

Cabinet

Date: Thursday, 12 September 2019
Time: 1.45 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Izzi Seccombe (Chair)
Councillor Peter Butlin
Councillor Les Caborn
Councillor Colin Hayfield
Councillor Kam Kaur
Councillor Jeff Morgan
Councillor Jeff Clarke
Councillor Andy Crump
Councillor Heather Timms

Items on the agenda: -

1. General

(1) Apologies

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

(3) Chair's Announcements

(4) Minutes of the Previous Meeting

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- 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

The public reports referred to are available on the Warwickshire Web

www.warwickshire.gov.uk/committee-papers_2

Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Paul Spencer in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

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Item 2a

Cabinet

12 September 2019

**One Organisational Plan
Quarterly Performance Progress Report
Period under review: April to June 2019**

Recommendation

That Cabinet consider and comment on the progress of the delivery of the One Organisational Plan (OOP) 2020 for the period April to June 2019.

1. Report Summary

- 1.1. This report outlines the performance of the organisation at the Quarter 1 position, 1 April to 30 June 2019.
- 1.2. Key human resources performance is outlined, high level risks to the Council are also highlighted within the report.

2. One Organisational Plan 2020: Strategic Context and Performance Commentary

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**

Progress to achieve these outcomes is assessed against 58 Key Business Measures (KBMs).

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	24
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	17

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources** performance is assessed against a total of 17 KBMs.

2.2 At the end of Quarter 1 point, 64% (37) of KBMs are currently on track and achieving target while the remainder 21% (12) of KBM's are not on track and behind target. 9 KBMs (15%) are either not targeted or reported in arrears. Chart 1 below summarises KBM performance by outcome.

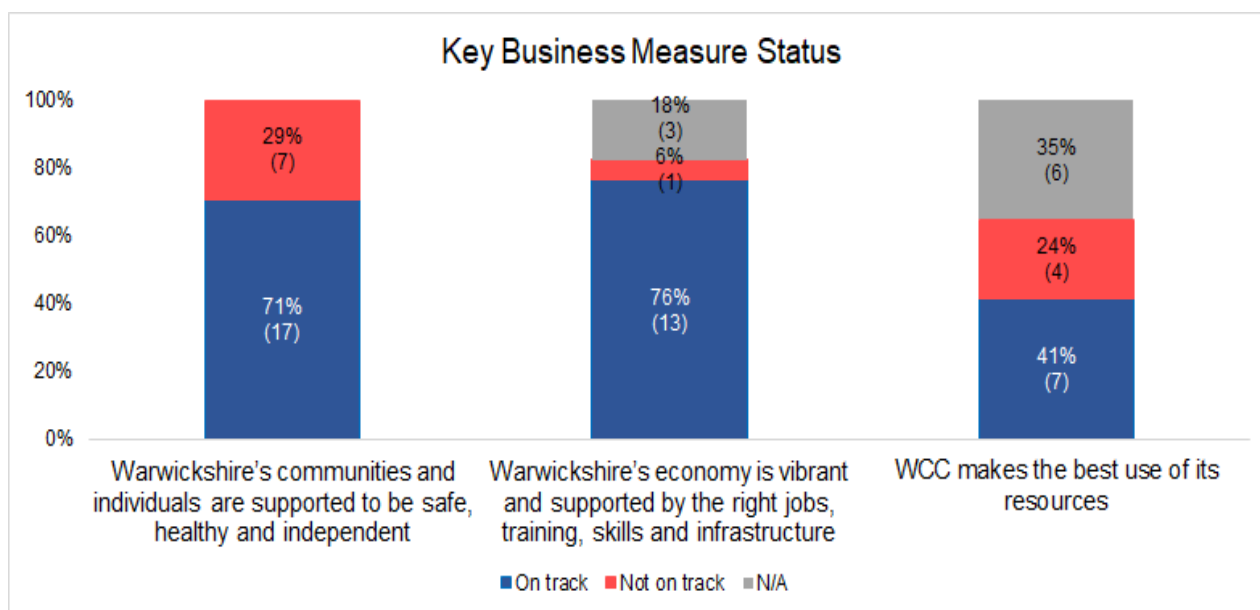


Chart 1

2.3 Of the 64% (37) KBMs on track and achieving target there are several measures where performance is of particular note, including:

- Average daily beds occupied by delayed Warwickshire patients delayed by Social Care where numbers have significantly reduced during the first quarter;
- No. of Child Protection Plans which has remained below target during the first quarter;
- % EHC assessments including exception cases issued within 20 weeks has maintained high performance during the quarter and achieved the best recorded performance in June.

2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

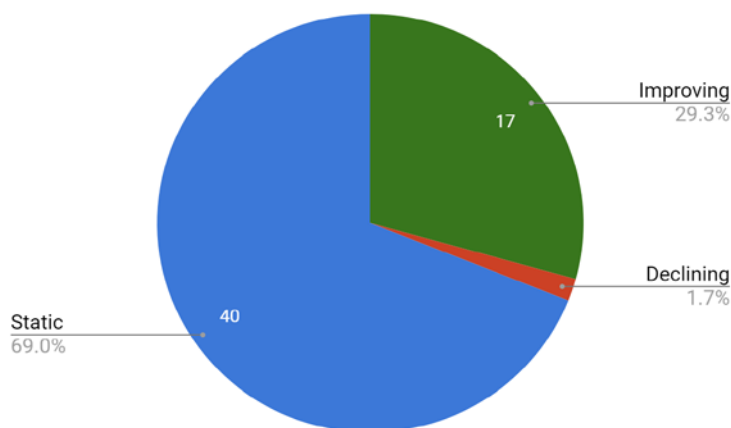


Chart 2

Of the 58 KBMs, 40 are projected to remain static over the next reporting period; 17 are projected to improve and 1 is projected to decline, which is % Capital 'Major' Projects delivered on time. Currently this measure is achieving 100%, compared to the target set of 80%. The service considers that the projection for this measure may decline over the next period as more projects are delivered but should remain above the target set.

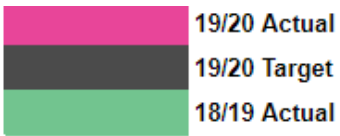



Chart 3 below highlights the KBMs which are currently underperforming alongside the projection for the forthcoming reporting period. Full performance commentary and appropriate remedial action for measures considerably underperforming can be found in section 2.5.

Outcome	Underperforming measures projected to improve	Underperforming measures projected to remain static
Warwickshire's communities and individuals are supported to be safe, healthy and independent	No. of children with an open Child in Need category including Child Protection Plans and Children Looked after	% of eligible population aged 40-74 offered an NHS Health Check who received an NHS Check
	No. of Children Looked After (CLA) excluding unaccompanied asylum seeking children (UASC)	No. of National Diabetes Prevention Programme (NDPP) referrals
	% of women who smoke at the time of delivery across Warwickshire	Rate of total recorded crime per 1,000 population
	% times an appliance arrives at a life risk or property incidents within agreed response standards	
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure		Warwickshire % GVA relative to the UK average
WCC makes the best use of its resources	% of projects on track	% traded income against target
	Average days sickness per full time equivalent	
	% reduction in agency spend	

Chart 3

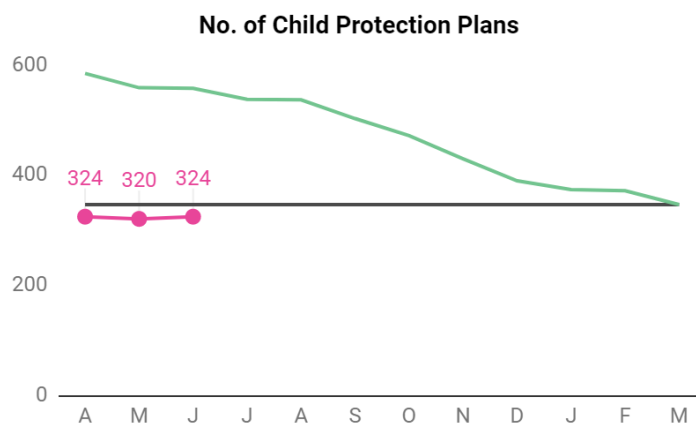
2.5 The following section presents KBMs where significant good performance or areas of concern need to be highlighted. The full set of Outcome Performance Dashboards are included in the Appendix.

One Organisational Plan Key Business Measures Scorecard

	Projection	Is the expected performance projected to improve, decline or remain static over the next reporting period
	DoT	Direction of Travel (DoT) over recent period
	Trend	Trend over longer time period
		Performance Improving
		Performance Declining
		Performance is Steady

Warwickshire’s communities and individuals are supported to be safe, healthy and independent

Areas of good progress



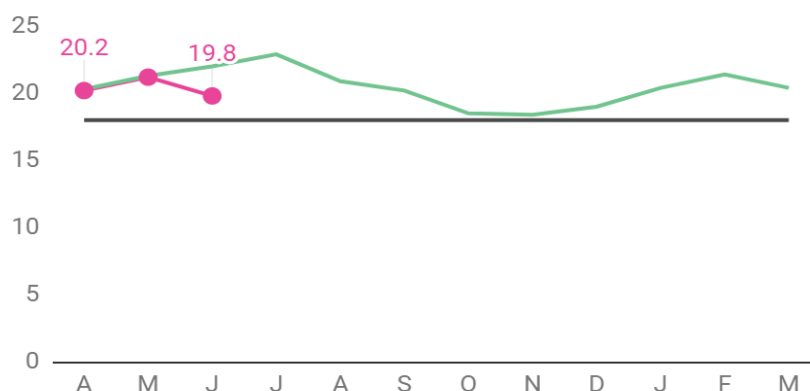
16/17	17/18	18/19	Trend	DoT	Projection
439	564	345			

To be in line with statistical neighbours the service would need to have approximately 394 children subject to child protection plans. As a result of the successful work completed last year to reduce the number of children subject to plans, the service has set a more challenging target of 346, which is currently being achieved.

The service anticipates that further improvement in child protection performance and practice can still be achieved and plan to complete two audits this year which will be focusing on improving quality. The first taking place over the next four weeks is to look

at the number and quality of child protection strategy discussions, as numbers are slightly high in comparison to section 47 child protection investigations and the number of children becoming subject to child protection plans. Later in the year the service will be undertaking one on the plans themselves, as last year's audit found they were not always SMART (Specific, Measurable, Attainable, Realistic and Timely) and included too many assessments as opposed to direct work with families to help solve problems.

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



16/17	17/18	18/19	Trend	DoT	Projection
19.2	19.8	20.4	↑	↓	↔

At the end of Quarter 1 the average caseload has reduced in comparison to the previous quarter.

The service is continuing to recruit staff and it is anticipated that by the end of the next quarter performance will improve.

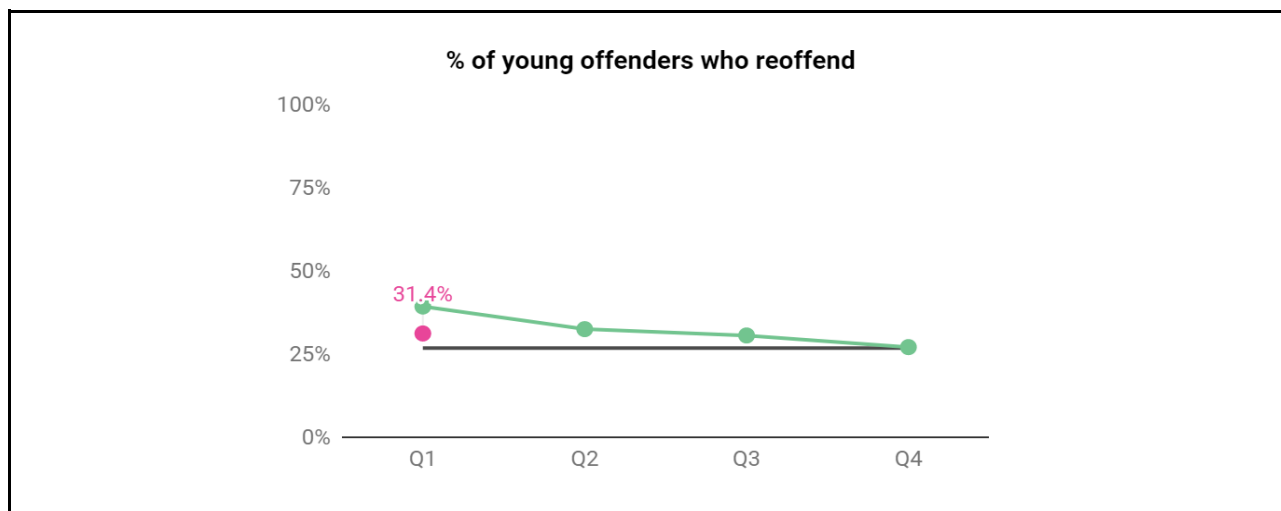
The service continues to have a low number of cases allocated to team managers.

Significant work is being undertaken to stabilise the workforce, including:

- reviewing the workforce pledge to social workers;
- implementing an improved retention strategy;
- celebrating success across the workforce; and
- embedding a new programme of cultural change through Restorative Practice.

The service is also expanding options to attract social workers to the council, for example improving recruitment via Apprenticeships and the Frontline programme and reviewing the social worker career pathway.

Staff turnover for Social Workers reduced from 16% in March 2018 to 15% in March 2019.

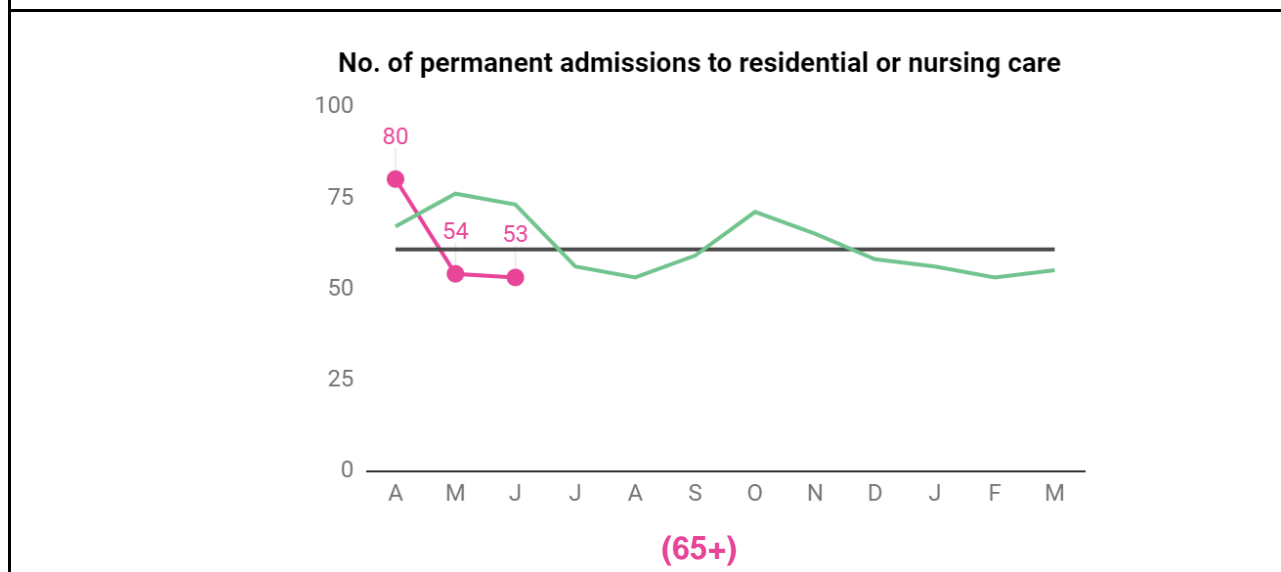


16/17	17/18	18/19	Trend	DoT	Projection
27.9	36.7	27.3	↓	N/A	↔

The data for this indicator comes from the Police National Computer and is published by the Ministry of Justice (MoJ.)

The 12 month reoffending rate for the Apr 2017 - Jun 2017 cohort is presented, this is the latest available data. The cohort consists of all young people who received a pre-court or court disposal or were released from custody in that date range. This is currently at 31.4%, 22 out of a cohort of 70, which compares favourably with both the national average which is 38.4% and the Youth Offending Teams (YOT) family which is 37.9%, the YOT family compares YOTs of similar social demographic characteristics.

Performance for next quarter has been forecast to remain 'static', although please note quarterly performance is based on a different cohort of children every quarter.



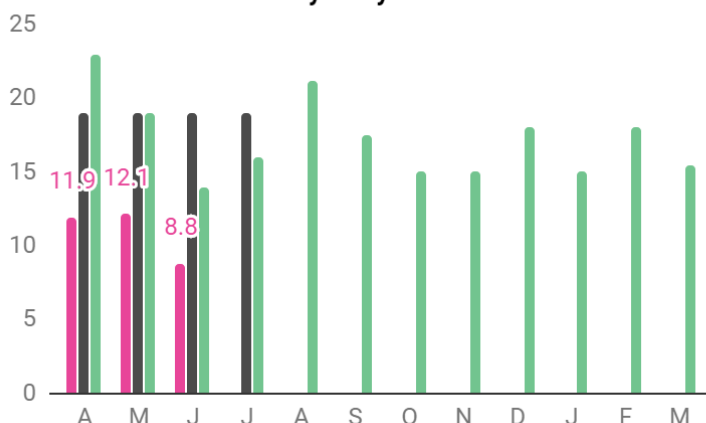
16/17	17/18	18/19	Trend	DoT	Projection
552	696	742	↑	↓	↔

As at Quarter 1 the number of permanent admissions for people aged over 65 is marginally above the Quarter 1 target of 182.

A variety of aspects impact long term admissions into residential and nursing care, including;

- acute trusts have increased the number of level three discharge beds in residential providers. Therefore, more individuals are entering residential care environments in Warwickshire directly from hospital than in previous years. This places pressure on residential care remaining the long-term option as the individual and family become familiar with the environment and not alternatives such as Extra Care Housing or remaining in their own home;
- no new Extra Care Housing schemes have been available for 12 months, with some new availability in 2019 / 20 planned; and
- the duration of individual length of stays within residential and nursing care are increasing.

Average daily beds occupied by delayed Warwickshire patients delayed by Social Care



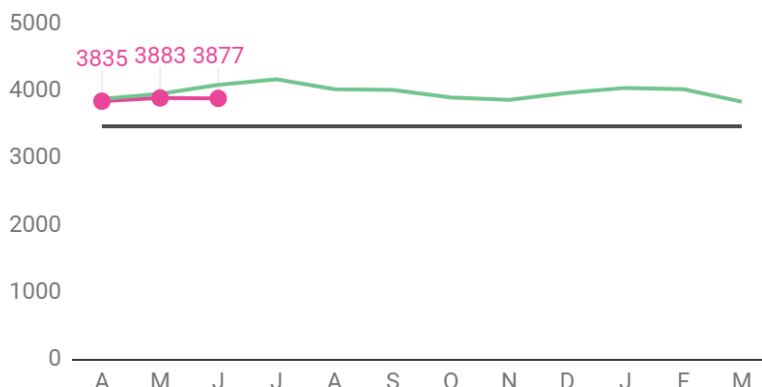
16/17	17/18	18/19	Trend	DoT	Projection
42	27	15	↓	↓	↔

Warwickshire Delayed Transfer of Care (DTOC) performance for Social Care is on target (8.8 versus a target of 19).

Warwickshire Social Care DTOC performance has been at or below target since May 2018, with the exception of Aug 2018, and reached a new low in June 2019. Warwickshire were ranked as 96th best or 56th worst, out of the 151 local authorities. This is the best performance since this ranking data was first available in June 2017. This is a significant achievement given the fact that Warwickshire were within the bottom 20 performers for much of the period from June 2017 to May 2018.

Areas of concern and remedial action

No. of children with an open Child in Need category including Child Protection Plans and Children Looked After



16/17	17/18	18/19	Trend	DoT	Projection
3,741	3,892	3,914	↓	↑	↓

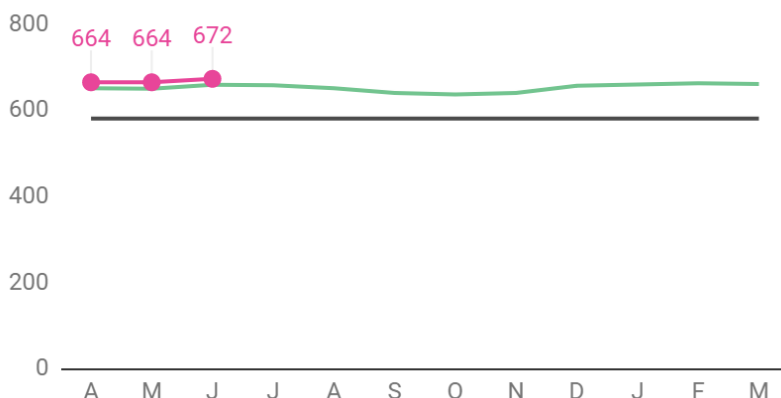
Whilst Warwickshire Child in Need numbers are better than the same period last year, performance is above target.

In part this has coincided with a rise in average caseloads, April - May, caused by a fall in the number of staff in front line teams and therefore a rise in vacancy rates.

Positively, most vacant posts in front line teams have now been filled and the service is just waiting for staff to start, the benefit of which can be seen in the more recent fall in caseload numbers, May- June. As caseloads come down, social workers will have more capacity to progress and, where appropriate, close cases.

In September the services are also moving resources to expand the Strengthening Families Service, given their success in closing 60% of Child in Need cases within 16 weeks, with the agreement of and positive feedback from families.

No. of Children Looked After excluding unaccompanied asylum seeking children



16/17	17/18	18/19	Trend	DoT	Projection
620	651	654	↑	↑	↓

The start of this year has seen a reduction in the number of children and young people becoming looked after but fewer leaving our care, which has resulted in a rise in looked after numbers of 8. This is disappointing and makes achieving the looked after target more difficult. The service has put several strategies in place to improve performance.

First, the Children's Decision Meeting is seeking to progress the discharge of care orders where children are at home with their parents. The service has over 20 children now where the paperwork is complete and are awaiting court dates. Court timetables are however proving challenging both for these discharges but also in obtaining final dates for care proceedings, which in some cases is causing children to remain looked after longer than necessary and thereby putting pressure on looked after numbers. On average final dates for case proceedings are taking seven weeks longer to arrange. This concern about court timetables has been raised with the Local Family Justice Board, senior Judges and the President of the Family Court.

Secondly, the service has adopted a more flexible approach to the support provided to foster carers when they seek Special Guardianship Orders or Child Arrangement Orders, which has resulted in a rise in applications. Again, the service has to await court dates for these to be made.

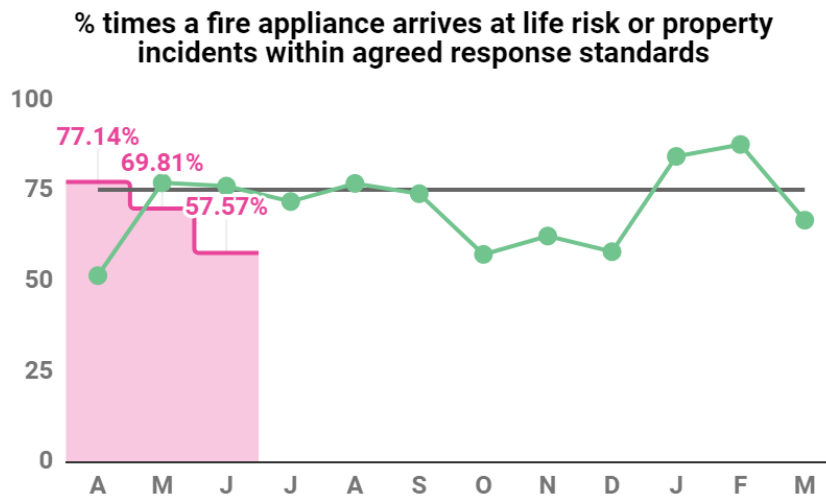
Third, the relatively new Keeping Families Together at Home (previously edge of care) service is allowing the service to focus on keeping children with their parents and rehabilitating them to their parents. There has been a transition period for this new service, but it is now almost at full capacity.

Finally, John Coleman, Assistant Director for Children & Families, is chairing a regular project board meeting to ensure this target remains a key goal for the service.



16/17	17/18	18/19	Trend	DoT	Projection
67.11	73.51	73.93	↑	↑	↔

Total recorded crime per 1,000 population is above target for Quarter 1 at 74.1 compared to the target of 74 incidents. This is impacted by a wide range of factors including an uplift in reports of violence with injury, and domestic abuse, which illustrates increasing confidence of victims in reporting domestic abuse incidents. It is anticipated the uplift in recruitment and the dedicated Rural Crime Team will assist in reducing crime over time. Quarter 1 data will be investigated and actioned further at the local Community Safety Partnership board meetings which are scheduled in Quarter 2. At the Safer Warwickshire Partnership Board in June, the Chief Superintendent presented the report informing of the wide range activities and outcomes the police had achieved across a range of crime types. Outcomes included arrests, charges and remands for robbery, motor vehicle theft, possession of an imitation firearm, class A drugs, and murder. The police work with partners, gather intelligence execute warrants, seize assets, arrest and charges offenders. The Chief Superintendent updated the group in relation to the upcoming changes with the Alliance to ensure front line services are not disrupted. The Police are in the middle of a significant recruitment drive which will result in 100 new officers in Warwickshire by the end of March 2020. The uplift in officers has enabled the Chief Constable to develop a dedicated rural crime team which is addressing a range of rural related incidents. WCC staff continue to effectively engage with the problem solving approach that has been embedded across Policing teams. The activities of the Community Safety Team include the development and delivery of problem solving plans including addressing knife crime in schools, leading on local serious and organised crime action plans, supporting vulnerable residents ensure appropriate partners address issues including fear of crime and drug dealing.



16/17	17/18	18/19	Trend	DoT	Projection
72.8%	68.36%	70.18%	↔	↓	↑

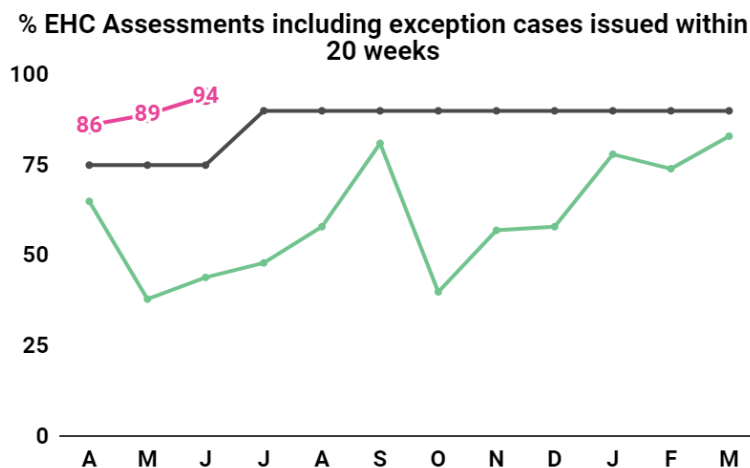
During Quarter 1 the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 69.13% which is below the expected target of 75%. However, this is a slight increase in performance since the year end, where the Service performed at 68.07%.

Of the 43 incidents where the response standard wasn't achieved during Quarter 1, 63% (27 incidents) were fires involving property or vehicles, 30% (13 incidents) were RTC's

and 7% (3 incidents) were to Special Services. Response standards are monitored continuously by the local District Commanders and by Senior Managers monthly and trends for unsuccessful incidents are identified and considered. The Service works flexibly across all the crewing systems working to provide optimum operational crewing, e.g. on call staff will be utilised to support wholtime crewing when needed and vice versa. This increases financial pressures on the Service and has a negative effect for on call availability. Recruitment and retention of on call (part time) firefighters is an ongoing challenge which reflects the national picture, but the Service has seen significant improvements in on call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered in remote rural areas which the Service knows it will struggle to reach within the 10 minute response time. The Service Asset Management Plan sets out the intention to relocate some whole time response points onto transport nodes across the County with the intention of improving response to emergency incidents, particularly those on the motorway network.

