	0	
11488000	Delegated Budget 2016-17 Casualty reduction	23	114	47	0	184	23	111	82	0	0	216	-3	-3	Additional scheme added (Clifton) so forecasts have increased
11489000	Delegated Budget 2016-17 Street Lighting	17	4	0	0	21	17	0	0	0	0	17	-4	-4	Remaining unallocated funding transferred to 2019/20
11490000	Delegated Budget 2016-17 Programmes	414	133	0	0	547	414	133	0	0	0	547	0	0	
11547000	Area Delegated Funding 19-20	0	0	2,000	0	2,000	0	0	2,000	0	0	2,000	0	0	
11588000	Delegated Budget For Traffic Signals Gar Din 2017/2018	1	5	0	0	6	1	5	0	0	0	6	0	0	
11590000	Delegated Budget 2017-18 Road Safety	145	542	0	0	687	145	586	0	0	0	711	24	24	
11592000	Delegated 17-18 County Highways	326	312	0	0	638	326	318	0	0	0	643	5	5	
11593000	Delegated Budget 2017-18 Transport Planning	34	17	0	0	51	34	17	0	0	0	51	0	0	
11594000	Delegated Budget 2017-18 Street Lighting	0	16	0	0	16	0	16	0	0	0	16	0	0	
11652000	Jo Edwards Delegated Schemes 2018 2019	0	299	0	0	299	0	602	0	0	0	602	303	303	New schemes allocated from 11452000
11653000	John Grant Delegated Schemes 2018 2019	0	549	0	0	549	0	719	0	0	0	719	170	170	New schemes allocated from 11452000
11654000	Gar Din Delegated Schemes 2018 2019	0	0	0	0	0	0	29	0	0	0	29	29	29	New schemes allocated from 11452000
11655000	Mike Cunningham Delegated Schemes 2018 2019	0	7	0	0	7	0	7	0	0	0	7	0	0	
11656000	Nigel Whye Delegated Schemes 2018 2019	0	51	6	0	57	0	68	6	0	0	74	17	17	New schemes allocated from 11452000
<b>Economic Development</b>															
10154000	Centenary Business Centre Phase 3	1,883	7	0	0	1,890	1,883	7	0	0	0	1,890	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	598	43	79	0	720	598	43	79	0	0	720	0	0	
11425000	Capital Growth Fund Business Loans and Grants	1,439	443	208	139	2,229	1,439	368	343	150	0	2,300	-75	71	A small number of business projects have come in under budget or not taken up their (full) grant offer. The increase in income is due to the loan repayments being higher than expected in 2018/19 and the 2021/22 forecast now being available.
11549000	Vicarage Street Site Investigations	30	10	0	0	40	30	10	0	0	0	40	0	0	Works form part of wider programme.
11586000	Elion Park Innovation Centre - improvements to the car park	437	35	0	0	472	437	35	0	0	0	472	0	0	
11611000	Transforming Nuneaton	0	555	3,700	3,300	7,555	0	555	3,700	3,300	0	7,555	0	0	
11612000	Capital Investment Fund/ Duplex Fund	0	380	600	1,020	2,000	0	288	692	1,020	0	2,000	-92	0	Delay caused by contracting between the funders (WCC, CCC & CWLEP) and fund manager (CWRT) taking longer than expected.
11613000	Capital Investment Fund/ Small Business Grants	0	183	118	0	300	0	150	250	600	0	1,000	-33	700	A small number of businesses are experiencing delays and have requested revised timescales for their projects. The forecast also now includes the additional £0.7m from the CIF approved at Cabinet on 8th November 2018.
11668000	Business Centre Strategy	0	80	70	0	150	0	80	70	0	0	150	0	0	
<b>Flood Management</b>															
11424000	Snitterfield Flood Alleviation	2,791	72	0	0	2,863	2,791	6	0	0	0	2,797	-66	-66	A small increase in project scope - all additional costs covered by additional external funding from Environment Agency.

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		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	Variance in Year	
11427000	Ladbroke Flood Alleviation	34	21	24	0	45	0	79	24	0
11514000	Grendon Property Level Protection	8	0	0	0	8	0	8	0	0
11550000	Flood modelling	69	16	0	0	84	69	103	19	19
11574000	Kites Hardwick flood alleviation	62	8	0	0	70	8	70	0	0
11599000	Cherrington Flood Risk Management Scheme	29	24	12	0	65	29	65	12	0
11686000	Whiteacre Health Flood alleviation	0	58	0	0	58	0	47	-15	-11
<b>Integrated Transport - Casualty Reduction Schemes</b>										
11355000	Casualty Reduction Schemes 15/16	391	398	0	0	789	391	789	-338	0
11356000	Casualty Reduction Schemes 16/17	251	27	0	0	277	251	277	0	0
11357000	Casualty Reduction Schemes 17/18	12	5	0	0	17	12	17	0	0
11453000	Casualty Reduction Schemes 18-19	0	109	280	0	389	0	389	-10	0
11546000	Casualty Reduction Schemes 19-20	0	0	350	0	350	0	350	0	0
<b>Integrated Transport - Cycle Schemes</b>										
10324000	Lawford Road Cycle Route	498	17	0	0	515	498	515	-17	0
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	27	123	0	0	150	27	150	-5	0
10434000	North West Warwick Cycle Scheme	778	3	0	0	781	778	781	0	0
<b>Integrated Transport - Other Schemes</b>										
11330000	Fillingley Crossroads realigning crossroad junction	229	0	0	0	229	229	229	0	0
11456000	Stratford Park & Ride site alterations	86	14	0	0	100	86	100	-14	0
11650000	Electric Vehicle Charging Points	0	0	0	0	0	0	10	10	10
<b>Integrated Transport - Public Transport</b>										
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	237	0	0
<b>Integrated Transport - Safer Routes to Schools</b>										
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	36	1	157	0	193	36	193	0	0
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	0	8,496	0	81	73	81	0	0
11635000	Home to School Routes 17-18	0	0	1716	0	1,716	0	1,716	485	0
<b>Integrated Transport - Safety Camera Schemes</b>										
10192000	Safety Camera Funded Schemes	1,576	20	0	0	1,596	1,576	1,596	-20	0
<b>Integrated Transport - School safety zones</b>										
11356000	School Safety Zones 15/16	299	0	0	0	299	299	299	0	0
11359000	School Safety Zones 16/17	1,553	387	0	0	1,950	1,553	1,982	-73	32
11564000	School Safety Zones 17/18 A	354	601	16	0	971	354	971	-6	0
11525000	School Safety Zones 17/18 B	14	0	0	0	14	14	14	0	0
11585000	School Safety Zones 18/19	0	500	115	0	615	0	615	-50	0
11586000	School Safety Zones 19/20	0	0	151	0	151	0	119	2	-32
<b>Major Transport Projects</b>										
10203000	Rugby Western Relief Road	59,087	349	300	0	59,746	59,087	59,246	-300	-500
10362000	Kenilworth Station	13,663	245	0	0	13,908	13,663	13,908	0	0
10421000	Portobello Bridge	523	5	66	1,466	2,060	523	2,060	0	0

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10386000	Stratford-upon-Avon Local Sustainable Transport Project	32	0	0	5,596	32	0	5,597	1	1
10981000	NUCKLE	0	0	0	1,897	1,897	0	1,897	0	0
11221000	M40 Junction 12	230	350	0	12,072	11,491	364	12,072	134	0
11272000	Rugby Gytratory Improvements	10	15	0	1,578	1,563	10	1,578	0	0
11339000	Bermuda Connectivity	740	5,343	1,500	8,900	1,317	351	8,900	-389	0
11509000	A444 Cotton Aches, Nuneaton	355	100	0	3,720	355	2,915	3,720	-350	0
11510000	A46 Stanks Island, Warwick	481	4,849	0	5,490	481	1,210	6,590	1,050	1,100
11604000	A44 Corridor Improvements - Phase 2	4	1,017	3,313	4,600	4	50	4,600	-216	0
11605000	A3400 Bham Road Stratford Corridor Improvements	7	175	3,318	3,500	7	175	3,500	0	0
11636000	A452 Myton Road And Shire Park Roundabouts	19	0	3,781	3,800	19	0	3,800	0	0
11638000	A452 M40 spur west of Banbury Road	0	1,600	6,000	7,600	0	0	7,600	0	0
11649000	A46 Stoneleigh Junction Improvements	145	4,886	5,000	10,031	145	2,886	10,031	-2,000	0
11659000	Lawford Road / Addison Road Casualty Reduction	0	648	199	846	0	150	846	-498	0
11125000	Street Lighting Column Replacement 2014/2015	1,239	0	0	1,239	0	0	1,239	0	0
11220000	Street Lighting Column Replacement 2015/2016	1,057	2	0	1,060	1,057	2	1,060	0	0
11279000	Pump Priming allocation for LED street lighting	2,434	1,525	1,000	4,959	2,434	796	5,190	-769	231
11360000	LED Street Lights March Funding	8,179	0	0	8,179	8,179	0	8,179	0	0
11459000	Street Lighting Column Replacement 2016-17	1,108	0	0	1,108	1,108	0	1,108	0	0
11563000	Street Lighting base budget 17-18	568	0	0	568	568	0	568	0	0
11651000	Street Lighting base budget 18-19	0	873	0	873	0	873	873	0	0
<b>Structural Bridge Maintenance</b>										
10413000	Structural Maintenance of Bridges 2009/10	1,395	0	0	1,395	1,395	0	1,395	0	0
10977000	Minor Bridge Maintenance Schemes 2011/2012	1,014	0	0	1,014	1,014	0	1,014	0	0
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,341	5	0	2,347	2,341	5	2,347	0	0
11241000	Minor Bridge Maintenance Schemes 2013/2014	302	175	0	477	302	151	453	-24	-24
11308000	Minor Bridge Maintenance Schemes 2014/2015	860	0	0	860	860	0	860	0	0
11382000	Minor Bridge Maintenance schemes 2015/2016	1,317	393	0	1,710	1,317	327	1,643	-67	-67
11457000	Minor Bridge Maintenance schemes 2016/2017	469	111	0	581	469	111	581	0	0
11587000	Minor Bridge Maintenance schemes 2017/2018	710	1,373	0	2,084	710	1,214	1,924	-159	-159
11656000	Minor Bridge Maintenance schemes 2018/2019	0	261	0	261	0	511	511	250	250
<b>Structural Maintenance of Roads</b>										
11361000	Highways Maintenance 16-17	15,114	0	0	15,114	15,114	0	15,114	0	0
11362000	Highways Maintenance 17-18	15,532	13	0	15,545	15,532	13	15,545	0	0
11451000	Highways Maintenance 18-19	0	15,704	0	15,704	0	15,730	15,730	26	26
11454000	Highways Maintenance Additional Funding 16-17	0	0	0	0	0	0	0	0	0
11455000	Highways Maintenance Additional Funding 17-18	0	0	0	0	0	0	0	0	0
11545000	Highways Maintenance 19-20	0	12,708	0	12,708	0	12,708	12,708	0	0
11553000	National Productivity Investment Fund Money	0	0	0	0	0	0	0	0	0

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		2018/19 £ 000's	2021 and later £ 000's	2019/20 £ 000's	2021 and later £ 000's	2018/19 £ 000's	2019/20 £ 000's	Variance in Year	Total		
<b>Traffic Signals</b>											
11389000	Traffic Signals 2014-15	232	0	0	0	232	0	0	0	232	0
11381000	Traffic Signals 2015-16	181	13	0	0	194	13	0	0	194	0
11456000	Traffic Signals 2016-17	202	0	0	0	202	0	0	0	202	0
11591000	Traffic Signals Base Budget 2017-18	235	59	0	0	294	235	0	-59	235	Transferred to Block Header 11657000
11657000	Traffic Signals Base Budget 2018-19	0	254	0	0	254	0	0	59	313	Transferred from Block Header 11591000 (2017-18)
<b>Total Transport &amp; Economy (excluding funded developer schemes)</b>		<b>168,788</b>	<b>38,319</b>	<b>49,056</b>	<b>20,519</b>	<b>276,683</b>	<b>168,788</b>	<b>35,195</b>	<b>-3,124</b>	<b>278,263</b>	<b>1,580</b>
<b>Developer Funded Transport - s106 schemes</b>											
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	0	329	0	391	62	0	0	391	0
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	148	0
11194002	New Bus Shelter on Tachbrook Park Drive near Learnington	12	0	0	0	12	12	0	0	12	0
11194004	Install CCTV on Enscote Road Warwick ( Tesco Stores)	0	9	0	0	9	0	0	-9	0	Scheme delayed due to further development works
11194005	Install MOVA operation on traffic signal junctions Enscote Road Warwick ( Tesco Stores)	0	75	0	0	75	0	0	-75	0	Scheme delayed due to further development works.
11194006	Install Variable Message Signs A444 ( Prologis )	0	82	0	0	82	0	0	0	82	0
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall ( David Wilson Homes )	0	45	0	0	45	0	0	0	45	0
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	0	0	6	0
11194010	Install bollards & associated traffic management - historic spine Stratford	9	41	0	0	50	9	41	0	50	0
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	0	0	6	0
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	51	0	0	0	51	51	0	0	51	0
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on-Avon bridge and Welford bridge	19	0	26	0	45	19	0	0	45	0
11195008	Shakespeare Avenue / Pedestrian Facilities	112	0	0	0	112	112	0	0	112	0
11195009	40/50MPH Speed limit and minor kerbing works Long Marston Road, Welford on Avon	21	0	0	0	21	21	0	0	21	0
11196004	Minor wks Colon Park Drive & Stonechat Rd Rht. A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	53	3	0	0	56	53	0	-2	53	Reduced scope - adjustment of previous years costs has reduced the overall cost of the Scheme
11417000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	344	0	273	0	617	344	0	0	617	0
11418000	Weddington Road , Nuneaton implement Toucan Crossing	19	14	224	0	257	19	10	-5	257	0
11441004	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	83	100	0	183	0	0	-83	183	Need to agree the location for the Toucan crossing with the elected member and Officers.
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	2	0	0	18	16	2	0	20	0
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	0	-11	16	Cycle route enhancements now to be delivered as part of Birmingham Road highway scheme capital project
11441011	Heathcote Primary School Puffin Crossing Harbury Lane Nr Nightingale Avenue Leamington Spa	68	0	0	0	68	68	0	0	68	0
11441012	Heathcote Primary School Puffin Crossing Harbury Lane Nr Garrett Drive Leamington Spa	72	0	0	0	72	72	0	0	72	0
11441013	Enhance Existing Bus Stops Lane Adj to the Gaydon Inn Banbury Road Gaydon S106	2	0	16	0	18	2	1	1	18	Developer has completed outstanding work which has enabled WCC Design Services to recommence work on the Scheme.
11441014	Highways improvements to bus stops at land off the Longshoof S106	2	18	0	0	20	2	18	0	31	Additional S106 funding has been received and the additional works will be delivered in 2019-20.
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	4	5	0	0	9	4	5	0	9	Development Group is in the process of drawing down the funding.

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		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11464000	Clifton on Dunsmore Traffic Calming S106	73	247	0	320	247	0	320	0	Scheme to overrun into future years due to prolonged negotiations with landowner and further capital funding being required to cover unexpected service diversion costs.
11607000	Southbound bus stop on A426 Leicester Road Rugby	11	69	0	79	11	64	79	-64	
11614000	Bus Stop Enhancement Works in Alderminster Rd, Alcester	0	21	0	21	0	0	21	0	
11615000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	2	13	0	15	2	13	15	0	
11618000	Upgrading of existing bus stops infrastructure Alcester Road, Shroton in Stratford upon Avon	0	97	0	97	0	67	97	-67	Funding carried forward into 2019/20 due to delays
11640000	Provision Of Bus Stops Ettington Road Wellesbourne	0	14	0	14	0	1	14	-1	Spend to overrun into 2019-20 to contribute towards supplementary works.
11690000	Salford Rd Biford	0	0	0	0	0	20	21	1	New addition to the Capital Programme.
11691000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	0	0	0	0	2	23	2	New addition to the Capital Programme.
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	0	0	0	0	2	23	2	New addition to the Capital Programme.
<b>Developer Funded Transport - s278 schemes</b>										
10010000	Transport - Developer Funded Holding Code	0	0	0	0	0	0	0	0	
10010001	Unallocated S278 developer funds	-41	0	1,487	1,446	-41	1,487	1,446	0	This scheme is now complete and remaining outstanding sums are being recovered from the developer
10257000	South west Warwickshire Fisher Brook Flood Alleviation	916	0	0	916	916	0	916	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	0	4	4	0	4	0	
11079000	Former Cattle Market Site in Stratford	1225	0	0	1,225	1,225	0	1,225	0	
11195010	S278 DE3034 Western Rd and Bham Rd Stratford (Midbonnats)	305	0	0	305	305	0	305	0	
11195011	S278 Crabtree Medical Centre Biford - Bus Stops	27	0	0	27	27	0	27	0	
11195013	S278 Wellesbourne Distribution Park Signs	34	0	0	34	34	0	34	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	77	77	0	77	0	
11197000	Ford Foundry - Highway improvement works	4,711	0	0	4,711	4,711	0	4,711	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	871	621	250	871	0	
11326000	Ellis Field Retail Park	815	3	0	817	815	3	817	0	
11327000	B4113 Gipsy Lane Junction	5	0	199	204	5	199	204	0	
11328000	New Roundabout Southern Road Kineton	464	35	0	499	464	0	464	-35	Scheme now complete - reduced overall cost
11336000	Ansty Business Park Phase 3	1,433	150	970	2,553	1,433	150	2,553	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	334	329	6	334	0	
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	0	0	431	431	0	431	0	
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	505	0	0	505	505	0	505	0	
11423000	A423 Coventry Road, Southam - New Priority Junction S278	508	0	0	508	508	0	508	0	
11428000	B5000 Grandon Road Polesworth New Roundabout Section 278	902	63	0	965	902	63	965	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	275	245	0	245	-30	Scheme now complete - reduced overall cost
11430000	A426 Rugby Radio Station Mass Site S278 Highways Work	2,634	66	0	2,700	2,634	66	2,700	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	306	0	0	306	306	0	306	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	362	0	0	362	362	0	362	0	
11437000	B4632 Campden Road / C47 Station Road	557	93	0	650	557	0	557	-93	Scheme now complete - reduced overall cost
11438000	B4642 Coventry Road / site access Cawston	598	0	0	598	598	0	598	0	
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	1,412	38	0	1,450	1,412	0	1,412	-38	Scheme now complete and under budget

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Earlier Years			Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		2018/19	2019/20	20/21 and later	2018/19	2019/20	20/21 and later	2018/19	2019/20	20/21 and later	Variance in Year	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	0	500	0	0	500	1	0	500	0	0	0
11461000	A47 The Long Shoot Nuneaton	65	535	0	0	600	65	535	0	600	0	0	0
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	295	252	0	0	548	295	252	0	350	-198	-198	Tender price lower than estimated - reduced overall cost
11463000	B4451 Kineton Road, Southam - new roundabout	598	2	0	0	600	598	2	0	600	0	0	0
11467000	C43 Traffic Junction for Country Park on Harbury Lane	550	0	0	0	550	550	91	0	641	91	91	Increased scope - higher than estimated tender value and additional works identified on site.
11505000	A422 Alcester Road, Stratford upon Avon	250	0	0	0	250	250	0	0	250	0	0	0
11506000	A426 Southam Road, Southam	301	0	0	0	301	301	0	0	301	0	0	0
11507000	A428 Lawford Road, Rugby	0	450	0	0	450	0	450	0	450	0	0	0
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	64	0	122	0	0	0
11511000	A429 Ettington Road, Wellesbourne	878	322	0	0	1,200	878	322	0	1,200	0	0	0
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Cambridge Drive S278	1,179	271	0	0	1,450	1,179	271	0	1,450	0	0	0
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	692	0	0	0	692	692	0	0	692	0	0	0
11517000	A47 Hinckley Road Nuneaton Puffin Crossing	113	0	0	0	113	113	0	0	113	0	0	0
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	250	0	250	0	0	0
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	71	779	0	0	850	71	779	0	350	-500	-500	Scope of works reduced - reduced overall cost
11520000	B4642 Coventry Road, Cawston - new right turn lane	0	0	0	0	0	0	0	0	0	0	0	0
11527000	A423 Manton Road, Long Itchington - new footway and site access.	170	0	0	0	170	170	0	0	170	0	0	0
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	200	0	0	203	3	200	0	203	0	0	0
11529000	B4642 Coventry Road, Cawston - new right turn lane, Itchington - new footway on Stockton Road and Sgrigade of Zepra crossing to Puffin crossing on Southern Road.	1	200	0	0	201	1	100	300	401	-100	200	Technical Approval process has identified additional work which has increased the scheme estimate (£200k) and delayed the start of the construction works until Feb 2019
11530000	D7643 Park Road, Bedworth - new car park egress.	1	300	0	0	301	1	200	100	301	-100	0	Start date for construction phase is now Jan 2019 due to delays in granting Technical Approval
11551000	A47 Long Shoot - relocation of a refuge island	8	75	0	0	82	8	82	0	201	0	0	0
11552000	Warwick Town Centre transport proposals	289	61	200	0	550	289	0	0	90	7	7	Increased scope - delay and increased costs due to additional work diverting uncharted utility apparatus
11552002	Northgate Junction Improvements	0	0	0	0	0	0	0	0	289	-61	-261	Scheme costs have increased due to an extended area for scope of works and higher quality materials. The increased expenditure can be fully funded from available £106 monies.
11575000	A426 Leicester Road, Rugby.	0	0	0	0	0	0	0	536	611	75	611	0
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	0	1,000	0	1,000	0	0	1,000	0	0	0	0
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	0	400	0	400	1	0	400	400	0	0	0
11578000	C98 Lowley Road, Tiddington.	0	0	650	0	650	0	0	650	650	0	0	0
11579000	D7050 Common Lane, Kenilworth.	359	2,041	0	0	2,400	359	2,041	0	2,400	0	0	0
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer - Gallagher Estates Ltd.	0	1,800	1,700	0	3,500	0	1,800	1,700	3,500	0	0	0
11581000	Bullers Leap Link Road, Rugby. Developer - Urban and Civic PLC.	0	1,000	1,700	0	2,700	0	1,000	1,700	2,700	0	0	0
11582000	Sholney Link Road, Stratford-upon-Avon. Developers - U S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	1,000	1,000	0	2,000	0	0	3,500	1,500	-1,000	1,500	Scope of the Scheme has increased (£1.5m) and is now expected to be delivered during 2019/20
11595000	A422 Banbury Road Ettington Ghost Island	99	101	0	0	200	99	161	0	280	60	60	60
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	750	0	0	750	0	300	650	950	-450	200	Increased scope - additional works identified during construction phase. Spend re-profiled to reflect increase in estimated cost due to a change in scope (£200k), and that scheme is now expected to start in Jan 2019
11598000	A426 Leicester Road Rugby Highways Improvements S278	1,998	600	0	0	2,598	1,998	600	0	2,598	0	0	0