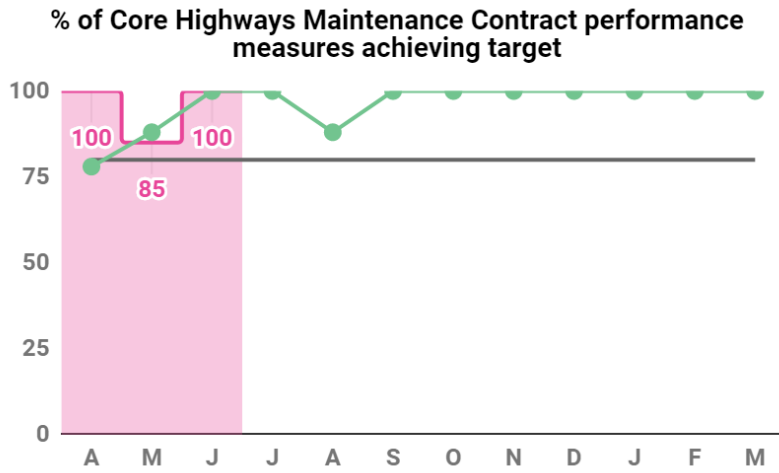
Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure

Areas of good progress



16/17	17/18	18/19	Trend	DoT	Projection
36.2%	30%	60%	↑	↑	↑

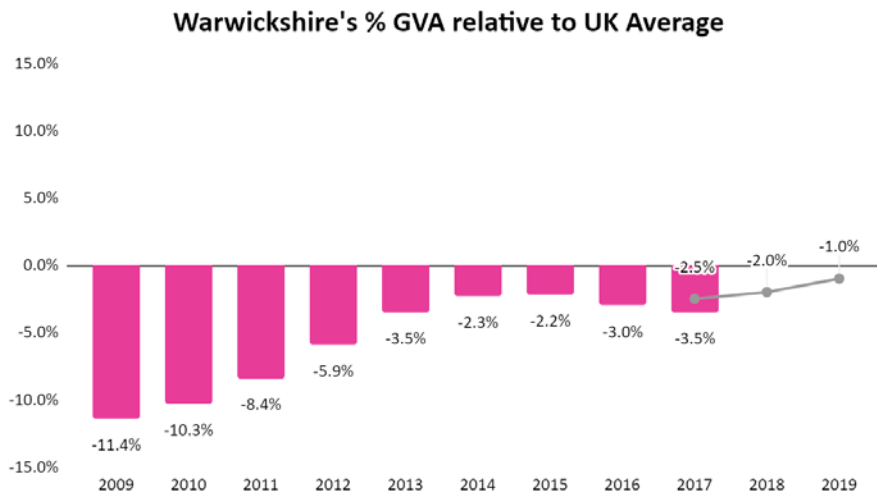
Performance for issuing Education Health Care (EHC) plans within 20 weeks of the request is a good news story. The statutory expectation is that 90% of EHC plans will be issued within this time period. For the first time since the 2014 reforms, WCC met the 90% in a single month, 94% recorded in June 2019. For the quarter, WCC recorded 89% of plans issued within 20 weeks, 100 out of 112. This compares positively with last years figure of 48% and would place WCC in the top quartile nationally, 66% statistical neighbours. The service is now confident that, as long as staffing capacity is maintained, it can continue to perform at this level. Whilst maintaining existing performance levels, focus is now shifting to the statutory annual review of EHC plans and ensuring EHC plans are up to date.



16/17	17/18	18/19	Trend	DoT	Projection
N/A	90	100	↑	↑	↔

The contract continues to perform above thresholds in all areas. Balfour Beatty have recently agreed to a 1 year extension to the contract based upon their performance in 2018/19. This brings the total extensions to 2 years. The contract has a minimum term of 7 years, and potential for a further 3 years extension, so the contract term is now 9 years. The Service would look to start re-procurement preparation 2 years before the end of the contract. One aspect of this measure, which focuses on whenever Balfour fix defects within contractual timescales, reduced to 90% in May but increased to 96% in June. This caused an overall dip in performance for May with a score of 85%. This is back to 100% for June.

Areas of concern and remedial action



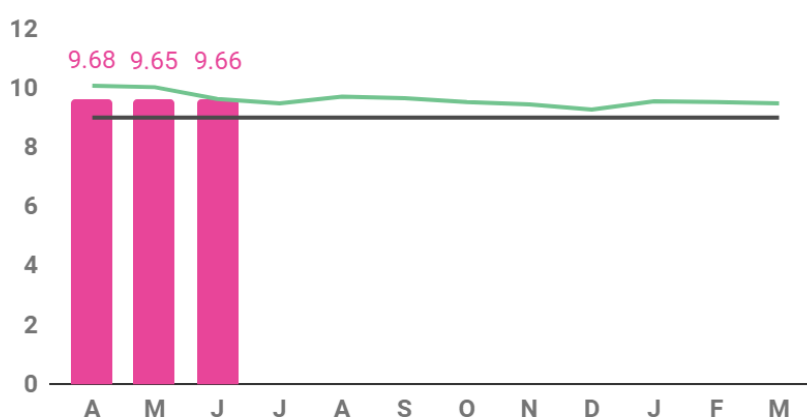
2017	2018	2019	Trend	DoT	Projection
-3.5	Not Available	Not Available	↓	↓	↑

Data on economic output (GVA) is calculated annually by the Office for National Statistics (ONS) and is based on a wide range of supporting economic data. The latest available data was released in December 2018, covering the previous year, 2017. The next release of the data will be in December 2019/January 2020, which will cover 2018. As new data becomes available, and the methodologies that the Office for National Statistics use to calculate GVA improves, the data is often subject to revision. Since the previous release, Warwickshire's data has been revised and updated, and it is now calculated that Warwickshire's position is below the national average, whereas previously it had thought to have been above. The county, however, has seen strong growth since the end of the recession in 2009, growing at a faster rate than the national average, 29.7% growth between 2009-2017, compared to just 19.1% nationally, and faster than our surrounding areas counties and urban areas. Indeed, Warwickshire remains one of the top performing areas in terms of growth over this longer period of time. The latest data does show that gains in productivity have slowed in the last couple of years. Further detailed research is being undertaken to understand the causes of this, and what key interventions/activities might be needed to help address this and enable our strong growth performance to continue into the future.

Warwickshire makes the best use of its resources

Areas of concern and remedial action

No. of days sickness per FTE



16/17	17/18	18/19	Trend	DoT	Projection
9.9	9.87	9.51	↓	↔	↓

The average days sickness is currently running at 9.66 days, rolling 12 months, which is tracking Quarter 1 performance from 2018/19. Absence continues to reduce with 9.5 days in 2018/19 being the lowest absence has been since 2012/13, however the low rate of reduction remains a concern. The Staff and Pensions Committee in September will set the 2019/20 target, recommended 5% reduction on the 2018/19 out turn. The proposed target for 19/20 is 9.04 days per Full Time Equivalent (FTE). The workplace health and wellbeing strategy was launched in June 2018 and a steering group has been established to ensure the strategy is implemented. The steering group works with Public Health, the focus is on proactive interventions and ways to wellbeing, particularly mental health and wellbeing champions. Sickness absence surgeries are in place for managers

and bespoke training and support has been provided in targeted areas. Sickness absence levels continue to be reported to managers monthly and the HR Advisory service provides support and guidance to managers to manage long and short-term sickness absence. Corporate Board has asked for sessions to be arranged with each Strategic Director to review levels of sickness absence by Directorate. HROD also continues to liaise with the highest performing authorities to learn lessons from their approach.

Management of HR and Risk

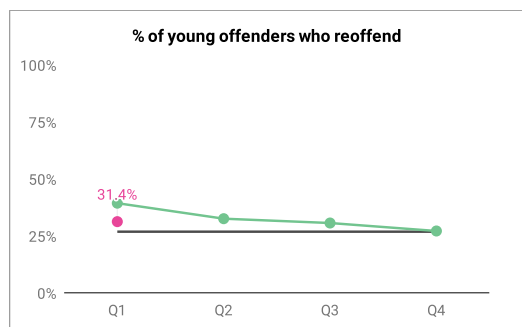
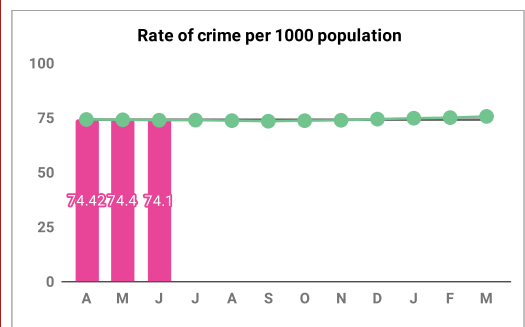
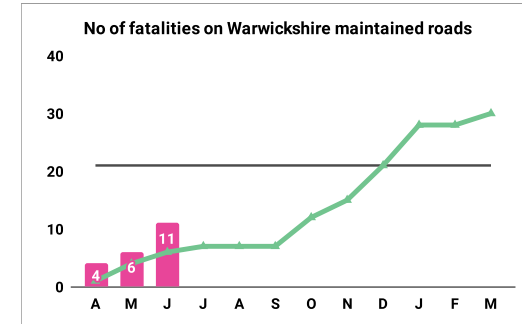
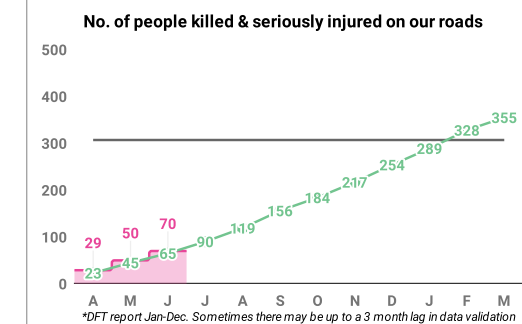
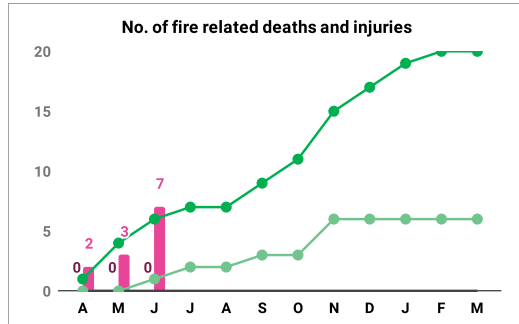
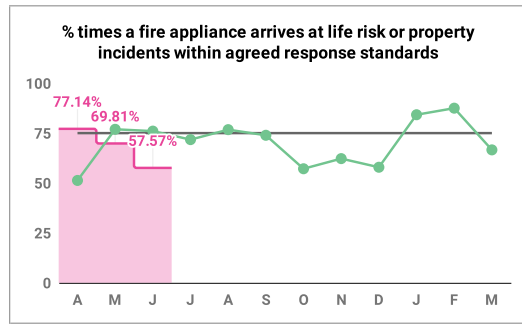
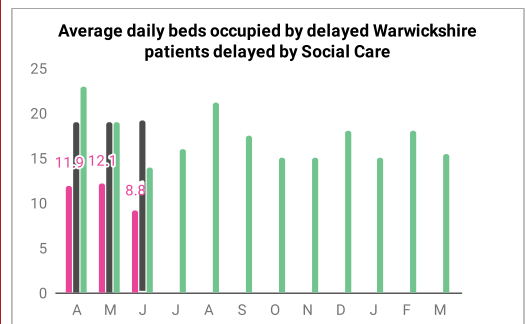
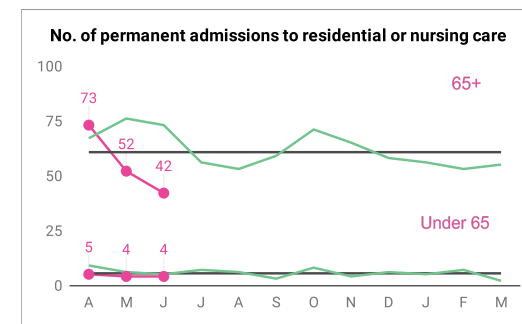
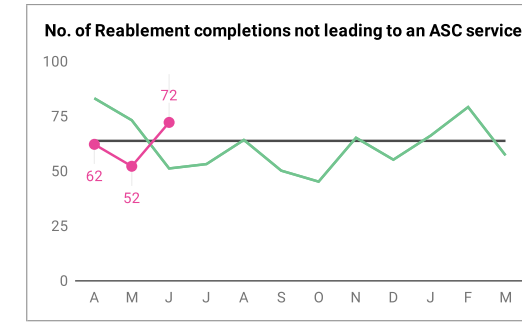
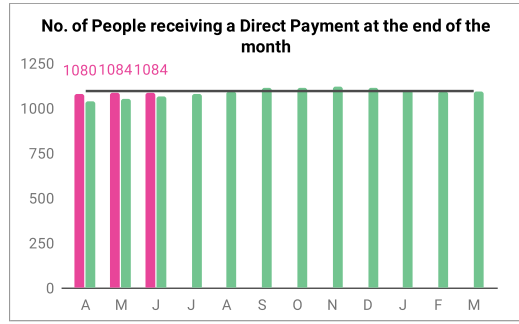
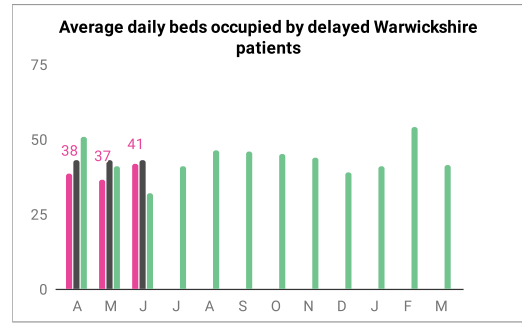
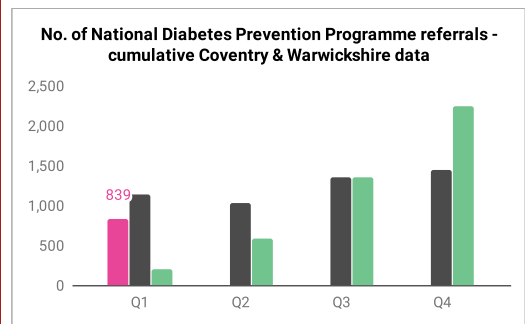
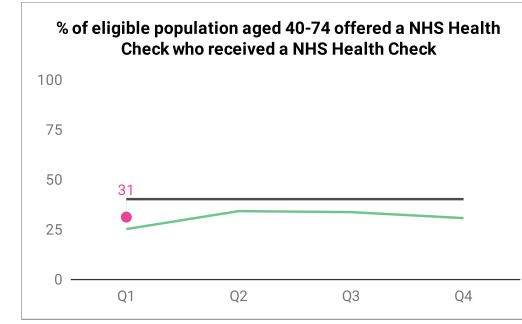
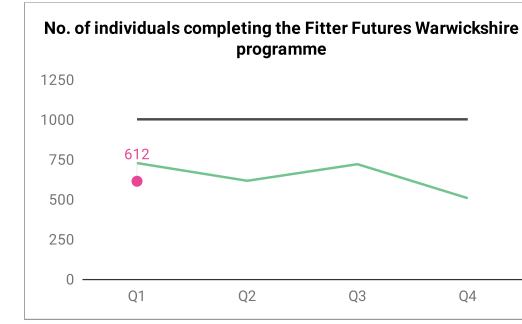
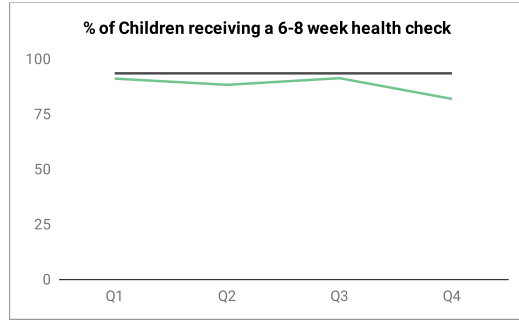
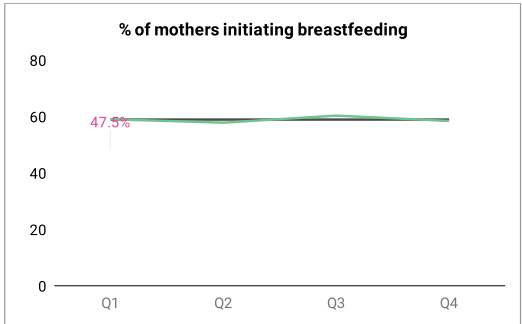
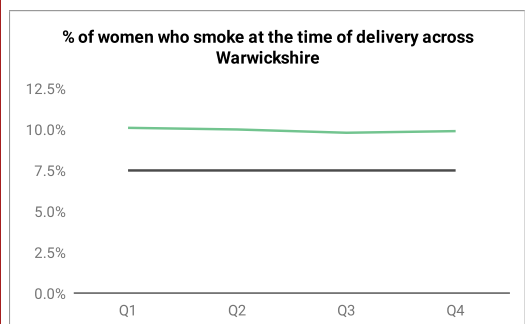
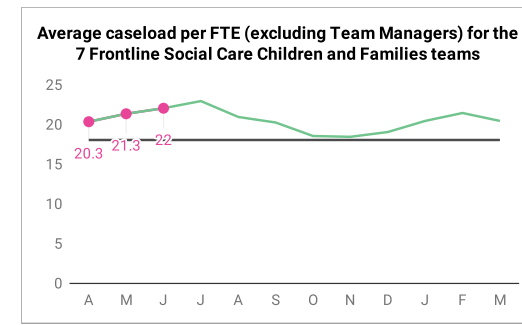
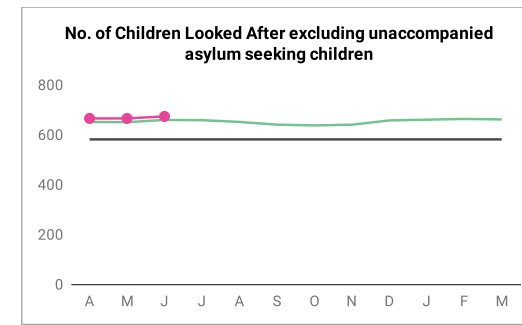
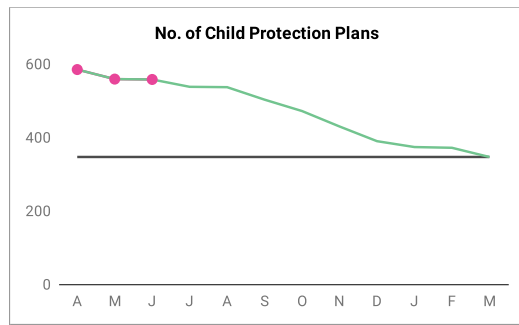
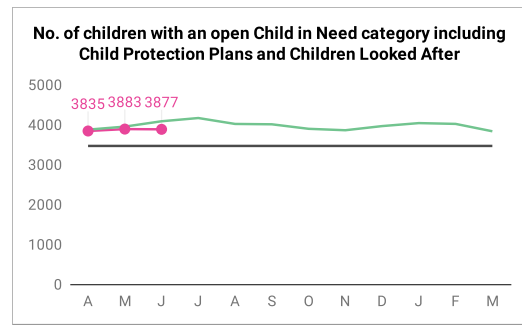
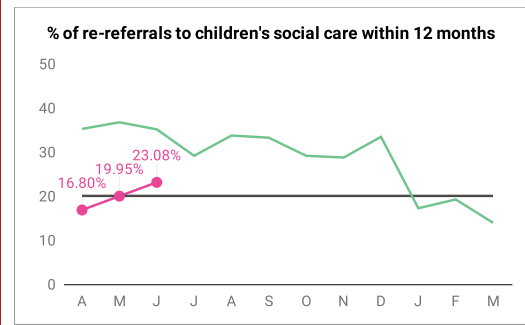
2.6 A summary of the position on Corporate Risks and HR management is shown below:

- 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 the Appendix.
- Headcount: Q1 headcount is 4,464 which is a reduction of 0.82% since 31st March 2019.
- Age Profile remains stable with an average age of 45. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme.
- HR headline figures are available in the Appendix.

Background Papers

None

	Contact Information
Report Authors	Vanessa Belton Performance, Planning and Business Improvement Business Partner Resources & Communities; vanessabelton@warwickshire.gov.uk
	Mandeep Kalsi, Performance Management Officer; mandeepkalsi@warwickshire.gov.uk
Assistant Directors	Steve Smith, Commissioning Support Unit; stevesmith@warwickshire.gov.uk
	Sarah Duxbury, Governance and Policy; sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources robpowell@warwickshire.gov.uk
Portfolio Holders	Cllr K Kaur, Portfolio Holder for Customer and Transformation; cllrkaur@warwickshire.gov.uk



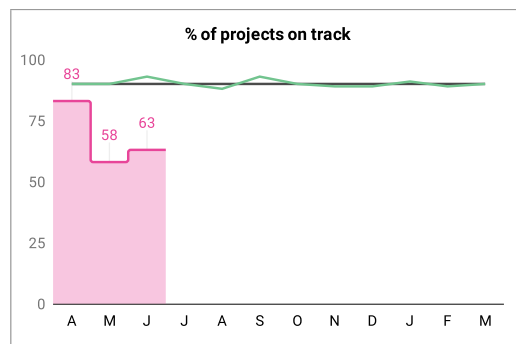
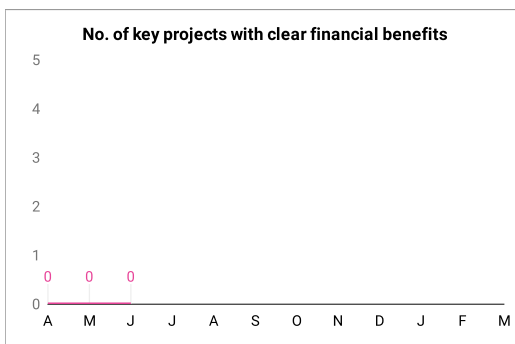
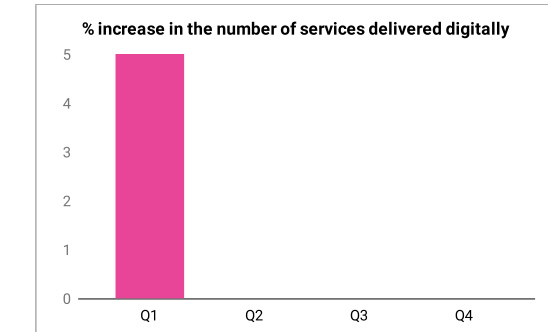
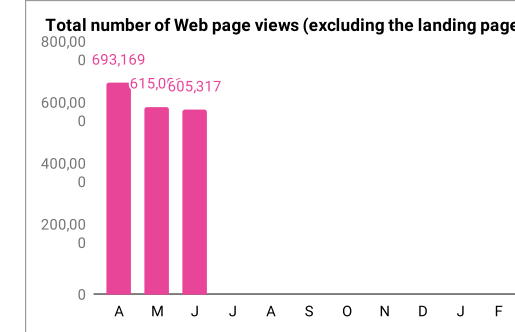
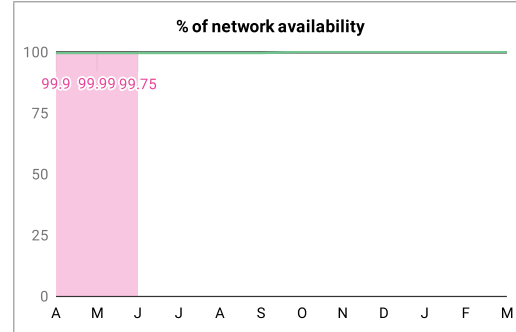
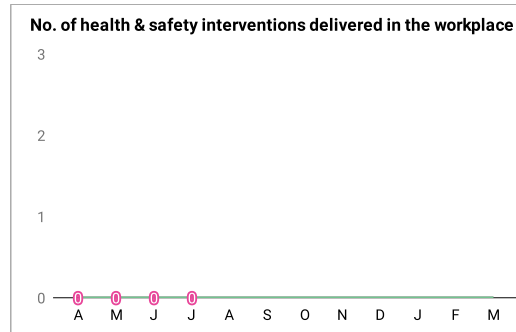
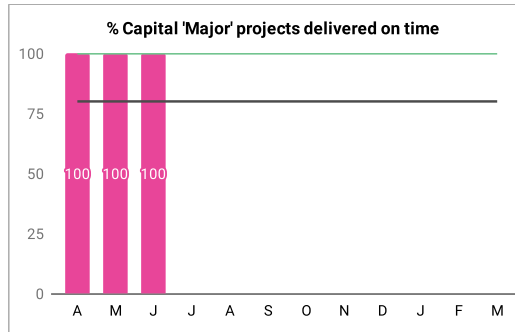
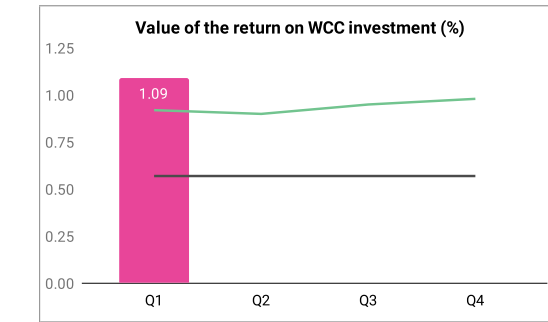
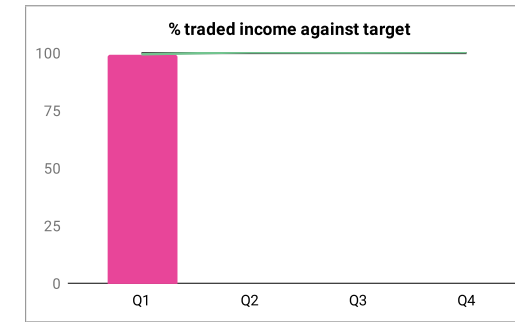
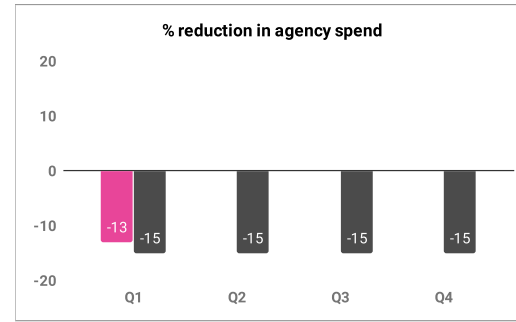
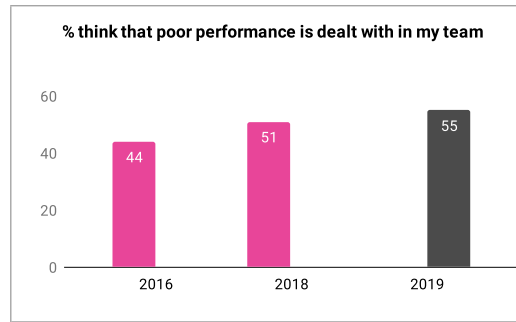
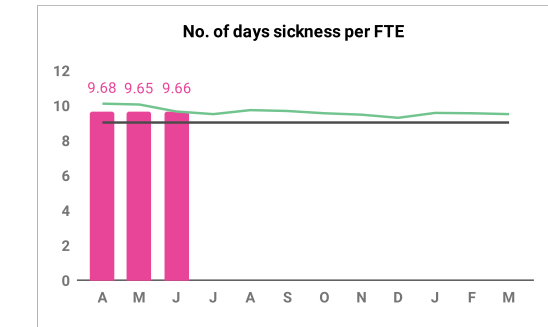
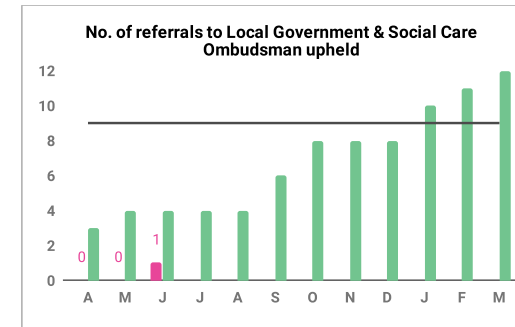
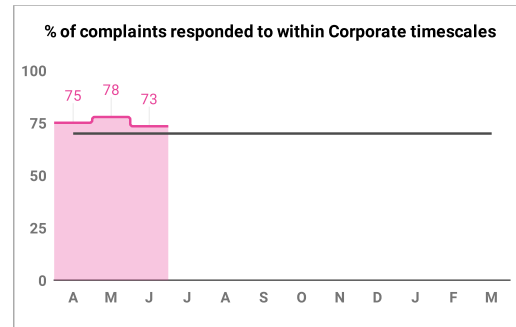
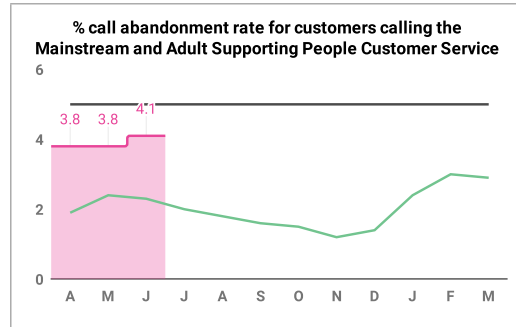
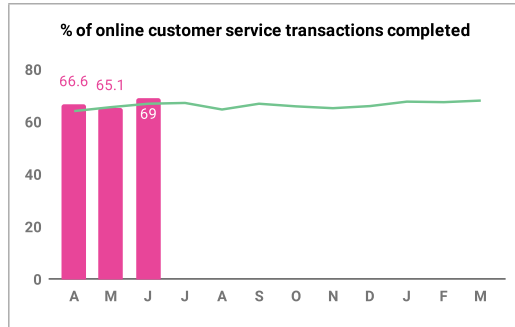
Quarterly OOP Progress Report

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



Quarterly OOP Progress Report

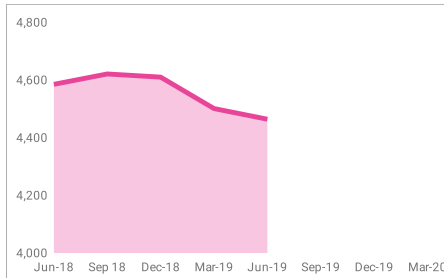
Making the best use of resources



Appendix Part 2: Headline HR Information

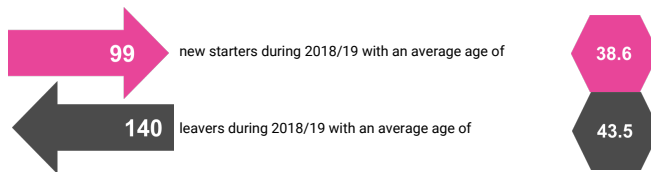
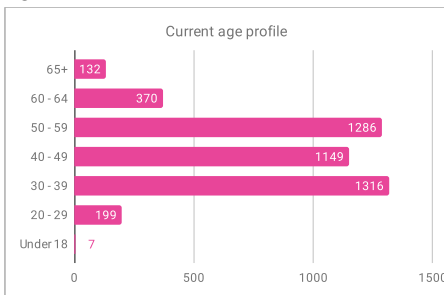
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

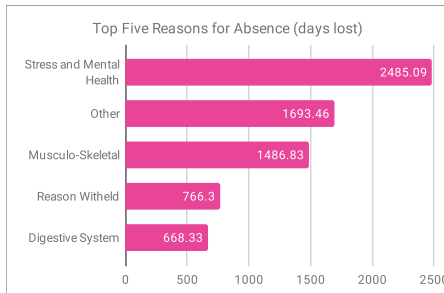


	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Headcount	4,585	4,621	4,610	4,501	4,464			
Full-time Equivalents	3,799	3,866	3,859	3,774	3,734			
Whole-time Equivalents	3,738	3,785	3,810	3,707	3,703			
Number of Posts	5,424	5,450	5,494	5,376	5,354			

Age Profile of our Workforce

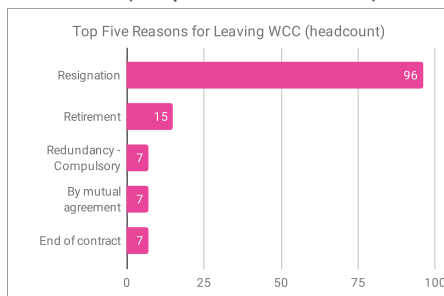


Sickness Absence Statistics



	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Days lost through sickness	9,466	8,263	6,799	36,213	9,068			
... of which short-term	3,061	2,646	2,624	13,511	2,962			
	32.4%	32.0%	38.6%	37.3%	32.7%			
... of which long-term	6,385	5,617	4,175	22,702	6,106			
	67.6%	68.0%	61.4%	62.7%	67.3%			

Staff Turnover (1st April 2019-30th June 2019)



	New Starters	Leavers	% Turnover
Headcount	99	140	14.09 (rolling year) 3.14 (Quarter 1)
Full-time Equivalents	80.1	117.7	
Posts	100	142	

The average days sickness is currently running at 9.66 days (rolling 12 months) which is tracking Quarter 1 performance from 2018/19. Absence continues to reduce with 9.5 days in 2018/19 being the lowest absence has been since 2012/13, however the low rate of reduction remains a concern.