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Earlier Years		Approved Budget		Forecast		Variation		Reasons for Variation and Management Action			
		2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	2019/20 £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total		Total		
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	4	2,500	1,500	0	4,004	0	4,004	0	4,004	0	Spend re-profiled to reflect current expenditure on site	
11603000	B438 Salford Road Biford - Access And Puffin Crossing	1	150	0	0	150	0	150	0	150	0		
11608000	Highway Impt A446 Litchfield Road - Coleshill S278	0	150	0	0	150	0	150	0	150	0		
11609000	Highway Impt C104 Micolet Rd Welford On Avon S278	0	200	0	0	200	0	200	0	200	0		
11616000	A47 The Long Shoot ( Callendar Farm ) highway alterations S278	0	150	0	0	150	0	150	0	150	0		
11617000	C12 Plough Hill Road - Gailey Common - installation of Puffin crossing & associated fwy works	0	300	0	0	300	0	300	0	300	0		
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	0	7,500	7,500	0	7,500	0	7,500	0		
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	0	450	0	450	0	450	0	450	0		
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	0	475	1,325	0	1,800	0	1,800	0	1,800	0		
11664000	C8 Trinity Road, Kingsbury (St Modwen)	0	500	1,000	0	1,500	0	1,500	0	1,500	0	Scheme now expected to start in Jan 2019 and spend re-profiled to reflect the new start date	
11665000	D538 Station Road, Coleshill (A&J Stores)	0	150	0	0	150	0	150	0	150	0		
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	85	0	85	0	Scheme delayed due to workload pressures	
11667000	B4455 Fosse Way / B4100 Banbury Rd (Jir) Highway Impt S278	0	0	400	0	400	0	400	0	400	0		
11671000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	400	0	0	400	0	400	0	400	0	Scheme now not expected to start until summer 2019	
11672000	B4455 Fosse Way /C13 Harbury Lane Impt Crossroads S278 (CEG)	0	0	350	0	350	0	350	0	350	0		
11673000	B4100 Banbury Rd / Meadaw Close Junction Impt S278 (CEG)	0	0	600	0	600	0	600	0	600	0		
11674000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	0	250	0	250	0	250	0	250	0		
11675000	B4100 Banbury Rd / Site Access Lighthouse Heath Highways Impt S278 (JM Properties)	0	0	400	0	400	0	400	0	400	0		
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	0	1,000	1,900	0	2,900	0	2,900	0	2,900	0	Spend reprofiled to reflect the Sept 18 start date	
11688000	Highway improvements in connection with the development of the Rugby Free School.	0	100	450	0	550	0	550	0	550	0		
<b>Total Funded Developer Schemes</b>		<b>28,463</b>	<b>18,890</b>	<b>19,946</b>	<b>7,500</b>	<b>74,798</b>	<b>28,463</b>	<b>14,171</b>	<b>26,462</b>	<b>7,500</b>	<b>76,596</b>	<b>-4,718</b>	<b>1,798</b>

<b>Grand Total - All Transport &amp; Economy</b>	<b>197,251</b>	<b>57,209</b>	<b>69,002</b>	<b>28,019</b>	<b>351,481</b>	<b>197,251</b>	<b>49,366</b>	<b>77,826</b>	<b>-7,843</b>	<b>30,416</b>	<b>354,859</b>	<b>3,378</b>
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2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net		
	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn	Variation Over/(Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children & Families - Head of Service	6,110	4,623	(1,487)	0	0	0	6,110	4,623	(1,487)
Safeguarding Quality & Assurance	2,908	3,035	127	(163)	(157)	6	2,745	2,878	133
Early Help Service	6,718	6,709	(9)	(1,433)	(1,302)	131	5,285	5,407	122
Children's Safeguarding & Support	25,745	32,765	7,020	(302)	(2,537)	(2,235)	25,443	30,228	4,786
Corporate Parenting	13,303	14,546	1,243	(4,159)	(4,447)	(288)	9,144	10,099	955
Specialist Intervention	5,966	5,890	(76)	(1,819)	(1,636)	183	4,147	4,254	107
Initial Response	5,282	5,074	(208)	(184)	(189)	(5)	5,098	4,885	(213)
ACE	7,382	6,964	(418)	(7,382)	(7,044)	338	0	(80)	(80)
Innovation & Transformation	3,591	3,423	(168)	(1,533)	(1,646)	(113)	2,058	1,777	(281)
<b>Net Service Spending</b>	<b>77,005</b>	<b>83,029</b>	<b>6,024</b>	<b>(16,975)</b>	<b>(18,958)</b>	<b>(1,983)</b>	<b>60,030</b>	<b>64,071</b>	<b>4,042</b>

This relates to reserves funding held to cover (in part) the BU 2018/19 overall forecasted over-spend. The remainder is early achievement of savings / other non allocated budgets which are held in a holding account for release next financial year to cover OOP2020 savings as well as known pressures in the Business Unit.

Placement forecasts are predicting a £4,421,000 over-spend. This is an increase of £483,000 since period 7. Internal foster-care saw a forecasted increase of £116,000 to a forecasted £990,000 over-spend. FTE numbers now stand at 298.18. Residential Care has increased by £185,000. Current forecast stands at £1,827,000 over-spend with 26.11 FTEs. 5 children are due to discharge before the end of the financial year although there is a child who is due to be accommodated in November. External foster-care has seen a small increase of £24,000 since period 7 with numbers at 102.64 FTEs. 8 are now due to be discharged before the end of the financial year. Current forecast is £1,268,000 over-spend. Parent and baby placements are forecast to over-spend by £336,000 over-spend with 15 families already being accommodated so far this year. Allowances are currently showing an over-spend of £164,000 with 487 children being financially supported. Budgets were uplifted to accommodate the expected rise in growth in this area although SGO and Adoption are exceeding this prediction at the moment. There is 1 child within Children's disability being supported in a supported accommodation setting which is over-spending by £270,000. Salaries in total are showing an under-spend of £751,000. This is mainly attributed to Social Workers (£1,218,000). With the successful recruitment campaign seeing many new social work starters this under-spend is a one off and also offset by agency staff where there is a £430,000 forecasted over-spend from spend earlier in the year. There are additional costs of staff with overtime being £66,000 over-spend and allowances being £22,000 over-spend. There is a loss of DSG income from Education and Learning for administration salaries for Children's Disabilities of £171,000 which is coupled with an over-spend of £82,000. Direct Payments are predicting an over-spend of £236,000 although this is offset from invoices totalling £37,000 that have been raised to re-coup over-payments. Section 17 payments are currently £45,000 over-spending.

Residential Care is showing an over-spend of £152,000 which is a decrease of £99,000 since period 7. There has been 1 additional child which now makes 7 current placements although 2 of them are due to discharge before the end of the financial year. Internal foster-care is currently £181,000 over-spend with 60.09 FTEs. External foster-care is currently showing an over-spend of £70,000 compared to budget. Of the 22 current children 6 of them will turn 18 by the end of the financial year and therefore be discharged. Salaries in total (excl Asylum) are £19,000 over-spend at this point with the most significant over-spend being on agency of £83,000, although single status is under-spending by £92,000. At the moment the estimate for the asylum seekers grant is an overspend of £73,000 this is due to more new arrivals than anticipated coupled with revised placement end dates being more accurately reflected. Leaving care accommodation is currently showing a £810,000 over-spend which is an increase of £98,000. Accruals with packages being loaded onto mosaic therefore has created a better reflection of current activity levels.

There is a one-off Staffing underspend of £220,000. In addition to this and unfunded is overtime of £37,000 and allowances of £15,000. External Foster-care is £63,000 under-spend whilst Internal Foster-care is £15,000 under-spend.

The Local HOUSE is forecasting an underspend of £142,000 due to receiving grant income for achievement of milestone 2 on the project. This underspend will need putting into an earmarked reserve at year end and drawing down for use next year.



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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
C&F - Savings	0		(4,451)	(4,451)		
Young Carers Contract	0		0	0		
0-5 Strategy for Children	1,032		140	1,172		
Priority Families Reserve	580		(101)	479		
Adoption Central England Partnership (ACE)	100		80	180		
Controlling Migration			148	148		
Traded	164	(164)	0	0		
House Project	0		142	142		
<b>Total</b>	<b>1,876</b>	<b>(164)</b>	<b>(4,042)</b>	<b>(2,330)</b>	<b>0</b>	

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	
PG-CF-01	Reductions, savings and efficiencies in the operation of the Business Unit including a refocus of council-led parenting training, efficiency savings from the establishment of a regional adoption agency and fully integrating the Priority Families team into the management and operational structures of the Business Unit	149	109	109	209	A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	1592	0	0	4,792	This saving is currently being reviewed as whilst a reduction in children entering care has been achieved the overall target has not been met. This is being reviewed and additional actions taken to ensure that targets are met. The number of children identified as potentially able to safely leave care (with risks and interdependencies) is 144. Work is being undertaken to accelerate methods to prevent children entering care and small team being established to add additional capacity particularly for legal orders which need to return to court to be revoked.
PG-CF-05 & CF-OOP 14-18	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	748	748	748	1,120	The Children & Family Centres savings are on track to be achieved.
PG-CF-06	Changes to the placement mix of Children Looked After and improved management of placements, including building on best practice to improve the numbers of women that go on to successfully parent or make a positive choice not to have further children and delivery of a specialist single placement foster care scheme	140	0	0	860	Individual reviews of children in residential care and new ideas are being explored by commissioning to be finalised. This includes use of independent and state boarding schools and improving capacity to step down from residential care.
PG-CF-07	Savings in the commissioning of services including a reduction in external residential placement costs through a move to more collaborative provision and the development of a framework agreement to reduce the cost of psychological assessments	215	0	0	215	A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	110	5	5	160	After further exploration it is accepted within the BU that the target of income generation from RISE (CAMHS) is not achievable.
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	31	0	0	31	After further exploration it is accepted within the BU that the target will not be achieved.
	Alternative savings proposals are being drawn up to recover fully both the 18/19 and 19/20 total savings target.	0	0	0	6,053	The overall savings plan is being reviewed and remodelled.
	<b>Total</b>	<b>2,985</b>	<b>862</b>	<b>862</b>	<b>7,387</b>	
	<b>Target</b>		2,985	2,985		
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>2,123</b>	<b>2,123</b>	<b>0</b>	

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget				Forecast				Variation		Reasons for Variation and Management Action	
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's		Total Variance £ 000's
11295000	Children and Families property adaptations, purchases and vehicles	32	91	169	114	405	42	194	138	405	-49	0	£49,000 moved to 2019/20 spend based on current agreed projects.
11693000	Adaptation of Sydenham Children's Centre	0	0	0	0	0	85	0	0	85	85	85	New Capital Project as agreed by Portfolio Holders 22/10/2018
		<b>32</b>	<b>91</b>	<b>169</b>	<b>114</b>	<b>405</b>	<b>127</b>	<b>194</b>	<b>138</b>	<b>490</b>	<b>36</b>	<b>85</b>	

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	11,138	9,547	(1,591)	0	389	389	11,138	9,936	(1,202)	Early achievement of 2019/20 savings. One-off project underspend offset by pressures from Disabilities: underaccrual from 17/18 and one 5 year income case now not to be received
Disabilities	72,624	74,532	1,908	(6,614)	(8,607)	(1,993)	66,010	65,925	(85)	Main budgets over spent are LD South £872k and PDSS North £346k. Main underspends are LD North (£613k), LD Staffing (£321k) and LD Countrywide contracts (£150k). Main areas of pressure are LD Supported Living and PD Residential/Nursing. Higher receipt of contributions above budget is helping to offset increased expenditure.
Mental Health	9,601	9,868	267	(529)	(465)	64	9,072	9,403	331	Overspend in MH budget due to pressure on Service Budget that is accountable to client expenditure for over 65s
Care Act	197	198	1	(197)	(198)	(1)	0	0	0	
Service Development and Assurance (Adults)	370	370	0	(63)	(63)	0	307	307	0	
Older People	70,774	73,781	3,007	(25,671)	(28,751)	(3,080)	45,103	45,030	(73)	The forecast underspend has reduce by £133k. This net position includes large overspends in the North East and underspends in the South.
Integrated Care	10,465	9,323	(1,142)	(166)	(220)	(54)	10,299	9,103	(1,196)	Underspends remain in reablement due to difficulties with recruitment and AT equipment as service is yet to see takeup at budgeted levels
<b>Net Service Spending</b>	<b>175,169</b>	<b>177,619</b>	<b>2,450</b>	<b>(33,240)</b>	<b>(37,915)</b>	<b>(4,675)</b>	<b>141,929</b>	<b>139,704</b>	<b>(2,225)</b>	

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18	Movement in Year	Effect of Outturn	Forecast Closing Balance 31.03.19	Transfer Request (To)/From Reserves	Reason for Request
	£'000	£'000	£'000	£'000	£'000	
Social Care and Support - Savings	8,959	3,000	2,225	14,184		
<b>Total</b>	<b>8,959</b>	<b>3,000</b>	<b>2,225</b>	<b>14,184</b>	<b>0</b>	

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	
	Prior year underachievement of savings	365	165	165		Element of savings from 17/18 relating to PG-SCS-06 will not be achieved as savings cannot be made through alternative use of RAS
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	352	0	0	500	Saving cannot be made through alternative use of RAS - would be contravention of Care Act
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	165	0	0	408	Transport recharge over budget. Ongoing work with Transport Services to manage this service within budget, but savings will not be made on top of this
PG-SCS-11	Service redesign for Social Care and Support teams (except Reablement - separate savings plan), reshaping the workforce to meet the future model of adult social care	0	0	0	550	
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	669	450	669	1,294	
PG-SCS-17	Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services	960	0	0	1,200	Work outside of the service has not commenced to allow this saving to be seen against purchasing budgets.
PG-SCS-18	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	416	76	154	600	Money has been saved from underusage of Assistive technology budget, so the balance of savings in 18/19 will be made from this underspend so there is no financial problem in 18/19. But this is contrary to the saving plan, which expected Assistive Technology funds to be spent in order to reduce Domcare spend. 19/20 will require achievement of ongoing £600k saving in Domcare (already planned).
PG-SCS-20	Remodel direct payment employment support services	0	0	0	150	
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	0	0	100	
Untargeted saving	Reduction of demand through early intervention and prevention	0	1,677	1677		Saving recognised through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work
	<b>Total</b>	<b>2,562</b>	<b>2,203</b>	<b>2,500</b>	<b>4,802</b>	<b>4,802</b>
	<b>Target</b>		2,562	2,562		<b>4,802</b>
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>359</b>	<b>62</b>		<b>0</b>

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action				
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and lat £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's		20/21 and lat £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's
10964000	CAF Development Team - Social Care IT 2010/11	0	175	175	0	350	0	0	350	0	350	-175	0	Funding ringfenced to support People Group technical developments. No requirements have been identified for this year from this area of funding.
11555000	Extra Care Housing	0	1,350	1,650	0	3,000	0	0	3,000	0	3,000	-1,350	0	Purchase of WCC-owned site at Dunchurch deferred to 2019/2020. Due to the non-standard nature of the scheme for an independently-owned site at Britania Mill Works in Atherstone, further investigation is required before we can progress with this scheme, therefore formal agreement to progress is now unlikely to be achieved until May 2019. There is also opportunity to bring forward the Moorfield Road site in Alcester for development once Environment Agency have completed their Full Business Case for flood alleviation. This would require additional funding, which would see a further report to Cabinet for approval.
		<b>0</b>	<b>1,525</b>	<b>1,825</b>	<b>0</b>	<b>3,350</b>	<b>0</b>	<b>0</b>	<b>3,350</b>	<b>0</b>	<b>3,350</b>	<b>-1,525</b>	<b>0</b>	

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	1,865	1,602	(263)	(431)	(564)	(133)	1,434	1,038	(396)	<ul style="list-style-type: none"> <li>Reduction in Secretariat staffing forecast</li> <li>Early achievement of savings of £130,000 from Strategic Commissioning HoS budget that has been removed plus underspends on budget for posts that are being funded through IBCF of £208,000.</li> <li>Integrated commissioning is showing a reduction in the planned costs for this financial year. The remaining funding is to be carried forward to 2019/20.</li> </ul>
Service Development and Assurance (Business and Systems)	1,893	1,208	(685)	(272)	(275)	(3)	1,621	933	(688)	<ul style="list-style-type: none"> <li>Slippages in business cases for Mosaic Projects - Underspend of £500,000 to be transferred to reserves and crf to 2019/20 at Q3</li> <li>The underspend on Peoples Group Wide Systems relates to a £25,000 reduction in staffing and agency costs, software of £15,000 on Carefirst Licences and £24,000 on replacing Sharecare ahead of Schedule.</li> </ul>
All Age Disabilities	5,921	5,954	33	(4,879)	(4,914)	(35)	1,042	1,040	(2)	
Integrated Elderly Care	2,802	2,836	34	(1,575)	(1,599)	(24)	1,227	1,237	10	
Market Management and Quality	1,345	1,494	149	(477)	(633)	(156)	868	861	(7)	
Children's Commissioning	10,791	10,540	(251)	(4,667)	(4,714)	(47)	6,124	5,826	(298)	<ul style="list-style-type: none"> <li>The Supporting People budget (AS218) has a planned underspend of £544,000. This is made up of achieving savings earlier and £314,000 savings from robust contract management with clawback from suppliers for under performance (under supply) on contracts.</li> <li>The underspend in AS218 has been offset by £200,000 to give to Warwick District council for the Rough Sleepers Hostel and a £63,000 overspend in CAMHS</li> <li>Children's Commissioning operational budget is showing a decrease in staffing costs due to vacancies and an increase in income due to additional staffing contributions for a Children's Commissioner.</li> <li>Children's Mental Health is showing an increased due to an extension on the Phoenix project up to December 2018.</li> </ul>
Salaries and Service Overheads	2,433	2,321	(112)	(168)	(168)	0	2,265	2,153	(112)	<ul style="list-style-type: none"> <li>The underspends on Public Health - Salaries and Administration is due to staff vacancies and maternity leave.</li> <li>The Public Health projects budget has only spent £31,500 on heartshield project to date.</li> <li>Child death review (HB504) moved into the business unit between periods 6 and 7. It is currently showing a healthy position.</li> </ul>
Health Improvement, Commissioning and Performance	15,547	14,676	(871)	(65)	(31)	34	15,482	14,645	(837)	<ul style="list-style-type: none"> <li>The budget for fitter futures includes an amount for demand levels on the referrals for the service above the contract values in the budget. Variance on the budget is based on current demand levels which are subject to change.</li> <li>The First Falls service was decommissioned on 31st March 2018. The budget is currently being used to re tender.</li> <li>A Year of Wellbeing is showing an underspend this year due to the resource being for a two year period and being aligned to a similar budget in Coventry from which payments are being made. Rebalancing of these budgets will take place annually at year end. Any underspend will need to be taken to an earmarked reserve at year end and drawn down for use in 2019/20.</li> <li>Drugs and Alcohol has been updated to reflect the £387,000 of OOP savings achieved early and the latest position for the demand led services for prescribing and Inpatient.</li> </ul>
Health Protection and Resilience	4,233	4,251	18	(3)	(13)	(10)	4,230	4,238	8	
Population Health and Place	540	521	(19)	0	0	0	540	521	(19)	<ul style="list-style-type: none"> <li>GD014 Healthwatch is showing underspends of £19,000 following the confirmation of the new re-tendered contract. These underspends are early OOP savings made due to the timing of the tender.</li> </ul>
Mental Health and Wellbeing	1,259	1,316	57	(290)	(290)	0	989	1,026	57	<ul style="list-style-type: none"> <li>Spend for the Mental Wellbeing Development fund - payment to Springfield Mind Ltd for extended delivery of active monitoring in Bidford in June and July</li> <li>Increase in the forecast for Mental Health and Wellbeing of £20,000. This includes a £5,000 overspend on the current contract and £15,000 to be spent on the newly tendered contract.</li> <li>Increase in the Forecast of £30,000 for the 2nd year of funding for the Suicide Bereavement Service (agreement was given last year for this to be paid for from reserves). Due to the current planned underspend in the service it is advised that this is paid from the general in-year underspend of the Business Unit and that it therefore reduces the amount put into reserves at year end.</li> </ul>
<b>Net Service Spending</b>	<b>48,629</b>	<b>46,719</b>	<b>(1,910)</b>	<b>(12,827)</b>	<b>(13,201)</b>	<b>(374)</b>	<b>35,802</b>	<b>33,518</b>	<b>(2,284)</b>	



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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Strategic Commissioning - Savings	4,035		1,381	5,416	(500)	£500,000 of the Mosaic project funding to be returned to reserves for use in 2019/20
Public Health - Savings	1,149		903	2,052		
<b>Total</b>	<b>5,184</b>	<b>0</b>	<b>2,284</b>	<b>7,468</b>	<b>(500)</b>	

Public Health & Strategic Commissioning - John Linname  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health) and Councillor Hayfield (Education & Learning)

2018-20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Forecast Outturn £'000	
PG-SCOM-01	Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.	0	0	0	400	400
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	49	49	49	171	171
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	49	49	49	49	49
PG-SCOM-06	Integration of existing commissioning functions into a single commissioning service and generation of an income stream through joint commissioning with and on behalf of partner organisations	125	125	125	150	24
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	12	12	24	144
PG-PPA-05	Reduction in the contingency and projects budget of the Business Unit and the delivery of a rationalised Head of Service structure once the redesign and transformation work has been delivered.	22	22	22	144	144
PG-PPA-08	Rationalisation of the system supporting the Local Authority Designated Officer function with the main social care ICT systems to enable a saving in licensing costs and reductions in Google licence costs	4	4	4	24	24
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	65	65	65	65	65
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	0	0	31	31
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	80	80	80	80	80
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and commissioning process	0	0	0	923	387
CG-PH-03	Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	0	0	0	45	45
CG-PH-04	Dietetics - retain the acute provision and move community provision towards the preventative approach with access criteria and lower priority requirements accessed through other community provision.	0	0	0	200	0
CG-PH-05	Reduce staffing and overheads across the Business Unit	0	0	0	200	200
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	0	0	0	100	100
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and commissioning process	0	0	0	735	735
CG-PH-08	Advocacy - re-tendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	0	85	85
	<b>Total</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>3,426</b>	<b>2,684</b>
	<b>Target</b>		<b>406</b>	<b>406</b>		<b>3,426</b>
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>742</b>

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action			
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's		Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	50	36	0	216	130	10	76	216	-40	0	Possibility of only one successful tender in this Financial Year, therefore remaining funds to be carried over to fund bids in 2019/20.  Slippage of Changing Places - Following recommendations from Sue Green, the following project shows a possible outcome. We are to move to carry forward this money to the next financial year. This money is not being spent on concerns from interested third parties, therefore until the new model is agreed there will be no further spend this financial year and remaining funds have been reprofiled. Surplus of funds (£302) from project 11021007 (Shire Hall facility) to be vired back to this sublock project.
11021000	Adult Social Care Modernisation & Capacity 2012-13	56	389	552	0	997	56	314	581	997	-75	0	
11420000	Disabled Facilities Capital Grant	9,284	4,186	0	0	13,470	9,284	4,186	0	13,470	0	0	
11310000	Client Information Systems Review	3,103	298	691	0	4,092	3,103	297	692	4,092	-1	0	
11492000	Urban Mile Markers	10	15	0	0	25	10	15	0	25	0	0	
		<b>12,583</b>	<b>4,938</b>	<b>1,280</b>	<b>0</b>	<b>18,800</b>	<b>12,583</b>	<b>4,822</b>	<b>1,349</b>	<b>18,800</b>	<b>-116</b>	<b>0</b>	

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
Marketing and Communications	960	1,093	133	(570)	(685)	(115)	390	408	18	
Customer Service Centre	2,624	2,403	(221)	(262)	(193)	69	2,362	2,210	(152)	Underspend due to vacancies - it has been difficult to recruit to the posts
Customer Relations	247	279	32	0	0	0	247	279	32	
Face to Face (including Libraries and Registration Service)	6,080	6,172	92	(1,851)	(1,871)	(20)	4,229	4,301	72	Overspend due to increased staffing costs of the Registration Service
Head of Service and Business Unit Projects	722	833	111	(86)	(194)	(108)	636	639	3	
E Services and Business Development	1,086	1,615	529	(68)	(602)	(534)	1,018	1,013	(5)	
Family Information Service	291	364	73	(28)	(91)	(63)	263	273	10	
Traded Services - Educational	172	167	(5)	(211)	(200)	11	(39)	(33)	6	
<b>Net Service Spending</b>	<b>12,182</b>	<b>12,926</b>	<b>744</b>	<b>(3,076)</b>	<b>(3,836)</b>	<b>(760)</b>	<b>9,106</b>	<b>9,090</b>	<b>(16)</b>	

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Warwickshire Local Welfare Scheme	441			441		
Library Bequests	3			3		
Corporate Customer Journey Programme	210		16	226		
<b>Total</b>	<b>654</b>	<b>0</b>	<b>16</b>	<b>670</b>	<b>0</b>	

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

2018-20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-CS-02	Increase income from the Registration Service	10	10	10	45	45	Although the Registration Service will not meet it's savings target, this will be met instead by the underspend in the Customer Service Centre
	Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	0	0	0	90	90	
RG-CS-05	<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>135</b>	<b>135</b>	
	<b>Target</b>		10	10		135	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

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

Project	Description	Approved Budget				Forecast				Variation		Reasons for Variation and Management Action		
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's		Variance in Year £ 000's	Total Variance £ 000's
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	59	109	0	0	168	59	109	0	0	168	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	2	0	131	203	70	2	0	131	203	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	298	523	0	1,687	2,519	298	523	0	1,687	2,519	0	0	
11293000	Community Information Hubs	59	0	0	50	109	59	0	0	50	109	0	0	
11422000	Stratford Library - Registrars Accommodation Works and Library Alterations	367	7	0	0	374	367	7	0	0	374	0	0	
11648000	Customer Services Vehicles & Equipment	16	0	0	0	16	16	0	0	0	16	0	0	
		<b>869</b>	<b>641</b>	<b>0</b>	<b>1,878</b>	<b>3,387</b>	<b>869</b>	<b>641</b>	<b>0</b>	<b>1,878</b>	<b>3,387</b>	<b>0</b>	<b>0</b>	

Q3 Annex I - Finance - OOP Annex

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
Head of Service	194	285	91	0	(5)	(5)	194	280	86	This is a result of two factors. Firstly, spend on consultants to provide specialist financial advice on key projects; secondly some one-off savings (to be covered by vacancies) that will be resolved as part of the new target operating model for the service next year.
Corporate Finance & Advice and Resources Local Finance	1,233	1,260	27	(72)	(84)	(12)	1,161	1,176	15	
Treasury, Exchequers, Financial Systems & Pensions	2,352	2,162	(190)	(2,269)	(2,031)	237	84	131	47	This is an accumulation of minor over and underspends. The reduction in income is primarily for costs that cannot be recharged (to the local government pension fund), such as additional work on the other pension schemes (fire, teachers, health etc)
Communities Group Local Finance & Procurement	1,185	1,233	48	(556)	(661)	(105)	629	572	(57)	
People Group Local Finance, Financial Benefits and Advice	1,952	1,750	(202)	(76)	(76)	0	1,876	1,674	(202)	The increase in spend is primarily a result of planned, additional spend reviewing the Council's main contracts and contract monitoring. This is more than offset by additional contract rebate income generated through the Procurement team. The forecast underspend on expenditure is primarily a result of recruitment and retention problems in both the Local Finance team and the Benefits Assessment & Income Control team.
Traded Services - Education	824	767	(57)	(1,022)	(1,011)	11	(198)	(244)	(46)	
<b>Net Service Spending</b>	<b>7,740</b>	<b>7,457</b>	<b>(283)</b>	<b>(3,994)</b>	<b>(3,868)</b>	<b>126</b>	<b>3,746</b>	<b>3,589</b>	<b>(157)</b>	The minor reduction in income (from fewer purchases from schools) is more than offset by a reduction in spend (mainly due to difficulties in recruiting).



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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Finance - Savings	432		157	589		
Finance - Training	79			79		
Finance - Service Improvement Projects	369			369		
<b>Total</b>	<b>880</b>	<b>0</b>	<b>157</b>	<b>1,037</b>	<b>0</b>	

Q3 Annex I - Finance - OOP Annex

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Forecast Outturn £'000	
RG-FIN-04	The service will reduce the number of staff it employs to support both service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts, by focussing more on training and on-line support and redesigning services to improve the "financial literacy" of the organisation.	35	35	40	40	
RG-FIN-05	The service will reduce the need for current staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring the benefits of a broader transactional service across the organisation.	30	30	120	120	
	<b>Total</b>	<b>65</b>	<b>65</b>	<b>160</b>	<b>160</b>	
	Target		65		160	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>	

Q3 Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
HR Advisory	1,543	1,350	(193)	(220)	(186)	34	1,323	1,164	(159)	Underspend is due to staffing underspend in HR Advisory and Health, Safety & Wellbeing.
Human Resources Service Centre	2,286	2,445	159	(629)	(613)	16	1,657	1,832	175	Overspend related to increased staffing to stabilise Your HR, increased software costs, anticipated write off of a school related debt.
Business Partners and Learning and Organisational Development	1,962	2,235	273	(2)	(256)	(254)	1,960	1,979	19	A correction is required in this area which will result in an underspend of c£63k
Human Resources Head of Service and Salary Sacrifice	998	72	(926)	(937)	(23)	914	61	49	(12)	A correction is required in this area which will result in an underspend of c£76k
Traded Services - Education	921	927	6	(1,046)	(1,038)	8	(125)	(111)	14	Overspend mainly due to reduced HR Advisory subscription and BAYN income
Traded Services - Non Education	171	187	16	(133)	(174)	(41)	38	13	(25)	Increased DBS customers
<b>Net Service Spending</b>	<b>7,881</b>	<b>7,216</b>	<b>(665)</b>	<b>(2,967)</b>	<b>(2,290)</b>	<b>677</b>	<b>4,914</b>	<b>4,926</b>	<b>12</b>	

Q3 Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR&OD - Savings	7		(7)	0		
Your HR Implementation	359	(303)		56		
Going for Growth Apprenticeship Scheme	212			212		
HR Service Improvement Projects	60		(5)	55		
<b>Total</b>	<b>638</b>	<b>(303)</b>	<b>(12)</b>	<b>323</b>	<b>0</b>	

Q3 Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Forecast Outturn £'000	
RG-HR-05	Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	27	27	76	76	Savings for 2018/2019 delivered and plans in place to deliver 2019/20.
RG-HR-06	Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	0	0	229	229	
RG-HR-07	The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	0	0	31	31	Plans in place to deliver 2019/20 savings.
RG-HR-08	Employee welfare - Review the employee welfare service, including seeking a more cost effective provider of staff care and a reduction of support to managers in health and safety and well-being.	48	48	48	48	
	<b>Total</b>	<b>75</b>	<b>75</b>	<b>384</b>	<b>384</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>				<b>384</b>	
	<b>Target</b>		<b>0</b>		<b>0</b>	

Q3 Annex K - IT Services - OOP Annex

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
Service Management	253	251	(2)	0	0	(1)	253	250	(3)	
Members Support	20	20	0	0	0	0	20	20	0	
Strategy and Programme and Innovation	1,213	1,240	27	(223)	(296)	(73)	990	944	(46)	Additional income from project funding, more expenditure on staff training and underspend from vacancies that have not been filled.
Corporate ICT Development	1,215	1,032	(183)	0	(5)	(5)	1,215	1,027	(188)	Underspend on Project Connect due to project delays. Funding no longer required for projects due to alternative sources and renegotiated contract prices (Google licensing)
Customer and Supplier Services	1,345	1,800	455	0	(466)	(466)	1,345	1,334	(11)	
Production Services	3,376	3,631	255	(317)	(436)	(119)	3,059	3,195	136	Increases in license costs e.g. Microsoft, firewall support
Systems Design and Architecture	1,525	1,596	71	(425)	(556)	(131)	1,100	1,040	(60)	Overspend due to delayed voluntary redundancy programme and extra licence costs is matched by compensating revenue income from Human Resources and Corporate ICT Development, but overspend also reduced by staff vacancies.
Network Services	1,965	1,755	(210)	(1,295)	(1,185)	110	670	570	(100)	
Information Management	620	603	(17)	(104)	(105)	(1)	516	498	(18)	
Traded Services - Education	2,994	3,118	124	(3,242)	(3,332)	(90)	(248)	(214)	34	Lower support contract costs due to delays on Project Connect.
<b>Net Service Spending</b>	<b>14,526</b>	<b>15,046</b>	<b>520</b>	<b>(5,606)</b>	<b>(6,382)</b>	<b>(776)</b>	<b>8,920</b>	<b>8,664</b>	<b>(256)</b>	

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Going for Growth	0			0		
IT Services - Savings	20	200	256	476		
<b>Total</b>	<b>20</b>	<b>200</b>	<b>256</b>	<b>476</b>	<b>0</b>	

Q3 Annex K - IT Services - OOP Annex

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Forecast Outturn £'000	
RG-IA-10	Savings in the costs associated with the management of the Information Assets Service. This includes options to rationalise the management structure associated with the refocused operational activity and a more commissioning style structure. It also includes an option to offer staff alternative working arrangements such as reduced hours.	58	58	123	123	
RG-IA-11	Reduction in the costs associated with the management and support of the ICT infrastructure equipment that is used to deliver our ICT systems and related facilities. This includes savings associated with the introduction of a new modern telephony service, further contract benefits and adoption of a capital approach for some projects/products.	110	110	210	210	
RG-IA-12	Reduction in the funding associated with the provision of ICT Help Desk and Support Services, and a further reduction in the volume and costs of the personal computing facilities provided to staff and elected members.	145	145	285	285	
RG-IA-13	Savings in the staffing budget for the Strategy, Programme and Information Team as Project and Programme management support capacity is reduced as part of the general reduction in size of the Council.	50	50	150	150	
	<b>Total</b>	<b>363</b>	<b>363</b>	<b>768</b>	<b>768</b>	
	<b>Target</b>		363		768	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>	



Q3 Annex K - IT Services - OOP Annex

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action				
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's		Variance in Year £ 000's	Total Variance £ 000's		
11121000	Development of Rural Broadband	15,043	9,046	7,966	5,594	37,649	15,043	4,588	12,424	5,606	37,661	-4,458	12	Due to delays in delivery caused by civil engineering complications in the early stages of the project. A revised programme for Contract 3 in Q3 & Q4 2018/19 has resulted in decreased build in the current financial year. The revised planning incorporates increased delivery in financial year 2019/20 with the aim to realign project outputs/expenditure and the release of claimable grant funding, which is contracted to support Phase 3. This has resulted in WCC funding being brought forward to complete Phase 2 delivery in 2018/19 as we originally used funding from partners to support the early programme stages. BDUK and penetration of the programme is expected to be similar to the original programme. It is expected that further change will be advised during Q4 2018/19. Spend on target. Forecast underspend on Project Connect in Year 0 19/20. Deferred into 2021. Sequencing of projects has resulted in an increase in capitalisable work
11465000	WCC Information Assets Purchases (multiple years)	850	392	485	93	1,821	850	503	375	93	1,821	110	0	
11661000	2018-19 ICT Software Development	0	159	0	0	159	0	191	0	0	191	32	32	
		<b>15,893</b>	<b>9,598</b>	<b>8,451</b>	<b>5,687</b>	<b>39,629</b>	<b>15,893</b>	<b>5,282</b>	<b>12,799</b>	<b>5,699</b>	<b>39,673</b>	<b>-4,316</b>	<b>44</b>	

Q3 Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn	Variation Over/(Under)	Agreed Budget	Forecast Outturn	Variation Over/(Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Democratic Services	618	519	(99)	(56)	(56)	0	562	463	(99)	The underspend is largely due to unfilled vacancies which have proved difficult to fill. A further recruitment campaign will be undertaken in January. Staff vacancies largely accounts for the underspend Underspend relates to WES trading targets Reduced requirements for this area of legal work Increased internal demand for legal services (particularly from Children and Families) has resulted in extra income New DPO service accounts for the increase in income Focus has been on DPO service. Leads for new external income continue to be pursued
Insurance, Internal Audit and Risk Management	813	764	(49)	(245)	(251)	(6)	568	513	(55)	
Law & Governance Administration	257	178	(79)	0	0	0	257	178	(79)	
Legal Core	434	404	(30)	(17)	(10)	7	417	394	(23)	
Traded Services - Internal	2,994	3,184	190	(3,279)	(3,659)	(380)	(285)	(475)	(190)	
Traded Services - Education	258	310	52	(322)	(488)	(166)	(64)	(178)	(114)	
Traded Services - Non Education	1,678	1,899	221	(2,133)	(2,287)	(154)	(455)	(388)	67	
<b>Net Service Spending</b>	<b>7,052</b>	<b>7,258</b>	<b>206</b>	<b>(6,052)</b>	<b>(6,751)</b>	<b>(699)</b>	<b>1,000</b>	<b>507</b>	<b>(493)</b>	

Law & Governance - Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Law and Governance - Savings	213		477	690		
LA Counter Fraud Fund Grant	0		16	16		
<b>Total</b>	<b>213</b>	<b>0</b>	<b>493</b>	<b>706</b>	<b>0</b>	

Q3 Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Forecast Outturn £'000	
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	20	20	20	20	
RG-LG-03	Increased surplus from external legal work - combination of reducing operating costs, increasing utilisation and delivering more external hours to external customers at increased hourly rates.	29	29	63	63	
	<b>Total</b>	<b>49</b>	<b>49</b>	<b>83</b>	<b>83</b>	
	<b>Target</b>		49		83	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>	

Q3 Annex M - Performance - OOP Annex

Performance - Steve Smith  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
Insight	1,300	1,307	7	(79)	(90)	(11)	1,221	1,217	(4)	
Transformation Assurance & Performance	2,466	3,322	856	(155)	(646)	(491)	2,311	2,676	365	Forecast reflects the significant progress on the Council's new operating model and Assistant Director tier design and appointments. This will be addressed by drawing down from the Corporate Transformation Reserve.
Performance Administration	212	174	(38)			0	212	174	(38)	
Business Redesign and Improvement	521	365	(156)	0	0	0	521	365	(156)	Underspend due to vacancies and early achievement of savings
Business Improvement & Support	440	404	(36)	(28)	(28)	0	412	376	(36)	
Commercial Enterprise	249	194	(55)	0	0	0	249	194	(55)	
Resources Transformation	377	600	223	0	0	0	377	600	223	Forecast reflects the progress on the Finance functional operating model. This will be addressed by drawing down from the Resources Transformation Reserve.
<b>Net Service Spending</b>	<b>5,565</b>	<b>6,366</b>	<b>578</b>	<b>(262)</b>	<b>(764)</b>	<b>(502)</b>	<b>5,303</b>	<b>5,602</b>	<b>299</b>	

Performance - Steve Smith  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Performance - Savings	25		303	328		
Corporate Transformation Reserves			(379)	(379)	379	Reserve sits within Other Services
Resources Transformation Reserves			(223)	(223)	223	Reserve sits within Other Services
<b>Total</b>	<b>25</b>	<b>0</b>	<b>(299)</b>	<b>(274)</b>	<b>602</b>	

Q3 Annex M - Performance - OOP Annex

Performance - Steve Smith  
 Strategic Director - David Carter  
 Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000		
RG-PE-01	Reduction in management and operational capacity through streamlining processes and redesigning the service.	45	45	45	90	90		
RG-PE-02	Reduction in software tools and procured data sets which are used to provide insight and intelligence in support of transformation and service delivery for the Council.	10	10	10	20	20		
PG-PPA-05	Reduction in the contingency & project budget of the Business Unit and the delivery of a rationalised HoFS structure once the redesign & transformation work has been delivered	0	0	0	60	60		
PG-PPA-10	Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity.	0	0	0	35	35		
	<b>Total</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>205</b>	<b>205</b>		
	<b>Target</b>		55	55		205		
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		

Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim)/ Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Property Services General	472	504	32	52	52	0	524	556	32	Additional spend on staffing
Construction Services (Wholly Commissioned by SAM)	2,505	2,458	(47)	(2,450)	(2,446)	4	55	12	(43)	Reactive trend currently forecasting an underspend. Minor variances in operational cost centres
Facilities Management (Wholly Commissioned by SAM)	9,000	8,948	(52)	(9,022)	(9,031)	(9)	(22)	(83)	(61)	Continued review of expenditure with a view of achieving future years savings targets
Strategic Asset Management (SAM)	13,209	13,252	43	(2,591)	(2,623)	(32)	10,618	10,629	11	Additional spend on staffing
Property Rationalisation Savings	(122)	(14)	108	0	0	0	(122)	(14)	108	The sale of Eastboro Way has been delayed against target dates for the first phase receipt. An amendment to the planning condition and ongoing negotiations with the Developer is impacting on the timing and potential value of the receipt. Mitigations are currently under review and a critical path to resolve issues will be established in January 2019.
Traded Services - Education	4,865	4,340	(525)	(5,091)	(4,631)	460	(226)	(291)	(65)	FM - Improved trading position in Cleaning balanced off deterioration in Safety & Premises. CS - improved traded position against budget with increase in planned work gained from successful CIF bids. The expenditure for this work is charged directly to the school by the contractor.
Traded Services - Non Education	1,677	2,109	432	(1,869)	(2,423)	(554)	(192)	(314)	(122)	FM - Improved trading position in Cleaning. CS - Devolved Capital programme increased work and fee recovery due to increase in projects requested and additional fee recovery
<b>Net Service Spending</b>	<b>31,606</b>	<b>31,597</b>	<b>(9)</b>	<b>(20,971)</b>	<b>(21,102)</b>	<b>(131)</b>	<b>10,635</b>	<b>10,495</b>	<b>(140)</b>	



Property Services - Craig Cusack (Interim) / Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Catering Equalisation Reserve	0			0		
Property Services - Savings	0	364	133	497		
One Public Estate	0	98	7	105	(7)	Delayed start in delivering One Public Estate. Grant funding to be spent in 2019/20 (Ring Fenced Grant)
Community Energy Scheme	0	39		39		
<b>Total</b>	<b>0</b>	<b>501</b>	<b>140</b>	<b>641</b>	<b>(7)</b>	

Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim) / Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PA-01 replaced by SP-PS-01/03	Reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings (both urban sites and smallholdings) to reduce long term debt and Deferral of investment in maintaining the Council's land bank	854	732	746	1,363	1,363	The sale of Eastboro Way has been delayed against target dates for the first phase receipt. An amendment to the planning condition and ongoing negotiations with the Developer is impacting on the timing and potential value of the receipt. The mitigations are currently under review and a critical path to resolve issues will be established in January 2019.
RG-PA-02	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	50	50	50	100	100	
SP-PS-02	Release of contingency	393	393	393	478	478	
SP-PS-04	Repayment of Hawkes Point self-financed borrowing	5	5	5	203	203	
SP-PS-05	Rental income from Educaterers	29	0	29	50	50	
SP-PS-06	County buildings - reduced capacity for redecoration and improvement	200	200	200	200	200	
SP-PS-07	Reduced maintenance of the smallholdings estate	0	0	0	7	7	
SP-PS-8/10	Review of facilities management budgets and service specifications and Review of post room services	39	39	39	83	83	
SP-PS-9	Efficiency savings from a digital approach to the Agresso/Hotline interface	13	13	13	18	18	
SP-PS-12	Use of the SCAPE dividend	0	0	0	309	309	
SP-PS-13	Carry forward from previous years	0	0	0	164	164	
	<b>Total</b>	<b>1,583</b>	<b>1,432</b>	<b>1,475</b>	<b>2,975</b>	<b>2,975</b>	
	<b>Target</b>		1,583	1,583		<b>2,975</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>151</b>	<b>108</b>		<b>0</b>	

Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim) / Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 to 2021/22 Capital Programme

Appro. Project Code	Description	Approved Budget		Forecast			Variation			Reasons for Variation and Management Action			
		Earlier Years	2018/19	2019/20	2020/21 and later	Total	Earlier Years	2018/19	2019/20		2020/21 and later	Total	Variance in Year
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Strategic Asset Management													
10972000	Planning Consent For Europa Way	662	200	0	0	861	662	150	0	811	-50	-50	-50k contingency funds transferred to block header 11440000.
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	919	926	0	0	1,846	919	926	0	1,846	0	0	
11228000	Rural Services Capital Maintenance 2015/16	776	17	0	0	794	776	0	0	776	-17	-17	All projects now completed £17k transferred to 11542000
11291000	Rural Services Capital Maintenance 2016/17	651	223	0	0	874	651	26	0	677	-197	-197	All projects except one completed £197k transferred to 11542000
11292000	Rural Services Capital Maintenance 2017/18	233	244	0	0	476	233	15	0	248	-228	-228	All projects except two completed £228k transferred to 11542000
11335000	Rationalisation of County Storage	2,891	820	4,648	0	8,359	2,891	347	0	8,779	-473	420	Project Time delays due to Budbrooke re-scoping to meet the service requirements of Highways and relocation of Woodworking at Henley. Budget correction for self finance borrowing repayment £50k funds transferred from 10972000 Current Contingency of £1,024k moved to 20/21
11440000	Strategic Site Planning applications	1,229	1,699	822	52	3,801	1,229	725	822	3,851	-974	50	£1,024k moved to 20/21
11446000	Rural Services Capital Maintenance 2018/19	0	469	0	0	469	0	300	169	469	-169	0	Most of the projects will only commence 4th quarter 2018-19
11503000	Planning Consent re the disposal of Dunchurch depot	37	43	0	0	80	37	43	0	80	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	0	496	0	496	0	0	939	939	0	443	Capital carried forward from prior years allocation £443k transferred from 11228000, 11291000 and 11292000
11689000	Maintaining the smallholdings land bank	0	0	0	0	0	0	0	0	0	0	0	
Special Projects													
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	50	0	1,206	0	0	
11041000	Rationalisation Of The Council's Property	717	0	0	0	717	717	0	0	717	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	29	0	240	0	0	
11532000	Sallyway Centre Stratford upon Avon	473	0	0	0	473	473	0	0	473	0	0	
Structural Maintenance													
11037000	Non Schools Planned Capital Building Mech & Elec Maintenance 2013/14	2,618	0	0	0	2,618	2,618	0	0	2,618	0	0	
11038000	Schools - Capital Asbestos and Safe Water Remedials 2013/14	1,277	0	0	0	1,277	1,277	0	0	1,277	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	6	0	0	6,006	6,000	6	0	6,006	0	0	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	6	0	0	219	213	6	0	219	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	15	0	0	1,341	1,326	15	0	1,341	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elec Backlog 2014/15	2,737	16	0	0	2,753	2,737	16	0	2,753	0	0	
11145000	Schools Planned Bldg, Mech & Elec Backlog 2014/15	5,796	50	0	0	5,846	5,796	50	0	5,846	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	0	0	0	1,220	1,220	0	0	1,220	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elec Backlog 2015/16	2,621	9	0	0	2,630	2,621	9	0	2,630	0	0	
11227000	Schools Planned Bldg, Mech & Elec Backlog 2015/16	5,694	18	0	0	5,712	5,694	18	0	5,712	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	307	3	0	0	310	307	3	0	310	0	0	

### Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim) / Sarah Duxbury  
 Strategic Director - David Carter  
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 to 2021/22 Capital Programme