Appendix 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

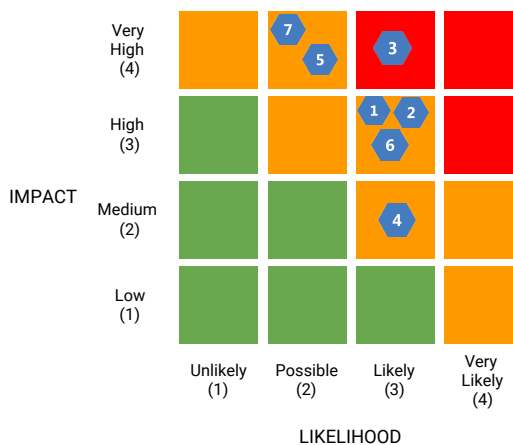
Gross Risk level

Net Risk Level

1	Government policies, new legislation, austerity measures and demographic pressures present challenges to sustainable service delivery.		
2	Continuing pressure on Adult Social Services, Health and Special Educational Needs & Disability provision.		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of our systems and data		
5	Inability to secure economic growth in Warwickshire		
6	Inability to keep our 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



Item 2b

Cabinet

12 September 2019

**2019/20 Financial Monitoring as at the end of June 2019 –
Revenue and Capital****Recommendations**

That Cabinet:

- a) Note the forecast underspend of £6.298m for the 2019/20 financial year on the Council's revenue budget.
- b) Approve the net transfer of £3.000m from the adults social care underspend to reserves.
- c) Approve the drawdown of the following earmarked reserves to support planned activity:
 - £0.223m for the Special Educational Needs and Disabilities (SEND) demand management programme;
 - £0.085m for the Warwickshire Bytes project
- d) Note the consolidation of existing transformation reserves to create a single transformation reserve to support the Corporate Transformation Programme.
- e) Note the forecast underspend on the capital programme of £17.752m.
- f) Approve the addition to the capital programme of £0.997m for additional Hawkes Point refurbishment costs and note that this will be funded from .revenue or from a contribution from property reserves.
- g) Approve the carry forward of the underspend on the capital programme of £17.752m into the 2020/21 and future years capital programme and the changes to the cost and funding of schemes detailed in the report and in Annexes A to M.

1. Purpose of the Report

- 1.1. This report outlines the forecast financial position of the council at the end of 2019/20 based on the information known at the end of the first quarter. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and over spending.

2. Financial Overview - Revenue

- 2.1. This report provides the first update to Cabinet on the Council's revenue financial position as at the end of June 2019. The forecast outturn position is set out in the table below and shows a total forecast underspend of £6.298m, representing 2.06% of the Council's net revenue budget.
- 2.2. It is important to note that the forecast is early in the financial year and is based on expenditure for the first three months of the year and forecast demands for the remainder of the year. The position is therefore likely to change throughout the year and Cabinet will be provided with regular updates.
- 2.3. Whilst the overall position is not one of an overspend, there are some areas that are already forecasting an overspend, primarily due to increasing demand for services. These have been reviewed by Corporate Board and will be subject to on-going monitoring to ensure mitigating actions are in place to reduce and manage expenditure.

Directorate	Approved Budget £m	Forecast Outturn £m	Forecast Over/(Under) Spend £m
Communities	179.683	188.336	8.653
People	242.969	239.348	(3.621)
Resources	43.021	41.669	(1.352)
Other Services	(159.332)	(169.310)	(9.978)
Total	306.341	300.043	(6.298)

Further detail on the cost pressures are set out later in the report. **Annexes A to M** outline the reasons for all material variations between the forecast spending and the budget. These annexes are available electronically.

3. Detailed Analysis - Revenue

3.1. COMMUNITIES DIRECTORATE - Forecast Overspend £8.653m

Service	Approved Budget £m	Forecast Outturn £m	Forecast Over/ (Under) Spend £m
Education Services	110.970	118.297	7.327
Environment Services	25.097	25.248	0.151
Fire and Rescue	20.351	20.507	0.156
Strategic Commissioner for Communities	23.265	24.284	1.019
Total	179.683	188.336	8.653

3.1.1 The Communities Directorate is forecast to overspend by £8.653m and the main reasons for this are as follows:

Education Services - £7.327m overspend

3.1.2 The forecast overspend on Education Services is as a result of increased demand and costs for high needs placements (£4.738m), agency placements for children with disabilities (£1.390m), and home to school transport (£1.459m).

3.1.3 The increases in demand for Education Services are largely due to the requirement to fund the education needs of young people up to age 25 with special educational needs and disabilities (SEND), increased numbers of children with Education, Health and Care (EHC) plans, and also more complex needs of children in agency placements.

3.1.4 Many of these services are funded from Dedicated Schools Grant (DSG). The DfE requires all local authorities to complete a recovery plan should their overspend on the DSG exceed 1%. The Council's forecast (1.14%) overspend exceeds the 1% threshold set by the DfE and therefore an agreed recovery plan will need to be in place by the end of the year should the forecast overspend continue at this level. The position is not unique to Warwickshire and is a national one, however it is being addressed and is being closely monitored.

Environment Services - £0.151m overspend

3.1.5 The forecast overspend is mainly as a result of additional staffing capacity required to support the Gypsy and Traveller service and also additional costs of the Stratford Park and Ride scheme.

Fire and Rescue Service - £0.156m overspend

3.1.6 The overspend is largely due to the need to provide staffing cover for long term sickness.

Strategic Commissioner for Communities - £1.019m overspend

3.1.7 Strategic Commissioning for Communities are currently forecasting an overspend of £1.019m. This is largely due to the under recovery of income due to planned increases in parking fees being delayed (£0.606m) and lower than anticipated income from business centres (£0.080m) and overspends in staffing budgets across the service (£0.325m).

3.2. PEOPLE DIRECTORATE - Forecast Underspend £3.621m

Service	Approved Budget	Forecast Outturn	Forecast Over/ (Under) Spend
	£m	£m	£m
Adult Social Care	152.761	147.915	(4.846)
Children and Families	56.977	57.907	0.930
Strategic Commissioner for People	33.231	33.526	0.295
Total	242.969	239.348	(3.621)

3.2.1 The People Directorate is forecast to underspend by £3.621m and the reasons for this are as follows:

Adult Social Care - £4.846m underspend

3.2.2 Within the service there are a number of areas that are experiencing an increase in demand and are overspending. These include: residential placements for all client groups (£0.5m), homecare for older people (£1m) and supported living for clients with a learning disability (£1.5m).

3.2.3 These overspends are being offset by underspends on:

- Direct Payments budgets due to slower than anticipated uptake of direct payments (£1m).
- Reablement staffing budgets due to vacancies (£0.4m).
- Lower than budgeted expenditure on adult services (£3m) due to the availability of some one-off funding
- Delays in project spend (£0.4m)
- Greater than budgeted income from client contributions for residential and domiciliary care (£3m).

3.2.4 It is proposed that £3m of the underspend on adult social care as a result of the one-off funding be transferred to reserves to mitigate against the risk of funding changes either through late announcements in the current financial year or changes in grants received in the next financial year.

Children and Families - £0.930m overspend

3.2.5 The forecast overspend on Children and Families takes account of some one-off funding that was made available for the current financial year. Without this, there is an underlying overspend of £3.4m

3.2.6 The reasons for the overspend are:

- Increased legal costs due to higher than planned activity levels (£0.400m).
- An overspend on staffing costs due to the non-achievement of the planned staffing saving for 2019/20 (£0.300m). Further plans are due to be discussed with the Senior Leadership Team to identify where posts can be safely removed.
- Increased cost of children's safeguarding and support for those aged under 16 due to higher than planned demand across all placement types (£4.396m) - internal fostercare (£0.592m), external fostercare (£1.340m) and residential placements (£2.464m).
- The increased costs are offset by one-off funding that has been made available in the budget to support the service.

3.2.7 Within the service there are also underspends on:

- Support, as corporate parents, for those aged over 16 (£0.602m) due to lower demand than anticipated.
- The need to take-up less adoption places outside of the Adoption Central England (ACE) area (purchased at £0.027m a place) than anticipated (£0.778m).

Strategic Commissioner for People - £0.295m overspend

3.2.8 The forecast overspend is the result of an increase in forecast staffing costs and overspends on the Drugs and Alcohol contract driven by increases in demand for detox/inpatient and prescribing services.

3.3. RESOURCES DIRECTORATE - Forecast Underspend £1.352m

Service	Approved Budget £m	Forecast Outturn £m	Forecast Over/ (Under) Spend £m
Business and Customer Support	11.142	11.151	0.009
Commissioning Support Unit	3.296	3.055	(0.241)
Enabling Services	21.450	20.410	(1.040)
Finance	4.572	4.342	(0.230)
Governance and Policy	2.561	2.711	0.150
Total	43.021	41.669	(1.352)

3.3.1 The Resources Directorate is forecast to underspend by £1.352m and the reasons for this are as follows:

Enabling Services – £1.040m underspend

3.3.2 The forecast underspend is £1.040m. The reasons for this underspend are: ICT development projects (£0.534m) and the procurement of ICT devices (£0.150m) being put on hold pending the implementation of the revised ICT infrastructure model and staffing and agency and licensing underspends pending the service redesign (£0.367m).

Other Resources Directorate Services - £0.312m underspend

3.3.3 The forecast underspend of £0.312m is due to vacancies and posts being held vacant pending the implementation of the service redesigns later in 2019/20.

3.4. OTHER SERVICES - Forecast Underspend £9.978m

Service	Approved Budget £m	Forecast Outturn £m	Forecast Over/ (Under) Spend £m
Government Grants and Business Rates	(131.141)	(133.511)	(3.370)
Central Block DSG and other grants to support schools and pupils	(81.129)	(81.129)	-
Capital Financing Costs	40.263	33.565	(6.698)
Other corporate costs	11.676	11.766	0.090
Total	159.331	169.309	(9.978)

3.4.1 There are two material underspends in Other Services. These are:

- Additional business rates income and compensatory government grants to offset the impact of changes to exemptions and discounts not known at the time the budget was set - £3.038m.
- Lower capital financing costs than provided for in the budget as a result of slippage in the capital programme and the level of the unallocated Capital Investment Fund requiring less borrowing to be taken out in 2019/20 - £6.700m.

4. Delivery of the Savings Plan

4.1. Planned savings of £14.221m are included within the 2019/20 revenue budget. Four Services are presently forecasting that they will not meet their 2019/20 savings targets, with the overall shortfall expected to be £4.547m. These shortfalls are already reflected in the revenue monitoring position set out in the report and whilst they do not impact further on the monitoring position, it is important that there remains a focus on savings targets and whether these are being achieved or not. A summary position is set out in the table below.

Service	2019/20 Savings Target £m	Forecast Shortfall £m	Commentary
Strategic Commissioner for Communities	1.141	0.686	A £0.686m shortfall comprised of £0.606m relating to the delayed introduction of a new charging schedule for parking permits and £0.080m shortfall in the projected increased income from new business centres because the anticipated investment in additional business centre capacity has not been progressed as quickly as anticipated..

Children and Families	4.930	3.339	A £3.339m shortfall comprised of: <ul style="list-style-type: none"> • demand management savings (£0.279m), • legal services savings (£0.150m), although it is early in the financial year to predict trends in this highly volatile area of spend. • placement costs for Children Looked After (£2.760m) where the number of purchased weeks and cost of these weeks have both risen. This is the most significant element of the service's overall overspend.
Strategic Commissioner for People	2.820	0.387	A net shortfall of £0.387m comprising: <ul style="list-style-type: none"> • A £0.728m shortfall arising from the increase in demand-led prescribing costs for Drugs and Alcohol service giving rise to concerns about the feasibility of the savings target. • An offsetting £0.341m over delivery in respect of the savings from staffing and overheads exceeding its target.
Environment Services	0.605	0.530	A £0.075m shortfall as a result of: the delay in moving to Hawkes Point from Montague Road reducing the additional income the service was expecting to generate (£0.025m), new income from the implementation and operation of a highway permit scheme for Solihull MBC that has not materialised (£0.025m) and a lower saving than anticipated from gritter optimisation routes (£0.025m).

5. Reserves

5.1. At the end of 2018/19 the Council's reserves were £158.974m. In addition to the proposal to make a contribution to reserves of £3m from the adults social care underspend, approval is sought from the drawdown of reserves totalling £0.308m for activities to be undertaken in 2019/20 for which earmarked reserves are available:

- Education Services (£0.223m) to support the SEND demand management programme in 2019/20;
- Business & Customer Support Services (£0.085m) to complete the Warwickshire Bytes project.

5.2. Once the funding for these two projects is drawn down the reserves will be closed. As a result of these contributions to and from reserves and the impact of the forecast underspend, the reserves are forecast to increase to £165.272m at the end of the financial year.

5.3. One third of reserves are held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to

manage known financial risks, to cash-flow timing differences between when spend is incurred and savings are delivered or for specific investment in projects. Financially this continues to place us in a healthy position to address the financial challenges facing the authority as a result of the current levels of uncertainty about future local government funding and the demand-led pressures that will need to be managed as part of developing a financially sustainable 2020-25 Council Plan.

- 5.4. The Council currently holds a number of reserves to support transformation. Following the restructure of the organisation and the creation of a Council-wide transformation programme, the following reserves are to be consolidated to provide a central transformation reserve and have no impact on current governance arrangements:
- Corporate Transformation Fund
 - Corporate Systems Replacement Reserve
 - Resources Transformation Fund
 - Resources Systems Replacement Reserve

6. Capital Programme

- 6.1. The Council's capital programme for 2019/20 was set as £170.541m. Since then Council/Cabinet/Portfolio Holders have approved schemes to be funded from the Capital Investment Fund (£17.684m) and other funding sources (£1.600m). Other schemes totalling £20.890m have been phased into later years. This was agreed as part of the 2018/19 outturn. Additional schemes have also been added to the capital programme funded from ring-fenced government grant (£1.607m) and revenue contributions in accordance with the Council's approved capital strategy (£0.200m).
- 6.2. A potential overspend on the Montague Road/Hawkes Point project (£0.997m) has emerged for the funding of new roof on Hawkes Point to ensure the building is fit for purpose, meets health and safety standards, ensures that new racking systems to replace existing racking and shelving systems that cannot be reused are in place and that ongoing costs of maintaining the building are minimised. Delaying this work is likely to cost more in the longer term and will be more disruptive to the operational running of services. Approval is sought to increase the capital programme to allow this work to take place prior to the staff relocating to the site. The additional cost will be funded by a revenue contribution from the service and/or property reserves.
- 6.3. The net impact of these changes has increased the overall capital programme to £171.739m for 2019/20. The additions to the capital programme are set out below.

Additions to the Capital Programme	
Scheme	Value £m
Developer and Grant Funded Schemes	
• Coleshill Secondary School	1.000
• Disability access schemes	0.400
• Preliminary works at a new school in Leamington	0.100
• Paddox Primary	0.100
Capital Investment Fund Schemes	
• Contribution to the purchase of the Nuneaton Co-op building	1.500
• Pears Centre	10.640
• Rugby Parkway	2.637
• Temple Hill/Lutterworth Road casualty reduction scheme	1.601
• Children's Centres	0.280
• Household Waste Recycling Centre Replacement Equipment	0.526
Re-phasing of schemes as part of 2018/19 outturn	(20.890)
Ringfenced government grant	
• Additional highways maintenance grant	1.607
Revenue Funded Schemes	
• ICT software development	0.200
• Montague Road/Hawkes Point (subject to approval)	0.997
Total	1.198

- 6.4. Expenditure on the capital programme is forecast to be £153.897m which is £17.752m (10%) lower than planned. This is as a result of changes to the phasing of projects such that spending will now be incurred in future years.
- 6.5. The main reasons for the £17.752m spend being delayed until later years compared to the approved budget are:

Environment Services – £8.4m

The slippage into future years is across a number of road schemes including:

- Stanks Island junction - £2.9m reduction in construction costs in 2019/20 compared to the budget. The funding will be held for construction costs, compensation events and unexpected risks in 2020/21.
- A46 Stoneleigh - £2m slippage to take account of the timing of the anticipated release of external funding.
- A47 Hinckley - £1m slippage as delivery of the scheme is delayed due to the lack of capacity to assess options as part of the design phase.

- A3400 - £1m slippage because changed developer timescales means construction is now not expected to start until early 2020.
- Shottery Link Road - £2m slippage as construction of this developer funded scheme is now estimated to start in September 2019 and continue until 2020.
- A4023 Coventry Highway - £1.5m delay in the construction of this developer funded scheme due to the time taken to reach technical approval between the council and the developer.

Strategic Commissioner for Communities - £7.143m

The main reasons for this are:

- Crick Road - £2.2m delay as land negotiation and planning application activities have not yet commenced.
- Bermuda Connectivity - £2.8m delay as a result of land acquisitions and detailed design not being finalised. This will result in the construction contract commencing later than forecasted.
- Temple Hill/Lutterworth Road Casualty Reduction Scheme - £1.0m delay due to a lack of capacity in Design Services to start work on the scheme.
- The remaining £1.2m is mostly slippage on various developer funded schemes.

Adult Social Care - £0.200m

Funding prioritised to support People Directorate technical developments has slipped into the following year as no requirements have been identified as yet for this area of funding.

Public Health and Strategic Commissioning - £0.427m

Development priorities for the Client Information System Review have been identified for 2019/20 however further work to develop the business cases is still required meaning investment is now unlikely to be required before 2020/21.

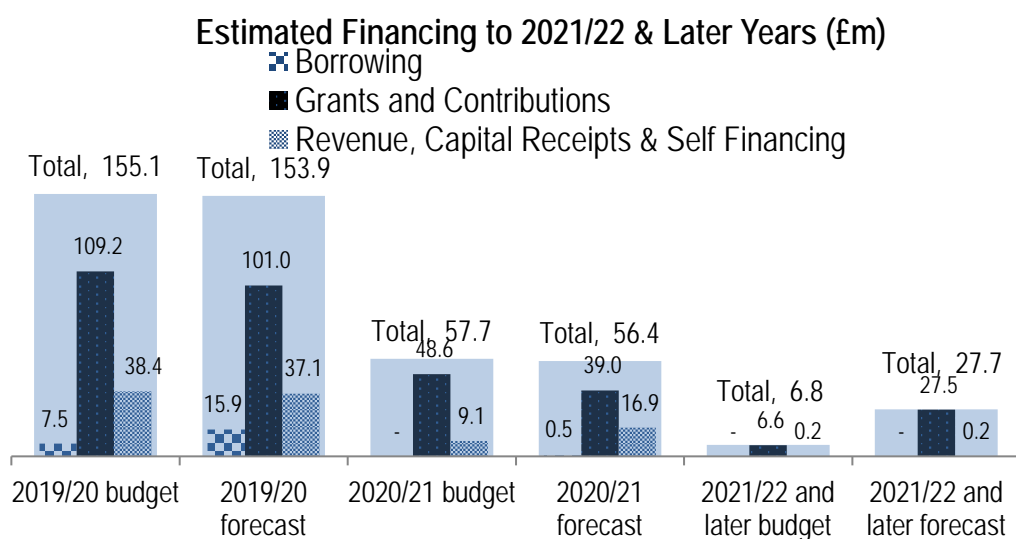
Governance and Policy – £0.341m

Due to staff turnover implementation of the Rural Services capital maintenance programme has been delayed.

- 6.6. Slippage in the capital programme means the benefits expected from the capital investment are delayed. As a result, as part of developing the Medium Term Financial Strategy and associated capital strategy for Members consideration later in the year, Corporate Board have been focussed on the actions needed to ensure a more timely delivery of the capital programme. Any emerging proposals will be brought forward to Members for consideration.

- 6.7. A number of transport capital schemes have been delayed due to limited capacity to complete engineering design work and technical approvals. This shortfall in capacity arose due to the quantity and complexity of capital projects being required by both developers and to deliver on the Council's priorities. A major staffing restructure has recently been completed in Design Services which has resulted in a significant level of recruitment and therefore a number of projects will now be taken forward.
- 6.8. 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 exclude the remaining unallocated Capital Investment Fund.

	2019/20 budget £000	2019/20 forecast £000	2020/21 budget £000	2020/21 forecast £000	2021/22 and later budget £000	2021/22 and later forecast £000
Corporate Borrowing	7,500	15,886	-	500	-	-
Self-financed Borrowing	-2,430	-2,430	995	995	-	-
Grants and Contributions	109,205	100,991	48,613	38,957	6,569	27,505
Capital Receipts	39,058	35,664	6,993	14,780	-	-
Revenue	1,726	3,786	1,138	1,138	192	192
Total	155,060	153,897	57,739	56,370	6,761	27,697



- 6.9. 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 Annexes, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources.

7. Financial Implications

- 7.1. The report outlines the forecast financial performance of the authority for 2019/20. There are no additional financial implications to those detailed in the main body of the report. The key financial issue is the need for the Medium Term Financial Strategy to reflect: the need to put sustainable solutions in place for those services reporting material demand-led overspends, the need to ensure the ambitions of the capital strategy are aligned to the capacity to deliver and that any plans developed to balance the budget going forward are robust so any decisions can be taken promptly.

8. Environmental Implications

- 8.1. There are no specific environmental implications as a result of the information and decisions outlined in the report.

Background Papers

None

	Contact Information
Report Authors	Andrew Harper, Finance Manager - Capital andrewharper@warwickshire.gov.uk Lisa Fynn, Principal Accountant, Financial Planning lisafynn@warwickshire.gov.uk
Assistant Director	Lisa Kitto, Finance lisakitto@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property; cllrbutlin@warwickshire.gov.uk

No elected members have been consulted in the preparation of this report.

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Environment Services	174	174	0	0	0	0	174	174	0	
Trading Standards & Community Safety	3,685	3,836	151	(1,441)	(1,457)	(16)	2,244	2,379	135	Overspend is due to 1 FTE for 12 months to help with capacity issues in the Gypsy and Traveller team. Also, an increase in spend on repair and maintenance of buildings/sites due to old properties but also down to vandalism. Finally, there is also an expectation that rent collection from certain sites will be less than budgeted which has happened in previous years.
County Highways	17,634	17,628	(6)	(4,662)	(4,702)	(40)	12,972	12,926	(46)	The variance sits within the Network Management - a prudent estimate of additional income offset by some additional spend in Rights of Way.
Planning Delivery	3,337	3,318	(19)	(2,824)	(2,828)	(4)	513	490	(23)	In year salary savings due to vacancies.
Transport Delivery	36,834	36,998	164	(28,299)	(28,399)	(100)	8,535	8,599	64	Overspend relates to site in Stratford Park & Ride and relates to the costs of the Bus Service. There are plans to try and mitigate this with future development of part of the land providing additional income streams. This may not happen in 2019/20.
Engineering Design Services	6,684	7,267	583	(6,224)	(6,750)	(526)	460	517	57	Variance comprised of two small overspends in Bridges and S278. Anticipate that these will be mitigated during the year with additional income but, until income charges are raised and the trend for the year emerges, a prudent approach to out turn income has been taken.
Emergency Management	245	245	0	(46)	(84)	(38)	199	161	(38)	Funding provided for a 12 month post to help with Brexit.
Net Service Spending	68,593	69,466	873	(43,496)	(44,220)	(724)	25,097	25,246	149	

Environment Services - Scott Tompkins
 Strategic Director - Mark Ryder
 Portfolio Holders - Jeff Clarke

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'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
Community Services - Savings	17	(17)	(97)	(97)		
Environment Services - Savings	0		(52)	(52)		
Domestic Homicide Reviews	100			100		
Proceeds of Crime	147			147		
S38 Developer Funding	350			350		
Flood Management Reserve	695	(235)		460		
Total	1,309	(252)	(149)	908	0	

Environment Services - Scott Tompkins
 Strategic Director - Mark Ryder
 Portfolio Holders - Jeff Clarke

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm	50	0	50	
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	
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.	165	59	165	
Energy savings as a result of the capital investment into LED technology within our street lighting stock.	300	300	300	
Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	25	0	0	This savings target is under pressure due to the move to Hawkes Point having been delayed and therefore increased income earning opportunity is yet to begin.
Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25		0	If saving does not materialise as envisaged any shortfall will be offset by reduced spend elsewhere in the winter maintenance budget.
Winter gritting route optimisation as a result of rationalising depots to a single south depot.	25		0	If saving does not materialise as envisaged any shortfall will be offset by reduced spend elsewhere in the winter maintenance budget.
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	
Total	605	374	530	
	Target		605	605
Remaining Shortfall/(Over Achievement)		231	75	

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2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total	Variance in Year £ 000's	Total Variance £ 000's	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,098	148	0	0	59,246	59,098	148	0	0	59,246	0	0	
10421000	Portobello Bridge	524	70	1,461	5	2,060	524	70	1,461	5	2,060	0	0	
11221000	M40 Junction 12	11,856	177	557	0	12,590	11,856	177	557	0	12,590	0	0	
11272000	Rugby Gyratory Improvements	1,563	25	0	0	1,588	1,563	25	0	0	1,588	0	0	
11509000	A444 Coton Arches, Nuneaton	3,474	246	0	0	3,720	3,474	246	0	0	3,720	0	0	
11510000	A46 Stanks Island, Warwick	620	5,970	0	0	6,590	620	3,046	2,924	0	6,590	-2,924	0	Construction costs came in lower than expected. Remaining money to be used for compensation events/unexpected risks which, if there are any, would be paid at scheme completion in 2020/21.
11604000	A444 Corridor Improvements - Phase 2	61	1,010	2,528	1,000	4,599	61	500	2,000	2,038	4,599	-510	0	Further modelling is being carried out using updated traffic data captured following the completion of Coton Arches. The programme has slipped and construction work is not expected to start until 2020/21 hence less funding required in 2019/20.
11605000	A3400 Bham Road Stratford Corridor Improvements	65	2,960	500	0	3,525	65	2,205	1,254	0	3,524	-754	0	Preliminary designs undergoing RSA1. Next stage detailed design. Works due to start early 2020, lasting approximately 6 months
11649000	A46 Stoneleigh Junction Improvements	2,034	4,998	3,000	0	10,032	2,034	3,061	0	4,937	10,032	-1,937	0	CIF funding (£10m) has been re-profiled into 2021/22 to take account of anticipated external funding which should be released at the end of 2019/20 year. Funding in 2019/20 assumes a decision by Cabinet to approve draw down against the CIF allocation.
11669000	Lawford Road / Addison Road Casualty Reduction	16	830	0	0	846	16	830	0	0	846	0	0	
11694000	A47 Hinckley Road Corridor	95	3,390	0	0	3,485	95	2,390	1,000	0	3,485	-1,000	0	Delivery of the scheme delayed as options are assessed during the design phase
Street Lighting														
11279000	Pump Priming allocation for LED street lighting	3,230	0	2,000	0	5,230	3,230	1,280	0	0	4,510	1,280	-720	Budget reallocation to 11719*** for new year
11651000	Street Lighting base budget 18-19	713	163	0	0	876	713	0	0	0	713	-163	-163	Budget reallocation to 11719*** for new year
11719000	Street Lighting base budget 19-20	0	0	0	0	0	0	883	0	0	883	883	883	Reallocation of new codes £720k + £163,105 carry over from prior year allocation
Structural Bridge Maintenance														
10977000	Minor Bridge Maintenance Schemes 2011/2012	1,014	21	0	0	1,035	1,014	0	0	0	1,014	-21	-21	Funding reallocated to other financial year to fund current projects
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,303	58	0	0	2,361	2,303	0	0	0	2,303	-58	-58	Funding reallocated to other financial year to fund current projects
11382000	Minor Bridge Maintenance schemes 2015/2016	1,617	33	0	0	1,650	1,617	28	0	0	1,645	-5	-5	Funding reallocated to other financial year to fund current projects
11457000	Minor Bridge Maintenance schemes 2016/2017	496	67	0	0	563	496	87	0	0	583	20	20	Funding reallocated to other financial year to fund current projects
11587000	Minor Bridge Maintenance schemes 2017/2018	1,897	181	0	0	2,078	1,897	464	0	0	2,361	283	283	Funding reallocated to other financial year to fund current projects
11658000	Minor Bridge Maintenance schemes 2018/2019	724	585	0	0	1,309	724	1,294	0	0	2,018	710	710	Funding reallocated to other financial year to fund current projects
11717000	Bridges Base Budget 2019 2020	0	0	0	0	0	0	562	0	0	562	562	562	Funding reallocated to other financial year to fund current projects
Structural Maintenance of Roads														
11545000	Highways Maintenance 19-20	0	16,677	0	0	16,677	0	0	0	0	0	-16,677	-16,677	DfT Highways allocations transferred to Bridges and Traffic Signals
11720000	County Highways Base Budget 19-20	0	0	0	0	0	0	18,035	0	0	18,035	18,035	18,035	Additional allocation of £344,652 inflation plus £441,714 additional revenue contribution
Traffic Signals														
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	13	0	0	194	0	0	
11458000	Traffic Signals 2016-17	202	0	0	0	202	202	0	0	0	202	0	0	
11591000	Traffic Signals Base Budget 2017-18	278	0	0	0	278	278	0	0	0	278	0	0	
11657000	Traffic Signals Base Budget 2018-19	235	35	0	0	270	235	35	0	0	270	0	0	
11718000	Traffic Signals Base Budget 2019-20	0	0	0	0	0	0	250	0	0	250	250	250	New allocation for 2019/20 from DfT Highways funding
Flood management														
11424000	Snitterfield Flood Alleviation	2,793	0	0	0	2,793	2,793	0	0	0	2,793	0	0	
11427000	Ladbrooke Flood Alleviation	60	2	0	0	62	60	4	0	0	64	2	2	Environment Agency grant income received
11514000	Grendon Property Level Protection	8	0	0	0	8	8	0	0	0	8	0	0	
11550000	Flood modelling	92	11	0	0	103	92	11	0	0	103	0	0	
11574000	Kites Hardwick flood alleviation	76	0	0	0	76	76	27	0	0	103	27	27	Additional expenditure funded from revenue
11599000	Cherrington Flood Risk Management Scheme	57	8	0	0	65	57	8	0	0	65	0	0	
11686000	Whiteacre Health Flood Alleviation	36	13	0	0	49	36	14	0	0	50	1	1	Additional expenditure funded from revenue
Community Safety														

11712000	Gypsy & Traveller bit of Countryside Maint £20k	0	53	0	0	0	73	0	0	0	20	20	Additional £20,000 from Country Parks project 11536000 (see Communities) - this is for the 2018/19 maintenance allocation that was missed when the service split as a result of the Transformation Programme.
Archaeology & Ecology													
11727000	Ford Ranger 4x4	0	0	0	0	0	12	0	0	12	12	12	Purchase of a new vehicle which is funded by revenue
Developer Funded Transport - s106 schemes													
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	329	0	0	391	62	329	0	0	391	0	0
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	9	0	0	9	0	9	0	0	9	0	0
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Strores)	0	0	75	0	75	0	0	75	0	75	0	0
11194006	Install Variable Message Signs A444 (Prologis)	0	82	0	0	82	0	82	0	0	82	0	0
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	45	0	0	45	0	45	0	0	45	0	0
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	6	0	0	6	0	0
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	-40	0	0	0	-40	-40	0	0	0	-40	0	0
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES	40	0	0	0	40	40	0	0	0	40	0	0
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	21	9	0	0	30	21	9	0	0	30	0	0
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	345	1,363	0	0	1,708	345	1,363	0	0	1,708	0	0
11464000	Clifton on Dunsmore Traffic Calming S106	393	0	0	0	393	393	-72	0	0	321	-72	-72
Developer Funded Transport - Europa Way													
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	1,747	1,753	0	0	3,500	1,747	1,753	0	0	3,500	0	0
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	1,201	2,807	0	0	4,008	1,201	2,807	0	0	4,008	0	0
11636000	A452 Myton Road And Shire Park Roundabouts	28	0	3,773	0	3,801	28	0	3,773	0	3,801	0	0
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	19	0	7,481	0	7,500	19	0	0	7,481	7,500	0	0
11638000	A452 M40 spur west of Banbury Road	9	0	7,591	0	7,600	9	0	0	7,591	7,600	0	0
Developer Funded Transport - s278 schemes													
10010001	Unallocated S278 developer funds	-40	0	1,656	0	1,616	-40	0	1,656	0	1,616	0	0
10438000	Leamington, Junction Alterations at Former Potterton Works	4	26	0	0	30	4	0	0	0	4	-26	-26
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	307	73	0	0	380	307	73	0	0	380	0	0
11195013	S278 Wellesbourne Distribution Park Signs	35	26	0	0	61	35	26	0	0	61	0	0
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	628	243	0	0	871	628	243	0	0	871	0	0
11326000	Elliot's Field Retail Park	815	0	0	0	815	815	0	0	0	815	0	0
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	0	199	0	204	-199	0
11328000	New Roundabout Southam Road Kineton	466	12	0	0	478	466	0	0	0	466	-12	-12
11336000	Ansty Business Park Phase 3	1,452	1,559	0	0	3,011	1,452	809	750	0	3,011	-750	0
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	335	329	6	0	0	335	0	0
11423000	A423 Coventry Road Southam New Priority Junction S278	508	5	0	0	513	508	5	0	0	513	0	0
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	868	97	0	0	965	868	97	0	0	965	0	0
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	247	3	0	0	250	247	3	0	0	250	0	0
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,639	61	0	0	2,700	2,639	61	0	0	2,700	0	0
11436000	B4087 Oakley Wood Road Bishops Tachbrook	364	140	0	0	504	364	140	0	0	504	0	0
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	500	0	0	501	1	500	0	0	501	0	0
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	335	15	0	0	350	335	15	0	0	350	0	0
11505000	A422 Alcester Road, Stratford upon Avon	250	3	0	0	253	250	3	0	0	253	0	0
11507000	A428 Lawford Road, Rugby	291	204	0	0	495	291	204	0	0	495	0	0
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	64	0	0	122	0	0
11511000	A429 Ettington Road, Wellesbourne	1,219	16	0	0	1,235	1,219	16	0	0	1,235	0	0
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	116	33	0	0	149	116	0	0	0	116	-33	-33
													Scheme completed at a lower cost than estimated.

11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	67	354	0	0	421	67	354	0	0	421	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	218	67	0	0	285	218	67	0	0	285	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	400	0	0	401	1	400	0	0	401	0	0	
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	275	26	0	0	301	275	26	0	0	301	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	140	95	0	0	235	140	95	0	0	235	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	13	77	0	0	90	13	77	0	0	90	0	0	
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	1,000	0	0	1,000	0	250	750	0	1,000	-750	0	Construction is not expected to start until early 2020 due to Developer timescales
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	400	0	0	401	1	100	300	0	401	-300	0	Construction is not expected to start until early 2020 due to Developer timescales
11578000	C98 Loxley Road, Tiddington.	0	650	0	0	650	0	650	0	0	650	0	0	
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	1,186	1,514	0	0	2,700	1,186	1,514	0	0	2,700	0	0	
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	8	3,492	0	0	3,500	8	1,492	2,000	0	3,500	-2,000	0	Construction is estimated to start in Sept 2019 and continue until 2020
11595000	A422 Banbury Road Ettington Ghost Island	286	12	0	0	298	286	12	0	0	298	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	134	816	0	0	950	134	816	0	0	950	0	0	
11598000	A426 Leicester Road Rugby Highways Improvements S278	2,581	0	0	0	2,581	2,581	0	0	0	2,581	0	0	
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	1	150	0	0	151	1	150	0	0	151	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	54	96	0	0	150	54	96	0	0	150	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	350	0	0	350	0	350	0	0	350	0	0	
11616000	A47 The Long Shoot (Callendar Farm) highway alterations S278	0	10	0	0	10	0	0	0	0	0	-10	-10	This scheme has been cancelled by the Developer
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	111	189	0	0	300	111	189	0	0	300	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	450	0	0	450	0	450	0	0	450	0	0	
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	413	1,387	0	0	1,800	413	1,387	0	0	1,800	0	0	
11664000	C8 Trinity Road, Kingsbury (St Modwen)	2	1,498	0	0	1,500	2	1,498	0	0	1,500	0	0	
11665000	D538 Station Road, Coleshill (Aldi Stores)	4	146	0	0	150	4	146	0	0	150	0	0	
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	85	0	0	85	0	0	
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	400	0	0	400	0	400	0	0	400	0	0	
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	400	0	0	400	0	400	0	0	400	0	0	
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	350	0	0	350	0	350	0	0	350	0	0	
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	600	0	0	600	0	750	0	0	750	150	150	Estimate increased during the technical approval process as scope of scheme is established.
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	400	0	0	400	0	200	200	0	400	-200	0	Scheme recently added to capital programme. Delivery timescales updated to match developer's programme
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	250	0	0	250	0	250	0	0	250	0	0	
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	0	400	0	0	400	0	0	400	0	400	-400	0	Scheme delayed to match developer timescales
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	2,027	873	0	0	2,900	2,027	873	0	0	2,900	0	0	
11688000	S278 Highway Impts Rugby Free School	114	436	0	0	550	114	436	0	0	550	0	0	
11695000	A4023 Coventry Highway, Mappleborough Green.	1	2,499	0	0	2,500	1	1,000	1,499	0	2,500	-1,499	0	Construction delayed due to time taken to grant Technical Approval
11696000	A428 Crick Road, Rugby. Developers	11	489	0	0	500	11	489	0	0	500	0	0	
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby. Developers	0	500	0	0	500	0	500	0	0	500	0	0	
11698000	B4632 Campden Road, Clifford Chambers. Developer	0	300	0	0	300	0	300	0	0	300	0	0	
11699000	B5000 Grendon Road, Polesworth. Developer	0	300	0	0	300	0	300	0	0	300	0	0	
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	1	449	0	0	450	1	449	0	0	450	0	0	
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	0	450	0	0	450	0	450	0	0	450	0	0	

11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	0	750	0	0	750	0	400	350	0	750	-350	0	Construction not expected to start until 2020
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	0	750	0	0	750	0	750	0	0	750	0	0	
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	0	650	0	0	650	0	650	0	0	650	0	0	
Grand Total		117,926	71,959	30,622	1,005	221,512	117,926	63,542	21,148	22,052	224,668	-8,415	3,158	

Education Services - Ian Budd
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Education Services	4,324	6,252	1,928	(211)	(196)	15	4,113	6,056	1,943	£1.5m relates to the overspend on the DSG High Needs Block, and is due to additional place funding for Academy Special Schools. There is a reported overspend of £0.653m on the DSG Early Years block, this is off-set against a corresponding underspend within Education & Early Years, as the DfE will clawback any overpayments in funding.
Education & Early Years (Commissioning & Strategy)	56,462	56,879	417	(4,364)	(4,055)	309	52,098	52,824	726	Home to School Transport is forecasting to overspend by £1.459m, the DSG Early Years block is forecasting an underspend of £0.653m, as detailed above this will be clawed back by the DfE.
SEND & Inclusion (Commissioning & Strategy)	56,526	63,470	6,944	(3,028)	(5,222)	(2,194)	53,498	58,248	4,750	Of this £4.7m, £3.3m relates to the overspends on the DSG High Needs blocks with the significant overspends being reported on the demand led top up budgets, paid to Schools. The core revenue budgets within Children With Disabilities are forecasting an overspend of £1.4m. Pressure on the High Needs' block is a national issue, and the new SEND Board and High Needs Task & Finish group are focussed on addressing this problem.
Education Service Delivery	8,911	8,643	(268)	(7,650)	(7,475)	175	1,261	1,168	(93)	Forecasting a surplus due to staffing changes/vacancies, increase in subscriptions for some traded services.
Net Service Spending	126,223	135,244	9,021	(15,253)	(16,948)	(1,695)	110,970	118,296	7,326	
Education Services - DSG funded	80,623	85,175	4,552	(2,186)	(2,000)	186	78,437	83,175	4,738	
Education Services - Core funded	45,600	50,069	4,469	(13,067)	(14,948)	(1,881)	32,533	35,121	2,588	
Net Service Spending	126,223	135,244	9,021	(15,253)	(16,948)	(1,695)	110,970	118,296	7,326	

Education Services - Ian Budd
 Strategic Director - Mark Ryder
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2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Education & Learning - Savings	0		(2,365)	(2,365)		
SEND Earmarked Reserve	223		(223)	0	223	Funding to support the SEND programme. Once the funding has been drawn down the reserve will be closed.
School Improvement Monitoring & Brokering Reserve	420		0	420		
Education MIS Project	50		0	50		
DSG Reserve	0		(4,738)	(4,738)		
Virtual School for LAC	43		0	43		
Total	736	0	(7,326)	(6,590)	223	

Education Services - Ian Budd
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
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	
Stop funding redundancy costs for schools and only provide for existing commitments	121	121	121	
Total	156	156	156	
Target		156	156	
Remaining Shortfall/(Over Achievement)		0	0	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	9,334	1,520	0	0	10,854	9,334	1,520	0	0	10,854	0	0	
Learning - Non Schools														
11399000	CMS Musical Instruments 2015/16-2017-18	80	0	0	0	80	80	22	0	0	102	22	22	Expenditure incurred will be funded from a revenue contribution from Warwickshire Music
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	54	0	0	186	0	0	
11715000	Marle Hall refurbishment works	35	0	0	0	35	35	0	0	0	35	0	0	
Learning - Other														
11476000	Nursery & pre school provision minor works	13	0	0	0	13	13	40	0	0	53	40	40	Revenue contribution project at St Patricks added £40K
11499000	Bidford Primary & Willow Tree Nursery separation works	33	4	0	0	37	33	4	0	0	37	0	0	
11573000	Planning & Development block header 17/18	24	176	0	0	200	24	176	0	0	200	0	0	
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	257	1,393	0	0	1,650	257	1,393	0	0	1,650	0	0	
11630000	Minor Works 18/19	158	130	0	0	288	158	130	0	0	288	0	0	
11678000	Seedlings Nursery HRI Wellesbourne	0	120	0	0	120	0	120	0	0	120	0	0	
11682000	Temporary classroom removal	54	96	0	0	150	54	96	0	0	150	0	0	
Primary - expansion														
11073000	All Saints Junior Extension (Pupil Places) Warwick	932	1	0	0	933	932	1	0	0	933	0	0	
11255000	Paddox School extension - targeted basic need	2,688	0	0	0	2,688	2,688	4	0	0	2,692	4	4	Increase spend by £4k from unallocated Education capital grant for the final account balance.
11263000	Long Lawford extension (pupil places)	773	0	0	0	773	773	0	0	0	773	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	0	0	0	870	870	0	0	0	870	0	0	
11386000	Long Lawford Primary permanent expansion	2,259	882	0	0	3,141	2,259	882	0	0	3,141	0	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	752	0	0	0	752	752	0	0	0	752	0	0	
11401000	Hillmorton Primary Permanent Expansion	3,041	1	0	0	3,042	3,041	1	0	0	3,042	0	0	
11468000	Oakfield Primary expansion (Academy)	530	0	0	0	530	530	0	0	0	530	0	0	
11470000	Nathaniel Newton Infants, extension re bulge class	182	4	0	0	186	182	4	0	0	186	0	0	
11471000	The Ferncumbe Primary School	100	50	0	0	150	100	20	0	0	120	-30	-30	Transfer Budget of £30,000 from this Ferncumbe project 11471001 to another Ferncumbe project 11566001.
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	271	5	0	0	275	271	5	0	0	275	0	0	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	73	1	0	0	74	73	1	0	0	74	0	0	
11566000	The Ferncumbe Primary School	59	340	0	0	400	59	470	0	0	530	130	130	Increase Budget by £130,000 of which £30,000 from another Ferncumbe project 11471001 and £100,000 from unallocated education capital grant. This is for car park works as requested by planning permission and unforeseen underground structural issues.
11568000	Welford on Avon Primary School	193	1,579	0	0	1,772	193	1,579	0	0	1,772	0	0	
11570000	Coten End Kitchen Extension	168	3	0	0	171	168	3	0	0	171	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	39	221	0	0	260	39	221	0	0	260	0	0	
11620000	Newdigate Primary School - Expansion and Internal refurb	304	960	0	0	1,264	304	960	0	0	1,264	0	0	
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	131	769	0	0	900	131	794	0	0	925	25	25	Increase Budget by £25,000 from unallocated Education capital grant. For additional works as required by the planning permission.
11628000	Michael Drayton Primary - Expansion	1,250	1,017	0	0	2,266	1,250	1,112	0	0	2,361	95	95	Increase Budget £95,000 from Corporate Resources. For additional security, safety and landscaping works at the School, plus car drop-off works.
11646000	Barford St Peters Primary	234	17	0	0	252	234	17	0	0	252	0	0	

11647000	Coleshill Primary	291	25	0	0	316	291	25	0	0	316	0	0	
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	10	0	0	3,016	3,006	10	0	0	3,016	0	0	
11384000	New School, The Gateway, Rugby	50	1,100	2,000	0	3,150	50	1,100	2,000	0	3,150	0	0	
11480000	Water Orton Primary School (re HS2 Conditional)	4,807	1,220	0	0	6,027	4,807	1,220	0	0	6,027	0	0	
Primary - other														
11319000	Eastlands Primary Temporary Classroom	107	35	60	0	202	107	35	60	0	202	0	0	
11321000	Long Lawford Pri temporary classroom	364	6	0	0	371	364	6	0	0	371	0	0	
Schools Access														
11629000	DDA Blockheader 18/19	675	8	0	0	683	675	8	0	0	683	0	0	
11728000	DDA Blockheader 19/20	0	0	0	0	0	0	400	0	0	400	400	400	Disability access grant block of £400K approved as per Cabinet dated 11th April 2019
Secondary - expansion														
11472000	Kineton High School	3,167	125	0	0	3,291	3,167	125	0	0	3,291	0	0	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	572	4,728	2,200	0	7,500	572	4,728	2,200	0	7,500	0	0	
11645000	Coleshill Secondary School	459	1,621	0	0	2,080	459	2,681	0	0	3,140	1,060	1,060	Budget increase of £1,060,000 approved by Cabinet on 11th April 2019
11681000	Polesworth PSBP2	0	200	0	0	200	0	200	0	0	200	0	0	
Secondary - new														
11730000	New School Leamington	0	0	0	0	0	0	100	0	0	100	100	100	Approved as per cabinet report dated: 11th April 2019
Secondary - other														
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	34	0	0	75	41	34	0	0	75	0	0	
SEN - other														
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11495000	Stockingford Primary School new SISG module building	358	7	0	0	365	358	7	0	0	365	0	0	
11569000	Paddox Primary SISG	8	291	0	0	300	8	405	0	0	414	114	114	Increase Budget by £113,819 as per Cabinet Portfolio Holder approval decision on 02/05/19.
11589000	SEND facilities block	48	203	0	0	250	48	203	0	0	250	0	0	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	0	200	0	0	
SEN - expansion														
11729000	Oakwood Special School - Conversion of ICT Room	0	0	0	0	0	0	85	0	0	85	85	85	Added back £85K to the capital programme for the conversion of the ICT Room, as per the Cabinet Report 20th March 2018, this was removed due to a forecast error.
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	60	0	60	0	0	60	0	60	0	0	
11624000	Round Oak School - Reconfiguration of classrooms	0	0	190	0	190	0	0	190	0	190	0	0	
11641000	Keeping SEND children local	0	190	0	0	190	0	190	0	0	190	0	0	
11680000	Exhall Grange Modular Pod	536	310	0	0	846	536	314	0	0	850	4	4	Budget Total should be £850,000 as per increased budget approved by Cabinet on 11th April 2019
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	6,007	40	0	0	6,047	6,007	40	0	0	6,047	0	0	
11644000	Water Orton Evergreen Unit	10	640	0	0	650	10	640	0	0	650	0	0	
	Land Acquisition and Education & Social Care Provision – Nuneaton & Bedworth	0	0	0	0	0	0	10,640	500	0	11,140	10,640	11,140	CIF funding approved by Council on 25th July 2019
Grand Total		45,483	20,778	4,510	0	70,771	45,483	33,467	5,010	0	83,960	12,689	13,189	

Chief Fire Officer - Kieran Amos
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	11,581	11,558	(23)	(20)	(19)	1	11,561	11,539	(22)	
Service Delivery - Prevention	720	773	53	(253)	(253)	0	467	520	53	The Service has temporarily transferred resource from Response into Prevention to support the work that is being carried out in partnership with Public Health. This variance will be managed within existing resources.
Service Delivery - Planning & Protection	978	981	3	(1)	(1)	0	977	980	3	
Service Delivery - Fire Control	866	863	(3)	(64)	(64)	0	802	799	(3)	
Service Support - Technical Support	2,246	2,352	106	0	0	0	2,246	2,352	106	The Service has a need to maintain capacity within the Technical Support Department to cover long term sickness absence. In addition to this there are a number of small pieces of operational equipment that need maintenance/replacement.
Service Support - Training & Development	1,702	1,731	29	(161)	(145)	16	1,541	1,586	45	The pending implementation of corporate HR Policy in relation to flexible retirement, along with the drive to streamline systems has delayed the achievement of savings within Health & Safety. The Service will continue to monitor progress, influence expediting flexible retirement opportunities and identify any required management action.
Service Improvement - Business Transformation & Projects	372	446	74	0	(88)	(88)	372	358	(14)	
Brigade Management	836	858	22	0	0	0	836	858	22	
Service Support - HR, IT, Finance & Pensions	1,553	1,515	(38)	(3)	0	3	1,550	1,515	(35)	At this stage of the year the Service isn't anticipating any costs associated with ill-health retirements.
Net Service Spending	20,854	21,077	223	(502)	(570)	(68)	20,352	20,507	155	

Chief Fire Officer - Kieran Amos
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2019/20 Reserves

Reserve	Approved £'000	Movement in £'000	Effect of £'000	Forecast £'000	Transfer £'000	Reason for Request
Pensions Reserve	268			268		
Fire Control Project	153			153		
Service Savings Reserve	525		(155)	370		
Fire Services - ESMCP	583			583		
RSFRS Project	470			470		
Vulnerable People	29			29		
Operational Training in Future Year	195			195		
Total	2,223	0	(155)	2,068	0	

Chief Fire Officer - Kieran Amos
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduce the budget for pensions and ill-health retirements	100	100	100	
Introduction of a single control room as part of the work on the MoU with West Midlands	300	300	300	
Use of reserves (one-off) to provide funding for phasing as it is unlikely the control room savings will materialise in 2019/20	(300)	(300)	(300)	
Asset reductions and reconfiguration of fleet maintenance	85	85	85	
Health and Safety services	46	46	46	
Review of whole-time deployment, with a view to reducing the number of whole-time firefighters	138	138	138	
Total	369	369	369	
Target		369	369	
Remaining Shortfall/(Over Achievement)		0	0	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11300000	Equipment for new Fire Appliances 2017/18	139	27	0	0	166	139	37	0	0	176	10	10	Breathing Apparatus washing machine, the increase in expenditure will be funded via a revenue contribution.
11448000	Equipment for new Fire Appliances 2018/19	31	89	0	0	120	31	89	0	0	120	0	0	
11544000	Equipment for new Fire Appliances 2019/20	0	120	0	0	120	0	120	0	0	120	0	0	
Sub Total - Projects Funded from Corporate Resources		170	236	0	0	406	170	246	0	0	416	10	10	
11374000	Training Centre - New Build	1,412	1,149	0	0	2,561	1,412	1,149	0	0	2,561	0	0	This project is now abortive and has been replaced by the new Training Capital Projects agreed at Council 07/02/2019.
11601000	Fire & Rescue HQ Leamington Spa	15	0	2,278	0	2,293	15	0	2,278	0	2,293	0	0	
11700000	F&R Training Programme: Radford Road	0	0	560	0	560	0	0	560	0	560	0	0	
11701000	F&R Training Programme: Stratford	0	450	0	0	450	0	450	0	0	450	0	0	
11702000	F&R Training Programme: Kingsbury	0	501	150	0	651	0	501	150	0	651	0	0	
11703000	F&R Training Programme: EA Water site	0	350	650	0	1,000	0	350	650	0	1,000	0	0	
Sub Total - F&R Future Estate Project		4,568	2,450	3,638	0	10,656	4,568	2,450	3,638	0	10,656	0	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	83	0	0	932	0	0	
Sub Total - Fire Control Project		849	83	0	0	932	849	83	0	0	932	0	0	
Grand Total		5,642	2,769	3,638	0	12,049	5,642	2,779	3,638	0	12,059	10	10	

Strategic Commissioner - Communities - Dave Ayton-Hill
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Clarke (Transport & Environment), Heather Timms, Isobel Seccombe

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Communities	1,077	1,107	30	(69)	(69)	0	1,008	1,038	30	Unrealised savings of £72k offset by one off salary savings in AD Management budget £24k. Salary costs on Customers & Information are higher than budgeted by £6k
Transport & Highways	8,607	8,990	383	(8,028)	(7,694)	334	579	1,296	717	£130k over on Transport Planning employee costs based on trends from previous years - budget is structurally underfunded having previously been supported by the surplus from Network Management. Parking Management £611k over due to savings targets totalling £742k which will not be fully realised in 2019/20. Charging regimes are to go out to consultation. Partially offset by other small variances across the Group.
Infrastructure & Sustainable Communities	3,018	3,263	245	(1,304)	(1,355)	(51)	1,714	1,908	194	A mixture of variances across the Group but mainly relate to historical unrealised savings - priorities changed between savings proposals and implementation. Alternative means of funding are being considered.
Waste & Environment	22,258	22,327	69	(3,179)	(3,179)	0	19,079	19,148	69	£25,000 overspend due to a project on plastic. This could be reduced if Waste can encourage districts to fund some research/testing costs. The rest of the overspend is due to increased costs for vehicle repairs and increased expenditure for toxic waste & fridge disposals.
Economy & Skills	3,527	3,400	(127)	(2,641)	(2,506)	135	886	894	8	Over spend at Eliot Park IC relating to unrealised savings target and RCCO costs. Balanced by in year savings on Business Support programmes - salaries and re-profiling of match funded projects.
Net Service Spending	38,487	39,087	600	(15,221)	(14,803)	418	23,266	24,284	1,018	

Strategic Commissioner - Communities - Dave Ayton-Hill
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Clarke (Transport & Environment), Heather Timms, Isobel Seccombe

2019/20 Reserves

Reserve	Approved £'000	Year £'000	Outturn £'000	Forecast £'000	Request £'000	Reason for Request
Waste Management	0		(69)	(69)		
Local Resilience Forum - Brexit Funding	38	(38)		0		
Community Services - Trading	51			51		
Communities - Savings	761		(874)	(113)		
Business Centres	150		(75)	75		
Speed Workshops	813			813		
Kenilworth Station	500			500		
Development Group Realignment Costs	75	(75)		0		
European Match Funding	276	(110)		166		
Skills Delivery for Economic Growth	206	(110)		96		
Rural Growth Network	278	(110)		168		
Womens Cycle Race 2016	200	(200)		0		
Total	3,348	(643)	(1,018)	1,687	0	