Approxo. Project Code	Description	Approved Budget			Forecast			2020/21 and later			Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19	2019/20	2020/21 and later	Total	Earlier Years	2018/19	2019/20	2020/21 and later	Total	Variance in Year	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
11284000	Non Schools. Asb & Safe Water Remedials 2017/18	308	0	0	0	308	308	0	0	308	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,007	0	0	0	2,007	2,007	-49	0	1,958	-49	-49	Final Accounts revised. £49k moved to 11443000
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,736	49	0	0	1,785	1,736	49	0	1,785	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,219	0	0	0	1,219	1,219	0	0	1,219	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	802	0	0	0	802	802	0	0	802	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,403	0	0	0	5,403	5,403	0	0	5,403	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,013	160	0	0	7,173	7,013	-12	0	7,001	-172	-172	Final forecasted accounts revised. £172k moved to 11445000
11442000	Non Schools. Asb & Safe Water Remedials 2018/19	0	383	0	0	383	0	383	0	383	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	2,157	0	0	2,157	0	2,206	0	2,206	49	49	Increase of £49k as a result of funding moved from 16.17 - 11285000
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	747	0	0	747	0	747	0	747	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	7,073	0	0	7,073	0	7,245	0	7,245	172	172	Increase in budget - £172k funding moved from 17.18 - 1129000 to 18.19 - 11445000
11538000	Non Schools. Asb & Safe Water Remedials 2019/20	0	0	325	0	325	0	0	325	0	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	2,122	0	2,122	0	0	2,122	0	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	731	0	731	0	0	731	0	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	3,431	0	3,431	0	0	3,431	0	0	0	
11685000	Veteran's Contact Point - Complete replacement of Chrysolite Pitched Roof	0	50	0	0	50	0	50	0	50	0	0	
Facilities													
10582000	Small Scale Reactive / Minor Improvements County-Wide	547	36	0	0	582	547	36	0	582	0	0	
11687000	The Salfway Centre & Stratford Family Centre - Refurbish Family Centre	0	102	0	0	102	0	102	0	102	0	0	
Energy													
10400000	Climate Change 2009/10	291	0	0	0	291	291	0	0	291	0	0	
11136000	Various Properties - Renewable Energy	240	0	0	995	1,235	240	0	995	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	0	4	0	0	
		<b>59,334</b>	<b>15,599</b>	<b>12,575</b>	<b>1,047</b>	<b>88,554</b>	<b>59,334</b>	<b>13,490</b>	<b>14,079</b>	<b>88,974</b>	<b>-2,108</b>	<b>420</b>	

Mett - rounding error in M64 - pls correct for Q4

Other Services - Virginia Rennie  
Strategic Director - David Carter

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
Government Grants & Business Rates	0	0	0	(133,710)	(134,149)	(439)	(133,710)	(134,149)	(439)	Additional grant income received
Central Block DSG and other central grants to support schools and pupils			0	(80,556)	(80,556)	0	(80,556)	(80,556)	0	
Capital Financing Costs	41,382	37,336	(4,046)	(2,163)	(3,008)	(845)	39,219	34,328	(4,891)	Reduction in capital financing costs as a result of slippage in the capital programme.
Strategic Management Team	1,382	1,211	(170)	0	0	0	1,382	1,211	(170)	Underspend on staff budgets
County Coroner	523	503	(20)	(77)	(78)	(2)	447	425	(22)	
Environment Agency (Flood Defence Levy)	238	238	0	0	0	0	238	238	0	
External Audit Fees	179	210	32	0	0	0	179	210	32	
Pensions deficit under-recovery	528	528	0	0	0	0	528	528	0	
County Council Elections	280	40	(220)	0	0	0	260	40	(220)	Annual contribution to cost of quadrennial elections. This will transfer to the ring-fenced elections reserve at the end of the year once the estimated costs of any by-elections are known.
Members Allowances and Expenses	1,085	886	(198)	(215)	(15)	200	1,085	886	(198)	There has been no increase in Members Allowances in 2018/19
Other Administrative Expenses and Income	732	719	(12)	(215)	(15)	200	517	704	188	
General Insurances	3,578	3,955	377	(3,578)	(3,256)	322	0	698	698	Reduced income due to insurance renewal terms and schools converting to academies no longer being part of the scheme. Increase in claims expenditure to be funded by the insurance reserve
Subscriptions	138	138	0	0	0	0	138	138	0	
WFRS Transformation Fund	925	925	0	0	0	0	925	925	0	
Apprenticeship Levy	1,070	1,070	0	0	0	0	1,070	1,070	0	
Digital By Design	2,358	2,358	0	0	0	0	2,358	2,358	0	
<b>Net Service Spending</b>	<b>54,376</b>	<b>50,117</b>	<b>(4,259)</b>	<b>(220,299)</b>	<b>(221,062)</b>	<b>(764)</b>	<b>(165,923)</b>	<b>(170,945)</b>	<b>(5,022)</b>	

Q3 Annex O - Other Services - OOP 2018/19

Other Services - Virginia Rennie  
Strategic Director - David Carter

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Forecast Closing Balance 31.03.19 £'000	Reason for Request
<b>Corporate Reserves</b>							
Capital Fund	1,275			1,275			
General Reserves	27,273		5,532	32,805			
Insurance Fund	8,925		-698	8,227			
Provision for Redundancy Costs	11,917			11,917			
Medium Term Contingency	6,836			6,836			
Schools and Centrally Managed Dedicated Schools Grant	14,841	-683		14,158			
<b>Total Corporate Reserves</b>	<b>71,067</b>	<b>(683)</b>	<b>4,834</b>	<b>75,218</b>	<b>0</b>	<b>75,218</b>	
<b>Other Services Reserves</b>							
Business Rates Pool Risk Reserve	2,209			2,209			
Quadrennial Elections	187		220	407			
Corporate Transformation Fund	2,722	983		3,705			
WCC Business Rates Appeals Reserve	2,673			2,673			
Corporate Partnership Initiatives	2,155			2,155			
Audit Fee Reserve	749		-32	717			
Interest Rate Volatility Reserve	5,436			5,436			
Adult Social Care Reserve	3,240	1,397		4,637			
Pensions Deficit Reserve	466			466			
Corporate Apprenticeship Fund	553			553			
Schools in Financial Difficulty	2,273	-175		2,098			
Corporate Systems Replacement Reserve	3,681			3,681			
<b>Total Other Services Reserves</b>	<b>26,344</b>	<b>2,205</b>	<b>188</b>	<b>28,737</b>	<b>0</b>	<b>28,737</b>	
<b>Directorate Reserves</b>							
Resources Transformation Fund	622			622			
Resources Systems Replacement Reserve	956			956			
Resources Traded Services Reserve	225			225			
Resources Service Savings	567			567			
LATC Operational Reserve	300	-52		248			
People Directorate Reserve	4,429			4,429			
<b>Total Directorate Reserves</b>	<b>7,099</b>	<b>(52)</b>	<b>0</b>	<b>7,047</b>	<b>0</b>	<b>7,047</b>	
<b>Total</b>	<b>104,510</b>	<b>1,470</b>	<b>5,022</b>	<b>111,002</b>	<b>0</b>	<b>111,002</b>	

Q3 Annex O - Other Services - OOP 2018/19

Other Services - Virginia Rennie  
Strategic Director - David Carter

2018-20 Savings

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

## **Cabinet**

**22 January 2019**

### **2019/20 Refresh of the Medium Term Financial Plan 2020 – Updated Information**

#### **Recommendations**

Cabinet is recommended to:

- 1) Note the latest resource and spending information and the impact on the emerging budget proposals.
- 2) Note the Assistant Director of Finance and ICTs risk assessment on the level of general reserves, as detailed in Appendix D.
- 3) Extend the use of the Redundancy Fund to meet the costs of staffing changes arising from the new operating model and service transformation.
- 4) Publish, in light of the information provided, their 2019/20 budget resolutions for recommendation to Council on 7 February 2019.
- 5) Authorise the Assistant Director of Finance and ICT to incorporate the outstanding resource information into the budget resolutions to be considered by Council on 7 February 2019.
- 6) Recommend that Council, in the event of final resource figures being above or below the estimates used in this report, approve that the variation be managed by an adjustment to the Medium Term Contingency.



## 1. Introduction and Background

- 1.1. At the Cabinet meeting, on 11 December 2018 a report outlining all the information underpinning the development of the 2019/20 budget alongside Corporate Board's suggestions as to what should/could be funded within a balanced budget was considered.
- 1.2. The proposals focussed on ensuring the fundamentals of the OOP budget strategy remain unchanged and proposed allocations so that by the end of 2019/20 the budget will be balanced and sustainable into the future. As at December this meant there was limited financial capacity to fund any on-going new or different initiatives. The key features were:
- A 2.99% increase in the basic level of council tax plus levying an additional 2% precept specifically to meet demand pressures in adult social care;
  - A 2% provision for pay and price inflation plus provision for the additional pension costs of which we have been notified;
  - On-going allocations of £13.368 million and further time-limited allocations of £13.820 million to meet growing demand pressures and pump prime investment that will deliver service transformation and support the future delivery of savings.
  - A savings plan of £17.644 million of which £14.923 is to be delivered by March 2020;
  - Continuing with a capital strategy for the organisation with a focus on reinvesting the benefit of growth in the taxbase in the infrastructure of the county to place it in a strong position as we become increasingly self-sufficient,
- 1.3. These proposals were based on the best information available at the time on both the level of resources available and known/emerging spending pressures. In a number of areas final information was either not known, or has changed over the intervening period. These areas are:
- The Local Government Finance Settlement and other Government funding announcements.
  - Growing demand-led pressures and difficulty in delivery of the savings plan that have emerged as part of the quarterly budget monitoring and are reported elsewhere on today's agenda.
  - The level of business rates expected to be generated locally in 2018/19.
  - The council tax taxbase for 2018/19.
  - The surplus/deficit on council tax and business rates collection from previous years.
  - Reserves and the impact of the Assistant Director of Finance and ICTs reserves risk assessment.

- 1.4. This report updates members on the latest information for each of these areas, and in doing so it also provides Cabinet with the opportunity to issue their final 2019/20 revenue and capital budget resolutions. Where final information is not available in time for the publication of this report, an updated version will be tabled at Cabinet on 22 January 2019.
- 1.5. Alongside the work on developing the 2019/20 budget proposals the authority has been progressing the implementation of new organisational structure that will be fully operational from 1 April 2019. To maintain a robust financial control environment and to ensure clear accountability and responsibility for the use of resources this report also restates the proposals in the December Cabinet report, incorporating the additional proposals from Corporate Board outlined in Section 5, into the new structure. These are shown in **Appendices A to C**.

## **2. Impact of the Local Government Finance Settlement**

- 2.1. The provisional Local Government Finance Settlement was announced on 13 December 2018. There were two elements of the announcement that had a direct impact on the financial position reported to Members earlier in the month:
  - An additional £0.306 million of New Homes Bonus funding.
  - An additional £0.968 million one-off grant, which is our share of the £180 million surplus business rates levy from previous years the Government is reallocating back to local authorities.
- 2.2. In addition the figures for the additional one-off funding for winter pressures, adults and children's social care and the contribution to the additional cost of the increase in fire pension costs were confirmed.
- 2.3. At the same time as the Local Government Finance Settlement was announced the Department for Education also announced an increase in the Dedicated Schools Grant of £1.197 million in 2019/20 to provide additional support for children with special educational needs and disabilities (SEND). The additional funding allows the authority to reduce the amount of reserves set aside as part of the December proposals to cover the forecast overspend on the Dedicated Schools Grant whilst proposals to bring the budget back into balance are implemented.
- 2.4. Together these elements of the provisional local government finance settlement and other grant announcements **increase the resources available**

to support services by £0.306 million on-going and £2.182 million on a one-off basis.

### 3. Local Taxation

#### 3.1. Council Tax

In the December Cabinet report the figures were based on increase in the taxbase of 2% in 2019/20. The districts/boroughs have now confirmed their council tax base for 2019/20 and these are showing a year-on-year increase of 2.76%. This will **generate an additional £2.048 million on-going resource**. The breakdown of the 2019/20 taxbase across the districts/boroughs is shown in Table 1.

Table 1: A Comparison of the 2018/19 and 2019/20 Council Tax Taxbase				
	2018/19 Taxbase Band D Properties	2019/20 Taxbase Band D Properties	Variation Band D Properties	Variation %
North Warwickshire	20,555.86	20,818.16	262.30	1.28%
<i>Nuneaton and Bedworth</i>	<i>37,187.30</i>	<i>37,745.11</i>	<i>557.81</i>	<i>1.50%</i>
Rugby	36,271.17	37,479.74	1,208.57	3.33%
Stratford-on-Avon	54,477.21	55,837.76	1,360.55	2.50%
Warwick	53,388.87	55,577.17	2,188.30	4.10%
<b>Total</b>	<b>201,880.41</b>	<b>207,457.94</b>	<b>5,577.53</b>	<b>2.76%</b>

***[Please note the taxbase for Nuneaton and Bedworth is yet to be confirmed and the figure shown in the table is an estimate. Once the final figure is confirmed this may vary the amount of additional resource generated. If the figure is available before 22 January 2019 an updated report will be tabled].***

#### 3.2. Business Rates

The partial localisation of business rates is still relatively new and the annual changes to the schemes of discounts and allowances continue to make it difficult to make any realistic assumption about the likely level of income.

The statutory deadline for each district/borough in Warwickshire providing details of our share of expected business rates in 2019/20 is 31 January 2019. At this time no figures have been received it is therefore recommended that the current estimates, as included in the Medium Term Financial Plan are used for budget setting. Any variation will then managed through the use of or a contribution to the provision set aside in reserves for this purpose. The final

position will be reported to Cabinet in April as part of the Service Estimates report.

***[Please note that at the time of writing, no figures have been received. If figures are available before 22 January 2019 an updated report will be tabled].***

### 3.3. Surplus/Deficit on Collection

As part of setting the council tax we also have to take into account any surplus/deficit on collection of council tax from previous years. The breakdown of the surplus/deficit across the districts is shown in Table 2 and provides an **additional £x.xxx million one-off** funding available to support the budget in 2019/20.

Table 2: 2019/20 Surplus/(Deficit) on Council Tax Collection	
	£m
North Warwickshire	
Nuneaton and Bedworth	
Rugby	
Stratford-on-Avon	(0.710)
Warwick	
<b>Total</b>	

***[Please note that at the time of writing, four of the five figures are yet to be confirmed. If further figures are available before 22 January 2019 an updated report will be tabled].***

## 4. Reserves

- 4.1. When looking at short-term funding to support the 2019/20 budget we need to consider the known calls on reserves. The Quarter 3 forecast outturn position, reported elsewhere on today's agenda is for a small underspend of £1.651 million.
- 4.2. Subject to the budget being delivered as approved in 2019/20 this will ensure that the authority has a financially robust position to underpin the development of the 2020-25 Corporate Plan.
- 4.3. Legislation requires that the Assistant Director of Finance and ICT makes an annual statement on the adequacy of general reserves and provisions. The Assistant Director of Finance and ICT has now completed the risk assessment

for 2019/20. This confirms that the minimum level of general reserves it is prudent to retain remains at £18.5 million. A copy of the risk assessment is attached at **Appendix D**.

4.4. The latest forecast of unencumbered general reserves is £9.405 million above the £18.5 million specified by the Assistant Director of Finance and ICT, after making provision to make good the forecast overspends in the Dedicated Schools Grant and waste management services that are recommended as part of the Quarter 3 One Organisational Plan Progress Report elsewhere on today's agenda. It is this one-off funding that represents the reserves previously identified as available to support the 2019/20 budget. Given this, it is strongly recommended that no additional reserves are used to support the 2019/20 budget above the £9.0 million identified in the December report.

4.5. Redundancy Fund

Since the authority entered a period of delivering significant levels of savings on an annual basis we have set aside corporate funding for redundancy costs. Without the availability of the corporate provision services would need to identify additional savings to cover any redundancy costs. Currently applications to the fund are for redundancies resulting from the delivery of savings as part of the One Organisation Plan. During 2019/20 as the organisation moves to the new operating model and service transformation is implemented there will be further reductions in staffing numbers. Cabinet are therefore asked to approve an extension to the use of the Redundancy Fund to meet the costs of staffing changes arising from the new operating model and service transformation where the changes will contribute towards the delivery of the 2020-25 Corporate Plan.

## 5. Proposals for Additional Allocations

5.1. Since the background information in the report to Cabinet in December was prepared more information has been received and additional resources identified. As a result there is **now £3.758 million of on-going and £4.315 million of one-off resources available to support the budget**. This provides Elected Members with the opportunity to further shape the authority to deliver the One Organisation Plan 2017-20 and invest in services to place the authority in a stronger position to meet the challenges ahead.

5.2. Following the strategy adopted for the 2019/20 budget proposals outlined in the December report there are a number of areas where Corporate Board would recommend that some of this additional capacity is invested. These are set out in the following paragraphs and, if supported would still leave **£1.278**

**million of on-going and £4.315 million of one-off resources available to support the budget.**

**5.3. Children's social care - £1,000,000**

One of the core objectives of the 2019/20 budget strategy was to ensure the budget position at the end of 2019/20 was sustainable and there were no residual issues to be resolved in future years. Whilst the December proposals delivered this, the demand management savings in children's social care were phased over two years. Given the continued growth in demand facing the service this continues to represent the most financially challenging saving in the 2019/20 plan.

Corporate Board propose that £1 million of the additional resource is used to reduce the saving from demand management and the £1 million of the one-off Government grant for social care this releases is set aside as part of the Children's Transformation Fund to invest in initiatives to further reduce demand in the future.

The service will continue to aim to deliver the original £2 million target. If successful this will reduce the level of savings the authority needs to make in the future.

**5.4. Capital Financing Costs - £800,000**

An £800,000 additional allocation for capital financing costs equates to increasing the resources available for allocation to new capital schemes by £10 million. It is the view of Corporate Board that at least this much additional resource is required as, once the priority schemes identified in the draft capital strategy (Appendix D of the December report) are funded, there is minimal capacity to bring forward any other schemes.

**5.5. Heritage and Culture Savings - £80,000**

The final year of the Heritage and Culture savings were due to be delivered through a management structure of the service. Following the move to the new organisational structure it is no longer possible to deliver the saving as originally planned as the teams affected are now part of different Services. Corporate Board therefore propose deleting the saving at this time. Instead the integration of the Heritage and Culture teams into their new 'home' services will be considered as part of delivering the 2020-25 Corporate Plan.

**5.6. Transport Planning - £200,000**

The level of housing growth within Warwickshire means there is increasing pressure to respond to demand and develop proposals for the new infrastructure required in a timely and effective way. Corporate Board have

concluded that providing additional capacity for transport planning would be helpful in responding to these demands.

#### **5.7. Property Services Feasibility - £200,000**

As part of the proposals to re-balance the Property Services budget to reduce the reliance on trading income and deal with the 2017/18 overspend approved by Cabinet in July 2018, the budget for property feasibility studies was removed. Instead a requirement was introduced that services wanting to re-configure their property requirements need to fund the necessary feasibility studies. This has meant that the implementation of service redesign and transformation is being slowed. An annual provision of £200,000 for property services feasibility, with its use closely aligned to service re-design and configuration, would release some of this pressure.

#### **5.8. School Improvement**

Council has recently approved the Education Strategy that will serve as the blueprint for driving the service forward over the next few years. Investment of £200,000 in the local authority's service improvement offer to support the implementation of the education strategy would provide some additional capacity to take this work forward.

### **6. Adult Social Care**

6.1. There were no changes to the funding arrangements for adult social care announced as part of the provisional Local Government Finance Settlement from the information included in the December Cabinet report.

6.2. However, the growth in the council tax base outlined in paragraph 3.1 will result in an increase in funding for adult social care from the 2% council tax levy of £0.176 million. The service proposes to use this additional funding in preparation for managing demand pending the proposals for the long term funding of adult social care. The one-off funding for winter pressures is £0.035 million higher than forecast.

### **7. Dedicated Schools Grant**

7.1. There are no proposals from Corporate Board to amend the proposals for bringing the Dedicated Schools Grant back into balance from those brought forward as part of the December Cabinet report. The proposals for the use of the available general reserves and the use of the additional government grant remain consistent with this. A full report on approving the allocation of the

Dedicated Schools Grant will be brought to Cabinet for approval at the meeting on 14 February 2019 following the consideration of proposals by the Schools Forum.

## **8. Capital Strategy and Programme**

- 8.1. There are no proposals from Corporate Board to amend the draft capital strategy brought forward as part of the December Cabinet report. However, Corporate Board do recommend that to deliver the strategy additional capacity is needed in the Capital Investment Fund, as outlined in paragraph 5.4.

## **9. Outstanding Issues for 2019/20**

- 9.1. Section 3 of the report highlighted a number of areas where information is still outstanding on the final level of resources that will be available to the authority in 2019/20. Where this information is available before 22 January it will be included in a revised report and/or the 2019/20 budget resolutions. Where any information is not known when the papers for Council in February are published any variation to the estimated figures will be managed through reserves for 2019/20 and picked up as part of the preparation for the 2020/21 budget. Any areas of concern will be specifically reported to Members as part of the Service Estimates report to Cabinet in April 2019.

## **10. 2019/20 Budget Resolutions**

- 10.1. In putting forward their proposals Members are reminded that local authorities are required by law to have a balanced budget. An intention to set a deficit budget is not permitted. 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, acting in a way that considers both current and future local taxpayers.
- 10.2. 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.



- 10.3. Because Members decide on the council tax before the year begins and can't increase it during the year, there is a need to consider risks and uncertainties that might force them to spend more on their services than they planned. Allowance is made for these risks by: making prudent allowance in the estimates for services; and ensuring that there are adequate reserves to draw on if the service estimates turn out to be insufficient.
- 10.4. 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.
- 10.5. 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. Work is underway to define the process by which the Corporate Plan 2020-25 will be developed, bringing 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. As part of agreeing the 2019/20 budget Members will need to demonstrate a commitment to undertake the work, take the decisions required to develop the next medium term financial plan and deliver the resulting service changes as part of their 2019/20 budget resolution.
- 10.6. 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 £20 million to £45 million over the five years 2020/21 to 2024/25, with a mid-point of around £30 million.
- 10.7. It is important that the Authority complies with its obligations under the Equalities Act 2010 - the public sector equality duty (PSED) - to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and

maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). The Council must have 'due regard' to the PSED when taking any decisions on service changes whilst recognising that local authorities have a legal duty to set a balanced budget and that council resources are being reduced by central government. Similarly, if proposals are likely to have adverse impacts on customers, public consultation should be undertaken before any final decisions are made and consideration given to the outcomes of those consultations. This may mean that some proposals are not implemented and alternative solutions may need to be sought. Legal challenges to local authority budget setting processes have tended to turn on whether the authority has complied with these duties.

- 10.8. Using the information contained in this report, Cabinet are asked to approve their 2019/20 Budget resolutions for recommendation to Council on 7 February 2019. Cabinet are also asked to authorise the Assistant Director of Finance and ICT to update the budget resolutions to Council to reflect the final resource information.