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Waste Management - a reduction in the waste tonnage going to landfill	193	193	193	
Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	21	21	21	
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.	30	30	30	
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	80	0	0	The additional income has not materialised because the anticipated investment in additional business centre capacity has not been progressed. The service is reviewing whether this savings target can be managed in year on a temporary basis.
Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	75	0	75	
Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and onstreet parking charges	44	0	44	
Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	698	0	92	There has been a delay in implementing the new charges whilst a public consultation on fees is undertaken. This will reduce the first year of budgeted income and may reduce expected income in year 2 also.
Total	1,141	244	455	
Target		1,141	1,141	
Remaining Shortfall/(Over Achievement)		897	686	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Area Delegated Funded Schemes															
11276000	Rugby Area Committee	416	36	0	0	452	416	0	36	0	452	-36	0	Budget reallocated to future years	
11354000	Area Delegated Funding 17-18	29	0	297	0	327	29	0	301	0	330	0	4	Budget reallocated from future years	
11394000	Transport & Roads Area Delegated Funding	516	8	0	0	525	516	8	0	0	525	0	0		
11396000	County Highways Area Delegated Funding	275	39	0	0	314	275	39	0	0	314	0	0		
11398000	Design Services Area Delegated Funding	149	11	0	0	160	149	11	0	0	160	0	0		
11452000	Area Delegated Funding 18-19	0	0	2,049	0	2,049	0	0	1,771	0	1,771	0	-278	Budget reallocated to future years - £4,960 contributed to project 11441013 (S106 Developer scheme)	
11485000	Delegated Budget 2016-17 Road Safety	501	66	0	0	566	501	66	0	0	566	0	0		
11487000	Delegated Budget 2016-17 Transport Planning	112	16	0	0	128	112	14	0	0	126	-2	-2	Budget reallocated to future years	
11488000	Delegated Budget 2016-17 Casualty reduction	158	103	0	0	261	158	103	0	0	261	0	0		
11490000	Delegated Budget 2016-17 Programmes	410	137	0	0	547	410	137	0	0	547	0	0		
11547000	Area Delegated Funding 19-20	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0		
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	5	0	0	6	1	5	0	0	6	0	0		
11590000	Delegated Budget 2017-18 Road Safety	612	139	0	0	752	612	139	0	0	752	0	0		
11592000	Delegated 17-18 County Highways	516	140	0	0	656	516	140	0	0	656	0	0		
11593000	Delegated Budget 2017-18 Transport Planning	41	10	0	0	51	41	9	0	0	50	-1	-1	Budget reallocated to future years	
11594000	Delegated Budget 2017-18 Street Lighting	14	2	0	0	16	14	2	0	0	16	0	0		
11652000	Jo Edwards Delegated Schemes 2018 2019	301	666	0	0	967	301	666	0	0	967	0	0		
11653000	John Grant Delegated Schemes 2018 2019	645	170	0	0	815	645	170	0	0	815	0	0		
11654000	Gaf Din Delegated Schemes 2018 2019	0	29	0	0	29	0	29	0	0	29	0	0		
11656000	Nigel Whyte Delegated Schemes 2018 2019	75	12	0	0	86	75	6	0	0	81	-5	-5	Budget reallocated to future years	
11723000	County Highways Base Delegated Budget 2019 2020	0	0	0	0	0	0	103	0	0	103	103	103	New Schemes allocated to this budget	
11724000	Traffic Road Safety Delegated Budgets 2019 2020	0	0	0	0	0	0	152	0	0	152	152	152	New Schemes allocated	
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budgets	0	0	0	0	0	0	23	0	0	23	23	23	New Schemes allocated	
Integrated Transport - Cycle Schemes															
10324000	Lawford Road Cycle Route	498	19	0	0	517	498	19	0	0	517	0	0		
Integrated Transport - Other Schemes															
11456000	Stratford Park & Ride site alterations	87	12	0	0	100	87	12	0	0	100	0	0		
11710000	Land at Crick Road Rugby (Rugby Parkway)	0	2,637	0	0	2,637	0	437	2,200	0	2,637	-2,200	0	Land negotiation and the planning application activities have not yet commenced and therefore there has been no monies spent as yet.	
Integrated Transport - Public Transport															
11325000	Stratford Town Station Upgrade	127	110	0	0	237	127	110	0	0	237	0	0		
Economic Development															
10154000	Centenary Business Centre Phase 3	1,883	7	0	0	1,890	1,883	7	0	0	1,890	0	0		
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	634	86	0	0	720	634	36	50	0	720	-50	0	Success of fundraising campaigns (Spacehive) has lead to projects achieving higher engagement rates making the funding go further	
11425000	Capital Growth Fund Business Loans and Grants	1,663	371	89	61	2,184	1,663	209	257	171	2,300	-162	116	Updated income forecast based on latest loan repayment schedule from CWRT.	
11596000	Eliot Park Innovation Centre - improvements to the car park	462	10	0	0	472	462	10	0	0	472	0	0		
11611000	Transforming Nuneaton	165	4,220	3,170	0	7,555	165	4,220	3,170	0	7,555	0	0		
11746000	Transforming Nuneaton - Coop Building Purchase	0	0	0	0	0	0	1,500	0	0	1,500	1,500	1,500	CIF funding approved at April 2019 Cabinet	
11612000	Capital Investment Fund/ Duplex Fund	0	980	650	370	2,000	0	900	746	354	2,000	-80	0	Updated forecast based on loan payment schedule requested by CWRT for 2019/20 and later years.	
11613000	Capital Investment Fund/ Small Business Grants	169	231	350	250	1,000	169	228	350	253	1,000	-3	0		
11668000	Business Centre Strategy	91	59	0	0	150	91	59	0	0	150	0	0		
Major Transport Projects															
10362000	Kenilworth Station	13,003	905	0	0	13,908	13,003	905	0	0	13,908	0	0		
11339000	Bermuda Connectivity	1,623	4,267	1,511	1,500	8,900	1,623	1,500	4,278	1,500	8,900	-2,767	0	Delay to Project Programme will result in the construction contract commencing later than forecasted in 2019-20 - the majority of construction is now expected to take place in 2020-21	
Waste Management															
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,529	34	0	0	1,563	1,529	34	0	0	1,563	0	0		
11535000	HWRC Maintenance 2019/20	0	104	0	0	104	0	104	0	0	104	0	0		
11714000	Waste Handling and compaction equipment HWRC	0	726	0	0	726	0	600	0	0	600	-126	-126	The purchase of the 4 waste vehicles is estimated to cost less than budgeted. Procurement process is in the final stages and a more accurate figure will be known at Q2. CIF funding no longer required is to be returned to the CIF fund.	
Countryside															
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	27	0	0	100	0	0		

11536000	Countryside Rural Services Capital Maintenance 2019/20 £20k to be removed for Env Svcs	0	293	0	0	293	0	289	0	0	289	-4	-4	Funding that should have transferred to Gypsies & Travellers when the restructure was actioned has now been moved (see Env Serv project 11712000). In addition, external grant of £16k has been applied.
Developer Funded Transport - s106 schemes														
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	1	0	0	13	0	0	
11194010	Install bollards & associated traffic management - historic spine Stratford	11	39	0	0	50	11	39	0	0	50	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	19	26	0	0	45	19	26	0	0	45	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	23	285	0	0	307	23	50	235	0	307	-235	0	Scheme delivery delayed until early 2020/21 due to need to coordinate design with another highway scheme
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	1	181	0	0	183	1	80	101	0	183	-101	0	Second location for the Toucan crossing to be agreed
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	0	20	0	20	-20	0	Project continues be delayed pending adoption of highway which cannot be implemented until outstanding works are carried out by a third party.
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	2	0	0	18	16	0	0	0	16	-2	-2	Scheme complete.
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	11	0	0	16	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	5	13	0	0	18	5	18	0	0	23	5	5	Overspend met by old year unallocated area delegated budget.
11441014	Highways improvements to bus stops at land off the Longshoot S106	8	23	0	0	31	8	23	0	0	31	0	0	
11607000	Southbound bus stop on A426 Leicester Road Rugby	15	65	0	0	80	15	23	0	41	80	-41	0	Scheme delayed due to need for land acquisition and an increased cost estimate by £400k to cover service diversions. Associated funding source to be confirmed in due course.
11614000	Bus Stop Enhancement Works In Alderminster	14	7	0	0	21	14	7	0	0	21	0	0	
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	10	6	0	0	15	10	6	0	0	15	0	0	
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	3	18	0	0	21	3	18	0	0	21	0	0	
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	4	78	0	0	82	4	78	0	0	82	0	0	
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	23	0	0	23	0	23	0	0	23	0	0	
11704000	Barford Safety Junction	8	220	0	0	228	8	220	0	0	228	0	0	
Warwick Town Centre														
11552000	Warwick Town Centre transport proposals	574	940	0	0	1,514	574	346	0	0	920	-593	-593	Funding applied at 2018-19 year end incorrectly and has now been reallocated against debtors.
Integrated Transport - Safer Routes to Schools														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	37	157	0	0	193	37	157	0	0	193	0	0	
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	8	0	0	81	73	8	0	0	81	0	0	
11635000	Home to School Routes 17-18	46	1,670	0	0	1,716	46	1,670	0	0	1,716	0	0	
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,576	20	0	0	1,596	1,576	20	0	0	1,596	0	0	
Integrated Transport - School safety zones														
11359000	School Safety Zones 16/17	1,899	82	0	0	1,982	1,899	73	0	0	1,972	-9	-9	Reallocation of budget between block headers
11564000	School Safety Zones 17/18 A	643	328	0	0	971	643	328	0	0	971	0	0	
11585000	School Safety Zones 18/19	367	248	0	0	615	367	257	0	0	624	9	9	Reallocation of budget between block headers
11586000	School Safety Zones 19/20	9	110	0	0	119	9	110	0	0	119	0	0	
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	487	1,194	0	0	1,681	487	1,197	0	0	1,684	3	3	Additional small revenue contribution to complete scheme
11356000	Casualty Reduction Schemes 16/17	231	47	0	0	278	231	47	0	0	278	0	0	
11453000	Casualty Reduction Schemes 18-19	21	367	0	0	388	21	367	0	0	388	0	0	
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme	0	1,601	0	0	1,601	0	601	1,000	0	1,601	-1,000	0	Due to volume of projects in Design Services the commencement of this scheme will be delayed.
Grand Total		32,895	24,477	10,116	2,181	69,669	32,895	18,832	16,515	2,319	70,561	-5,642	895	

2019/20 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	
Assistant Director - Adult Social Care	13,757	10,047	(3,710)	0	0	0	13,757	10,047	(3,710)	Prior years' savings which were originally to be reinvested into Adult Social Care. Request for £3m of these to be transferred to reserves as per budget setting, to ensure pressures from future risks can be controlled. Some integration projects are already being forecast as underspent due to delays. Service to plan where/if this should be reinvested in one off schemes
Disabilities	78,628	78,622	(6)	(8,966)	(8,900)	66	69,662	69,722	60	Main budgets over spent are LD North Service Team £645k and Transitions £187k. Main underspends are PDSS South Purchasing Budget (£413k) and LD South (£83k). Main areas of pressure are LD Supported Living. Variances are being managed with service managers total budget.
Mental Health	9,972	11,001	1,029	(523)	(723)	(200)	9,449	10,278	829	Overspend on service budgets due to demographic pressures. Adult Mental Health budget allocation is for 18-65 yrs old.
Older People	76,238	77,546	1,308	(27,650)	(30,612)	(2,962)	48,588	46,934	(1,654)	Residential and homecare growth from last year offset by increase client contribution income and underspend against Direct Payment budget. Admin team forecast overspend £200k
Integrated Care Services	10,091	9,347	(744)	(231)	(162)	69	9,860	9,185	(675)	Forecast underspends in Reablement (£187k) and Assistive Technology (£380k). Overspends against community equipment budget (£90k) and underrecovery of budgeted income for Occupational Therapy staff (£69k)
Development & Assurance	2,615	2,838	223	(1,170)	(1,090)	80	1,445	1,748	303	All teams forecasting on target. Transport internal recharge forecast overspend based on prior years
Net Service Spending	191,301	189,401	(1,900)	(38,540)	(41,487)	(2,947)	152,761	147,914	(4,847)	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19	Movement in Year	Effect of Outturn	Forecast Closing Balance 31.03.20	Transfer Request (To)/From Reserves	Reason for Request
	£'000	£'000	£'000	£'000	£'000	
Social Care and Support - Savings	13,803		4,847	18,650	(3,000)	Planned contribution of late receipt of grant income to reserves as contingency for future year's demand pressures
Total	13,803	0	4,847	18,650	(3,000)	

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
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	550	550	550	New establishment model includes reductions in vacant posts to meet this saving
Use alternative 24 hour care options e.g. extra care housing and supported living	625	150	625	Saving on target to be achieved with current Extra Care Housing numbers
Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	184	184	184	Integrated Care System underspends meet this saving on a one-off basis. Introduction of new payments systems and Homecare incentives meets this saving on an ongoing basis
Remodel direct payment employment support services	150	0	150	If delays to the Direct Payments remodelling project impact on this saving, it will be met on a one off basis from Direct Payments underspends
Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	100	0	100	Re-commissioning planning in progress
Reduction of demand through early intervention and prevention, with the demand for social care not increasing as budgeted in 2018/19	631	631	631	
Total	2,240	1,515	2,240	
Target		2,240	2,240	
Remaining Shortfall/(Over Achievement)		725	0	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	350	0	0	350	0	150	200	0	350	-200	0	Funding ring fenced to support People Directorate technical developments. No requirements have been identified for this year as yet for this area of funding.
11555000	Extra Care Housing	0	2,000	1,313	0	3,313	0	2,000	1,313	0	3,313	0	0	
Grand Total		0	2,350	1,313	0	3,663	0	2,150	1,513	0	3,663	-200	0	

2019/20 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	
Assistant Director - Children & Families	7,000	6,196	(804)	(721)	(1,821)	(1,100)	6,279	4,375	(1,904)	Activity on Legal services upto P3 would indicate that there will be a £400,000 overspend on the £2.235m budget. Currently there is a shortfall of £300,000 on the overall staff OOP savings target but further plans are due to be discussed with the Senior Leadership Team to identify where posts can be safely removed from, this may or may not require consultation and redundancies. We are confident these savings will be achieved. Any part year phasing will be funded by one off monies available. These two elements are then off-set by the planned £1m Adult SC contribution and permanent budget being held to be released once permanent pressure points are identified at Q1.
Initial Response & Early Support	12,256	12,257	1	(1,299)	(1,310)	(11)	10,957	10,947	(10)	
Children's Safeguarding & Support	25,262	29,895	4,633	(1,049)	(1,343)	(294)	24,213	28,552	4,339	Internal fostercare is currently predicting a £592,000 over-spend whilst external fostercare is showing a £1,340,000 over-spend. Residential Placements are forecasting to be heavily over-spent with numbers of children increasing significantly since January 2019 (13 placements) which has pushed the forecast to being £2,464,000 over-spent. In all of these main placement types predicted numbers of weeks needed to be purchased have increased from 2018/19 Out-turn (rather than decrease as needed to achieve OOP savings). The predicted number of weeks to be purchased for external fostercare has increased by 11% with the average weekly cost remaining around £800 a week. The predicted residential weeks purchased has increased by 30%, while the average weekly unit cost has increased by 18% to £4,218 per week reflecting greater care needs of individual children.
Corporate Parenting	15,379	14,658	(721)	(4,448)	(4,445)	3	10,931	10,213	(718)	Internal fostercare is currently predicting a £162,000 under-spend whilst external fostercare is also forecasting a £335,000 under-spend. In both types of placements numbers have reduced from out-turn. With the increased numbers of days accommodating Asylum seeking children the UASC grant is currently predicted to contribute £100,000 to other non-direct costs of the service. However with an increased proportion of the grant having to fund direct costs any reduction in the days able to be claimed can result in this being reversed and the grant not being enough to cover all direct and indirect costs and it early in the year to be able to predict numbers more accurately. The House project is due to under-spend by £105,000 with contributions covering future years which will become earmarked reserves.
Youth Justice	2,618	2,572	(46)	(638)	(592)	46	1,980	1,980	0	
Children's Practice Improvement	2,715	2,716	1	(98)	(98)	0	2,617	2,618	1	
Adoption Central England	5,982	5,172	(810)	(5,982)	(5,950)	32	0	(778)	(778)	The overall funding envelope for ACE is specific on operational (mostly staffing) budget and the Inter Agency placement of Adoption places. The latter has historically for all 5 partners been erratic between years (partly due to payments / income being statutorily spread over financial years and split). It is this area that is currently forecasting the majority of this under-spend, it is difficult to predict future buying and selling demands.
Net Service Spending	71,212	73,466	2,254	(14,235)	(15,559)	(1,324)	56,977	57,907	930	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Children & Families Non Earmarked	0	0	(2,283)	(2,283)		
0-5 Strategy for Children	1,417	(601)	470	1,286		
Priority Families Reserve	907	(430)	0	477		
Adoption Central England Partnership (ACE)	472		778	1250		
Controlling Migration	638	(638)	0	0		
Youth Justice Remand equalisation	542		0	542		
House Project	156	(156)	105	105		
Total	4,132	(1,825)	(930)	1,377	0	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Children's Centres - implementation of the service redesign to reflect targeting support on those with greatest need	372	312	312	There has been slippage in planned transition work on some buildings. This resulted in an over-achievement (one off) off OOP savings in 2018/19. This over -achievement of savings will cover this one off slippage. All savings on the Childrens Centres for OOP2020 of £1.120m will be achieved.
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	1,000	417	721	The savings are on track, there are 300k of staff savings to be achieved but there is confidence this will be achieved.
Reduction in the demand for legal services	150	0	0	Based on just 3 months charges it would seem unlikely that this saving will be achieved. However there has been a slight downward trend in charges which if continued could achieve some of the planned savings.
Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	2,760	0	0	As reported in the Revenue tables increased number of purchased weeks as well as significant unit cost increases have meant that the servcie is predicting an overall over-spend of £3.874m.
Reduction in staff costs	1,316	1,316	1,316	
Develop the use of independent boarding schools	150	0	0	This is intrinsically linked with the reduction in CLA (see above). Any savings so far are cost avoidance (children going into care) rather than reducing children already in care.
Efficiencies in staff and client travel resulting in an overall reduction in costs	150	150	150	
One-off funding to phase the delivery of the new plan	(968)	(968)	(968)	
Total	4,930	1,227	1,531	
Target		4,930	4,930	
Remaining Shortfall/(Over Achievement)		3,703	3,399	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 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	44	195	167	0	406	44	205	157	0	406	10	0	Increase in building costs for (redacted) agreed at panel.
11713000	Adaptation of Children's Centres to Children and Family Centres	0	298	0	0	298	0	298	0	0	298	0	0	
Children & Families		44	493	167	0	704	44	503	157	0	704	10	0	

Public Health & Strategic Commissioning - Becky Hale
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan (Children's services)

2019/20 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	
Assistant Director - People	2,448	2,411	(37)	(161)	(161)	0	2,287	2,250	(37)	
Director of Public Health	2,755	2,961	206	(151)	(162)	(11)	2,604	2,799	195	Increase in Staffing costs to accommodate the recruitment of the New Director of Public Health from October, a Consultant for Public Health Role (Joint funded with SWFT), three other posts that have been recruited to/made permanent following budget setting and incremental backpay for two NHS Staff members . This overspend and a sustainable solution will be taken into account as part of the future design of the unit. One off projects - £36,000 parents in Mind, £12,000 Joint healthy funding
Health & Well Being	23,179	23,185	6	(6,318)	(6,366)	(48)	16,861	16,819	(42)	
All Age Targeted Support	10,652	10,844	192	(5,011)	(5,011)	0	5,641	5,833	192	Overspends on Drugs and Alcohol due to increases in demand for Detox/inpatient and prescribing
All Age Specialist Provision	8,772	8,760	(12)	(2,934)	(2,935)	(1)	5,838	5,825	(13)	
Net Service Spending	47,806	48,161	355	(14,575)	(14,635)	(60)	33,231	33,526	295	

Public Health & Strategic Commissioning - Becky Hale
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan (Children's services)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Strategic Commissioning - Savings	3,550	(531)	143	3,162		
Public Health - Savings	2,783	(312)	(437)	2,034		
Total	6,333	(843)	(294)	5,196	0	

Public Health & Strategic Commissioning - Becky Hale
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan (Children's services)

2019/20 Savings Plan

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target	Actual to	Forecast	
	£'000	£'000	£'000	
Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	923	387	195	There are cost pressures arising from the increase in prescribing costs (both medications and prescribing) for this demand led service which make the achievement of the total saving challenging. Careful monitoring is ongoing to achieve the most efficient and effective prescribing and management of costs; and consideration needs to be given to reviewing the amount of savings that may feasibly be found in this programme.
Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	45	45	45	
Reduce staffing and overheads across the Business Unit	200	736	541	Over-achievement of savings by £541K to partially cover the shortfall in the D&A savings
Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	100	100	100	
Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	735	735	735	Reduction in costs achieved through redesign however, national wage rise for NHS staff is creating a cost pressure. Work ongoing to manage the cost pressure
Advocacy - re-tendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	85	85	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	200	200	200	
One-off funding to phase the delivery of the new plan	(200)	(200)	(200)	
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.	400	400	400	
Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support.	122	122	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.	25	25	25	
Reduction in historic pension costs that will decline naturally over time.	12	12	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.	122	122	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.	20	20	20	

Reduction in business redesign and collaboration functions and funding for service specific learning and development activity.	31	31	31
Total	2,820	2,820	2,433
Target		2,820	2,820
Remaining Shortfall/(Over Achievement)		0	387

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget				Total £ 000's	Forecast				Variation		Reasons for Variation and Management Action	
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's		Total Variance £ 000's
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	86	0	0	216	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	194	757	46	0	997	194	722	81	0	997	-35	0	
11420000	Disabled Facilities Capital Grant	13,470	0	0	0	13,470	13,470	0	0	0	13,470	0	0	
11492000	Urban Mile Markers	20	6	0	0	26	20	6	0	0	26	0	0	
11310000	Client Information Systems Review	3,324	768	0	0	4,092	3,324	376	392	0	4,092	-392	0	Development priorities have been identified for 2019/20. Detailed transformation requirements are subject to further exploratory action leading to the likelihood of investment required in 2020/21.
Grand Total		17,138	1,617	46	0	18,801	17,138	1,190	473	0	18,801	-427	0	

Business & Customer Services - Kushal Birla
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Business & Customer Services	582	562	(20)	(68)	(68)	0	514	494	(20)	
Business & Customer Support - People	63	187	124	0	0	0	63	187	124	Business Support agency staff. To be funded by staffing budgets currently vacant upon centralisation of Business Support budgets.
Business & Customer Support - Resources & Communities	2,655	2,440	(215)	0	0	0	2,655	2,440	(215)	£198K underspend forecast due to Voluntary Community Sector contract efficiency savings.
Customer Contact - Customer Connect	2,847	2,858	11	(213)	(247)	(34)	2,634	2,611	(23)	Income received for Single Point of Access/Fitter Futures to deliver service on behalf of Public Health.
Customer Contact - Community Hub	7,663	7,807	144	(2,388)	(2,388)	0	5,275	5,419	144	£85K spend on Warwickshire Bytes project, requested to be drawn down from reserves.
Net Service Spending	13,810	13,854	44	(2,669)	(2,703)	(34)	11,141	11,151	10	

Business & Customer Services - Kushal Birla
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Museums Development Fund	188			188		
Museum Ethnographic Fund	19			19		
Records Purchase Fund	7			7		
Records Donation Fund	107			107		
Digitisation of County Records	85		(85)	0	(85)	Earmarked reserve drawdown to complete Warwickshire Bytes project. Once this funding has been drawn down the reserve will be closed.
Warwickshire Local Welfare Scheme	448			448		
Corporate Customer Journey	210		75	285		
Customer Services Library Bequests	3			3		
Total	1,067	0	(10)	1,057	(85)	

Business & Customer Services - Kushal Birla
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Increase income from the Registration Service	35	35	35	On Target
Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	90	90	90	On target
Total	125	125	125	
Target		125	125	
Remaining Shortfall/(Over Achievement)		0	0	

Business & Customer Services - Kushal Birla
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11415000	Market Hall Museum - "Our Warwickshire"	941	18	0	0	960	941	18	0	0	960	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	589	15	0	2,024	2,628	589	15	250	1,774	2,628	0	0	
Grand Total		1,530	33	0	2,024	3,588	1,530	33	250	1,774	3,588	0	0	

Commissioning Support Unit - Steve Smith
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 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	
Assistant Director - Commissioning Support Unit	447	455	8	(28)	(28)	0	419	427	8	
Business Intelligence	1,757	1,667	(90)	(69)	(61)	8	1,688	1,606	(82)	Vacancies held pending outcome of the service re-design
Portfolio Management Office	1,446	1,206	(240)	(691)	(480)	211	755	726	(29)	Vacancies held pending outcome of the service re-design
Contract Management & Quality Assurance	617	479	(138)	(588)	(588)	0	29	(109)	(138)	Vacancies held pending outcome of new structure
Change Management	405	405	0	0	0	0	405	405	0	
Net Service Spending	4,672	4,212	(460)	(1,376)	(1,157)	219	3,296	3,055	(241)	

Commissioning Support Unit - Steve Smith
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
CSU - Savings	357		241	598		
Total	357	0	241	598	0	

Commissioning Support Unit - Steve Smith
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019-20 Savings Plan

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduction in management and operational capacity through streamlining processes and redesigning the	45	45	45	
Reduction in software tools and procured data sets which	10	10	10	
Reduction in the contingency & project budget of the	60	60	60	
Reduction in Business redesign & collaboration functions	35	35	35	
Total	150	150	150	
Target		150	150	
Remaining Shortfall/(Over Achievement)		0	0	

Enabling Services - Craig Cusack
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Enabling Services	320	320	0	0	0	0	320	320	0	
Facilities Management	8,495	8,511	16	(5,381)	(5,341)	40	3,114	3,170	56	
HR Enabling	3,982	3,865	(117)	(1,792)	(1,819)	(27)	2,190	2,046	(144)	£88k relates to year 2 of Your HR software licence costs in 2020/21 and vacancies.
Digital & ICT	14,018	13,391	(627)	(5,017)	(5,343)	(326)	9,001	8,048	(953)	£534k due to uncommitted corporate ICT development funds. £157k uncommitted e-services agency budget, £150k due to hold on procurement of ICT devices.
Property, Construction & Engineering	9,651	9,655	4	(2,826)	(2,829)	(3)	6,825	6,826	1	
Net Service Spending	36,466	35,742	(724)	(15,016)	(15,332)	(316)	21,450	20,410	(1,040)	

Enabling Services - Craig Cusack
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin (Finance and Property)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR Service Improvement Projects	60	0	0	60		
Your HR Implementation	77	(77)	87	87		
Information Assets - Savings	733	(200)	953	1486		
Community Energy Scheme	39	(39)		0		
Total	909	(316)	1,040	1,633	0	

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
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	229	229	229	
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.	65	65	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.	100	100	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.	140	140	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.	100	100	100	
Rental income from Educaterers	21	21	21	
Review of facilities management budgets, service specifications and IT interfaces	49	49	49	
Total	704	704	704	
Target		704	704	
Remaining Shortfall/(Over Achievement)		0	0	

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Structural Maintenance														
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,769	16	0	0	1,785	1,769	14	0	0	1,783	-3	-3	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	793	9	0	0	802	793	9	0	0	802	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	282	101	0	0	383	282	101	0	0	383	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	1,852	354	0	0	2,206	1,852	357	0	0	2,209	3	3	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	730	17	0	0	747	730	17	0	0	747	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	6,961	304	0	0	7,265	6,961	305	0	0	7,266	1	1	
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	349	0	0	350	0	349	0	0	350	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	2,144	0	0	2,144	0	2,144	0	0	2,144	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	753	0	0	753	0	753	0	0	753	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	2	7,103	0	0	7,105	2	7,103	0	0	7,105	0	0	
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	99	3	0	0	102	99	3	0	0	102	0	0	
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	587	58	0	0	646	587	58	0	0	646	0	0	
Energy														
11136000	Various Properties - Renewable Energy	240	0	995	0	1,235	240	0	995	0	1,235	0	0	
Information Assets														
11121000	Development of Rural Broadband	20,447	11,568	4,096	1,551	37,662	20,447	11,568	4,096	1,551	37,661	0	-1	
11465000	WCC Information Assets Purchases (multiple years)	1,151	577	93	0	1,821	1,151	577	93	0	1,821	0	0	
11731000	2019-20 ICT Software Development	0	0	0	0	0	0	160	0	0	160	160	160	Revenue funded development of software assets.
Strategic Asset management														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	1,884	50	0	0	1,933	1,884	50	0	0	1,933	0	0	
		36,797	23,406	5,184	1,551	66,939	36,797	23,568	5,184	1,551	67,100	161	160	

Finance - Lisa Kitto (Interim)
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Butlin (Finance & Property), Councillor Kaur

2019/20 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	
Assistant Director - Finance	142	307	165	(2)	(2)	0	140	305	165	This is the residual savings target for the service that will be allocated out across the service once the service redesign is agreed
Finance Delivery	5,072	4,927	(145)	(1,168)	(1,164)	4	3,904	3,763	(141)	
Treasury Management, Pension Fund, Internal Audit, Risk and Assurance	1,971	1,895	(76)	(2,312)	(2,452)	(140)	(341)	(557)	(216)	Increased recharge to the Pension Fund and vacancies
Commercialism	254	254	0	0	0	0	254	254	0	
Strategic Finance	669	641	(28)	(54)	(64)	(10)	615	577	(38)	By the end of the year outturn is likely to be closer to the budget due to the costs of interim and agency staff and allocation of savings.
Net Service Spending	8,108	8,024	(84)	(3,536)	(3,682)	(146)	4,572	4,342	(230)	

Finance - Lisa Kitto (Interim)
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Butlin (Finance & Property), Councillor Kaur

2019/20 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	620		403	1023		
Finance - Training	81		(8)	73		
Finance - Service Improvement Projects	369			369		
LA Counter Fraud Fund Grant	16			16		
Total	1,086	0	395	1,481	0	

Finance - Lisa Kitto (Interim)
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Butlin (Finance & Property), Councillor Kaur (Transformation and Customers)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduction in the support for service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts.	5	5	5	
Reduction in 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.	90	90	90	
Total	95	95	95	
Target		95	95	
Remaining Shortfall/(Over Achievement)		0	0	

Governance & Policy - Sarah Duxbury
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Governance & Policy	311	311	0	0	10	10	311	321	10	
Communications	1,083	1,116	33	(687)	(687)	0	396	429	33	
HROD	2,253	2,278	25	(325)	(350)	(25)	1,928	1,928	0	
Property Management	717	813	96	(1,381)	(1,381)	0	(664)	(568)	96	A £0.096 revenue overspend due to the employment of a logistics manager and costs of clearing the Montague Road site upon vacation.
Legal & Democratic	6,818	6,967	149	(6,228)	(6,366)	(138)	590	601	11	Cost increase reflects increased need for resources to support new external income. It is expected the new business will be developed to offset these costs by the end of the financial year.
Net Service Spending	11,182	11,485	303	(8,621)	(8,774)	(153)	2,561	2,711	150	

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR&OD - Savings	308	(98)	(1)	209		
Scheme	245			245		
Savings	799		(54)	745		
Property - Savings	1,566	(295)	(95)	1,176		Drawdown may be required on a phased basis to fund the potential overspend of £0.997m on the Montague Road/Hawkes Point project. Increased costs due to £665k new roof on Hawkes Point to ensure building is fit for purpose for relocated services and meets health and safety standards, £200k new racking systems to replace existing racking and shelving systems from Montague Road that cannot be reused, £132k surveys and other minor items. An alternative relocation option is being considered which could reduce the potential overspend to be much closer to the current project budget, however it is too soon to know if this will be viable.
One Public Estate	168			168		
Total	3,086	(393)	(150)	2,543	0	

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
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.	49	49	49	
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.	31	31	31	Due to the organisation restructure, this £31k savings target should now sit with Governance and Policy rather than Enabling Services.
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.	34	34	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	955	0	955	
Release of contingency	85	85	85	
Repayment of Hawkes Point self-financed borrowing.	198	0	198	
Reduced maintenance of the smallholdings estate.	7	7	7	
Use of one-off resources to match the timing of when capital receipts from the	(473)	(473)	(473)	
Total	886	(267)	886	
		886	886	
Target				
Remaining Shortfall/(Over Achievement)		1,153	0	

2019/20 Capital

Project	Description	Approved Budget				Forecast				Variation		Reasons for Variation and Management Action		
		Earlier Years	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's		Variance in Year £ 000's	Total Variance £ 000's
10972000	Planning Consent For Europa Way	748	3	0	0	751	748	3	0	0	751	0	0	
11440000	Strategic Site Planning application:	1,978	634	1,300	0	3,912	1,978	634	1,300	0	3,912	0	0	
11503000	Planning Consent re the disposal of Dunchurch depc	63	17	0	0	80	63	17	0	0	80	0	0	
11335000	Rationalisation of County Storage	3,205	5,574	0	0	8,779	3,205	6,571	0	0	8,779	997	997	Increased costs due to £665k new roof on Hawkes Point to ensure building is fit for purpose for relocated services and meets health and safety standards, £200k new racking systems to replace existing racking and shelving systems from Montague Road that cannot be reused, £132k surveys and other minor items. Approval sought for the additional commitment as part of this report
11689000	Maintaining the smallholdings land ban	0	0	844	0	844	0	0	844	0	844	0	0	
11446000	Rural Services Capital Maintenance 2018/19	110	100	0	0	210	110	100	0	0	210	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	852	0	0	852	0	511	341	0	852	-341	0	Due to staff turnover delay in implementation of project plan
11716000	Web recording equipment for Committee Rooms	0	0	0	0	0	0	0	0	0	0	0	0	
Grand Total		6,104	7,180	2,144	0	15,428	6,104	7,836	2,485	0	15,428	656	997	

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast	Variation	Agreed Budget	Forecast	Variation	Agreed Budget	Forecast	Variation	
	£'000	Outturn £'000	Over/ (Under) £'000	£'000	£'000	(Under) £'000	£'000	£'000	(Under) £'000	
Government Grants & Business Rates	0	0	0	(130,141)	(133,511)	(3,370)	(130,141)	(133,511)	(3,370)	Additional business rates income and compensatory government grants to offset the impact of changes to exemptions and discounts not known at the time the budget was set.
Central Block DSG and other central grants to support	0	0	0	(81,129)	(81,129)	0	(81,129)	(81,129)	0	
Children's Transformation fund	2,849	2,849	0			0	2,849	2,849	0	
Capital Financing Costs	40,263	33,565	(6,698)	0	0	0	40,263	33,565	(6,698)	Lower anticipated capital financing costs than provided for in the budget as a result of slippage in the capital programme and the level of unallocated Capital Investment Fund requiring less borrowing to be taken out.
Strategic Management Team	1,204	1,261	57	0	0	0	1,204	1,261	57	
County Coroner	531	531	0	(78)	(78)	0	453	453	0	
Environment Agency - Flood Defence Levy	243	245	2	0	0	0	243	245	2	
External Audit Fees	141	149	8	0	0	0	141	149	8	
Pensions deficit under-recovery	1,641	1,641	0	0	0	0	1,641	1,641	0	
County Council Elections	265	265	0	0	0	0	265	265	0	
Members Allowances and Expenses	1,070	1,070	0	0	0	0	1,070	1,070	0	
Other Administrative Expenses and Income (Including Insurance)	3,908	3,908	0	(3,362)	(3,362)	0	546	546	0	
Subscriptions	195	195	0	0	0	0	195	195	0	
Early Intervention, Prevention and Community Capacity Fund	1,977	2,000	23	0	0	0	1,977	2,000	23	
Apprenticeship Levy	1,092	1,092	0	0	0	0	1,092	1,092	0	
Net Service Spending	55,379	48,771	(6,608)	(214,710)	(218,080)	(3,370)	(159,331)	(169,309)	(9,978)	

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Corporate Reserves						
Capital Fund	1,360			1,360		
General Reserves	26,922	(4,036)		22,886		£3.522m is allocated in future years to fund allocations approved as part of the 2019/20 budget resolution.
Insurance Fund	8,942		10,009	18,951		
Provision for Redundancy Costs	10,579			10,579		
Medium Term Contingency	6,835			6,835		
Schools	16,253	(475)		15,778		
Total Corporate Reserves	70,891	(4,511)	10,009	76,389	0	
Other Services Reserves						
Business Rates Pool Risk Reserve	4,027			4,027		
Quadrennial Elections	422			422		
Corporate Transformation Fund	3,907	(1,058)		2,849		
WCC Business Rates Appeals Reserve	6,739			6,739		
Corporate Partnership Initiatives	2,155			2,155		
Audit Fee Reserve	777		(8)	769		
Interest Rate Volatility Reserve	5,436			5,436		
Adult Social Care Reserve	4,637			4,637		
Pensions Deficit Reserve	466			466		
Corporate Apprenticeship Fund	737			737		
Schools in Financial Difficulty	2,069	(49)		2,020		
Corporate Systems Replacement Reserve	9,153			9,153		
Local Resilience Forum - Brexit Funding	88			88		
Fire Transformation Fund	972	(37)		935		
Digital Transformation Fund	2,046			2,046		
Early Intervention, Prevention and Community Capacity Fund	0		(23)	(23)		
Financial Instrument (General Fund) - Threadneedle Social Bond Fund	3,125			3,125		
Total Other Services Reserves	46,756	(1,144)	(31)	45,581	0	
Directorate Reserves						
Resources Transformation Fund	627			627		
Resources Systems Replacement Reserve	919			919		
Resources Traded Services Reserve	225			225		
Resources Service Savings	567			567		
LATC Operational Reserve	248			248		
People Directorate Reserve	7,229			7,229		
Total Directorate Reserves	9,815	0	0	9,815	0	
Total	127,462	(5,655)	9,978	131,785	0	

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Item 3

Cabinet

12 September 2019

Development of the Council Plan 2025 and Medium-Term Financial Strategy**Recommendations**

That Cabinet:

1. Approves the process and timetable for developing the Council Plan 2025.
2. Authorises the Chief Executive in consultation with the Leader, Deputy Leader and Portfolio Holder for Customer and Transformation to finalise the Council Plan engagement tool and the arrangements for engagement.
3. Notes the progress in developing a five-year Medium-Term Financial Strategy (MTFS) to support the Council Plan and plans to finalise the MTFS alongside the draft Council Plan which will be presented to Cabinet in December.

1.0 Background

- 1.1 This plan will inform, and is integral to, work taking place in parallel to develop a new Medium-Term Financial Strategy (MTFS) which will be prepared on a five-year rolling basis.
- 1.2 The parallel development of both the Council Plan and MTFS are taking place in a rapidly changing national context. Our process has been designed to be flexible and sufficiently agile to respond effectively to changes in the external environment.

2.0 Development of the Council Plan 2025

- 2.1 The outline of the draft Plan is based on the County Council's three priority outcomes, and the 14 objectives which support them, with some minor drafting amendments. This reflects the long-term nature of the outcomes and objectives and supports strategic alignment both with the Council's other supporting strategies, new performance framework, the development of our financial framework and the wider transformation programme. The outcomes and objectives, which drive the development of the Council Plan and MTFS, are included at the **Appendix**.

2.2 Following the Council's declaration of a climate change emergency in July 2019, a Task and Finish Group will develop proposals for an action plan. This will be a cross-cutting theme underpinning the final Council Plan.

3.0 Proposed engagement programme on the Council Plan 2025

3.1 As part of the development of the Council Plan 2025 we plan to engage with the public and wider stakeholders during September and October. This engagement will:

- show the level of support for the proposed outcomes and objectives which will drive the plan;
- give an indication of public and stakeholder priorities across objectives;
- give feedback on impact of achieving objectives and not achieving them;
- yield specific suggestions to inform the work of the Climate Change Task and Finish Group to develop an action plan following the Council's declaration of a climate change emergency in July (there will be a dedicated section on this issue);
- provide feedback on how people would like to be engaged and informed about our activities and plans; and
- inform the look and feel; and enhance the evidence base of the Plan from evidence garnered from the public.

3.2 There will be an engagement tool on which to base the engagement process. The proposed engagement tool will comprise a short background document and an on-line survey, both of which will inform a programme of engagement events.

3.3 Following a similar format to that used in previous years, we will also be holding a series of engagement events around the County, facilitated by our Marketing and Communications Team. All Members will be informed of to the final dates of engagement events and invited to attend.

3.4 Pull-up banners will show the Council priorities. These will include stimulating graphics to engage the public in what the Plan is seeking to achieve. People will be invited to indicate their top three priorities and provide suggestions as to how they can be achieved. They will also be asked which of the Council's priorities are of greatest concern to them. Comments and responses will be recorded along with responses elicited through the engagement activity. All of this material will then be shaped to inform the final draft Council Plan.

3.5 In addition to the roadshows, we propose to launch an engagement survey on the "Ask Warwickshire" site between mid-September and mid-October 2019.

3.6 The survey will be aimed at residents; individuals who work in Warwickshire, and representatives of local businesses and organisations. The survey will ask respondents to:

- indicate which of the proposed objectives of the Council Plan 2025 are most important to them; and to provide suggestions as to how we should address them;
- provide suggestions as to what Warwickshire County Council might do to reduce its carbon footprint; and
- comment on the financial aspects of the Council Plan 2025.

3.7 The engagement survey will be promoted through the County Council's communication channels (website, social media, press etc) and through direct promotion to relevant stakeholders. Analysis of the survey will be carried out by the Council's Insight Service.

3.8 The final draft Council Plan 2025 will be presented to Cabinet in December, and to full Council in February 2020, along with feedback from the engagement process and any material changes from the wider external landscape.

4.0 Development of the MTFs

4.1 The Council is developing a medium-term financial strategy covering a rolling five-year period, which will underpin the delivery of the Council's objectives and outcomes as set out in the Council Plan.

4.2 Given the uncertainty around longer-term funding, it is important that the Council has a clear financial strategy to ensure decisions can be taken in the context of the longer-term demand and financial context. This approach will also enable us to respond effectively to changing circumstances while maintaining a longer-term focus on the Council's financial sustainability.

4.3 The recent funding Spending Round announcement on 4 September has provided clarity on funding up to 2020-21 only. This includes provision of additional resources in a number of areas of significant budget pressure, including special educational needs and social care. How the new funding will be distributed is subject to further detail and/or technical consultation so it will take time to assess the full implications for the MTFs and Council Plan.

4.4 It is crucial to note that this is a one-year settlement only in most service areas, so considerable uncertainty remains beyond this date. The Government has announced a delay until 2021-22 in key changes to long-term Council funding, including Business Rates Retention and the Fair Funding Review.

4.5 As a result, the Council will need to maintain a focus on financial sustainability, in particular delivering the benefits of its Transformation Programme to ensure it is in the best possible financial position going in to future spending rounds affecting years beyond 2020-21.

4.6 In developing the Medium-Term Financial Strategy, it is essential that a realistic position on future funding is presented. Work is underway to identify

and take account of any known drivers which are impacting on services; and forecast spend for future years, which need to be reflected in the Strategy. At the same time, we are also undertaking a substantial review of historical budgets and spending patterns and making adjustments. Our priority is to 'right size' budgets.

4.7 The key 'building blocks' which will inform the MTFs include:

- continued growth in demand in relation to children's social care and special educational needs;
- increased demand for home to school transport;
- the impact of housing growth on demand across a range of services including waste management;
- increased demand and pressure on services and schools funded through the Dedicated Schools Grant;
- changes to pay awards and also other inflationary increases;
- the impact of the tri-ennial review of the Pension Fund which will impact on the employer contribution rate;
- financial benefits arising from the transformation programme; and
- changes in statutory requirements and policy changes.

5.0 Financial Implications

5.1 The Council Plan and MTFs will set the financial direction for the medium term. The precise impacts of the Spending Round 2020-21 are under consideration and will inform the draft MTFs due for presentation to Cabinet in December.

6.0 Environmental implications

6.1 The Council Plan engagement will specifically address climate change and environmental issues to inform the final Plan and MTFs.

7.0 Next steps

7.1 Next steps and key dates for the engagement process are set out below. The timetable is subject to change.

Date	Audience	Activity
21 September - 20 October 2019	Public / Stakeholders	Engagement Tool live with online Engagement Survey (4 week survey period)
By 1 October 2019	All Members	Roadshow preparation and material
October - November 2019	Public (Member led)	Roadshows Live

12 December 2019	Cabinet	Draft Council Plan, including feedback from engagement MTFS proposals
January 2020	All Members	Council Plan 2025 updates via Re:Member
8 February 2020	Full Council	Council Plan 2025 and 2020-21 budget decision

Background papers

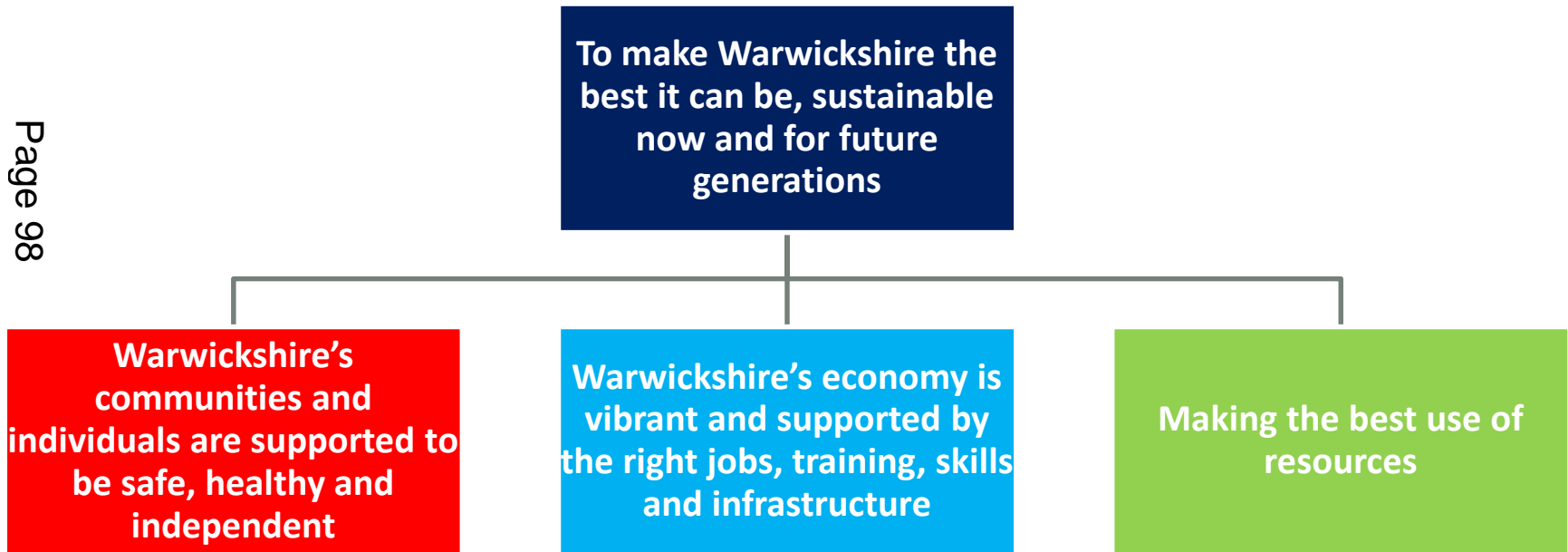
None

	Name	Contact Information
Report Author	Steve Smith	stevesmithps@warwickshire.gov.uk Tel: 01926 412352
Assistant Director	Steve Smith	stevesmithps@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holders	Cllr Peter Butlin Cllr Kam Kaur	peterbutlin@warwickshire.gov.uk kamkaur@warwickshire.gov.uk

This report was not circulated to members prior to publication.

Appendix 1 - Corporate Outcomes and Objectives

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Warwickshire's communities and individuals are supported to be safe, healthy and independent

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

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

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

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

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

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

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

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

Reduce household waste and increase reuse, recycling and composting rates across Warwickshire

Support and enable children and young people to access a place in high quality education settings and achieve their full potential

Page 8 of 9

Making the best use of resources

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

Put our financial resources in the right place to support the Organisation's priorities

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

Reduce demand and cost through innovative and effective service redesign

Pursue leadership excellence and high performance at all levels

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Cabinet**12 September 2019****Capital Investment Fund 2019/20 Quarter 2 Report****Recommendations**

That Cabinet approve:

- 1) the allocation of £0.150m from the Capital Investment Fund to fund the installation of In Cab Navigation/Autosalting technology in WCC gritting vehicles and add the scheme to the Capital Programme.
- 2) the use of £0.025m of unallocated resources in the Education Services capital programme to be used for a safeguarding walkway at Westgate Children & Family Centre/Westgate Primary School and add the scheme to the Capital Programme.

1. Purpose of this report and context

1.1. As part of the 2017/18 budget, Council approved the creation of the Capital Investment Fund (CIF) to provide an approach to funding capital schemes in support of the delivery of OOP 2020. Members approved a four-stage approval process for projects seeking funding from the CIF that would be run on a quarterly basis:

- Stage 1: A service specific internal approval process, the conclusion of which is a bid to an Evaluation Panel submitted by the relevant Assistant Director.
- Stage 2: The CIF Evaluation Panel provides a technical evaluation and commentary on the proposal that results in a recommendation to Corporate Board.
- Stage 3: Corporate Board review the evaluation and support/reject the proposal going forward to Members.
- Stage 4: For those schemes Corporate Board support, Cabinet/Council approve/reject the allocation. If approved the scheme is added to the authority's capital programme.

- 1.2. Following the additional resources allocated to the CIF in the budgets on February 6 2018 and February 7 2019, and approvals through the 2017/18, 2018/19 and 2019/20 financial years, the CIF now has £42.368 million to be allocated in 2019/20.
- 1.3. A number of schemes have been identified as “priority” schemes with notional CIF allocations, subject to approval by Cabinet and/or Council as they formally bid into the fund. The schemes considered in this report include one of those priority schemes, the Winter Service Gritting scheme. Approximately £37.000 million of the remaining CIF balance is expected to be allocated to these “priority” schemes as and when their business cases are completed and assessed.
- 1.4. Agreeing to the recommendations of this report would reduce the total remaining available CIF funding to £42.218 million. In addition, Cabinet need to be aware that there is insufficient unallocated funding remaining in the CIF to cover all pending schemes coming forward. In order for these schemes to be considered, if Cabinet wish to meet the expected cost of the priority schemes when they come forward for approval and that if these schemes remain a priority then additional revenue funding for their capital financing costs will need to be built into the 2020-25 MTFS to deliver them in full.

2. Description of the Schemes

Winter Service – In Cab Navigation/Auto Salting Technology

- 2.1. The CIF panel considered a bid for Winter Service In-Cab Navigation/Auto Salting technology to be installed in gritting vehicles. This bid is for £0.150 million which had been earmarked as a priority scheme. The proposed scheme is to introduce auto-salting and in cab navigation systems into Warwickshire’s fleet of gritting vehicles, to be completed by mid-October 2019 so the system can begin to be utilised through the 2019/20 winter season.

Westgate Children and Family Centre – Safeguarding Walkway

- 2.2. The CIF panel considered a bid for £0.025 million to fund a safeguarding walkway at Westgate Primary School/Westgate Children and Family Centre. The children and family centre is situated in the grounds of Westgate Primary School and is currently accessed through a gate that is operated by an intercom system. At the moment the gate access to the Children and Family Centre and Westgate Pre-School opens directly onto the school playground.

Safeguarding concerns have been raised regarding the current system where members of the public, after being “buzzed in” by the Children and Family Centre staff have to walk across the playground to attend Children and Family Centre services and the on-site Pre-School. Families need to access the Children and Family Centre throughout the day and as such, often have to walk through the playground whilst children are on break and lunch. In addition to this, the existing gate is extremely heavy and does not close automatically without the person opening it manually shutting it. Also, there had been instances of people leaving the gate open and therefore risking the safety of children at the school and nursery.

3. Evaluation by the Panel

Winter Service – In Cab Navigation/Auto Salting Technology

3.1. The Panel scored the scheme at 80/100. The scores awarded in each section were:

- Fit to the organisation’s strategic objectives: 16/20
- Asset enhancement and strategic investment 40/50
- Financial viability: 16/20
- Political, social and environmental impact: 8/10

3.2. The panel noted that the bid demonstrated that the scheme could deliver savings of £26,000 per year, combined with thermal mapping work already undertaken the savings could potentially increase to between £88,000 and £177,000 per year. The panel also noted that the bid did not explain if there was a cost of training on the new equipment, if so then this should be covered by revenue budgets. Overall this was a strong bid and it is, therefore, recommended that Cabinet approve the scheme and add to the capital programme.

Westgate Children and Families Centre – Safeguarding Walkway

3.3. The Panel scored the scheme at 49.4/100. The scores awarded in each section were:

- Fit to the organisation’s strategic objectives: 4.6/10
- Asset enhancement and strategic investment: 8.8/20
- Vibrant Economy: 7.2/20
- Financial viability: 20.8/40
- Political, social and environmental impact: 8/10

3.4. In considering the bid the Panel questioned why this wasn't picked up as part of previous bid to the CIF for fencing around schools as they both cover the general theme of safeguarding children in school playgrounds. Also the bid needed more detail around if these concerns applied to other sites. The panel agreed that it was not appropriate for this scheme to be funded from CIF hence the low score when considered under the CIF scoring framework but acknowledged that the bid raises a genuine safeguarding issue that must be addressed. Therefore, it is recommended to Cabinet that this scheme is added to the capital programme and funded from unallocated Education capital grant.

4. Financial Implications

4.1. The total cost of the recommendations in the report is £0.175 million which will be funded from borrowing set aside as part of the Capital Investment Fund and Education Capital grant. The revenue allocation to cover the resulting capital financing costs has been included in the 2019/20 budget as approved by Council in February 2019.

5. Environmental Implications

5.1. Environmental implications of these recommendations are:

- The Winter Gritting scheme should reduce salt usage, by having more accurate spread rates the service can look at reducing the amount of salt loaded for each gritting run which will assist in fuel efficiency of vehicles.

6. Background Papers

None

	Name	Contact Information
Report Author	Andrew Harper	andrewharper@warwickshire.gov.uk
Assistant Director	Lisa Kitto	lisakitto@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Peter Butlin	peterbutlin@warwickshire.gov.uk

This report was circulated to the following members prior to publication.
Councillors O'Rourke, Butlin, Chattaway, Boad, Singh Birdi, Warwick and Chilvers.

Item 5

Cabinet**12 September 2019****A46 Strategic Link Road****Recommendations**

That Cabinet:

1. Approve the development of the A46 Strategic Link Road scheme, working in partnership with Coventry City Council and Warwick District Council, and authorise the Strategic Directors for Communities and Resources to take all necessary steps to prepare the scheme for implementation including:
 - (i) undertaking public consultation;
 - (ii) completing detailed feasibility design and determining land requirements;
 - (iii) negotiating terms for any necessary land acquisitions, alterations to private accesses and any 3rd party agreements required for the scheme;
 - (iv) preparing applications for planning permission and any other statutory consents;
 - (v) determining the procurement strategy; and
 - (vi) preparing and submitting applications for funding, or support Coventry City Council in preparing and submitting applications for funding.
2. Request that further reports be brought to Cabinet and then to Council once the detailed feasibility stage is complete, to confirm the development of the scheme to detailed design, to consider the inclusion of the A46 Strategic Link Road project into the Capital Programme, to invite tenders, to award a contract and to complete the required land acquisition.

1.0 Background

- 1.1 In December 2016 Cabinet approved the development of the A46 Link Road scheme, working in partnership with Warwick District Council and Coventry City Council, and authorised the Strategic Directors for Communities and

Resources to take all necessary steps to prepare the scheme for implementation.

- 1.2 The A46 Link Road scheme, at that time, was set out in three parts. This report describes the development of the A46 Link Road Phase 2 which is now referred to as the A46 Strategic Link Road.
- 1.3 The report describes the work completed to date and the proposed next steps.

2.0 Key Issues

- 2.1 The A46 Strategic Link Road has been developed to a high-level feasibility stage in accordance with the vision to support planned sub-regional housing and employment growth within Warwick District, Coventry City and the wider A46/ A45 corridor. This will ensure that local residents and businesses within Coventry and Warwickshire are able to take advantage of the economic opportunities afforded by growth and development in the sub region.
- 2.2 The A46 Stoneleigh Junction and the dependent project: the A46 Strategic Link Road, aim to achieve the following objectives:
 - To facilitate and support the housing and employment proposals contained within the Local Plans for Warwick District and Coventry City
 - To support the growth aspirations of the University of Warwick (UoW), Stoneleigh Park and other key existing and proposed employment sites within the immediate area and wider A46 corridor in the context of the adopted Local Plans,
 - To ensure the Coventry and Warwickshire area is well connected to the economic opportunities which will arise as a result of growth and development in the region including HS2 and associated growth at UK Central;
 - To provide additional resilience to the Strategic Road Network (specifically the M6, M42, A46 and A45) through the delivery of a new high quality link.
 - To help reduce congestion in the A45 corridor which will allow further housing growth to come forward in North West, West and South West Coventry and parts of Warwick District; and
 - To unlock land to help realise the opportunity for a number of strategic sustainable transport infrastructure improvements in the area, including a new railway station to serve the University of Warwick, improved access to Tile Hill station, bus priority and a network of pedestrian and cycle routes.

2.3 To date the following work has been completed in collaboration with the City Council and Warwick District Council under the Cabinet decision of 8 December 2016:

- Consultant prepared high-level feasibility design
- Establishment of WCC Project Board
- Establishment of A46 Link Road Programme Board, with representation at a senior officer level from the three authorities
- Initial engagement with potentially affected landowners
- Engagement with local resident groups and other key stakeholders
- Engagement with potential funding bodies
- An Investible Proposition application to Homes England by WMCA through Coventry City Council
- Traffic survey and transport modelling to help define the scope of the project; and
- Development and maintenance of a project communications plan.

2.4 The proposed strategic link road would see a new road constructed between Stoneleigh Junction on the A46 and Westwood Heath Road in Coventry, with a direct connection into the University of Warwick. The scheme would also include improvements to a number of local junctions within Coventry to help mitigate the predicted impacts of the scheme in that area of the city. An indicative layout for the scheme is included as Appendix A.

2.5 The link road would see a transformational change in accessibility to the University of Warwick and the surrounding business parks and other employment areas through the provision of a new road linking the A46 at Stoneleigh with Westwood Heath via the A429 Kenilworth Road (close to the trace of HS2). This infrastructure will support the University of Warwick's long-term masterplan along with wider housing and employment proposals for the area. It will also help reduce the inappropriate use of minor roads such as Crackley Lane, Red Lane and Cromwell Lane for traffic wishing to access the University and its surrounding area.

3.0 Options and Proposal

3.1 The next steps for the development of the scheme are:

- Complete traffic modelling and define scope of project including identifying the proposed junction alterations within Coventry
- Maintain communication with key stakeholders and landowners (e.g. HS2 Ltd, University of Warwick)
- Initiate discussions with Network Rail regarding the proposed crossing of the Leamington Spa to Coventry rail line
- Undertake an Equality Impact Assessment
- Prepare public consultation information

- Prepare Outline Business Case (OBC) applications for the funding bodies
- Prepare detailed feasibility design, and complete early ecological, environmental, i.e. noise, air quality, and topographical surveys; and
- Prepare a further report to Cabinet to set out progress and confirm continued development of the project.

3.2 Then, subject to successful OBC funding applications:

- Prepare the planning application, and other statutory processes
- Prepare detailed design, including consideration of and mitigation for ecological, and environmental impacts, i.e. noise, air quality
- Prepare Compulsory Purchase Orders to be brought forward in parallel with negotiated land option agreements
- Prepare Side Roads Orders
- Prepare agreements with Network Rail and other statutory bodies
- Prepare procurement package; and
- Prepare Full Business Case (FBC) applications for the funding bodies

3.3 Then, subject to successful FBC funding applications:

- Prepare Cabinet and Council reports to request entry into the Capital Programme; and
- Award main works contract.

4.0 Procurement Strategy

4.1 The A46 Strategic Link Road is a multi-agency, multi-stakeholder proposal, which requires a clear procurement strategy, recognising the collaborative relationship between the City and County Councils, and the intention to undertake works within each authority area.

4.2 Through the A46 Link Road Programme Board, a working group will be established to develop this strategy, to set out and agree the risks held by each party and to determine the most cost-effective route to procuring the works and services.