## 11. Background Papers

- 11.1. None

	<b>Name</b>	<b>Contact Information</b>
Report Author	Virginia Rennie	vrennie@warwickshire.gov.uk
Assistant Director	John Betts	johnbetts@warwickshire.gov.uk
Joint Managing Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Peter Butlin	peterbutlin@warwickshire.gov.uk

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

Service	Title	2019/20 £000	Commentary
Children's Services	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's Services	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's Services	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's Services	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's Services	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's Services	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's Services	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

Service	Title	2019/20 £000	Commentary
Children's Services	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's Services	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.
Adult Social Care Services	System for receipt of direct payments and a provider payments portal	157	Projects currently underway to implement a Direct Payments card, an online invoicing solution for Adults Homecare providers and a reablement time administration system.
Adult Social Care Services	New preventative contracts to replace ad hoc spot provision	1,332	Set up preventative contracts funded from iBCF (£1,252k) and an Information and Advice Contract (agreed in 2018/19), funded from adult social care base budget (£80k)
Adult Social Care Services	Refreshed iBCF plans to bring forward service developments that will help to mitigate future demand	2,388	New initiatives to transform social care services or enhance partnership working.
Adult Social Care Services	Pilot to transfer payment responsibility for adult support from Children's and Families to adults	1,000	Internal payments to Children & Families for funding to meet LA support requirements within the Care Act. Short breaks services and equipment provision funded by Children's & Families has traditionally been considered to be spent on Children, but in fact the immediate impact is on the adult carers who are prevented from entering the adults social care system.
Adult Social Care Services	Contingency to support preparation for managing demand pending the proposals for the long term funding of adult social care	176	
Education Services	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.

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

Service	Title	2019/20 £000	Commentary
Education Services	School Improvement	200	Investment in the local authority school improvement offer to support the implementation of the Warwickshire Education Strategy+D33
Strategic Commissioner Communities	Armed Forces Covenant	30	To provide a permanent source of funding for this activity, reflecting the County Council's policy commitment.
Strategic Commissioner Communities	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.
Strategic Commissioner Communities	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.
Strategic Commissioner Communities	Transport planning	200	The level of housing growth within Warwickshire means there is increasing pressure to respond to demand and develop proposals for new infrastructure in a timely and effective way. The allocation will provide additional capacity for transport planning to respond to these demands.

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

Service	Title	2019/20 £000	Commentary
Environment 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
Enabling 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.
Enabling Services	Property feasibility studies	200	An annual provision for property services feasibility, with its use closely aligned to service re-design and configuration, to avoid the need for services wanting to re-configure their property requirements to fund the necessary feasibility studies so risking the implementation of service redesign and transformation is being slowed.
Other Services	Capital Financing Costs	800	Provision to cover the additional borrowing costs of increasing the resources available in the Capital Investment Fund by £10 million.
<b>Permanent Allocations Proposed</b>		<b>14,944</b>	

## Appendix B

### 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 Services	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.
Strategic Commissioner - Communities	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.
Strategic Commissioner - Communities	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.
Strategic Commissioner - Communities	City of Culture	250	750	1,000	To fund investment in City of Culture projects over the next four years.
<b>Total Time-limited Funding Proposed</b>		<b>3,678</b>	<b>2,872</b>	<b>6,550</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Education Services</b>			
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	
<b>Total for Education Services</b>		<b>156</b>	
<b>Fire and Rescue</b>			
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 ongoing 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.



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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
Review of whole-time deployment, with a view to reducing the number of whole-time firefighters	New	138	The review of resources across the county has identified that there are opportunities to remove some whole-time posts at various stations by modifying existing staffing arrangements
<b>Total for Fire and Rescue</b>		<b>569</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Strategic Commissioner - Communities</b>			
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 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	
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	
<b>Total for Strategic Commissioner - Communities</b>		<b>862</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Environment Services</b>			
Waste Management - a reduction in the waste tonnage going to landfill	Adjusted	193	This savings target was £643,000 in OOP 2020. Only £193,000 of this is now felt to be deliverable given the demand pressures facing the service, 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	
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	
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 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	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	OOP 2020	75	
<b>Total for Environment Services</b>		<b>884</b>	
<b>Children's Services</b>			
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	
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	1,000	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 £'000	Explanation of adjustments or new savings
One-off funding to phase the delivery of the new plan	New	(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.
<b>Total for Children's Services</b>		<b>5,152</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Adult Social Care Services</b>			
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.
<b>Total for Social Care and Support</b>		<b>2,240</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Strategic Commissioner - People</b>			
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 (see below)
One-off funding to phase the delivery of the new plan	New	(200)	

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

Description of change proposed	Savings Classification	2019/20 Savings £'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	
<b>Total for Strategic Commissioner - People</b>		<b>2,820</b>	



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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Business and Customer Support Service</b>			
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	
<b>Total for Business and Customer Support Service</b>		<b>125</b>	
<b>Finance and ICT</b>			
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	
<b>Total for Finance and ICT</b>		<b>95</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Enabling Services</b>			
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	
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	
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	
Rental income from Educaterers	Adjusted	21	The revised savings plan for Property Services was approved as part of the restructure and 5 year plan agreed by Cabinet in July 2018. The total level of Savings to be delivered has not changed.
Review of facilities management budgets, service specifications and IT interfaces	Adjusted	49	
<b>Total for Enabling Services</b>		<b>735</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Governance and Policy</b>			
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	
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	
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	The revised savings plan for Property Services was approved as part of the restructure and 5 year plan agreed by Cabinet in July 2018. The total level of Savings to be delivered has not changed.
Release of contingency	Adjusted	85	
Repayment of Hawkes Point self-financed borrowing	Adjusted	198	
Reduced maintenance of the smallholdings estate	Adjusted	7	
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)	
<b>Total for Governance and Policy</b>		<b>855</b>	

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

Description of change proposed	Savings Classification	2019/20 Savings £'000	Explanation of adjustments or new savings
<b>Commissioning Support Unit</b>			
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	
Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity.	OOP 2020	35	
<b>Total for Commissioning Support Unit</b>		<b>150</b>	
<b>Total Proposed Savings</b>		<b>14,643</b>	This figure is net of the use of reserves/grants for the Fire and Rescue service (£300k), Children and Families (£968k), Strategic Commissioner - People (£200k) and Governance and Policy (£473k). Excluding these means the savings plans proposed require services to deliver savings of £16.584 million on an on-going basis.

## Appendix D

### Risks Influencing the Level of General Reserves

Risk Area	Level of Risk	Provision in 2019/20
The potential for " <b>Bellwin</b> " type emergencies. Assuming such costs would attract grants under the Bellwin scheme, this provision would support circa £10 million of spend - sufficient for a major emergency.	Medium	£2.5 million
The possibility of <b>overspending on the "Other Services" budget</b> due to the bank base rate staying low over the medium term and delays in the delivery of capital receipts	Low	£1.0 million
The likelihood of members making <b>additional, in-year budget allocations</b> to Services or providing funding for Services where there are difficulties in delivering savings, or arranging for Services to phase the repayment of any overspends over a period of more than one year.	High	£2.0 million
The likelihood of an <b>unanticipated budget pressures</b> arising within the year, for example the repayment of grant or pressure on the authority's VAT partial exemption status or increases in demand that cannot be accommodated within Service/Directorate reserves.	High	£1.5 million
The possibility of significant <b>increases in inflation and/or taxation</b> , after the budget has been set.	Medium	£1.5 million
The possibility of any further costs arising from <b>legal judgements which would fall on the County Council</b> within one year.	Medium	£1.5 million
<b>Provision for further in-year cuts in government funding.</b> The assumption is that any in-year cuts in government funding will be met, in full, by services. The provision reflects the risk that in all cases existing commitments mean this may not be possible.	High	£2.0 million
The possibility of being <b>unable to agree inter-authority / organisation plans</b> . Funding is increasingly dependent on the agreement of multi-organisation plans and receiving our 'share' of pooled resources. The need to reach such agreements in advance of funding being released places such funding at increased levels of risk.	Medium	£1.5 million
The possibility of planned <b>changes to the national benefits system</b> impacting adversely on the demand for local authority services and/or impacting on the eligibility for council tax and other welfare	Low	£0.5 million

support.		
Risk Area	Level of Risk	Provision in 2019/20
<b>Employment related risks.</b> A possibility that there are further legal judgements related to employment terms and conditions.	Low	£0.5 million
<b>Introduction of Academies.</b> The risk that services to schools will not be scaled back quickly enough and/or academies will no longer choose to use the Council's traded services, there will be a loss of economies of scale and estimates of pupil numbers transferring will have been underestimated. Also there is a risk of residual liabilities remaining with the Council when a maintained school converts to academy status.	High	£0.5 million
<b>Schools and Early Years Funding.</b> The risk to the stability of the schools/education services from the implementation of the Government's National Funding Formula for Schools, the Early Years National Funding Formula, the Central Block and funding for High Needs Pupils where the authority needs to support schools through this process to maintain the sufficiency of provision.	High	£1.5 million
<b>Market and/or Social Enterprise Failure.</b> The risk that services provided by the market and/or social enterprises may stop if the provider fails, requiring the local authority to secure alternative provision at short notice.	High	£1.0 million
<b>General contingency.</b> This could be supplemented in any one year by a sizeable proportion of earmarked reserves, providing these were replenished as part of the budget process.	Low	£1.0 million
<b>Total</b>		<b>£18.5 million</b>

**Note:**

The risk assessment excludes the technical impact of any changes in accounting treatment.

## Cabinet

22 January 2019

### OOP 2020: Development of Strategic Objectives 2019/20

#### Recommendation

That Cabinet approve the proposed OOP 2020 strategic objectives 2019/20 for onward consideration at Full Council 7th February 2019

#### 1. Purpose of Report

- 1.1. In September 2018, Cabinet agreed to the development of a suite of key objectives for 19/20 as part of the interim service and financial planning arrangements for the final year of the OOP 2020
- 1.2. This report presents the proposed new strategic objectives for 2019/20 for approval.

#### 2. Development of Strategic Objectives for 2019/20

- 2.1. In February 2017, Council agreed the OOP Plan covering the period 2017-20. The plan articulates the Council's core purpose and the key strategic outcomes for its customers and the residents of Warwickshire to be achieved by 2020.
- 2.2. The OOP 2020 outcomes will remain unchanged for 2019/20. However, sitting below these, a suite of objectives have been developed that will provide greater strategic focus for the successful delivery of the outcomes as well as identifying key business activity at a service level. These are set out in the **Appendix** .
- 2.3. The development of a set of strategic objectives is a critical component of the new planning framework for the Council , and as such the proposed OOP 2020 objectives will:-
  - Set the framework for where the Council should direct investment and improvement at the top level
  - Ensure that our key business measures align

- Drive commissioning strategies and plans
- 2.4. The proposed objectives for 2019/20, should a be considered alongside the interim service and financial planning arrangements in recognition that we are still in the final year of the OOP2020 but will also help shape the service and financial planning arrangements for the new operating model going forward as well as inform the new leadership teams performance objectives and KPIs for 2019/20 onwards.

### 3. Background Papers

3.1. None

	<b>Name</b>	<b>Contact Information</b>
Report Author	Elizabeth Abbott	elizabethabbott@warwickshire.gov.uk
Assistant Director	Steve Smith	<a href="mailto:stevemsmith@warwckshire.gov.uk">stevemsmith@warwckshire.gov.uk</a>
Joint Managing Director	David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>
Portfolio Holder	Kam Kaur	<a href="mailto:kamkaur@warwickshire.gov.uk">kamkaur@warwickshire.gov.uk</a>

#### Local Members consulted

Not applicable

#### Other Members consulted

Cllr Kam Kaur, Portfolio Holder, Customer & Transformation

Cllr Heather Timms Chair: Resources and F&R OSC

Cllr Parminder Singh Birdi Vice-Chair: Resources and F&R OSC





**Warwickshire's Communities and Individuals are supported to be safe, healthy and independent**

**Strategic objective is to**

Support our most vulnerable and disadvantaged children reducing the need for children to become, or remain looked after.

**Strategic objective is to**

Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long term health care

**Strategic objective is to**

Support the most vulnerable & disadvantaged adults in Warwickshire to enjoy life; achieve & live independently

**Strategic objective is to**

Work with communities to reduce crime and disorder and promote safety across Warwickshire



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

**Strategic objective is to**

Attract economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire

**Strategic objective is to**

Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way

**Strategic objective is to**

Support communities and businesses to develop the digital skills and tools they need in an increasingly digital economy

**Strategic objective is to**

Increase reuse, recycling and composting rates and reduce household waste across Warwickshire

**Strategic objective is to**

Support and enable children and young people to access a place in high quality education settings.



## Making the best use of resources

### Strategic objective is to

Make it easy for customers to access our information and services so they have a positive experience of our services

### Strategic objective is to

Put our resources in the right place to support the Organisation's priorities and balance the books

### Strategic objective is to

Develop our work force so that it has the right skills and capabilities to get the job done

### Strategic objective is to

Pursue leadership excellence and high performance at all levels

### Strategic objective is to

Manage demand and reduce cost through innovative and effective service redesign.

## **Cabinet**

**22 January 2018**

### **Youth Justice Service Inspection – Published December 2018**

#### **Recommendations**

- 1) That Cabinet notes that the Youth Justice Service Inspection resulted in an overall rating of Good with some elements rated outstanding.
- 2) The Cabinet commends the staff of the service on the outcome and approves the continuing work on the Inspection Improvement Plan which will be monitored by the Youth Justice Chief Officer Board.

#### **1.0 Background**

- 1.1 Youth Offending Teams were established by the Crime and Disorder Act 1998 when it was mandated that each Local Authority area had a responsibility to ensure that arrangements were in place to deliver multiagency youth justice services. As part of the ongoing cycle of performance management and central oversight of those services, Her Majesty's Inspectorate of Probation (HMIP) were appointed as the lead agency to conduct inspections on a cyclical basis in each youth justice delivery area. The fieldwork for the most recent inspection of the Warwickshire YJS occurred in the first week of October 2018 with the final report published early December 2018.
- 1.2 The Warwickshire notification for inspection was received at a relatively early stage in the current cycle of Single Agency Inspections. However, this call had been expected, given that the last inspection had occurred as long ago as 2012, with publication early 2013.

#### **2.0 The Inspection process**

- 2.1 The methodology for the 2018 inspection involved the scrutiny of documentation and minutes of meetings at all levels, as well as, policies and procedures. In addition there was scrutiny of case files; interviews with YOT workers and managers and; interviews with partner representatives. Focus groups were also conducted with practitioners, volunteers and strategic partners.
- 2.2 There were three key Domain areas of work that were rated to form the final Aggregated inspection outcome. These areas were Organisational Delivery; work with Court Disposals; and Out of court Disposals. Within each of these

Domains there were four sub areas of judgement that contributed to a rating for each Domain that was then aggregated to provide an overall rating for the service. The judgement ratings reflect the four categories more widely used in OFSTED inspections, namely Inadequate; Requires Improvement, Good and Outstanding.

- 2.3 This inspection process occurred at a time of management change within the Youth Justice Service (YJS) and at a strategic level within Warwickshire County Council. The day the Inspectors arrived at the YJS office coincided with the day that the YJS was moved to the Children and Families Service within the People Directorate.
- 2.4 It is so pleasing and positive to report that the staff response at all grades within the Service was very positive to the rigors and regime required to produce a smooth running and positive inspection environment. Staff are to be congratulated on their 'can do' and highly motivated response to the pressure of interview and scrutiny. Within the small time frame between notification and the fieldwork all staff went the extra mile to ensure that the work of the YJS was presented in the best way possible whilst also responding to any additional requests from the Lead Inspector during the fieldwork week.

### **3.0 The key domains of inspection: Organisational Delivery**

- 3.1 The ratings in respect of Organisational Delivery were broken down into four sub categories of Governance and Leadership; Staff; Partnerships and Services; and Information and facilities. In all these categories the ratings were deemed good resulting in an aggregate rating of GOOD. This is a real and notable achievement.
- 3.2 In summary the strengths in organisational delivery were recognised as being the strategic representation and well embedded partnership working within the Chief Officer Board COB. It was also recognised that there is a strong skill set within the workforce with a commitment to training and development. The quarterly performance report was recognised as a strength with its focus on desistance. Cases in transition to adult Probation Services were well managed.
- 3.3 In terms of improvements for Organisational Delivery, it was recognised that there needed to be greater attention to consistency in the areas of Out of Court Disposals and work with victims. It is also suggested that the performance report could provide additional information that could be utilised to influence future resourcing and priorities. Other areas for improvement included the need to develop Education and Training provision and engagement within the post 16 population. A widespread and nationally acknowledged challenge is to improve how Youth Justice Services address the needs of the population who have Speech, Communication and Language difficulties. As with all statutory social control services, it is a challenge to meaningfully obtain and utilise the views of service users to improve delivery. These identified change recommendations were familiar to and work in

progress for the Chief Officer Board (COB) and in many cases had already formed part of the service improvement plan attached to the Annual Youth Justice Plan 2018/19.

#### **4.0 The second domain of Inspection: Court Disposals**

- 4.1 There are four sub ratings in the domain of work with Statutory Court Disposals namely Assessment, Planning, Implementation and delivery and Reviewing. In all these areas the Warwickshire YJS was rated as OUTSTANDING and this is a true reflection of the hard work and quality of commitment by YJS staff to children and young people who are sentenced by the Courts and are required to comply with interventions by the YJS.
- 4.2 Assessments were considered thorough and addressed desistance as well as safety and well-being. Another highlight was the involvement of children and young people in the planning processes which were also considered proportionate. Interventions were child focussed and regularly reviewed to ensure relevance. A strength and protective factor based approach to the service users was also commended with good exit strategies from YJS interventions.
- 4.3 The Inspection report reflects that in this area of outstanding practice we need to ensure a consistency of service to victims and ensure that some internal processes are more carefully recorded.
- 4.4 Overall the YJS could not have exceeded the ratings achieved, and this is a cause for real celebration in terms of the calibre of work and commitment of staff.

#### **5.0 The third domain of Inspection : Out of Court Disposals**

- 5.1 The assessment criteria relating to Out of Court Disposals (O OCD) was broken down into four categories: assessment, planning; implementation and delivery and joint working. In the first three of these categories a good rating was achieved and in the area of joint working it was noted that the work required improvement.
- 5.2 In essence the Inspection noted that assessment and planning was strong in relation to the individual safety/well-being of the young person and desistance factors. The context in which the young person had come to the attention of the police was professionally considered and good engagement skills were utilised to enhance motivation to change.
- 5.3 The key area that required improvement had already been identified by the YJS COB and an action plan was in place that was discussed with the Lead Inspector during the fieldwork week. It is accepted that work needs to be undertaken to ensure that the young person and their family understand the

implications of an OOCd and that assessments need to be more timely. The evidence considered to determine OOCd decision making were not explicit enough and would be greatly enhanced by strong partnership working particularly with the police, and this would also facilitate the routine demonstration of the victim perspective.

- 5.4 Work has already commenced with Warwickshire Police and within the YJS partnership to improve our processes in respect of OOCd, and the action/improvement plan is already under scrutiny by the YJS COB.

## **6.0 Overall Inspection Rating and Improvement Plan.**

- 6.1 With all the individual ratings and domain ratings aggregated together, the overall inspection rating was GOOD which is an extremely strong outcome. The Lead Inspector has confirmed that this was a particularly strong GOOD outcome with OUTSTANDING features.
- 6.2 As with all national Inspectorates, this Service is required to develop an improvement plan in line with the recommendations for improvement.
- 6.3 Within the published inspectorate report there were four key areas for improvement which are cited in the improvement plan which is attached to this document.
- 6.4 Recommendation One is to *'Ensure that the partnership strengthens its use of performance reports and data analysis to influence service delivery to all children and young people across Warwickshire'*. The COB had already commissioned and received an enhanced performance report and is looking to ensure that the rich seam of data available is seen to drive change and priority setting.
- 6.5 Recommendation Two is *'To track the performance data on education, training and employment for young people aged 16 and above, and ensure they are engaged and that appropriate provision is available'*. The YJS is using opportunities such as the ESF funded 'Active Inclusion Scheme to progress this ambition.
- 6.6 Recommendation Three is to *'Review the procedure for deciding on and delivering OOCd and ensure that the process is clear to all staff, and meets the needs of children and families'*. A plan of work to achieve this was already set out in an action plan shared with the Inspectorate and joint working with the police is progressing.
- 6.7 The fourth Recommendation is to *'Develop a process that captures the views of children and young people, their parents/carers and other stakeholders so that they can influence future service delivery.'* The YJS has purchased a bespoke software system to further this work and priority attention is being

given to this from the YOT Information Officer to help drive the retrieval and analysis forward.

## 7.0 Financial Implications

7.1 There are no immediate financial implications for the YJS in the development of the Inspection improvement plan as it is expected that the requirements can be achieved within planned budget.

## 8.0 Conclusion

8.1 Warwickshire can be very proud of its YJS both in the Inspection outcome but also in the fact that the findings and recommendations clearly demonstrate that the COB and YOT managers are driving progress and improvement in areas where there is agreement and acceptance that change and improvement can and should be achieved. Staff at all grades are to be congratulated on the ongoing quality of their work and the agile response to the Inspection regime.