4.3 It is also proposed to establish a Project Board for the scheme including senior member representation from all three Authorities.

5.0 Financial Implications

5.1 The development of the A46 Strategic Link Road has, to date, been delivered jointly between officers from Coventry City Council, Warwick District Council and Warwickshire County Council.

- 5.2 Initial funding for the scheme development has been obtained from Department for Transport (DfT), West Midlands Combined Authority (WMCA) and the Coventry and Warwickshire Local Enterprise Partnership (C&WLEP). This funding supports the work completed to date and part of the detailed feasibility design stage, but it will not cover all the work necessary to prepare the scheme for implementation. Funding for the remainder of the detailed feasibility design, the detailed design and the construction of the scheme is still to be sought. If Cabinet authorises the preparatory work proposed in this report, it will be managed so that the County Council is not at any stage committed to expenditure exceeding that covered by secured external funding without a further report having been brought to Cabinet.
- 5.3 The funding allocated to date is held by Coventry City Council for the scheme development, and will include costs for site investigations, feasibility design, and the development of the funding applications. There is a risk that, should future approvals not be forthcoming, these costs will be abortive. However, these costs will be met by external funding already in place.
- 5.4 The proposed overall funding package for the scheme is as follows:

Funding Source	Amount (£)
<i>Scheme Development</i>	
CWLEP Growing Places/ Growth Deal (committed)	500,000
WMCA SOBC for Coventry South (committed)	200,000
DfT Large Local Major Scheme (committed)	1,250,000
<i>Design & Construction</i>	
DfT Large Local Major Scheme (to be secured)	35,000,000
Homes England Investible Proposition (application made – awaiting feedback)	35,000,000
WMCA Devolution Deal (to be secured)	35,000,000
S106 Developer Funding (to be confirmed)	Est. 10,000,000
TOTAL (subject to funding being received through all sources)	116,950,000

- 5.5 Applications for funding from external sources will be through each organisation's funding application template. There is a degree of similarity between these processes, and preparation of the project business case will follow the *DfT Transport business case: assessment and process procedures*.
- 5.6 The funding applications will be made by either Coventry City Council or by Warwickshire County Council. Where the application is made by the City Council, they will undertake the role of accountable body and will enter into a Grant Deed Agreement with Warwickshire County Council to set out the terms of funding transfer for the completed works and services. Where applications are made, both authorities will be required to confirm support of the application through endorsement by letter.

- 5.7 Initial cost estimates for the work anticipates a project cost of £70m to £100million. This estimate will be further developed and refined as part of the detailed feasibility design stage. The estimate will include an allocation for contingency and inflation and will recognise the risk of increased works costs as a result of anticipated levels of construction in the area.
- 5.8 Further reports for Cabinet and, where required, Council will be prepared on completion of the detailed feasibility design and the detailed design stages setting out the proposed funding package for the construction works, and the estimated cost of the scheme, in order to consider the continued development of the scheme and, eventually, the inclusion of the scheme in the County Council's Capital Programme.

6.0 Timescales associated with the decision and next steps

- 6.1 The current programme for the A46 Strategic Link Road is as follows:
- (i) Scheme scope defined following traffic modelling late Autumn 2019
 - (ii) Public consultation Winter 2019/2020
 - (iii) OBC Funding Applications Spring 2020
 - (iv) FBC Funding Applications Spring 2022
 - (v) Construction complete 2024/2025
- 6.2 These timescales are dependent on the successful completion of each previous stage and recognition made of dependency on processes and approvals of key stakeholders, as well as delivery of other key construction projects in the area.
- 6.3 The programme will be kept under review as the project progresses.

Appendix

Appendix - Indicative Layout for the Scheme

Background papers

None

	Name	Contact Information
Report Author	Paul Bentley	paulbentley@warwickshire.gov.uk Tel: 01926 418029
Assistant Director	Scott Tompkins	scotttompkins@warwickshire.gov.uk Tel: 01926 412422
Strategic Director	Mark Ryder	markryder@warwickshire.gov.uk Tel: 01926 412811
Portfolio Holder	Cllr Jeff Clarke (Communities) Cllr Peter Butlin (Finance and Major Projects)	

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

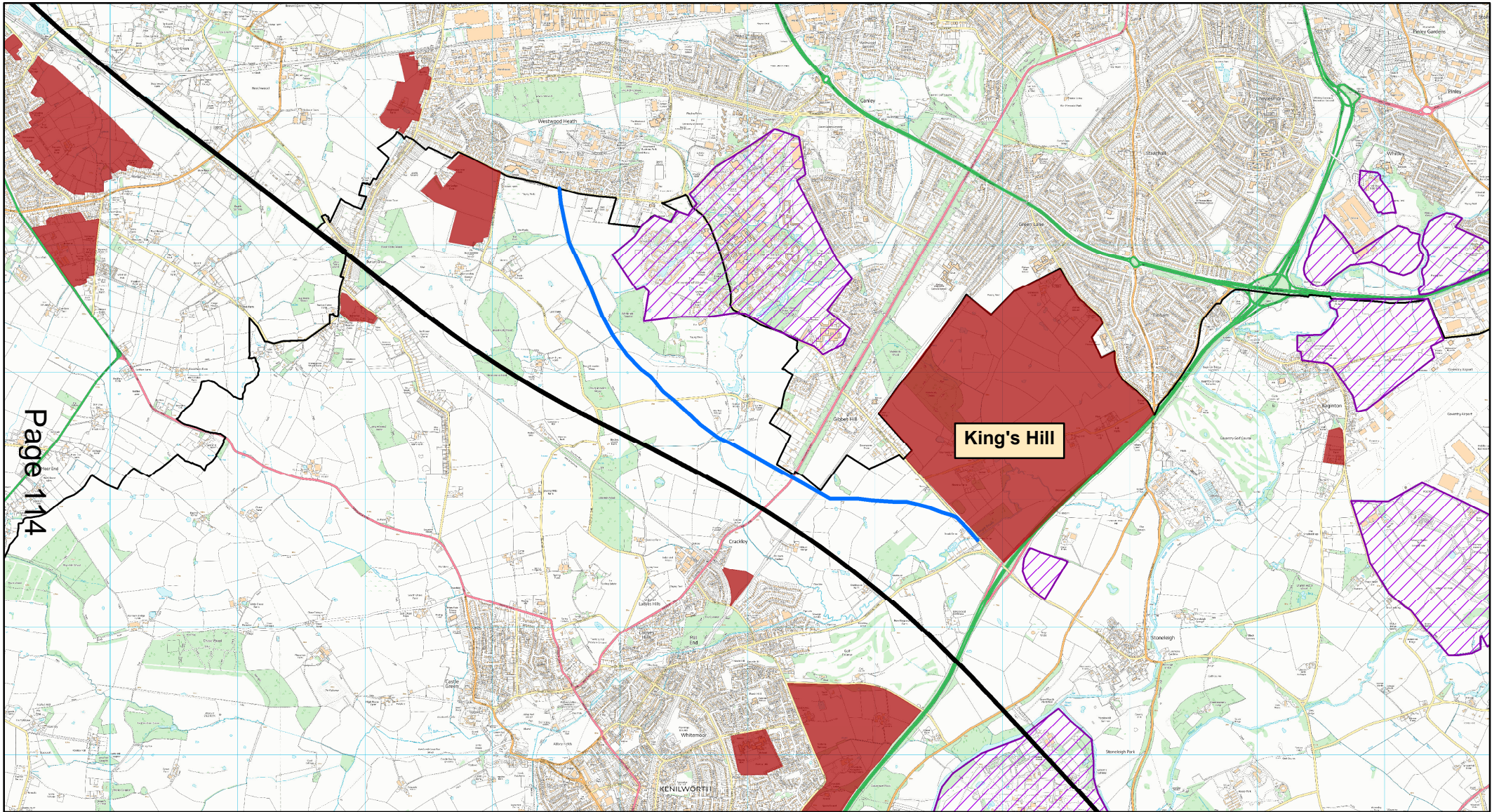
Local Members:

Councillors Redford, Shilton, Cockburn and Cooke

Other members:





Councillors Boad, Phillips, Clarke, Fradgley, O'Rourke, Butlin, Chattaway, Singh Birdi, Warwick, Roodhouse and Chilvers.

Appendix A - Indicative Strategic Link Road Layout



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Legend

-  Indicative Link Road Route
-  Employment Growth
-  Housing Allocations
-  HS2 Phase 1



Communities
04 Sep 2019

Cabinet

12 September 2019

Developer-funded Scheme Approval

Recommendation

That Cabinet gives approval to the procurement of a construction contract for the following Section 278 scheme and authorises the Strategic Director for Communities to enter into such contract on terms and conditions acceptable to the Strategic Director for Resources subject to the applicable Section 278 Agreement with the Developer being signed which will provide for 100% of the funding:

- C43 Gallows Hill, Warwick. Developers – L&Q Estates, Galliford Try Partnership and Warwick District Council. Approximate value £3.5 million

1.0 Key Issues

- 1.1 This scheme will be fully funded by developer contributions ring-fenced for the works specified. For developer funded schemes, there are no alternative uses for the contribution and the inclusion of these schemes on the capital programme does not affect the overall level of available capital resources.
- 1.2 The construction contract will be undertaken by a contractor from the appropriate Lot of the Council's Framework Contract for the Provision of Engineering and Construction Works 2019. The procurement process for the contract will either involve a mini-competition between Framework contractors or a direct award to a Framework contractor nominated by the developer. The direct award option is only available when the works are wholly funded by a developer who has entered into a Highways Act 1980 Section 278 agreement with the County Council.
- 1.3 Cabinet is requested to approve the procurement of a construction contract for the Section 278 schemes and to authorise the Strategic Director for Communities to enter into such contract on terms and conditions acceptable to the Strategic Director for Resources.

2.0 C43 Gallows Hill, Warwick

- 2.1 A planning application was submitted to Warwick District Council by Gallagher Estates in respect of a residential development to the south of Gallows Hill with points of access from Europa Way (south) and Gallows Hill. Planning permission was granted on appeal on 14 January 2016 (ref: APP/T3725/A/14/2229398 and W/14/0681).

- 2.2 A separate planning application was submitted to Warwick District Council by Savills in respect of a residential development to the north of Gallows Hill with points of access from Europa Way (north) and Gallows Hill. Planning permission was granted on 03 April 2015 (ref: W/14/0967). This development is now being taken forward by Galliford Try Partnerships and Warwick District Council.
- 2.3 A plan showing the current design of the proposed highway improvement is included in the **Appendix**, however this may be subject to change as the detailed design evolves through the technical review process.
- 2.4 Council gave approval on 25 July 2019 to enter the scheme onto the 2019/2020 capital programme. The County Council will enter into a Section 278 agreement with the Developers to undertake the works at an estimated cost of **£3,500,000** including fees. Under the agreement the costs will be fully funded by the Developers. Subject to the signing of the Section 278 agreement, works are expected to be carried out in the 2019/2020 financial year and be completed within the 2020/2021 financial year.

3.0 Financial implications

- 3.1 Section 278 schemes are fully funded by developer contributions which are ring-fenced for the works described in this report. There are no alternative uses for the contributions and the inclusion of these schemes on the capital programme will not affect the overall level of available capital resources.
- 3.2 The financial years within which the works are expected to start and to finish is included in the section above. However, the commencement of the works is dependent on the completion of the technical review, procurement and contractor mobilisation processes and may slip. Any slippage will be reported in the normal quarterly monitoring process.

Background papers

None

	Name	Contact Information
Report Author	Shirley Reynolds	shirleyreynolds@warwickshire.gov.uk Tel: 01926 412110
Assistant Director (Environment Services)	Scott Tompkins	scotttompkins@warwickshire.gov.uk Tel: 01926 412422
Strategic Director for Communities	Mark Ryder	markryder@warwickshire.gov.uk Tel: 01926 412811
Deputy Leader (Finance and Property)	Cllr Peter Butlin	cllrbutlin@warwickshire.gov.uk Tel: 01788 816488

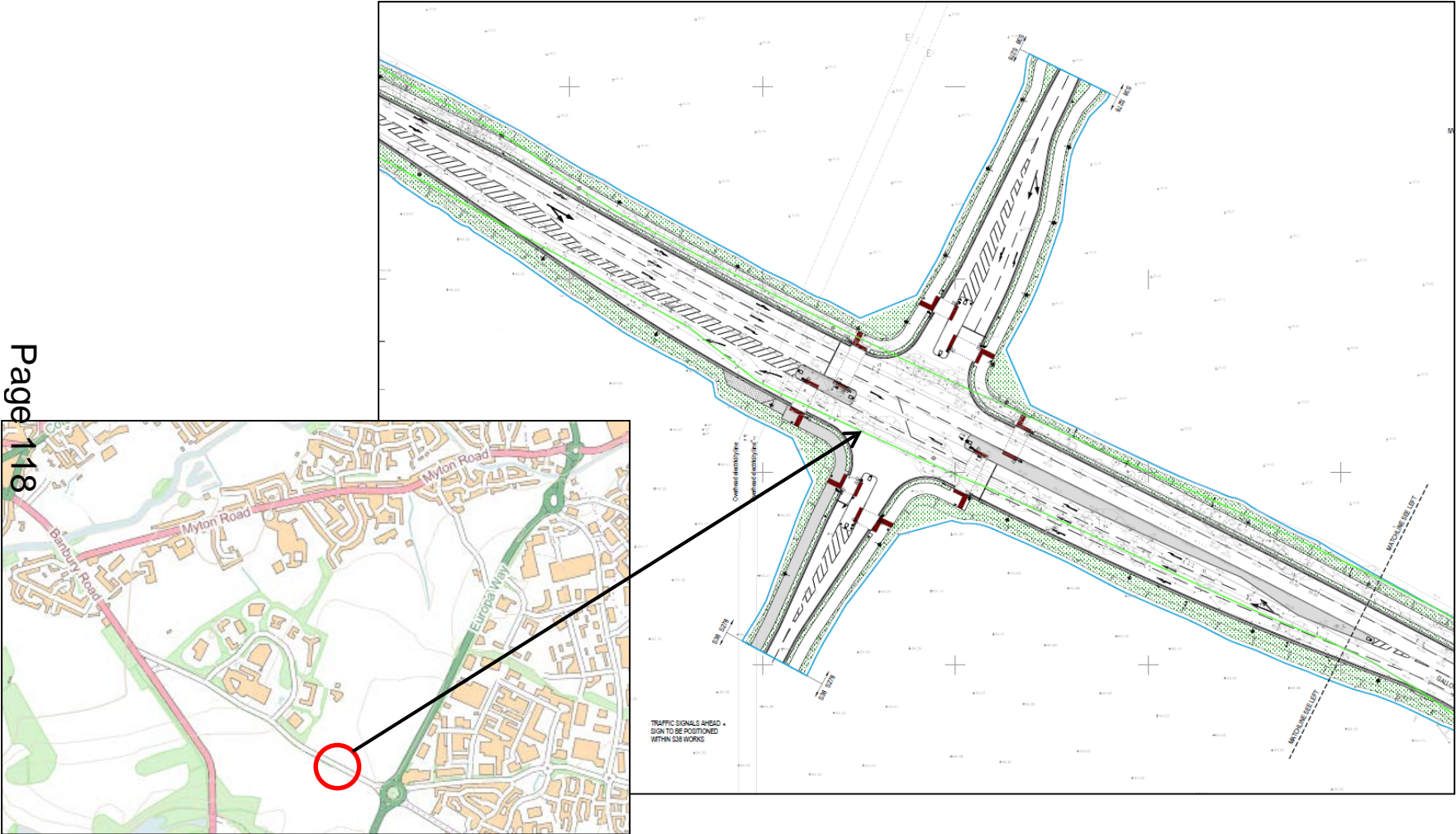
The report was circulated to the following Members prior to publication:

Local Members:

Cllr Birdi – Warwick South

Other Members:

Cllrs Roodhouse, Chilvers, Singh Birdi, Warwick, O'Rourke, Butlin, Chattaway and Boad



S278 scheme:
C43 Gallows Hill, Warwick

Cabinet

12 September 2019

Draft Integrated Risk Management Plan Action Plan 2019/20: Post Engagement and Consultation Report

Recommendations

That Cabinet:

- 1) consider the outcomes of the six-week Draft Integrated Risk Management Plan (IRMP) Action Plan 2019/20 communication, engagement and consultation process.
- 2) approve the IRMP Action Plan 2019/20.
- 3) approve an allocation of £602k from general reserves to address the issues identified by the HMICFRS report related to the work of the fire protection team. These funds will be held in an earmarked reserve to be drawn down by the service.

1.0 Background

- 1.1 The IRMP 2017- 2020 was approved by Council in July 2017 following a public consultation process. The detail around the actions that Fire and Rescue propose to implement is communicated through IRMP Action Plans.
- 1.2 The IRMP Action Plan 2019/20 is considered the key business plan for Fire and Rescue and takes into account a number of work streams with strategic importance. These include work being driven by the Memorandum of Understanding with West Midlands Fire Service, the HMICFRS Improvement Plan and the OOP2020 savings plan.
- 1.3 The IRMP Action Plan 2019/20 includes a range of actions, most of which can be considered normal continuous improvement activity. However, there is also an action that provided the opportunity for engagement at the very early stages of the proposal (to explore options for new fire station locations in the Nuneaton and North Warwickshire area) and a more developed proposal that required a specific piece of consultation (the provision of a new fire station to the south of Rugby).
- 1.4 Fire and Rescue, with support from Communications, Legal Services and the Strategic Consultation and Engagement Lead, planned and delivered a six-

week communication, engagement and consultation process that commenced on May 6 2019. The process incorporated the following elements:

- Three online surveys were hosted on the WCC website:
 1. Consultation on the proposal for an additional fire station in Rugby.
 2. Engagement on Nuneaton and North Warwickshire fire station locations.
 3. General feedback on the Draft IRMP Action Plan 2019/20.
- Meetings held with local elected representatives, including MPs, County, Borough, District and Parish councillors and local staff representative bodies.
- Drop-in sessions held at Rugby Town Hall and Rugby Library.
- Engagement with the local press and promotion of the online surveys across all Fire and Rescue and corporate social media and internal communications platforms.
- Engagement with key partners to advertise details of the consultation process across all communities and community groups and to display posters in public areas.

1.5 The Equalities Impact Assessment that was undertaken during the development of the IRMP 2017-20 was reviewed, and a specific Equalities Impact Assessment for action 2.1 (the provision of a new fire station to the south of Rugby) completed.

2.0 Key Issues

2.1 There were a total of 319 respondents across the three surveys:

165 for the consultation survey - the provision of a new fire station to the south of Rugby.

93 for the engagement survey - to explore options for new fire station locations in the Nuneaton and North Warwickshire area.

61 for the general Draft IRMP Action Plan 2019/20 feedback survey.

2.2 Overall, the proposed additional new fire station to the south west of Rugby was strongly supported by respondents to the survey and those attending the key stakeholder face to face meetings. However, that support was often clearly set in the context of concern about:

1. The adequacy of resources available at both the new and existing fire stations and the ability for Fire and Rescue to meet its response standards given the expansion within the Rugby borough.
 2. The impact that splitting existing resources will have on the centre and north of Rugby.
 3. The level of traffic congestion around the site of the proposed new fire station.
- 2.3 The two issues of adequacy of resources and the impact of splitting existing resources are inextricably linked. Splitting of resources from the central Rugby fire station site at Corporation Street will provide a larger footprint within which the first fire engine can attend a life risk incident. This extended footprint will include the area of new development to the south west of Rugby. The consequence of splitting existing resources is that the reinforcing second fire engine may take longer to arrive to an incident located in the north of Rugby. The proposal being made provides the optimal distribution of fire engines for attending life risk incidents that can be achieved with existing resources. To extend the footprint for first fire engine attendance within ten minutes whilst also maintaining the current performance for supporting fire engine attendance would inevitably require an additional fire engine and crew to be provided at the new Rugby South site.
- 2.4 The Rugby Borough Local Plan states that "*the Rugby South West development will impose additional vehicular traffic on the wider highway network and within the town itself. Transport modelling identifies in particular a specific impact on the gyratory in the town centre*". Effectively this would further slow response at peak times by fire engines from the current Corporation Street fire station. It is Fire and Rescue's assessment that the traffic congestion issue is less pertinent to the area surrounding the site of the proposed new fire station than it is to the existing site at Corporation Street.
- 2.5 The site for the proposed new fire station is being offered by the developers of the Rugby South West development as part of a Section 106 (Town and Country Planning Act 1990) planning obligation agreement with the Local Authority. The costs of building the fire station are expected to be met by the developer. The narrative that supported the Draft IRMP Action Plan 2019/20 consultation process explained that the proposed new fire station would enable Fire and Rescue to meet its emergency response standard for the additional incidents that will be expected to occur across the Rugby South West development and its arterial roads. The response standard cannot be met from the Corporation Street fire station (see Background Paper 'Ten Minute Response Footprints (Rugby)').
- 2.6 During the consultation one respondent suggested an alternative site to the east of the Rugby South West development. An alternative means of funding would need to be identified for building a new fire station in any other location than that included in the Section 106 agreement. Officers have subsequently considered this alternative location. It is Fire and Rescue's assessment that

there would be no evidenced improvement in response using this location, when compared to the location proposed in the Draft IRMP Action Plan 2019/20 (see Background Paper 'Ten Minute Response Footprints (Rugby)'). Officers are of the opinion that the location proposed to the south west of Rugby provides the best-balanced response model across the county of Warwickshire, taking into account future building developments, the locations of other fire stations and optimal response times.

- 2.7 One respondent challenged whether this was a true consultation, stating that consultation should take place when there is still time to influence the policy outcome. The consultation narrative indicated that although the location proposed in the Draft IRMP Action Plan 2019/20 was the current preference, Fire and Rescue were open to other suggestions (see paragraph 2.5).
- 2.8 There were objections to the location being proposed for a new fire station on Symmetry Park to the south west of Rugby from a small number of local residents. Symmetry Park (itself part of the wider Rugby South West development) was included as a commercial development within the Rugby Borough Council Local Plan. Similar objections from local residents were made during the Local Plan full consultation process in autumn 2016. The Rugby Borough Council Local Plan was subsequently adopted in June 2019. There will be a further consultation process when application is made for planning consent for the new fire station.
- 2.9 Overall the proposal to explore the options for new fire station locations in the Nuneaton and North Warwickshire area was supported by the majority of respondents to the survey and those attending the key stakeholder face to face meetings; however, there were more balanced/nuanced views on whether or not we should actually implement changes to current fire station locations. There was recognition that it is necessary to review our service in terms of fire station locations, resourcing and the impact of a changing risk profile on the local environment and communities; however, there was a consistent theme that resources should be increased rather than spread out to meet changes to the risk profile. Fire and Rescue will continue to develop a strong evidence base and supporting narrative to enable communities to make final informed opinions on potential future fire station locations.
- 2.10 One of the anticipated benefits of the single control work stream with West Midlands Fire Service was that it may have provided for more efficient and effective emergency response across the geographical boundary between the two Fire and Rescue Services. This would have been particularly pertinent to any future review of fire station locations within the Nuneaton and North Warwickshire area. Given the decision to no longer progress the single control work stream, it is recommended that the wording of the Outcome/Benefit section of Action 2.2 'Explore the options for new fire station locations within the Nuneaton and North Warwickshire area' of the Draft IRMP Action Plan 2019/20 is changed to reflect a more inclusive approach that considers greater collaboration with 'neighbouring Fire and Rescue Services'.

- 2.11 Feedback provided through the general survey demonstrates that the actions contained in the Draft IRMP Action Plan 2019/20 were considered either very easy, easy or neither easy nor difficult to understand by 82% of respondents. The majority of respondents heard about the survey via social media. Online engagement was the most popular choice on how Fire and Rescue should engage with its communities.
- 2.12 Feedback received via social media channels replicates that of the online surveys and demonstrates broad support for the actions contained within the Draft IRMP Action Plan 2019/20. However, the evaluation of the social media responses should be treated with some caution as there may be an element of double counting if respondents also completed an online survey. The relatively low number of responses across all three surveys (319) could indicate that the overall themes may not be reflective of the wider community.
- 2.13 Notwithstanding the limited numbers reached through the combined consultation, engagement and communication activities, some quality feedback was received that will be used to inform future IRMP work, especially around action 2.2 'Explore the options for new fire station locations within the Nuneaton and North Warwickshire area'. The consultation analysis reports that are provided for members as background papers highlight all the feedback received from the consultation, engagement and communication process, and are available for members to consider as part of their decision-making process.

3.0 Financial Implications

- 3.1 The financial implications of the Draft IRMP Action Plan 2019/20 are incorporated into Fire and Rescue's ongoing financial and business planning and will be considered and reflected as part of the development of the council's Medium-Term Financial Strategy. One-off funding from general reserves of £602k will be used to create an earmarked reserve for use by the service to support the fire protection activities as set out in HMICFRS report considered by Cabinet on 22 January 2019. This funding will be drawn down by the service over a period of 2-3 years as and when the expenditure is incurred.

4.0 Next Steps

- 4.1 The majority of actions within the Draft IRMP Action Plan 2019/20 can be considered as normal continuous improvement activity, and progress against these is already in train within Fire and Rescue business plans.
- 4.2 Providing an additional fire station within the Rugby area is dependent upon the release of Section 106 funding from the site developers.
- 4.3 The feedback received in regard to action 2.2. 'Explore the options for new fire station locations within the Nuneaton and North Warwickshire area' will be

used to inform the detailed options analysis work that will be undertaken over the coming year. Fire and Rescue will provide more detail around any options that are developed in 2020/21 and will consult with the local community accordingly.

- 4.4 Work will shortly commence on developing the next iteration of the IRMP. A more integrated approach will be taken that will see the IRMP for 2020 onwards being developed within the framework of the Council's Corporate Plan, Medium Term Financial Strategy and transformation programme work streams. The next IRMP will be based on a wider range of data from across WCC and its partners and will make use of the new data analytical techniques being developed by the Business Intelligence team.

Background papers

None

Appendices

- A. Integrated Risk Management Plan (Key Business Plan) 2019/20
- B. WFRS Engagement Log
- C. Draft IRMP Action Plan 2019-20 General Survey Feedback Report
- D. Consultation on New Fire Station in Rugby Report
- E. Consultation on New Fire Station in Rugby Report: Appendix 1 (Verbatim Comments)
- F. Consultation on New Fire Station in Rugby Report: Appendix 2 (Additional Comments)
- G. Ten Minute Response Footprints (Rugby)
- H. Engagement Report on Exploring Options for Nuneaton and North Warwickshire
- I. Marcomms Consultation and Engagement Evaluation Report
- J. Equalities Impact Assessment: New Fire Station to the South Rugby

	Name	Contact Information
Report Author	AC Dave Pemberton	davepemberton@warwickshire.gov.uk Tel: 01926 423231
Chief Fire Officer	CFO Kieran Amos	kieranamos@warwickshire.gov.uk
Strategic Director	Mark Ryder	markryder@warwickshire.gov.uk
Portfolio Holder	Cllr Andy Crump	andycrump@warwickshire.gov.uk

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

Local Members: N/A

Other members: Councillors Crump, Chattaway, Boad, O'Rourke, Cockburn, Phillips, Singh Birdi, Shilton, Timms, Fradgley, Roodhouse, Chilvers.

Appendix A - Integrated Risk Management Plan (Key Business Plan) 2019/20

IRMP Objective 1: Identify further opportunities to develop collaborative working with other blue light services to enhance efficiency, effectiveness and public safety.			
No	Action	Description	Outcome/Benefit
1.1	Implement a single Fire Control facility with another Fire and Rescue Service.	Our Action Plan in 2017/18 included the same objective, but full exploration of a number of possible options has required us to continue the action into 2019/20.	<ul style="list-style-type: none"> • Improved efficiencies through collaboration and delivers a financial saving • Improved operational resilience. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.
1.2	Develop a multi-site training delivery model.	Being progressed within the terms of collaborative agreements with West Midlands Fire Service and other partners at sites at Stratford, Coventry and Kingsbury.	<ul style="list-style-type: none"> • Improved efficiencies through collaboration. • Improved operational standards, organisational resilience and safety. • Supports the efficiency and collaboration pillar of Home Office fire reform agenda.

IRMP Objective 2: Continue to review the number, location and resourcing of our fire stations and fire engines.

No	Action	Description	Outcome/Benefit
2.1	Provide an additional fire station within the Rugby area.	<p>The requirement for a new fire station to the South of Rugby has been incorporated into the Rugby Borough Council Local Plan, and following public consultation is awaiting formal adoption.</p> <p>The proposed site is near the A45/M45 junction.</p> <p>A full explanation of what we wish to do and why will be provided in a specific piece of public consultation activity in spring 2019.</p>	<ul style="list-style-type: none"> • Identification of the optimum fire station locations that best enhance our response to emergencies, considering the impact of future housing and commercial developments. • Improved performance against our emergency response standards.
2.2	Explore the options for new fire station locations within the Nuneaton and North Warwickshire area.	<p>This action is in the very early stages of development, and a full explanation of what we wish to achieve and why will be provided as part of early engagement activity.</p> <p>We will provide more detail around any options we develop in 2020/21, and will consult with the local community accordingly.</p>	<ul style="list-style-type: none"> • Identification of the optimum fire station locations across the Nuneaton, Bedworth and wider North Warwickshire area that best enhance the use of our resources to respond to emergencies, deliver fire prevention activities and consider the impact of future housing and commercial developments. • Greater collaboration with neighbouring Fire and Rescue Services to provide a more efficient and effective level of emergency response across geographical boundaries.