## 9.0 Background Papers

HM Inspectorate of Probation - Inspection Report (December 2019)

## 10. Appendix

Improvement Plan

	<b>Name</b>	<b>Contact Information</b>
Report Authors	Sally Nash	<a href="mailto:sallynash@warwickshire.gov.uk">sallynash@warwickshire.gov.uk</a> 01926682661
Assistant Director	John Coleman	johncoleman@warwickshire.gov.uk
Strategic Director	Nigel Minns	nigelminns@warwickshire.gov.uk
Portfolio Holder	Cllr Crump	cllrcrump@warwickshire.gov.uk

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

Councillors O'Rourke, Boad, Timms, Fradgley, Cockburn, Philips, Birdi, Crump and Shilton

**RECOMMENDATIONS**

- Recommendation 1** Ensure that the partnership strengthens its use of performance reports and data analysis to influence service delivery to all children and young people across Warwickshire
- Recommendation 2** Track the performance data on education, training and employment for young people aged 16 and above, and ensure they are engaged and that appropriate provision is available for these young people
- Recommendation 3** Review the procedure for deciding on and delivering Out of Court Disposals (OOC) and ensure that the process is clear to all staff, and meets the needs of children and families
- Recommendation 4** Develop a process that captures the view of children and young people, their parents/carers and other stakeholders so that they can influence future service delivery

RECOMMENDATION 1						
Area for Improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG Status	Progress to date:
Ensure that the partnership strengthens its use of performance reports and data analysis to influence service delivery to all CYP across Warwickshire	<ul style="list-style-type: none"> <li>Continue to develop the quality and analysis of the new performance report</li> <li>Continue to ensure that performance is a standing item on COB agenda and that analysis provided informs tasked actions and future agenda/review</li> <li>Ensure that the quarterly performance report and meeting highlights areas of concern and delivery is tasked and tracked to address those concerns</li> <li>Ensure that intelligence gathered from around the partnership through locality meetings and strategic forums is utilised to inform practice developments</li> <li>Ensure that YJS actively</li> </ul>	<ul style="list-style-type: none"> <li>COB</li> <li>Through quarterly YJS performance review</li> <li>Through task and finish groups for development initiatives</li> </ul>	Lead officers will be designated Team Manager and Service Manager	Review Q4 2019	Amber	<p><b>December 2018:</b></p> <ul style="list-style-type: none"> <li>Q2 report not available at point of inspection, this has demonstrated clear evidence of improved analysis and proposal for service developments</li> <li>This draft recommendation discussed at COB in November 2018 and agreed that performance will remain a standing item and that minuting will evidence clear tasking and monitoring</li> <li>Corporate CBIR has</li> </ul>



	<p>participates in WCC Corporate Business Intelligence Review (CBIR) to ensure that existing capacity is retained</p> <ul style="list-style-type: none"> <li>• Ensure that any practice developments eg OOCd are set up with a clear performance framework that is reported and tracked</li> </ul>					<p>commenced with the engagement of relevant YJS staff</p> <ul style="list-style-type: none"> <li>• OOCd improvements are building in performance information and tracking</li> </ul>
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Warwickshire Youth Justice Service Core case Inspection **IMPROVEMENT PLAN**

RECOMMENDATION 2						
Area for Improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG Status	Progress to date:
<p>Track the performance data on education training and employment for young people aged 16 and above and ensure they are engaged and that appropriate provision is available for these young people.</p>	<ul style="list-style-type: none"> <li>• Future performance reporting will include break down of ETE figures between school age and post 16 population</li> <li>• Ensure the use of ESF project is maximised</li> <li>• Enhance and develop links with training providers and other post 16 provision to ensure that the needs of young offenders are highlighted and prioritised and any gaps highlighted and brought to the attention of the COB</li> </ul>	<ul style="list-style-type: none"> <li>• YJS ETE forum to be created to ensure that individual cases are tracked and that performance targets are monitored with a view to improvement</li> <li>• Service Manager to be actively involved in the tracking of the ESF scheme</li> <li>• Staff BTM have ETE as agenda item with a clear emphasis on the known protective factors provided by ETE</li> </ul>	<p>COB</p> <p>Lead Team Manager</p> <p>Lead Operation Manager</p> <p>Service Manager</p> <p>All Case Managers</p>	<p>Review March 2019</p>	<p>Amber</p>	<p><b>December 2018:</b></p> <ul style="list-style-type: none"> <li>• ESF review meeting in Nov 2018 confirmed that YJS compliant with all aspects of scheme and hitting targets</li> <li>• Potential for future bid for further ESF scheme to build on current scheme and associated learning</li> <li>• New links made with Inclusion colleagues within WCC with view to improving training offer</li> <li>• All staff clear that ETE is a clear protective factor</li> <li>• Performance report is now producing school age and post 16 identified data</li> </ul>

Warwickshire Youth Justice Service Core case Inspection **IMPROVEMENT PLAN**

Recommendation 3						
Area for Improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG Status	Progress to date:
<p>Review the procedure for deciding on and delivering out of court disposals and ensure that the process is clear to all staff and meets the needs of children and families</p>	<ul style="list-style-type: none"> <li>Meet with police and identify lead senior officer to meet and work with YJS on delivery improvements</li> <li>O OCD decision making panel to be set up</li> <li>Visit to local YOT to ascertain learnt experience</li> <li>Ensure recording and performance monitoring is embedded from start to drive future improvement</li> <li>Conduct evaluation of ADS including service user feedback</li> <li>Review offer to CR young people and ensure police systems and training support this.</li> </ul>	<ul style="list-style-type: none"> <li>O OCD improvement plan already in place by the time of inspection fieldwork, this is being used to drive improvement and performance</li> <li>Regular review at YJS management meetings</li> <li>Regular review at COB</li> <li>Regular review by Service Manager and relevant Superintendent to ensure progress is expedited</li> <li>Police software review and briefing/training for staff</li> </ul>	<p>Service Manager</p> <p>Lead Operations Manager</p> <p>Lead Team Manager</p> <p>COB</p>	<p>March 2019 review</p>	<p>Amber</p>	<p><b>December 2018:</b></p> <ul style="list-style-type: none"> <li>Meetings between Service Manager and Superintendent has occurred and lead Ops Manager and Lead Inspector agreed</li> <li>Lead team manager in YJS identified</li> <li>Practitioner capacity identified to assist with implementation of panel</li> <li>O OCD panel proposal in place and agreed between police and YJS</li> </ul>

Warwickshire Youth Justice Service Core case Inspection **IMPROVEMENT PLAN**

Recommendation 4						
Area for improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG status	Progress to date :
<p>Develop a process that captures the view of children and young people, their parents/carers and other stakeholders so that they can influence future service delivery</p>	<ul style="list-style-type: none"> <li>Viewpoint usage to be embedded as integral to approach by all case holding staff</li> <li>Viewpoint data to be analysed and shared at COB and in BTMS with a view to continuous improvement</li> <li>Service Manager to set up cycle of meetings with service users to keep in touch and ensure the user voice is directly heard</li> <li>Explore further mechanisms for capturing the views of parents and carers</li> </ul>	<ul style="list-style-type: none"> <li>Service task and finish group to be established</li> <li>Utilisation of Viewpoint with service users</li> <li>Utilisation of analysis of Viewpoint feedback</li> <li>Exploration of models eg Journey Cards</li> </ul>	<p>Service Manager</p> <p>Information and Performance Team</p> <p>All Case Managing Staff</p>	<p>Viewpoint licence to be reviewed March 2019</p>	<p>Amber</p>	<p><b>December 2018:</b></p> <ul style="list-style-type: none"> <li>Task and finish group set up, cascade work being undertaken at BTMs</li> <li>Monitoring of levels of activity on Viewpoint established</li> <li>Information staff tasked to routinely extract and analyse Viewpoint data.</li> </ul>

## Cabinet

22 January 2019

### Inspection of Warwickshire Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

#### Recommendations

- 1) Cabinet note the formal inspection report published on 20 December 2018.
- 2) That the Resources and Fire & Rescue Overview and Scrutiny Committee monitor the resultant action plan and related improvements.

#### 1.0 Key Issues

- 1.1 An inspection of Warwickshire Fire and Rescue Service (WFRS) was undertaken last summer by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). This was the first formal inspection under the newly created Fire and Rescue Inspection Framework published in March 2018 and sees a return to such an inspection regime following the abolition of the previous Fire Service Inspectorate in 2006.
- 1.2 The inspection fieldwork week took place the week commencing 2 July 2018 although a long period of pre and post inspection work took place either side of the fieldwork week by HMICFRS staff. WFRS was one of the first services to be inspected in the first tranche of 14 services for which inspection reports are then published together. Two further tranches now follow until all 45 FRSs in England have been inspected after which the next inspection timetable will be considered.
- 1.3 The inspection considered a wide range of detailed areas drawn into 11 separate diagnostics within three broad inspection pillars, namely:
  - a) How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
  - b) How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
  - c) How well does the fire and rescue service look after its people?

The three inspection pillars above are assessed separately and each are graded with one of four judgements:

- i) Outstanding
- ii) Good

- iii) Requires Improvement
- iv) Inadequate

1.4 The 2018 inspection report of WFRS was published formally on 20 December and is attached in full in appendix 1. The report is largely very positive and the graded judgements given against the three pillars and 11 diagnostics are:

<b>Effectiveness</b>	Good
<b>Understanding the risk of fire and other emergencies</b>	Good
<b>Preventing fires and other risks</b>	Good
<b>Protecting the public through fire regulation</b>	Requires improvement
<b>Responding to fires and other emergencies</b>	Good
<b>Responding to national risks</b>	Good

<b>Efficiency</b>	Good
<b>Making best use of resources</b>	Good
<b>Making the fire and rescue service affordable now and in the future</b>	Good

<b>People</b>	Requires improvement
<b>Promoting the right values and culture</b>	Good
<b>Getting the right people with the right skills</b>	Good
<b>Ensuring fairness and promoting diversity</b>	Requires improvement
<b>Managing performance and developing leaders</b>	Requires improvement

- 1.5 Attached as appendix 2 is a comparison chart that highlights the graded judgements awarded to WFRS against the three inspection pillars compared to the 13 other FRSs inspected in the first tranche this summer.
- 1.6 Attached at appendix 3 is a summary of the issues referred to within the HMICFRS report as areas for improvement.
- 1.7 In addition to the 14 separate reports, a national overview report has also been published by HMICFRS. This is available here [HMICFRS Summary of Findings](#) and copies have been provided in each of the Group Rooms.

## 2.0 Next Steps

- 2.1 Whilst the report makes clear a range of areas to which attention needs to be given, the report is positive and complimentary overall in a wide range of areas and the comparison of graded judgements issued to other FRSs in appendix 2 places WFRS comparatively well against others. In particular the inspection focussed heavily on the quality and consistency of the service the public actually receives across all areas of fire prevention, fire protection and emergency response and this was assessed deeply and repeatedly throughout the inspection fieldwork week. Overall approximately 30% of the Service was seen by the inspection team and a wide range of stations and specialist teams visited and assessed.
- 2.2 The overall grade of 'requires improvement' for the people management pillar was expected by WFRS officers and briefings to elected members earlier this year had highlighted this likelihood. This was largely as the Service was conscious that equality and diversity issues would feature heavily in the inspection and that there had previously been insufficient organisational resources available locally to properly improve the traditional workforce profile and to proactively recruit a more diverse workforce as well as to better develop a range of wider personnel management practices. Conversely, the Inspectorate repeatedly praised the overall standard and culture of the WFRS workforce at all levels and locations during the inspection and different elements of people management were graded and commented on positively. Examples were the standard and consistency of operational training within WFRS, and how the Service's leadership has engendered good internal culture, values, and employee relationships which all received positive commentary. Similarly the feedback concerning the local approach to Fire Protection was also anticipated, largely given the limited capacity of the WFRS Protection team and the effect of recent staff shortages.
- 2.3 Since both the end of the inspection itself and the recent receipt of the inspection report WFRS officers have been developing an improvement action plan to address all the areas highlighting a need of improvement as well as ensuring that those areas identified as positive can be maintained and improved further. The action plan will naturally focus most on the three diagnostics scored as "requiring improvement" and which will receive the most immediate organisational attention.

- 2.4 The action plan will identify the resources needed to deliver the plan and to sustain improvements and effective performance into the future. A transformation fund of £1 million has been made available in anticipation of resources being required to support WFRS following the HMICFRS inspection and the majority of this fund remains available. The Chief Fire Officer considers that there is limited organisational capacity particularly in Fire HQ and support functions and that utilising this fund will therefore be essential to deliver the action plan. A number of the improvement areas relate to issues that are solely within the remit and control of WFRS whereas others require support from other senior Council staff in terms of implementing the action plan. This is especially the case in areas of people management such as recruitment outreach resources to promote greater diversity.
- 2.5 The 2018 Fire and Rescue National Framework for England states that Fire and Rescue Authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and regularly publish an action plan detailing how the recommendations are being actioned. If an Authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given.
- 2.6 Recently the Resources and Fire & Rescue Overview and Scrutiny Committee re-established a cross party task & finish group to oversee the development of the next WFRS Integrated Risk Management Plan, improvement actions arising from the HMICFRS inspection and progress with collaboration with West Midlands Fire Service. It is intended that the improvement action plan will be considered by the task & finish group in detail with summary reports being provided to the Overview and Scrutiny Committee also.
- 2.7 It is currently unclear when the next formal inspection of WFRS will take place or whether the format will be a subsequent full inspection or perhaps one themed against specific areas. An ongoing relationship will be maintained, however, with the Inspectorate both in terms of the submission of quarterly performance data, regular visits to the Service by the HMICFRS Service Liaison Officer, and the sharing of progress updates against the action plan.

## Background papers

1. [HMICFRS Fire and Rescue Service Inspection Programme & Framework 2018/19](#)



	<b>Name</b>	<b>Contact Information</b>
Report Author	AC Dave Pemberton	<a href="mailto:davepemberton@warwickshire.gov.uk">davepemberton@warwickshire.gov.uk</a> Tel: 01926 423231
Head of Service	CFO Andy Hickmott	<a href="mailto:andyhickmott@warwickshire.gov.uk">andyhickmott@warwickshire.gov.uk</a>
Strategic Director	Monica Fogarty	<a href="mailto:monicafogarty@warwickshire.gov.uk">monicafogarty@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Andy Crump	<a href="mailto:andycrump@warwickshire.gov.uk">andycrump@warwickshire.gov.uk</a>

The report was not circulated to members prior to publication.

# Fire & Rescue Service

## Effectiveness, efficiency and people 2018/19

An inspection of Warwickshire Fire and Rescue Service



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# About this inspection

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This is the first time that HMICFRS has inspected fire and rescue services across England. Our focus is on the service they provide to the public, and the way they use the resources available. The inspection assesses how effectively and efficiently Warwickshire Fire and Rescue Service prevents, protects the public against and responds to fires and other emergencies. We also assess how well it looks after the people who work for the service.

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In carrying out our inspections of all 45 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
3. How well does the fire and rescue service look after its people?

This report sets out our inspection findings. After taking all the evidence into account, we apply a graded judgment for each of the three questions.

## What inspection judgments mean

Our categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

**Good** is our 'expected' graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant national operational guidance or standards.

If the service exceeds what we expect for good, we will judge it as **outstanding**.

If we find shortcomings in the service, we will judge it as **requires improvement**.

If we find serious critical failings of policy, practice or performance of the fire and rescue service, we will judge it as **inadequate**.

# Service in numbers



## Public perceptions

Warwickshire

England

**Perceived effectiveness of service**  
Public perceptions survey (June/July 2018)

90%

86%



## Response

Warwickshire

England

**Incidents attended per 1,000 population**  
12 months to 31 March 2018

6.2

10.2

**Home fire risk checks carried out by FRS per 1,000 population**  
12 months to 31 March 2018

7.2

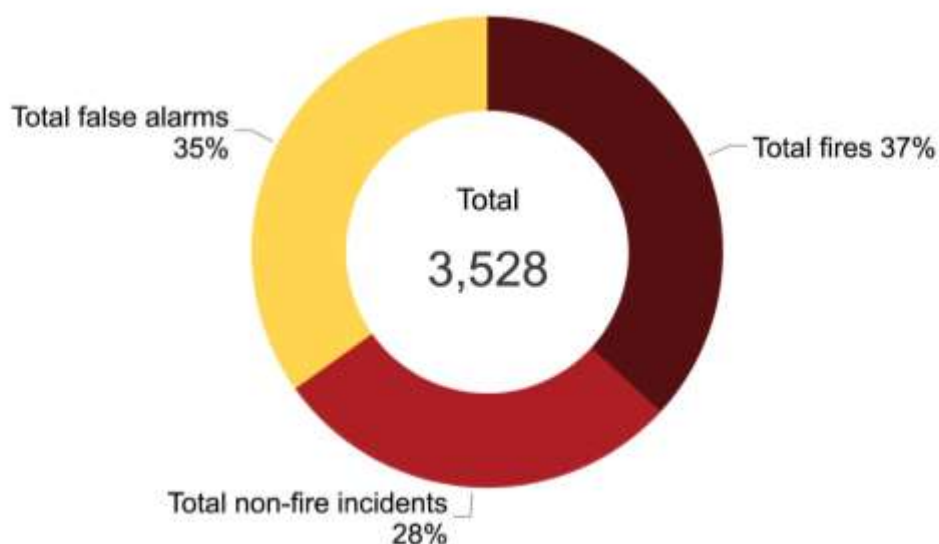
10.4

**Fire safety audits per 100 known premises**  
12 months to 31 March 2018

3.9

3.0

### Incidents attended in the 12 months to 31 March 2018





## Cost

Warwickshire

England

**Firefighter cost per person per year**  
12 months to 31 March 2018

£23.88

£22.38



## Workforce

Warwickshire

England

**Number of firefighters per 1,000 population**  
As at 31 March 2018

0.6

0.6

**Five-year change in workforce**  
As at 31 March 2013 compared with 31 March 2018

-9%

-14%

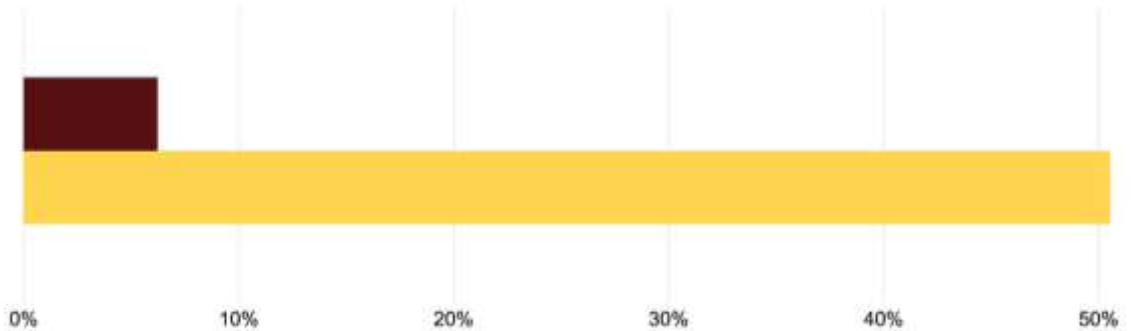
**Percentage of wholetime firefighters**  
As at 31 March 2018

75%

70%

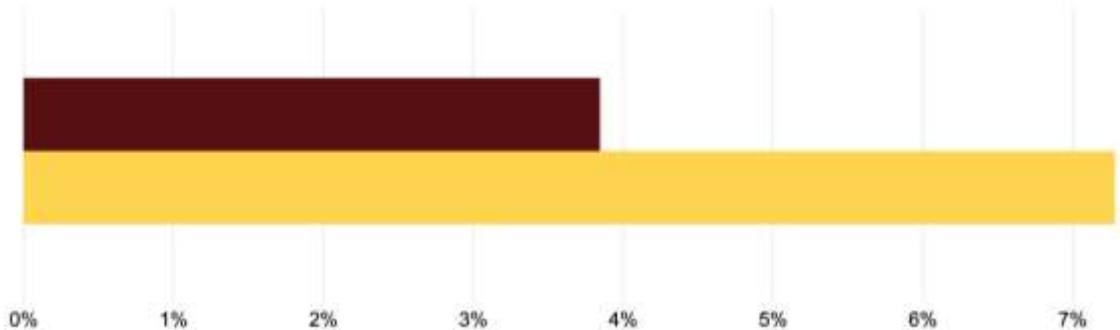
### Percentage of female firefighters as at 31 March 2018

● Female firefighters ● Female residential population














### Percentage of black, Asian and minority ethnic firefighters as at 31 March 2018

● BAME firefighters ● BAME residential population



Please refer to annex A for full details on data used.

# Overview

 <b>Effectiveness</b>	 <b>Good</b>
Understanding the risk of fire and other emergencies	 Good
Preventing fires and other risks	 Good
Protecting the public through fire regulation	 Requires improvement
Responding to fires and other emergencies	 Good
Responding to national risks	 Good
 <b>Efficiency</b>	 <b>Good</b>
Making best use of resources	 Good
Making the fire and rescue service affordable now and in the future	 Good



## People



**Requires improvement**

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Promoting the right values and culture



Good

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Getting the right people with the right skills



Good

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Ensuring fairness and promoting diversity



Requires improvement

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Managing performance and developing leaders



Requires improvement

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## Overall summary of inspection findings

We are satisfied with most aspects of the performance of Warwickshire Fire and Rescue Service (FRS). But the service needs to improve how it looks after its people to give a consistently good service.

It is effective at keeping people safe and secure. It is good at:

- understanding the risk of fire and other emergencies;
- preventing fires and other risks;
- responding to fires and other emergencies; and
- responding to national risks.

But the service needs to improve the way it protects the public with fire regulation.

We found the service to be efficient. It uses its resources well and it provides an affordable service.

However, it needs to do better at promoting diversity and ensuring fairness. And it should improve how it manages performance and develops leaders. But it is good at promoting the right values and culture. And it is good at getting the right people with the right skills.

We are encouraged by the positive aspects we have identified. We look forward to seeing more consistent performance over the coming year.

# Effectiveness



# How effective is the service at keeping people safe and secure?



**Good**

## Summary

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An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It will target its fire prevention and protection activities to those who are at greatest risk from fire. It will make sure businesses comply with fire safety legislation. When the public calls for help, the fire and rescue service should respond promptly with the right skills and equipment to deal with the incident effectively. Warwickshire Fire and Rescue Service's overall effectiveness is good.

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The service has a clear plan for managing risk, based on accurate data from a good range of sources. But it could do more to involve the public in its decision making.

It conducts regular and efficient checks on local businesses to make sure they meet fire regulations. The information from these checks is made available to crews through the mobile computers in fire engines. However, this information is not always up to date due to a lack of staff capacity.

The service has effective strategies to prevent fires and other emergencies. It makes good use of social media, and has appointed an arson officer, who works closely with the police force. But we are concerned that staff do not fully understand how to target prevention work at the people who are most at risk from fires.

Our main area of concern is the service's work on protection, which requires improvement. It hasn't been prosecuting businesses that fail to meet fire regulations, and it hasn't allocated enough resource in this area to enable the team to work in a structured way with other enforcing authorities.

The service is well placed to respond to fires and other emergencies. Staff are confident about how to mobilise in response to different kinds of incidents, and work well together. However, the service needs a better procedure for investigating cases where a fire engine is not dispatched due to a lack of [on-call](#) firefighters arriving at the station. It also needs to improve staff awareness of [safeguarding](#).

The service has clear procedures for managing national risks, and has agreements in place to work with neighbouring services. It should make sure its staff are confident in accessing information about incidents across the county border.

## Understanding the risk of fire and other emergencies



### Good

Warwickshire FRS is good at understanding the risk of fire and other emergencies. But we found the following areas in which it needs to improve:

#### Areas for improvement

- The service needs to improve how it engages with the local community to build up a comprehensive profile of risk in the service area.
- The service should ensure its firefighters have good access to relevant and up-to-date risk information.

All fire and rescue services should identify and assess all foreseeable fire and rescue-related risks. They should also prevent and mitigate these risks.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Understanding local and community risk

The service has an [integrated risk management plan](#) (IRMP) to help it match its resources to the risks it has identified in the county. This is updated every three years. The plan is underpinned by a risk profile, which is based on data about population and risk sites over the three-year period. It helps the service understand what the risks are, identify emerging problems and make recommendations about how to reduce risk.

The risk profile draws on data from a range of sources, including: Warwickshire joint strategic needs assessment; community safety partnership strategic assessments; and the quality of life report 2015 (Warwickshire observatory). The service also uses [Mosaic](#) and [Exeter data](#) to identify those who may be vulnerable to fire incidents through age or illness.

The service works with police and health partners in the [multi-agency safeguarding hub](#) to understand local risk, and to exchange information. They told us the arrangement is working well.

The service recognises that it needs to do more to involve the public in helping it understand risk. Currently, its main area of community engagement is the consultation for the IRMP. The service plans to review the methodology used within the IRMP process, which will provide an opportunity to widen the range of data used and improve the ability to identify hard-to-reach groups. We were told that there are also plans to increase the range of data used for the IRMP, but the service didn't give us any further detail.

The service should do more to make sure employees understand how to use the information about [vulnerable people](#) gathered from Mosaic and Exeter, to target prevention activity better.

### **Having an effective risk management plan**

Warwickshire has a working IRMP for 2017–2020, which is underpinned by data from the risk profile 2016. It sets out the achievements of the service to date, its priorities for the future, and how it plans to manage risk.

The IRMP meets the requirements of the [fire and rescue national framework](#) for England. The service has assessed risks from a wide range of sources and has plans to mitigate them. The IRMP explains how the service plans to maintain day-to-day emergency cover, in the case of both major risks and [local resilience forum](#) (LRF) community risk register issues such as flooding and terrorism. The IRMP is linked to an annual business plan that sets out the priorities for each year.

Members of the LRF told us that the service is valued as a strong partner. Staff from Warwickshire FRS chair several groups and have contributed to the two [‘control of major accident hazard’ site](#) plans in the county.

### **Maintaining risk information**

An important part of maintaining up-to-date risk information is conducting site-specific risk checks. The service inspects businesses, such as factories or shops with sleeping accommodation, to check they meet fire regulations. Warwickshire FRS carries out three different checks in one visit: firefighter safety, business fire safety and fire prevention measures. Its inspectors fill in a simple form and then pass information to relevant departments. This is a good use of resources. It gives the service a detailed picture of each site, and reduces the effect of inspection on businesses.

The team who conduct the checks pass information about any new risks to the operations planning team. They then create a temporary action note that alerts crews to any immediate risks they might face if they are sent to the site. These notes are held on the computer system used to dispatch fire engines.

There are effective processes in place for handing over risk information between shifts. Staff are aware of the local risks within their station area and can access risk information on the mobile computers in fire engines. Firefighters can also use these computers to access information about dealing with hazardous materials, where to cut open different vehicle models, and the locations of hydrants and flood maps. However, the information on the computers is not always up to date, due to a lack of capacity in the operations planning team.

## Preventing fires and other risks



### Good

Warwickshire FRS is good at preventing fires and other risks. But we found the following areas in which it needs to improve:

#### Areas for improvement

- The service should ensure it targets its prevention work at people most at risk.
- The service should evaluate its prevention work, so it understands the benefits better.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

#### Prevention strategy

Warwickshire FRS's service delivery strategy 2018–2020 includes a prevention strategy. This sets out various proposed initiatives, including 'home from hospital safe and well', which is a system for risk assessing vulnerable patients' homes prior to them being discharged from hospital, and 'Telecare falls response', for people at risk of injuring themselves by falling at home. We couldn't evaluate these projects, as they have yet to start.

The service uses data from Mosaic and Exeter to identify people most likely to be at risk from fires and who could benefit from support in fire prevention. It also receives referrals from the Warwickshire County Council customer service centre and various partners.

However, we found that operational crews and community safety specialists do not fully understand how to prioritise the most vulnerable people. Rather than using Exeter/Mosaic data to prioritise those who needed help most urgently, crews and community safety staff are simply working through a list of address-enhanced prevention activities. The IRMP states that the service will provide [home fire safety checks](#) to those most at risk, but it isn't clear that this is happening. One problem is a lack of clarity about how many visits the service is aiming to make: staff told us that the overall target within the service delivery strategy 2018–2020 has been reduced to 4,000, although the service's performance indicator remains at 6,000. A further problem is that, again, staff don't fully understand how to use the Exeter/Mosaic data. They work through referrals from the council, rather than proactively prioritise people most at risk.

The focus of home fire safety checks has shifted from purely fire safety to a wider wellbeing agenda, including winter warmth; slips, trips and falls; and even identifying cases of suspected modern slavery, which recent recruits told us is part of their training. However, when we looked at samples of completed home fire safety check documentation, we were concerned to find that it is difficult to follow on the current 'firmstep' system. It wasn't obvious that the risk profiles the service has developed are helping it to target the most vulnerable.

There was little evidence of evaluation of the home fire safety check process, so it is unclear – both to us and to the service itself – whether it is meeting its aims.

### **Promoting community safety**

The service works with partners in the county council, the Youth Justice Service and Warwickshire Police to promote community safety. Together they raise awareness about vulnerable people at risk of fire, and work to tackle arson in higher-risk areas of the county.

Warwickshire FRS regularly uses social media to communicate fire safety messages. For example, it used Twitter to warn the public of the risk of further grass and wildfires during the hot spell in July 2018. The information on its website is sometimes lacking, however. We were concerned to see that people visiting the website to request a home fire safety check must sign in or register first with the county council. The service should evaluate the data about visits to this page, to make sure this process isn't deterring the public.

The service carries out fire safety education work in schools across Warwickshire, targeting key stages one and two. This includes all local authority and faith schools. The service also offers this to all independent schools. It has developed an education programme, Heartshield, to teach children cardio-pulmonary resuscitation techniques and other aspects of healthy living. It provides this jointly with public health professionals from the county council.

One particularly successful element of the service's community safety strategy is the role of its arson reduction officer, who works closely with the local police force. The officer carries out campaigns during holiday periods when there are often more deliberate fires, especially in the north of the county. The officer has also been trained in stage one fire investigation, which allows the fire and police services to work together to gather evidence. We saw evidence of the service working with the police to identify and ultimately convict an arsonist after a spate of deliberate fires.

### **Road safety**

The service carries out a range of road safety work within the county road safety partnership. It runs the Fatal Four programme for year 11 students who may be starting to drive themselves or travelling as passengers in cars with young drivers. And its regular [Biker Down](#) sessions educate motorcyclists about what to do in the event of an accident. These sessions use new technology, such as virtual reality, to simulate the scenes of accidents. The road safety partnership told us that the service's support is valuable, and that it will look to build on this work in future.

## Protecting the public through fire regulation



### Requires improvement

#### Areas for improvement

- The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.
- The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.

All fire and rescue services should assess fire risks in buildings and, where necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

#### Risk-based approach

We have considerable concerns about the service's risk-based approach to fire protection, which relates to non-residential properties. It uses the [fire service emergency cover](#) model codes to determine the risk profile of commercial buildings in the county. But managers told us that this data is not always reliable and expressed doubts about the consistency of the scoring system.

The service's protection strategy has only recently been published and staff don't fully understand it. There has been limited evaluation of the enforcement work that the service has done in the past. The new service delivery strategy 2018–2020 doesn't define how success will be measured, other than broad quantitative measures such as the number of fire protection inspections conducted, the number of community safety contacts and the number of fire-related deaths. The service needs to provide more detail about how it plans to evaluate its work.

We are also concerned about the workload of fire safety inspectors. There is a relatively high turnover of staff in this department. In theory, they have a target of three new risk-based inspections per week, and the rest of their time is taken up with reactive work. But workloads aren't managed well enough and we came across some inspectors with case files still open after several years, as well as insufficient capacity in the team to mentor new staff.

In the past the service focused largely on its operational response. However, more recently, the balance has shifted towards prevention and protection. The service has made a significant investment in the prevention team, but the protection team lags



behind due to a high staff turnover. The service needs to make sure it has sufficient resources in place to carry out its principal protection functions before it expands its discretionary activities.

In addition to a small team of specialists, the service also uses operational crews for business fire safety inspections. This is a good use of resources, as it increases the number of premises that are inspected. In the 12 months to 31 March 2018, it carried out protection audits on 513 of the 13,060 known premises (excluding single private dwellings) in the service area (3.9 percent). Operational crews are generally positive about this approach, but told us they needed more focused training in risk assessment.

## **Enforcement**

We found that the service has not been prosecuting businesses that fail to uphold fire safety legislation. The small protection team told us that it tries wherever possible to support businesses. It carries out enforcements and prohibitions but hasn't brought a prosecution for several years. We found examples of prohibition notices that have been in place for several years and are only revisited infrequently.

If the service fails to use its regulatory power, it sends out the wrong message to those that don't take fire safety legislation seriously. Senior managers accept that they don't have the capacity or the experience to mount a prosecution and are considering working with West Midlands FRS to improve this. However, there are currently no clear plans in place.

Another fire and rescue service has recently peer-reviewed the protection team, but the results weren't available at the time of inspection.

## **Working with others**

The service works with several other local authority agencies and these partners are generally positive about its capacity for joint working. For example, it worked with building control and housing partners to review high-rise blocks in Rugby, which had been identified as a risk following the Grenfell Tower fire. Together the agencies did a complete review of fire precautions and put an immediate action plan in place.

The service has also recently joined Warwickshire County Council's trading standards department in a [primary authority scheme](#) with the Midcounties Co-operative. This means it will be the lead fire and rescue service for any of the company's premises throughout the country, making sure there is a standardised approach to fire safety.

However, we were told that structured joint working has become more difficult because of staffing reductions. For example, the service wants to work with other enforcing authorities, such as housing enforcement, building control and environmental health, but lacks the capacity to engage in regular planning meetings. As a result, joint working tends to be informal and reactive.

The service would like to be more focused on supporting business but lacks the staff capacity. It does have some business information on its website, but it has only recently been able to contribute to the 'Better business for all' forum, which is designed for businesses and local regulators to come together to discuss areas to improve and assist each other.

The service should be working with businesses to tackle repeated false alarms, but there was little evidence of this. Watch commanders at headquarters are keeping a manual record all false alarm calls, but overall the approach lacks both clarity and co-ordination.

## Responding to fires and other emergencies



### Good

Warwickshire FRS is good at responding to fires and other emergencies. But we found the following areas in which it needs to improve:

#### Areas for improvement

- The service should ensure it has an effective policy for the managerial actions to take if a fire engine does not respond to an incident.
- The service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### Managing assets and resources

The service has a risk-based approach to responding to incidents and has set pre-determined attendances (PDAs) for particular types of incident. Its resources are focused close to population centres and incident hotspots, such as Gaydon for the M40. These are monitored daily by a resourcing officer to maintain cover as effectively as possible. As well as mobilising to the service's own PDAs, control staff showed they could use their professional judgment when they needed to.

The PDAs for incidents in high-rise blocks were amended following the Grenfell Tower fire. The service has carried out exercises to test its procedures in the event of such an incident. These include the service control centre's ability to manage multiple-fire survival guidance. In Grenfell Tower, [fire control](#) had many different people trapped and needed to give them guidance on the phone, as well as inform fire crews of their locations.

A re-tendering process earlier in 2018 awarded a contract to a new supplier for an availability system, which manages the staff booking on and off duty. The old contract ended before the new supplier was ready to take over and a rudimentary interim system was implemented, which added to the workload of both managers and staff.

The most recent staffing changes have freed up enough staff to run the new 12-hour day-duty station at Gaydon to the south of the county, where data provided by the service shows target response times are difficult to achieve.

We found that both [wholetime](#) and on-call duty staff are confident in their knowledge of breathing apparatus and are clear in their understanding of operational risk. They are confident about using the fire engine's mobile computer, although less so when asked to access information about risks outside the county border.

## Response

Wholetime and on-call crews work well together and on-call support officers are available to support on-call staff. On-call firefighters provide cover from their home or place of work and must be able to get to the station within 5 minutes on average. There are times when the minimum number of firefighters drops below the accepted limit, or 'availability level'. The service recognises that maintaining on-call availability is difficult, due either to problems recruiting staff, or on-call firefighters' employment taking them outside the five-minute response time.

There is a process in place to make sure a fire engine is always [mobilised](#) by control where necessary. However, when a fire engine can't be dispatched due to a lack of on-call firefighters arriving at the station, there is no procedure to investigate why this has happened. During the inspection, we found several incidents where a first fire engine had failed to mobilise, which meant the service had to send a second.

Responding to availability, the service moves staff or fire engines into on-call stations to cover when necessary.

Warwickshire FRS is following the [national operational guidance](#) programme, which was implemented to make sure the operation of fire and rescue services is consistent across the country. The service is in the process of assessing what it needs to do to comply with this programme.

'Peak demand plus' is a duty system specific to Warwickshire: wholetime firefighters are on the station during the daytime, but on call from home at night. We witnessed a delay because the on-call and wholetime teams at that station did not appear to be fully integrated; the service may want to review this to make sure the response is as quick as possible.

We found a lack of understanding about safeguarding across the service. Staff are aware of it, and many have completed an online training package. But many would benefit from further practical training.

## **Command**

The service has various levels of command, starting with level one commanders who are in charge of fire engines, through to level four strategic commanders who take charge during large-scale major incidents. We tested incident command from level one to level four, and found that staff are confident in their responses.

The service's management team has focused on encouraging managers to be assertive. Staff told us that they are confident the management would support them if they needed to exercise their discretion rather than simply follow normal procedures.

The service has issued watch managers and above with tablets to allow them to carry out incident command monitoring at the scene of an incident. This is recorded and sent through to the incident commander. It is used for professional development, and to identify organisational trends.

## **Keeping the public informed**

The service uses Twitter to inform the public of incidents and gets advice from the county council's communication team on engaging with the press. Because resources are shared, this is not a 24-hour service. Outside office hours, flexi-duty officers are expected to carry out this function. However, LRF partners pointed out that this shared service does make it easier to release multi-agency messages during incidents.

## **Evaluating operational performance**

The service has developed a debriefing process to learn as much from each incident as possible. Crews complete a debrief form, on which they give feedback after an incident. The service's in-house incident-recording system also has an operational learning tab. A member of the operations planning team reviews incident logs each day and can ask the firefighters who attended the incident to fill in a debrief form if they need more information.

When the service needs to make improvements, such as changing procedures, or solving equipment problems, the operations planning team gives actions to named individuals and checks that they have completed them. An operational assurance team evaluates areas where they think there need to be further improvements. It is a thorough process, although the service needs to make sure any findings are disseminated throughout the whole of the organisation, not just those attending specific incidents.

We didn't find any recent examples of the service talking about its best practice with other fire and rescue services. It did proactively share the learning after the Atherstone-on-Stour fire.

## Responding to national risks



### Good

Warwickshire FRS is good at responding to national risks. But we found the following areas in which it needs to improve:

#### Areas for improvement

- The service should ensure it understands national and cross-border risks and is well prepared to meet such risks.
- The service should ensure it has enough national interagency liaison officers and duty group managers, and that these roles do not conflict with each other at critical times.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

#### Preparedness

The service has [national inter-agency liaison officers](#) (NILOs) who manage national risks and oversee plans such as those for a marauding terrorist firearms attack (MTFA). We found that, although the service does always have one NILO on duty, this is usually a duty group commander performing multiple roles. The service should review this, as it could create delays in responding to NILO requests if that officer is already committed to an incident.

In testing level three and level four for incident command, officers could describe the [national co-ordination advisory framework](#) arrangements in detail. They also described how their national assets had been deployed to flooding and, during our inspection, to a large-scale moorland fire in Lancashire.

The service has a good system in place for site-specific risk checks, including for large sites such as the Kingsbury oil terminal. There is a clear annual plan for re-inspection and finding new risks. Crews showed they understand the risk plans, which are graded to show the severity of risk.

The service can receive and upload risk data from bordering fire and rescue services up to 10km over the county boundary via a system known as Resilience Direct. Staff on both [wholetime](#) and on-call stations we inspected could retrieve data from the mobile computers in their fire engines. But, as we said above, they lack confidence when an incident is over the border (see 'managing assets and resources'). We are satisfied that operational staff understand the system of risk categorisation.

## **Working with other services**

The service has effective agreements with neighbouring fire and rescue services to support each other at incidents. In certain areas, they have also agreed that a neighbouring fire and rescue service should respond where they have a closer fire engine. The service planned to share some control functions with Northamptonshire FRS from June 2018, but this was delayed due to technical difficulties. Currently, the service can answer calls on behalf of Northamptonshire FRS, but can't mobilise resources directly and must pass calls back via landline.

The service has recently announced a collaboration with West Midlands FRS. A feasibility study will examine areas dealing with fire control, training and prevention.

We also saw evidence of recent exercises with Hereford and Worcester FRS.

## **Working with other agencies**

The service is an active member of the LRF. The other agencies involved told us that attendees from the fire and rescue service are at the appropriate level to make decisions.

The service has taken part in recent LRF exercises such as the multi-agency exercise Flying Turpin, involving the Royal Air Force and other partners. The service and the LRF recognise that they need to do more cross-border multi-agency exercising.

The service has policies to deal with an MTFAs and these are currently being reviewed and developed. A sub-group of the LRF has recently formed to identify what further risk planning needs to take place to prepare for MTFAs and other malicious actions.

# Efficiency



# How efficient is the service at keeping people safe and secure?



## Good

### Summary

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An efficient fire and rescue service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Warwickshire Fire and Rescue Service's overall efficiency is good.

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The service meets its objectives using planning and collaboration. It has identified areas for improvement – such as response times and prevention work – and has effective strategies to tackle them. Its working relationship with the county council has also improved.

There are some ways in which the service could improve productivity. We have particular concerns about the role of watch manager response commander, which was introduced recently. The responsibilities and duties of this role aren't well defined, and resources aren't being used efficiently as a result.

We were pleased to see evidence of several collaborations with other services, but these projects haven't always been properly evaluated. Future collaborations should be more structured, with evaluation built in from the start.

The service has done good work to make sure it makes the best use of resources and stays financially viable, particularly setting up a partnership with West Midlands FRS. It has good asset management plans. We have some concerns about procurement though, as important contracts have been allowed to lapse without being renewed, and staff told us about technical problems with the service's new fire engines.



## Making best use of resources



### Good

Warwickshire FRS is good at making best use of resources. But we found the following areas in which it needs to improve:

#### Areas for improvement

- The service should assure itself that it allocates enough resources to protection work.
- The service should assure itself that its workforce is productive. It needs to clarify the role of watch manager, make staff fully aware of what the service expects from this role, and ensure best value from the watch manager role with a standard approach across the service.
- The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration.
- The service needs to prioritise implementing new business continuity plans and test them as soon as possible, particularly for fire control.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

#### How plans support objectives

The service is aware of areas where it has struggled with response times and has a clear objective to tackle this. Some of the failures have been in motorway locations, where access at certain junctions needs the neighbouring service to attend. Others relate to the availability of on-call fire engines, and fire engines having to travel further if the closest isn't available.

In response to these problems, the service carried out a crewing review. This led to the creation of Gaydon 12-hour peak demand fire station, which was achieved by re-distributing existing resources. Data provided by the service shows that it has improved response times in a mostly on-call area, where daytime availability is limited. It has recognised the need to provide capacity for the periods of highest demand for service, by using more wholetime resources.

Data provided by the service shows it has increased its prevention staff by five full-time posts, using one-off funding from the county council. The team will focus on working with the people most at risk from fire. This followed a review by Staffordshire FRS after three fatal fires in the 12 months to 31 March 2018. There are no plans for how to sustain these positions once the funding ends, but the service is confident that

the preventative work staffing model will become self-sustaining. They have a number of future prevention projects under development, including 'Telecare falls response' and 'home from hospital'.

### **Productivity and ways of working**

Warwickshire FRS is a county council fire and rescue service which is supported by a business partner model for ICT, human resources, communication and vehicle maintenance. The service is able to draw on council-wide support functions in these areas.

Service managers told us that the co-ordination between the service and the county council has improved under the current leadership. However, we found a lack of information about human resources. The service uses the county council's system, which doesn't support fire and rescue service staff in accessing up-to-date information such as sickness monitoring and staff-planning figures. This means that managers can't monitor sickness absence or identify patterns in an employee's absence, or trends of absence types.

There are also problems with the new role of watch manager response commanders. Watch commanders were previously in charge of fire engines, but as response commanders they, in theory:

- provide day-time cover;
- undertake managerial duties; and
- respond to incidents in liveried cars.

However, both managers and staff seem unclear about the purpose of this role. We were told that some watch manager response commanders had hardly been used in the last 12 months. This is clearly not an effective use of resources.

The deputy chief fire officer is in charge of managing performance. This involves overseeing the IRMP, business planning process and risk planning. Departments and stations have their own performance plans, which are the responsibility of station managers. The group commanders meet with the station managers every six weeks, and this feeds into the area managers' group and into the brigade command team meetings.

This process is clear to senior leaders but is not well understood throughout the service. We found that accountability for performance in training and prevention is unclear, although the service is working to improve this.

### **Collaboration**

For many years, Warwickshire FRS has collaborated with a range of partners, including the police, other neighbouring fire and rescue services, the NHS and local authorities. It works in partnership with Northamptonshire FRS on fire control, and with Hereford and Worcester FRS on fire engineering support. However, the service hasn't properly evaluated these partnerships, so it was difficult to see what had worked, and what lessons the service has learned.

Recently the service announced a partnership with West Midlands FRS, which will initially look at collaboration in training, prevention and fire control. This is an important element of Warwickshire FRS's plan to make savings and improve services in future. This project has clear documentation, a governance structure and three objectives as part of its initial phase. Both organisations recognise there are important ways that they could work together.

### **Continuity arrangements**

A peer review in 2016 found that the service's business continuity arrangements were vulnerable. In response, it drew up a new policy. At the time of inspection this was only just due to be signed off, and until it is tested we are unable to evaluate it.

There is regular training and testing of equipment at the service's secondary control in Wellesbourne, but it has never been fully tested as a control room. This is an area the service should address.

## **Making the fire and rescue service affordable now and in the future**



### **Good**

Warwickshire FRS is good at making itself affordable now and in the future. But we found the following area in which it needs to improve:

#### **Areas for improvement**

- The service needs to demonstrate sound financial management of principal non-pay costs. It should improve its contract management and make sure it manages the risks for each contract. It should also use specialist resources available from Warwickshire County Council to make sure contracts are fully managed to get the best results for the service and the public.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

### **Improving value for money**

The service has identified that it needs to make savings of £1.5m by 2020. Managers in both the county council and the service are confident that the collaboration with West Midlands FRS and some other smaller savings will be enough to make its financial position tenable by 2020.

The service has a good asset management plan that provides a comprehensive analysis and options concerning the current buildings and vehicles to address risks identified in the IRMP. It has also looked at where it may need to locate stations in future, with options for new sites in Rugby.

The county council plans to improve how it oversees the service's budget management. The financial plan for the service is produced at county council level, and the savings it needs to make are set out in the council's 'one organisation plan 2017–2020'. The county council has taken into account pay, inflation and precept, and the loss of the revenue support grant. We were told that the council had carried out some scenario planning for what will happen post-2020, and assessed the risk.

Procurement in the service is controlled by the service directly, or county council specialists, dependent on the stage and size of the contract. We found limited evidence of effective procurement, contract and risk-control measures. There are some examples of contracts ending before the new ones were in place, because their importance to the service and county council had not been recognised. The most significant example is the staff availability system which allows on-call staff to book on or off duty. The creation of interim and longer-term solutions added to workloads and made the service less effective.

### **Innovation**

The service has bought smaller, lighter fire engines, saving approximately £100,000 per vehicle compared with the larger models. Staff expressed concerns about the build quality and reliability of the new vehicles. We are concerned about the processes and expertise used to bring this vehicle in to the service, as they would be expected to minimise these sorts of problems.

Warwickshire FRS has developed its own in-house incident recording system, FireCrest, to collect data for statutory returns to the Home Office. It was built using a standard operating platform to make sure it was sustainable. Whereas many systems designed in-house prove impossible to maintain once the staff that designed them leave, this system allows operational staff to record what they learned from the incident when they are completing the report. This isn't usually found on an incident recording system, and we consider it a good use of technology.

The service uses a personal electronic tally to record the testing of breathing apparatus. This provides a simple but effective audit trail of the testing regime.

The service has recently reviewed and altered its approach to ICT. As a result the ICT business partner is designing a development plan for the use of ICT in the future. The county council ICT department is currently assisting the service in actively speeding up processes that were paper based or labour intensive through the use of IT.

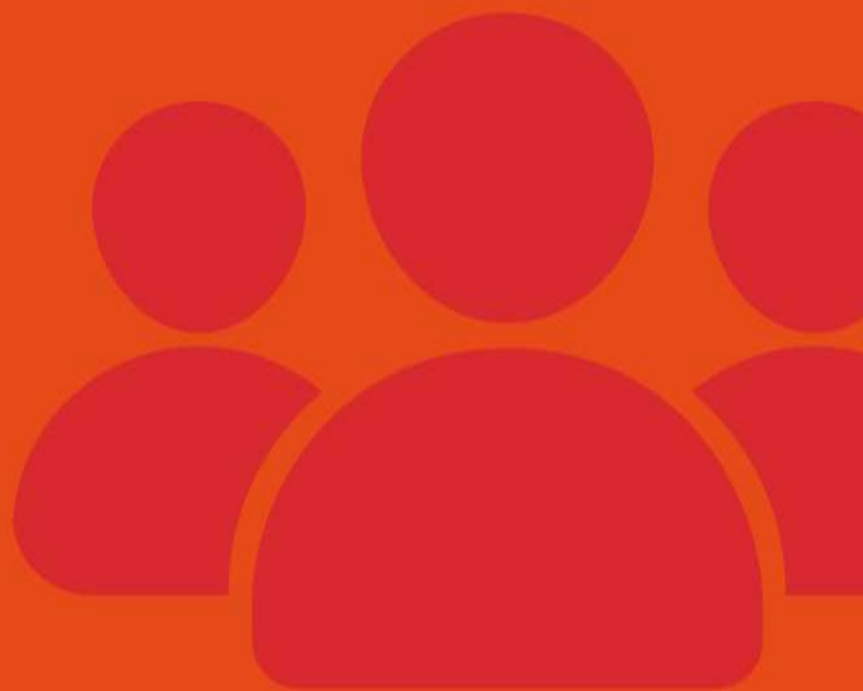
### **Future investment and working with others**

As a council service, Warwickshire FRS does not have its own financial [reserves](#). However, the service does have certain ear-marked council reserves (for example, for ill-health pensions for firefighters). It also retains a small budget, mostly accumulated through under-spends, which allowed the service to pay for overtime when there was a staffing shortfall in 2018.

The service currently trains local industry in-house firefighters on a cost recovery basis. There may be other ways that the service could generate income, but this isn't currently a priority. We would encourage the service to monitor and evaluate the benefits of this activity.

The more recent prevention projects discussed above – 'home from hospital' and 'Telecare falls response' – are aimed at diversifying the service and working in partnership with other county council partners.

# People



# How well does the service look after its people?



## Requires improvement

### Summary

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A fire and rescue service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Warwickshire Fire and Rescue Service requires improvement at looking after its people.

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The service takes its responsibility for staff wellbeing seriously. It has procedures in place for monitoring and supporting those who are off work sick. The 'one service programme' has improved communication and staff engagement. However, the service needs to engage with support staff as well as operational staff and improve its staff engagement network.

Training for operational roles is generally good, although the central training team should be able to access information about which staff are due for training. The service needs to improve its training for control staff, who lack knowledge about important areas such as breathing apparatus emergency.

The service shows a willingness to learn and improve – for example, it audited all buildings with four floors or more in Warwickshire after the Grenfell Tower fire, and put measures in place as a result. However, it could do more to disseminate the findings of its evaluations throughout the service.

There needs to be a real improvement in equality and diversity from the perspective of ensuring a diverse mix of staff. The service is overwhelmingly white and male. Service staff do not have a good understanding of the importance of diversity, and there is a perception that the service has already done what it can to recruit a more diverse mix of staff. Staff from minority groups told us that they haven't been consulted about what more the service could do in this area, and they do not hold forums such as the equality and diversity group in high regard.

The service also needs to improve the way it manages staff performance. The appraisal system isn't working well, and there is no coaching or mentoring in place to develop future leaders, though we saw examples of limited informal mentoring. As a result there is a lack of clarity around requirements for progression which has led to a widespread perception that career progression depends on 'who you know'.

## Promoting the right values and culture



### Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

#### Workforce wellbeing

The service has a well-developed system for looking after staff wellbeing. Staff across the organisation spoke in very positive terms about the wellbeing provision, and know how to access it.

Occupational health (OH) staff monitor those who have been off for more than a tour of duty via a weekly report. OH staff will call them to see how they are and to find out if there are any reasonable adjustments that could be put in place to support them back to work. There is also a monthly report, which tells HR and OH who is off sick and why. They use this to target their resources. The OH team has also trained managers across the service to develop healthy teams in the workplace.

All operational staff take an annual fitness test, and staff are also tested on [watch](#) by their physical training instructor (PTI). Any that fail are given an improvement programme and re-tested by the service fitness adviser. In the service's own data for the 12 months up to 31 March 2018, the service had a 99 percent pass rate for staff up to station manager and 100 percent from group manager upwards. The service should assess whether the watch-based PTIs face a conflict of interest when staff based on the same watch assess each other.

#### Health and safety

The service has a health and safety policy, which was last reviewed in February 2018. The policy covers the responsibilities of the service, managers and individuals. It sets out the role of the health, safety and welfare committee, which is chaired by the deputy chief fire officer. The committee reviews performance and health and safety policies across the organisation and staff representatives can review or raise issues. A health and safety practitioners' group supports the health and safety adviser to put in place the agreed changes.



## Culture and values

The chief fire officer recently introduced an internal communications initiative called the one service programme (OSP), which aims to improve staff engagement, communication and service culture. Although not all staff we spoke to understand the OSP, it was clear that they had seen a change in the openness of communication and engagement. Staff all spoke highly of the chief and deputy chief fire officer. They told us that they regularly see the principal officers on visits and they feel supported. We heard examples of principal officers writing to staff, supporting them in their use of [operational discretion](#).

Support staff, however, told us in their view that the management's focus is on operational staff. They feel that leaders in the organisation don't listen to them. For example, when they raised issues over new equipment, the roll-out went ahead anyway.

There are other concerns over culture and values. For example, staff members told us that senior leaders brief them in service-wide groups, but their message isn't consistent with that of local managers at stations. The service should make sure briefings to staff are consistent.

The staff engagement network was set up to help the organisation engage with staff. The idea was that anyone could attend and raise issues or ideas. However, it developed into more of a briefing forum, and some staff now feel it is dominated by middle and senior managers. The service has recognised this and intends to reinvigorate the group.

Staff on the on-call duty system feel supported and part of the service. They are positive about the new personal protective equipment the service has just issued. They told us that the service supported them to take the Institution of Fire Engineers exams.

The main means of communicating to staff across the service is the Fire Matters bulletin. Staff are well aware of Fire Matters, but there is a lot of information in each publication, and currently no way of assessing whether staff read it and take it in.

## Getting the right people with the right skills



### Good

Warwickshire FRS is good at getting the right people with the right skills. But we found the following area in which it needs to improve:

#### Areas for improvement

- The service needs to assure itself that it trains all staff properly for their roles. It needs to ensure flexible duty officers keep their skills up to date consistently, put in place a training plan for officers and have a consistent method of recording when they have received training (either classroom or at incidents).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

#### Workforce planning

We found that the training for operational roles from firefighter to watch manager is good. The online records system for training was up to date or had entries to support why someone was not up to date in a certain area. The service should, however, make sure the central training team can access information about which staff are due for training. The central training team doesn't have an up-to-date, service-wide picture of training and exercises.

On-call staff follow an eight-week planner that managers understand and follow. This allows neighbouring stations to combine training, as they are all following the same subjects. On-call staff are given three hours' training a week, which allows for practical and theoretical sessions during the weekly drill night.

Staff told us they would like better facilities for realistic training, as hot-fire training now consists of a container fire unit at Coventry airport. The service is reviewing its approach to training facilities as part of its collaboration with West Midlands FRS.

We identified a lack of training for control staff, operational station managers and above. Control staff have been focusing on learning about the updated command and control system. They lack knowledge about certain important areas, such as breathing apparatus emergency – which is a procedure firefighters use if they become trapped inside a fire – and rely instead on the prompts from the mobilising system. They told us that maintenance of skills for control staff has been minimal.

There is also a lack of consistency in maintaining the competencies for flexible-duty officers, except for incident command training. There is no training plan for officers, and no consistent system of recording when they have received training either in sessions or at incidents. Several managers told us that they themselves decide what training they need.

Training for support staff is recorded on the county council system. The county council provides several online courses for all service staff. This includes management courses like the personal leadership programme, which all levels of management from watch manager upwards have taken.

### **Learning and improvement**

Operational assurance is the process the service uses to test its training procedures in real incidents. The service has developed its capacity in this area. While some of its evaluation methods are still developing, they have real potential.

However, the service needs to focus on disseminating its findings throughout the service. We saw examples where lessons had clearly been learned, but the service had only communicated them to those crews who attended the incident.

The service is managing several large-scale projects as part of its collaboration plans with West Midlands FRS. It is aware that it will struggle to resource the projects with its current capacity and skills. The service needs to make sure its staff have the right skills to manage these projects. Processes for monitoring and evaluating the projects also need to be set up from the outset, so that the service can be clear as to the benefits it expects to gain from each project and how it will measure success.

Several on-call staff told us that the skills they have from outside the service – such as management, HR and training – are under-used. The service should consider the benefits of these skills to determine how they could potentially be used.

Following the Grenfell Tower fire, the service did good work in auditing all buildings with four floors or more in Warwickshire. None were identified as having combustible cladding, but other problems were found that the service acted on in partnership with local building control.

## Ensuring fairness and promoting diversity



### Requires improvement

#### Areas for improvement

- The service needs to assure itself that its mechanisms to engage and seek feedback from staff enable it to understand staff needs. It needs to make sure the forums it creates, such as the staff engagement network and the equality and diversity group, are achieving their set purpose, and regularly review their terms of reference.
- The service needs to assure itself that its understanding and appreciation of what diversity means will lead to change. It needs to implement an equality strategy and staff training that are based on national best practice and local engagement.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

#### Seeking and acting on staff feedback

Staff told us that the senior managers have become more visible. In particular, they acknowledge that the chief fire officer and the deputy chief fire officer are approachable and resolve problems quickly.

Staff are aware of the various ways that feedback is passed up through the service. The staff engagement network is seen as more of a technical group, and the service is considering how to reinvigorate it (see the above, 'culture and values' section).

Some staff from minority groups told us they haven't been asked for their ideas on how the service might promote a more diverse workforce. There is an equality, diversity and inclusion group, but it isn't held in high regard by staff. The service should consider how to draw on the ideas and expertise of these staff.

The joint consultative committee includes senior managers as well as representatives of the relevant trade unions. It meets regularly, and its meetings are minuted, with actions allocated. Trade union representatives see this as a positive process, although they told us they would like service managers to engage more fully with the meetings.

The service has carried out several staff surveys, including those issued by the county council. In fact, several staff told us they had 'survey fatigue'. The chief fire officer created the OSP which led to the service's staff-focused survey in 2017. Previously surveys had gone out to all council staff. The OSP used the findings of the 2017 survey to effect change.

We reviewed grievance procedures, and found that they met the timescales the service had set or gave reasons why deadlines hadn't been met.

## Diversity

We found that staff do not have a good understanding of diversity. There is a generally held perception that the service has done what it can; if women or people from a black, Asian or minority ethnic (BAME) background don't want to join, there isn't much more the service can do. It needs to tackle this attitude. It relies on the county council for support within these areas.

The service has taken certain measures to address the situation. It has recognised the need to engage with BAME communities and has recruited a community engagement officer. This person hadn't taken up their post at the time of the inspection.

During the 2017 recruitment campaign, the service arranged taster days in an effort to attract women and BAME candidates. However, more could be done in this area. The service and the county council have worked on this together previously, but difficulties were encountered that need to be overcome. They need to work together effectively to recruit a more diverse mix of staff.

The service has developed a dedicated on-call action support team. This helps potential on-call applicants overcome any obstacles to successful recruitment by devising bespoke training plans. These range from upper-body strength-training programmes to improving handwriting skills. It is run by on-call staff and was positively received by those who had been through the programme.

## Managing performance and developing leaders



### Requires improvement

#### Areas for improvement

- The service should ensure its selection, development and promotion of staff is open, transparent and fair.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

## Managing performance

The service uses an appraisal system which is used across all county council departments. The system has recently been expanded to include staff behaviours, although staff told us they aren't sure how to complete the expanded section. Most of those we spoke to feel that the appraisal is a paper exercise. Several staff had been sent their appraisal via email and hadn't had a face-to-face meeting with their line manager. Some staff told us they hadn't had an appraisal in over 12 months.

We were informed by the service that poor performance is managed by the appraisal system. However, staff told us that they don't know how to do this. There was little evidence to show how the service identifies staff development needs through the appraisal process. The service should use appraisals more effectively to manage staff performance and development.

Senior leaders told us that, in a relatively small service like this, talent management and succession planning is a challenge. With the number of different duty systems, it can be difficult for staff to move between departments.

There is no formal coaching or mentoring process in place to develop future leaders, but there were examples of limited informal mentoring.

### **Developing leaders**

Service staff have taken part in the county council leadership training programme for managers, known as the personal leadership programme. A number of staff feel the promotion process lacks openness and it is perceived as unfair. The service has had a new promotions policy, which has been in draft since 2017. Many staff told us they feel the promotion process changes each time to allow the preferred management candidates to succeed. The lack of clarity about what the requirements are for progression has caused a widespread perception that the process is dependent on 'who you know'.

The service has made recent changes by including having an independent service member on interview panels. However, the lack of a clear agreed procedure will continue to feed the perception of unfairness and bias. The service should make it a priority to change staff perceptions, by showing that the selection and promotion procedure is fair and open.

## Annex A – About the data

Data in this report is from a range of sources, including:

- Home Office;
- Office for National Statistics (ONS);
- Chartered Institute of Public Finance and Accountancy (CIPFA);
- our inspection fieldwork; and
- data we collected directly from all 45 fire and rescue services in England.

Where we use published Home Office data, we use the period to 31 March. We selected this period to be consistent across data sets. Some data sets are published annually, others quarterly. [The most recent data tables are available online.](#)

We use different data periods to represent trends more accurately.

Where we collected data directly from fire and rescue services (FRSs), we took reasonable steps to agree the design of the data collection with services and with other interested parties such as the Home Office. We gave services several opportunities to validate the data they gave us, to ensure the accuracy of the evidence presented. For instance:

- We checked and queried data that services submitted if notably different from other services or internally inconsistent.
- We asked all services to check the final data used in the report and correct any errors identified. Data that services submitted to the Home Office in relation to prevention, protection and workforce figures was published in November 2018. This data was updated after reports had been checked by services, so we haven't validated it further.

We set out the source of Service in numbers data below.

## Methodology

### Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use [ONS mid-2017 population estimates](#). This is the most recent data available at the time of inspection.

### BMG survey of public perception of the fire and rescue service

We commissioned BMG to survey attitudes towards fire and rescue services in June and July 2018. This consisted of 17,976 interviews across 44 local fire and rescue service areas. This survey didn't include the Isles of Scilly, due to its small population. Most interviews were conducted online, with online research panels.

However, a minority of the interviews (757) were conducted via face-to-face interviews with trained interviewers in respondents' homes. A small number of respondents were also interviewed online via postal invitations to the survey. These face-to-face interviews were specifically targeted at groups traditionally under-represented on online panels, and so ensure that survey respondents are as representative as possible of the total adult population of England. The sampling method used isn't a statistical random sample. The sample size was small, varying between 400 and 446 individuals in each service area. So any results provided are only an indication of satisfaction rather than an absolute.

[Survey findings are available on BMG's website.](#)

### Service in numbers

A dash in this graphic indicates that a service couldn't give data to us or the Home Office.

#### Perceived effectiveness of service

We took this data from the following question of the public perceptions survey:

How confident are you, if at all, that the fire and rescue service in your local area provides an effective service overall?

The figure provided is a sum of respondents who stated they were either 'very confident' or 'fairly confident'. Respondents could have also stated 'not very confident', 'not at all confident' or 'don't know'. The percentage of 'don't know' responses varied between services (ranging from 5 percent to 14 percent).

Due to its small residential population, we didn't include the Isles of Scilly in the survey.



## Incidents attended per 1,000 population

We took this data from the Home Office fire statistics, '[Incidents attended by fire and rescue services in England, by incident type and fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- There are six worksheets in this file. The 'FIRE0102' worksheet shows the number of incidents attended by type of incident and fire and rescue authority (FRA) for each financial year. The 'FIRE0102 Quarterly' worksheet shows the number of incidents attended by type of incident and FRA for each quarter. The worksheets 'Data fires', 'Data fire false alarms' and 'Data non-fire incidents' provide the raw data for the two main data tables. The 'Figure 3.3' worksheet provides the data for the corresponding chart in the statistical commentary.
- Fire data, covering all incidents that FRSs attend, is collected by the Incident Recording System (IRS). For several reasons some records take longer than others for FRSs to upload to the IRS. So totals are constantly being amended (by relatively small numbers).
- We took data for Service in numbers from the August 2018 incident publication. So figures may not directly match more recent publications due to data updates.

## Home fire risk checks per 1,000 population

We took this data from the Home Office fire statistics, '[Home fire risk checks carried out by fire and rescue authorities and partners, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Each FRS's figure is based on the number of checks it carried out and doesn't include checks carried out by partners.

Please consider the following points when interpreting outcomes from this data.

- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- The England total hours figures for 'Number of Fire Risk Checks carried out by FRS' include imputed figures to ensure a robust national figure. These imputed figures are: '2016/17 – Staffordshire'.
- Figures for 'Fire Risk Checks carried out by Elderly (65+)', 'Fire Risk Checks carried out by Disabled' and 'Number of Fire Risk Checks carried out by Partners' don't include imputed figures because a lot of FRAs can't supply these figures.

Home fire risk checks may also be referred to as Home Fire Safety Checks by FRSs.

## Fire safety audits per 100 known premises

Fire protection refers to FRSs' statutory role in ensuring public safety in the wider built environment. It involves auditing and, where necessary, enforcing regulatory compliance, primarily but not exclusively in respect of the provisions of the [Regulatory Reform \(Fire Safety\) Order 2005 \(FSO\)](#). The number of safety audits in Service in numbers refers to the number of audits FRSs carried out in known premises.

According to the Home Office definition, “premises known to FRAs are the FRA’s knowledge, as far as possible, of all relevant premises; for the enforcing authority to establish a risk profile for premises in its area. These refer to all premises except single private dwellings”.

We took this from the Home Office fire statistics, [‘Fire safety audits carried out by fire and rescue services, by fire and rescue authority’](#) for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- Berkshire FRS didn’t provide figures for premises known between 2014/15 and 2017/18.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- Several FRAs report ‘Premises known to FRAs’ as estimates based on historical data.

### **Firefighter cost per person per year**

We took the data to calculate firefighter cost per person per year from the annual financial data returns that individual FRSs complete and submit to CIPFA, and [ONS mid-2017 population estimates](#).

You should consider this data alongside the proportion of firefighters who are wholetime and on-call / retained.

### **Number of firefighters per 1,000 population, five-year change in workforce and percentage of wholetime firefighters**

We took this data from the Home Office fire statistics, [‘Total staff numbers \(full-time equivalent\) by role and by fire and rescue authority’](#) as at 31 March 2018.

Table 1102a: Total staff numbers (FTE) by role and fire authority – Wholetime Firefighters and table 1102b: Total staff numbers (FTE) by role and fire authority – Retained Duty System are used to produce the total number of firefighters.

Please consider the following points when interpreting outcomes from this data.

- We calculate these figures using full-time equivalent (FTE) numbers. FTE is a metric that describes a workload unit. One FTE is equivalent to one full-time worker. But one FTE may also be made up of two or more part-time workers whose calculated hours equal that of a full-time worker. This differs from headcount, which is the actual number of the working population regardless if employees work full or part-time.
- Some totals may not aggregate due to rounding.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

## **Percentage of female firefighters and black, Asian and minority ethnic (BAME) firefighters**

We took this data from the Home Office fire statistics, '[Staff headcount by gender, fire and rescue authority and role](#)' and '[Staff headcount by ethnicity, fire and rescue authority and role](#)' as at 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- We calculate BAME residential population data from ONS 2011 census data.
- We calculate female residential population data from ONS mid-2017 population estimates.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

# Annex B – Fire and rescue authority governance

These are the different models of fire and rescue authority (FRA) governance in England. Warwickshire Fire and Rescue Service is a unitary authority.

## **Metropolitan FRA**

The FRA covers a metropolitan (large urban) area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

## **Combined FRA**

The FRA covers more than one local authority area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

## **County FRA**

Some county councils are defined as FRAs, with responsibility for fire and rescue service provision in their area.

## **Unitary authorities**

These combine the usually separate council powers and functions for non-metropolitan counties and non-metropolitan districts. In such counties, a separate fire authority runs the fire services. This is made up of councillors from the county council and unitary councils.

## **London**

Day-to-day control of London's fire and rescue service is the responsibility of the London fire commissioner, accountable to the Mayor. A Greater London Authority committee and the Deputy Mayor for Fire scrutinise the commissioner's work. The Mayor may arrange for the Deputy Mayor to exercise his fire and rescue functions.

## **Mayoral Combined Authority**

Only in Greater Manchester. The Combined Authority is responsible for fire and rescue functions but with those functions exercised by the elected Mayor. A fire and rescue committee supports the Mayor in exercising non-strategic fire and rescue functions. This committee is made up of members from the constituent councils.

## **Police, fire and crime commissioner FRA**

The police, fire and rescue commissioner is solely responsible for the service provision of fire & rescue and police functions.

## **Isles of Scilly**

The Council of the Isles of Scilly is the FRA for the Isles of Scilly.

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### Comparison of Fire & Rescue Services in HMICFRS Tranche 1

<b>FRS</b>	<b>Governance Model</b>	<b>Effectiveness</b>	<b>Efficiency</b>	<b>People</b>
<b>Avon</b>	Combined Fire Authority	Requires Improvement	Requires Improvement	Inadequate
<b>Bedfordshire</b>	Combined Fire Authority	Good	Requires Improvement	Requires Improvement
<b>Cambridgeshire</b>	Combined Fire Authority	Good	Good	Good
<b>Cheshire</b>	Combined Fire Authority	Good	Good	Requires Improvement
<b>Cornwall</b>	County Council	Requires Improvement	Requires Improvement	Good
<b>Hampshire</b>	Combined Fire Authority	Good	Good	Requires Improvement
<b>Hereford &amp; Worcester</b>	Combined Fire Authority	Good	Requires Improvement	Requires Improvement
<b>Hertfordshire</b>	County Council	Requires Improvement	Requires Improvement	Requires Improvement
<b>Isle of Scilly</b>	County Council	Good	Good	Requires Improvement
<b>Isles of Wight</b>	County Council	Good	Good	Requires Improvement
<b>Lancashire</b>	Combined Fire Authority	Good	Good	Good
<b>Lincolnshire</b>	County Council	Good	Good	Requires Improvement
<b>Surrey</b>	County Council	Good	Inadequate	Requires Improvement
<b>Warwickshire</b>	County Council	Good	Good	Requires Improvement

### Summary of improvement areas highlighted for WFRS by HMICFRS

- The service needs to improve how it engages with the local community to build up a comprehensive profile of risk in the service area.
- The service should ensure its firefighters have good access to relevant and up-to-date risk information.
- The service should ensure it targets its prevention work at people most at risk.
- The service should evaluate its prevention work, so it understands the benefits better.
- The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.
- The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.
- The service should ensure it has an effective policy for the managerial actions to take if a fire engine does not respond to an incident.
- The service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.
- The service should ensure it understands national and cross-border risks and is well prepared to meet such risks.
- The service should ensure it has enough national interagency liaison officers and duty group managers, and that these roles do not conflict with each other at critical times.
- The service should assure itself that it allocates enough resources to protection work.
- The service should assure itself that its workforce is productive. It needs to clarify the role of watch manager, make staff fully aware of what the service expects from this role, and ensure best value from the watch manager role with a standard approach across the service.



- The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration.
- The service needs to prioritise implementing new business continuity plans and test them as soon as possible, particularly for fire control.
- The service needs to demonstrate sound financial management of principal non-pay costs. It should improve its contract management and make sure it manages the risks for each contract. It should also use specialist resources available from Warwickshire County Council to make sure contracts are fully managed to get the best results for the service and the public.
- The service needs to assure itself that it trains all staff properly for their roles. It needs to ensure flexible duty officers keep their skills up to date consistently, put in place a training plan for officers and have a consistent method of recording when they have received training (either classroom or at incidents).
- The service needs to assure itself that its mechanisms to engage and seek feedback from staff enable it to understand staff needs. It needs to make sure the forums it creates, such as the staff engagement network and the equality and diversity group, are achieving their set purpose, and regularly review their terms of reference.
- The service needs to assure itself that its understanding and appreciation of what diversity means will lead to change. It needs to implement an equality strategy and staff training that are based on national best practice and local engagement.
- The service should ensure its selection, development and promotion of staff is open, transparent and fair.