2.3	Reduce whole time staff by 3 posts by changing crewing and rostering arrangements.	This action will modify staffing and working arrangements to provide improved efficiency without impacting on the level of service provided to the public.	<ul style="list-style-type: none"> • Delivery of a financial saving.
IRMP Objective 3: Maximise the flexibility and utility of our workforce.			
No	Action	Description	Outcome/Benefit
3.1	Deliver changes to duty systems, Incident Commander mobilising protocols and organisational management structure to provide the most effective level of service delivery within the available budget.	This action will modify staffing and working arrangements to provide improved efficiency and effectiveness in the level of service provided to the public.	<ul style="list-style-type: none"> • A resource model that provides optimum performance and flexibility within the available budget. • A more flexible and efficient use of resources. • An officer mobilising protocol that optimises the skills and experience of middle managers within the Incident Command structure.

IRMP Objective 4: Develop the use of emerging technology.

No	Action	Description	Outcome/Benefit
4.1	Implement the measures required locally to meet the requirements of the national Emergency Services Mobile Communications Programme (ESMCP)	Part of our continuous improvement activity.	<ul style="list-style-type: none"> • The provision of a replacement communication system that will ensure that the Fire and Rescue Service can communicate with other blue light services and responding agencies using the latest digital technology.
4.2	Develop and deliver the technology required to provide real-time video footage from incidents	Part of our continuous improvement activity.	<ul style="list-style-type: none"> • Live video is transmitted via mobile phone/tablet from the incident ground which can be accessed and viewed remotely to improve emergency incident management. • The use of body worn cameras provides a more efficient and value focused approach to the monitoring of Incident Commanders performance.
4.3	Explore the options for securing a drone capability for use at emergency incidents.	Part of our continuous improvement activity.	<ul style="list-style-type: none"> • A partnership approach is established that secures the use of aerial footage for emergency incident management.
4.4	Introduce an Automatic Vehicle Location System (AVLS)	AVLS is a GPS tracking system which provides the exact location of fire and rescue vehicles and enables our mobilising system to automatically propose the nearest appropriate resource to send to an emergency.	<ul style="list-style-type: none"> • Better use of our resources to respond to emergencies Improved performance against our emergency response standards.

4.5	Further develop our understanding of the implications and impacts of the High Speed 2 railway (HS2).	HS2 is the new high speed railway that will be routed through Warwickshire. Although not planned to be opened until 2026, main civil construction work will commence in 2019. We need to plan for and manage any risks within the County associated with construction sites, traffic and transient population etc.	<ul style="list-style-type: none"> Plans are in place to minimise the impact of construction of HS2 upon the safety of those living, working and travelling through Warwickshire.
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IRMP Objective 5: Use our capacity to improve wider community health and social care outcomes.

No	Action	Description	Outcome/Benefit
5.1	Provide a hospital to home service for vulnerable people.	This action is subject to funding from Public Health and is part of a 3 year strategy to support the Fire and Rescue Service to deliver wider community health and social care outcomes.	<ul style="list-style-type: none"> Transport people safely to their homes to assist with reducing the pressures and impacts on hospitals who would normally retain those patients for longer than required. This will also provide opportunities for WFRS to deliver fire prevention advice and safe and well checks to those people who need it most.

IRMP Objective 6 (New): Deliver continuous improvement activity as identified through the HMICFRS inspection programme

No	Action	Description	Outcome/Benefit
6.1	Implement and close the improvement plan we developed following the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in July 2018.	<p>Our HMICFRS Improvement Plan sets out how we intend to deliver improvements in the areas recommended to us following the inspection. The full action plan is available on our website. Some of the key actions are:</p> <ul style="list-style-type: none"> ● Deliver a more effective and efficient risk based building inspection programme and review our approach and readiness to deliver appropriate enforcement activity. ● Improve our understanding and appreciation of diversity strategy, training and approach. ● Improve our recruitment outreach activity to better target under-represented groups ● Develop our integrated risk management approach to make better use of the general engagement we have with the public. ● Increase the use of evaluation of prevention activity. ● Determine the effectiveness of our safeguarding strategy, policy and approach and identify gaps and 	<ul style="list-style-type: none"> ● An improvement plan is developed and delivered in line with the outcomes and recommendations of the HMICFRS on-site inspection that took place in July 2018. ● The objective of the nationally driven programme is to increase efficiency and effectiveness in Fire and Rescue Services.

		<p>options for change using expert help and best practice.</p> <ul style="list-style-type: none">• Ensure we effectively monitor, review and evaluate our collaboration work and approach.• Ensure that our contracts are managed appropriately by those responsible for them.	
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Warwickshire Fire and Rescue Service Engagement Log

Please complete an entry for every meeting you have where you discuss WFRS IRMP Action Plan

- **Action 2.1: Provide an additional fire station within the Rugby area, in line with the WFRS Asset Management Plan.**
- **Action 2.2: Explore the options for new fire stations locations within the Nuneaton and North Warwickshire, in line with our Asset Management Plan.**

Dear Colleagues,

The engagement log is a record of meetings in which the IRMP Action Plan is discussed.

The purpose is to evidence that we are engaging as widely as possible.

The aim of all such meetings is to encourage partners and stakeholders to complete the online questionnaire.

Please DO NOT think you need to write comprehensive notes in the engagement log about the content of your meeting.

Any notes should be as brief as possible.

DATE	WFRS OFFICER	MEETING WITH ?	MEETING LOCATION	NOTES
01.04.19	Ade Mallaban	WCC partners	Fire HQ	Overview of IRMP action plan given and WCC partners agreed to provide WFRS with a list of community events in May which we can attend to ensure we reach beyond the 'digital' community
02.04.19	Dave Pemberton Ade Mallaban	WCC Councillors	Nuneaton Fire station	Action 2.2: Cllr Kondakor and Cllr Clare Golby: DP explained that this was very much about seeking ideas and at an early stage - there is no specific detailed plan.: Generally agreed to the concept of keeping the same resources but have a different spread. Make sure you do it with people - not to them. Request to share draft IRMP survey questions.
03.04.19	Dave Pemberton Ade Mallaban	Nuneaton and Bedworth Borough Councillors	Nuneaton Fire station	Action 2.2: Cllr Hancox (NBBC - Bedworth) unable to attend but by e-mail stated his view that Bedworth residents would oppose the closure or relocation of Bedworth fire station. Cllr Kyle Evans (Bedworth Slough) DP explained that this was very much about seeking ideas and at an early stage - there is no specific detailed plan: KE understood overall concept and supported Bermuda Pk location Suggested that we obtained feedback from staff at Nuneaton / Bedworth fire stations.
10.04.19	Dave Pemberton Ade Mallaban	WCC / North Warwickshire Borough / Parish Councillors	Coleshill Fire station	Action 2.2: Attended: Julie Hobster, Dave Reilly, Mark Weatherley, Alan Vaughton, Keith Woodward, Richard Habgood, Steve Sorrell (WFRS) Cllr Reilly provided NW planning overview up to 2033 and beyond. Advised that we should continue to have a long term predictive approach to IRM planning, and should consider the massive HS2 implications in NW. WFRS should consider a potential multi blue light location, to include GP relocation opportunities, at a Coleshill site (allotments). Discussions would need to take place about this no later than 2020.
03.05.19	Dave Pemberton	MP North Warwickshire	Craig Tracey office	Action 2.2: Craig Tracey MP: Range of actions / ideas came from the meeting. Craig invited WFRS Station Commanders to surgeries in Coleshill and Bedworth.
09.05.19	Neil McElvenny Ade Mallaban	CREO Group	Coleshill Fire Station	This is national FRS group that shares best practice in consultation processes.
20.05.19	Neil McElvenny Ade Mallaban	General Public	Rugby Library	Action 2.1: Provided overview of IRMP action plan. Hard copy and on line Survey responses facilitated.
22.05.19	Dave Pemberton	Rugby Borough Councillors	Rugby Fire Station	Action 2.1: Cllr Adrian Warwick - WCC Fosse ward (also the new chair of Resources and Fire OSC)

Warwickshire Fire and Rescue Service Engagement Log

Please complete an entry for every meeting you have where you discuss WFRS IRMP Action Plan

- **Action 2.1: Provide an additional fire station within the Rugby area, in line with the WFRS Asset Management Plan.**
- **Action 2.2: Explore the options for new fire stations locations within the Nuneaton and North Warwickshire, in line with our Asset Management Plan.**

				Cllr Jill Simpson-Vince - WCC Brownsover & Coton Park ward: RBC Coton & Boughton, portfolio holder for growth & investment. Cllr Sally Bragg - RBC Wlston & The Lawfords Cllr Julie Barrow - RBC Bilton Broad support, though some supported the need for additional resources rather than the splitting of existing.
23.05.19	Neil McElvenny Ade Mallaban	General Public	Rugby Town Hall	Action 2.1: Provided overview of IRMP action plan. Hard copy and on line Survey responses facilitated.
24.05.19	Dave Pemberton	MP Nuneaton	Marcus Jones office	Action 2.2: Marcus Jones MP - supported action but would need to be presented with strong evidence base if the existing location of Nuneaton fire station was to be changed.
28.05.19	Ian Walker Ade Mallaban	General Public	Rugby Town Hall	Action 2.1: Provided overview of IRMP action plan. Hard copy and on line Survey responses facilitated.
05.06.19	Dave Pemberton Ade Mallaban	Rep Bodies	Nuneaton Fire Station	Action 2.2 Overview of relevant actions and discussion around fire cover implications. Attendees thought it important to concentrate on maintaining RDS availability at Bedworth and Polesworth to prevent cover moves by WDS pumps and detachments by WDS staff.
07.06.19	Dave Pemberton	MP Rugby	Rugby Fire Station	Action 2.1: Agreed with the concept of relocating fire engines outside of the town centre to maximise attendance times to the Rugby area, so would prefer if the site in the South West was implemented at the same time as a new site in the North.



Appendix C - Warwickshire Fire and Rescue Service

IRMP – Draft Action Plan 2019/20 Feedback Report

Date published July 2019

Report produced by Service Improvement Team - WFRS

BACKGROUND/METHODOLOGY

Residents and stakeholders were invited to provide feedback on our IRMP draft action plan 2019/20.

The feedback activity was carried out between 6th May and 16th June 2019. An online survey was hosted on the Warwickshire County Council consultation and engagement hub (Ask Warwickshire) and a paper copy was made available. This report presents the analysis of data from the completed survey.

KEY MESSAGES

- There were 61 respondents to the survey.
- People were asked how difficult or easy was it to understand the actions listed in the action plan. 25 (41%) of respondents said it was neither easy or difficulty, 24 (39%) said it was easy or very easy, 11 (18%) said it was difficult or very difficult and 1(2%) did not answer.
- Overall the majority of respondents 43(63%) heard about the survey via social media (fire and rescue and county council platforms), and the county council website.
- On- line engagement was the most popular choice on how we should engage with our communities with 47 (77%) of respondents choosing on -line surveys and 28 (46%) choosing social media. Community events or meetings and open days were chosen by 22 (36%) and 18 (30%) respectively. Other options included paper surveys, visits to established groups, and newspapers.

RESULTS - RESPONDENT ANALYSIS

Respondent Profile

There were 61 responses to the survey. Figure 1 provides details of the profile of respondents. 51% of respondent were male and 38% were female. The majority of respondents were of working age (18-59) (54%) and 39% were in the 60 -74 year age group. 82% of respondents identified their ethnicity as 'white'.

Figure 1 – Respondent Profile

		Count	%
Gender	Female	23	37.70%
	Male	31	50.82%
	Non-binary	1	1.64%
	Prefer not to say	6	9.84%
		Count	%
Age in years	18 – 29	3	4.92%
	30 – 44	13	21.31%
	45 – 59	17	27.87%
	60 – 74	24	39.34%
	75 +	2	3.28%
	Prefer not to say	2	3.28%

		Count	%
Long standing illness or disability	No	47	77.05%
	Not Answered	1	1.64%
	Prefer not to answer	5	8.20%
	Yes	8	13.11%
		Count	%
Ethnicity	Asian or Asian British - Indian	1	1.64%
	Black or Black British - African	1	1.64%
	Gypsy or Traveller	1	1.64%
	Mixed - White and Asian	1	1.64%
	Other Asian Background	1	1.64%
	Prefer not to say	6	9.84%
	White	50	81.97%
	Count	%	
Religion	Buddhist	2	3.28%
	Christian	31	50.82%
	Hindu	1	1.64%
	Muslim	1	1.64%
	No religion	18	29.51%
	Prefer not to say	6	9.84%
	Spiritual	2	3.28%
	Count	%	
Sexuality	Bi / bisexual	2	3.28%
	Gay man	1	1.64%
	Gay woman / lesbian	2	3.28%
	Heterosexual / straight	46	75.41%
	Prefer not to say	10	16.39%
	Count	%	
Gender Identity	Bi / bisexual	2	3.28%
	Gay man	1	1.64%
	Gay woman / lesbian	2	3.28%
	Heterosexual / straight	46	75.41%
	Prefer not to say	10	16.39%

ABOUT RESPONDENTS

Reason for completing the survey

Respondents were asked which category they felt most accurately reflected the capacity in which they were responding to the survey. Figure 2 provides the details of the respondent categories.

The majority of respondents identified themselves as 'general public' 38(62%). A quarter of respondents, 15 (25%) identified themselves as either currently or previously worked for the Fire Service (12/20%) or as a family member of someone who currently or previously worked for the Fire Service (3/5%).

Figure 2 Number of respondents by category

Respondent Category	Number of Respondents	%
General public	38	62.30%
Family member of someone who currently or previously worked for the Fire Service	3	4.92%
Elected representative	7	11.48%
Currently or previously worked for the Fire Service	12	19.67%
Any other (please specify below)	1	1.64%
Grand Total	61	100.00%

Place of residence/work of respondents

The highest percentage of respondents (34%) lived in the North Warwickshire borough, 23% lived in Warwick district, 20% lived in Rugby borough and 13% lived in Stratford upon Avon borough. (Figure 3).

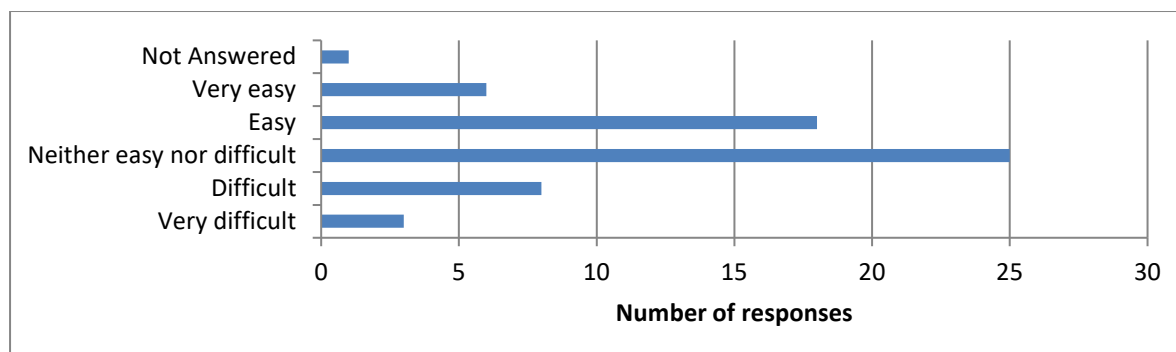
Figure 3 Number of respondents by resident/work location

District or borough where respondents live/work	Number of Respondents	%
Live / work outside Warwickshire	1	1.64%
North Warwickshire Borough	21	34.43%
Nuneaton & Bedworth Borough	4	6.56%
Rugby Borough	12	19.67%
Stratford on Avon District	8	13.11%
Warwick District	14	22.95%
Work Countywide	1	1.64%

HOW DIFFICULT OR EASY WAS IT TO UNDERSTAND THE ACTIONS LISTED?

Respondents were asked how easy or difficult it was to understand the actions listed in the IRMP draft action plan. The graph and table shown in figure 4 provides the details of the responses. 41% of respondents said it was neither easy or difficulty, 39% said it was easy or very easy, 18% said it was difficult or very difficult and 2% did not answer.

Figure 4 – How difficult or easy is it to understand the actions listed in the draft action plan?



How difficult or easy is it to understand the actions listed	Count	%
Difficult	8	13.11%
Easy	18	29.51%
Neither easy nor difficult	25	40.98%
Not Answered	1	1.64%
Very difficult	3	4.92%
Very easy	6	9.84%
Grand Total	61	100.00%

GENERAL FEEDBACK ON THE PLAN

Respondents were asked if they had any general feedback on the plan. There were 35 responses. Figure 5 describes the common themes and gives some illustrative examples of comments received. A full list of comments is available and can be provided on request.

Figure 5 – General Feedback

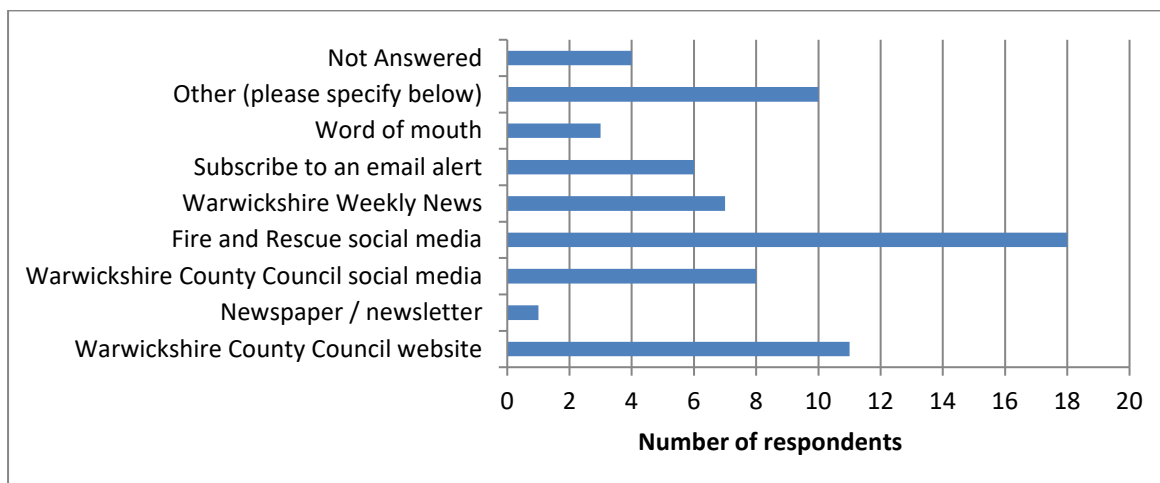
Theme	Description	Examples for illustration
Draft action plan presentation and format	Use language that is easily understood by communities and is jargon free	<i>'The information description is very difficult for communities to understand.'</i> <i>'Once again it uses jargon that the public do not understand. Unless you worked in the service it does not make sense. Plain English please!'</i>
Resourcing	Resourcing in terms of staff reduction	<i>'Shouldn't keep reducing full time staff as will put more pressure on those remaining unless increasing part time staff to more than cover (ie 3 full time should equal 6 part time, not 3 part time)'</i> <i>'Surely action 2.3 will impede public safety. The fire service is at its bare bones already, how does removing firefighters help the public.'</i> <i>We need more firefighters on the front line.'</i>
Core functions	Deliver core functions	<i>'The hospital to home service sounds interesting but is this a fore [sic] service role?'</i> <i>'Stick to emergency response and forget things like hospital transport. Front line is already bare bones, increase front line jobs and use them in the front line.'</i>
Trust/ Praise	Trust in fire service to make correct decisions	<i>'We are happy to rely on your expertise!'</i>

Collaboration	Cross border working with other fire services	<i>'More fire stations rather than one would seem to allow greater coverage and if linked with other services this would help' 'You don't say whether this is a natural progression, or if it an attempt to work within decreasing budgets. Fortunately I have not first hand been required to use the services of Fire and Rescue but that does not mean I am unaware. But I have experienced first hand the confusion caused by the combination of two Police Forces sharing assets and the problem of bordering with a third Police Force, so sharing assets causes me concerns.'</i>
Accessibility/ Infrastructure	Impact on rural areas and of HS2	<i>'More detail is needed on HS2 and the impact it will have on North Warwickshire' 'How does this plan improve the availability of the services and reduce response times for the needs of rural communities'.</i>

HOW DID YOU HEAR ABOUT THE SURVEY

The respondents were asked how they heard about the survey. Social media (fire and rescue and county council platforms) was the way in which the greatest number of respondents had heard about the survey followed by the county council website. The graph and table shown in Figure 6 provides the full details

Figure 6 - How did you hear about the survey?



Option	Total	%
Warwickshire County Council website	11	18.03%
Newspaper / newsletter	1	1.639%
Warwickshire County Council social media	8	13.11%
Fire and Rescue social media	18	29.51%
Warwickshire Weekly News	7	11.48%

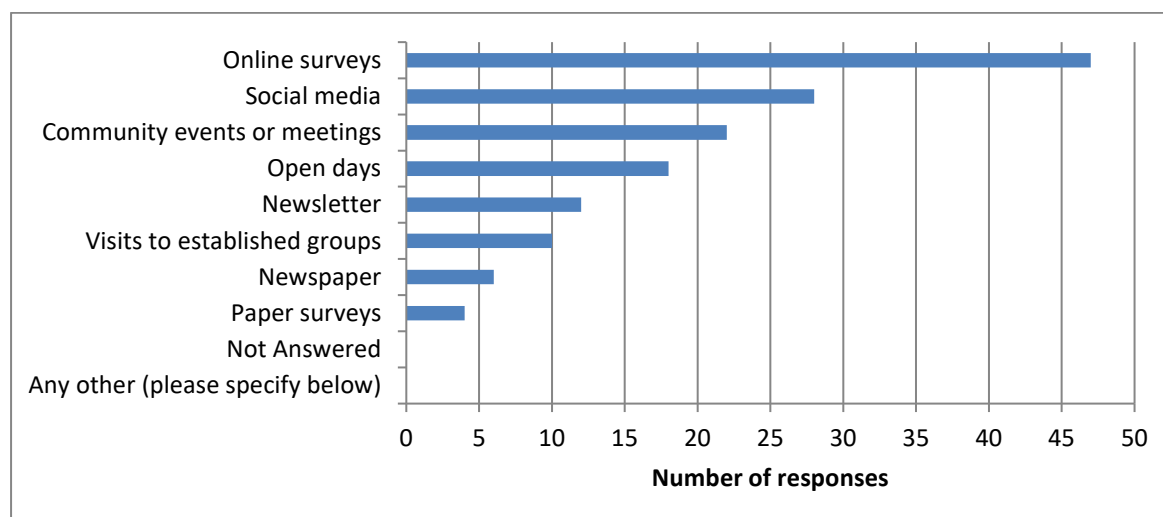
Subscribe to an email alert	6	9.83%
Word of mouth	3	4.92%
Other (please specify below)	10	16.39%
Not Answered	4	6.56%

Respondents were asked if they had heard about the survey elsewhere. There were 14 responses given. 6 respondents had heard via Facebook/twitter (social media), 4 had heard via e-mail circulation, 3 had heard via elected representatives (councillors) and 1 had heard face -to -face. If you take into account these comments, then the percentage of respondents that heard about the survey via our on -line presence increases to 63%.

METHODS OF ENGAGEMENT

The most popular methods for engaging with communities were identified as, on- line surveys, social media, community events and open days. The graph and table shown in figure 7 provides the full details

Figure 7 – How would you like us to engage with you?



Option	Total	%
Online surveys	47	77.05%
Social media	28	45.90%
Community events or meetings	22	36.07%
Open days	18	29.51%
Newsletter	12	19.67%
Visits to established groups	10	16.39%
Newspaper	6	9.836%
Paper surveys	4	6.557%
Any other (please specify below)	0	0%
Not Answered	0	0%

ADDITIONAL COMMENTS ON HOW WE SHOULD ENGAGE WITH COMMUNITIES

Respondents were asked if they had any other comments they would like to share with us on how Fire and Rescue should engage with communities. There were 22 responses. Figure 8 describes the common themes and gives some illustrative examples of comments received. A full list of comments is available and can be provided on request.

Figure 8 – Additional comments on engagement

Theme	Description	Examples for illustration
Alternative methods of engagement	Other engagement methods to consider	<i>'Face to face with an explanation'</i> <i>'More interaction with the Parish Council'</i>
Current engagement	The current engagement is considered positive	<i>'Keep communicating & talking to the people who rely on the service to keep them safe'</i> <i>'I think that community engagement is a real strength of Warwickshire Fire and Rescue.'</i>
	The current engagement is considered non-existent or insufficient	<i>'Does not seem to exist as far as the general public are concerned. The service only responds when contacted'</i>
Other issues not directly relating to engagement	Respondents commented on issues such as, rural accessibility, funding and the survey as a whole	<i>'Again my concern relates to the response times and availability of all services for rural communities particularly those on the outskirts of the region eg the rural villages of Avon Dassett, Farnborough and Tyson'</i> <i>'Time and time again firefighters are praised for the work that they do, yet management always survive any culling of positions and its always the guys at the sharp end that suffer.'</i> <i>'This survey is a waste of time, the majority of it is about the person completing it and not much at all about the risk management plan. It just seems to be ticking the diversity boxes.'</i>



WARWICKSHIRE FIRE & RESCUE SERVICE

CONSULTATION ON NEW FIRE STATION IN RUGBY 2019

Author: Rosie Smith

Date published: June 2019

Report produced by the Insight Service, Commissioning Support Unit

BACKGROUND / METHODOLOGY

The consultation follows the proposal to build a new fire station to the south of Rugby town centre located on Symmetry Park, north of the A45/M45 roundabout. The existing Corporation Street fire station has two appliances and crews. The proposal would involve re-locating one of the two fire appliances and crew from Corporation Street to the proposed new location.

The consultation on a new fire station in the south of Rugby was carried out between 6th May 2019 and 16th June 2019. An online survey was hosted on Citizen Space and was also made available in paper format. The survey was part of a wider consultation exercise with residents and key stakeholders. This report presents an analysis of data from completed survey responses. Verbatim responses to open text questions which sought respondents' views on the fire service proposals are presented in Appendix 1.

KEY MESSAGES

- Meeting the fire service emergency response standard was considered 'important' by almost all (97%) respondents. Respondents indicated they felt quick or faster response times were crucial in dealing with incidents. However, it was also noted by respondents that time was not the only factor to consider and that appropriate resources (specifically the number of crew and appliances) required to meet the needs of the incident were also important.
- Overall, the majority of respondents (135/82.8%) indicated they supported Warwickshire Fire & Rescue's plans to provide a new fire station to the south of Rugby. Reasons cited for supporting the fire service proposals included recognition that the borough was expanding in terms of household and population size, traffic congestion in the current town centre location and the provision of an improved service to the south of Rugby Borough.
- Whilst there was broad support for a new fire station in the south of Rugby Borough *per se*, there was considerably less enthusiasm for the splitting of resources between the new and existing fire station in Corporation Street. Expansion of the borough was cited by respondents as indicating a need to add to resources rather than re-distribute them.
- Additionally, concerns were expressed that the centre and north of Rugby may be adversely affected by the shift in resources.



- The specific location of the proposed new fire station was questioned by some respondents. Reasons included traffic congestion in the area around the new site, its proximity to a conservation area and the impact on immediate neighbours (mostly noise related).

RESULTS –RESPONDENT ANALYSIS

Respondent Profile

There were 165 responses to the survey. Figure 1 provides details of the profile of respondents. There was an equal split of gender. The majority of respondents were of working age (18-59) and identified their ethnicity as 'White'.

Figure 1 Respondent Profile

	Count	%	
Gender	Male	72	43.6%
	Female	74	44.8%
	Prefer not to say	10	6.1%
	Not answered	8	4.8%
	Prefer to self-describe	1	0.6%
Age in years	Under 18	1	0.6%
	18-29	16	9.7%
	30-44	49	29.7%
	45-59	52	31.5%
	60-74	24	14.5%
	75+	9	5.5%
	Prefer not to say	7	4.2%
	Not answered	7	4.2%
Long standing illness or disability	Yes	25	15.2%
	No	117	70.9%
	Prefer not to say	13	7.9%
	Not answered	10	6.1%
Ethnicity	White	136	82.4%
	Gypsy or Irish Traveller	0	0.0%
	Mixed - White and Black Caribbean	0	0.0%
	Mixed - White and Black African	0	0.0%
	Mixed - White and Asian	0	0.0%
	Mixed - Any other mixed background	0	0.0%
	Arab	0	0.0%
	Asian or Asian British - Pakistani	2	1.2%
	Asian or Asian British - Bangladeshi	4	2.4%
	Asian or Asian British - Chinese	1	0.6%
	Asian or Asian British - Indian	0	0.0%
	Asian or Asian British Any other background	0	0.0%
	Black or Black British - African	1	0.6%



	Black or Black British - Caribbean	1	0.6%
	Black or Black British - Any other background	1	0.6%
	Any other Ethnic group. Please specify	1	0.6%
	Prefer not to say	10	6.1%
	Not answered	8	4.8%
Religion	Buddhist	0	0.0%
	Christian	71	43.0%
	Jewish	0	0.0%
	Muslim	4	2.4%
	Hindu	2	1.2%
	Sikh	0	0.0%
	Spiritual	1	0.6%
	Other - please specify	1	0.6%
	No religion	61	37.0%
	Prefer not to say	17	10.3%
	Not answered	8	4.8%
Sexuality	Heterosexual or straight	133	80.6%
	Gay or lesbian	1	0.6%
	Bisexual	2	1.2%
	Other	1	0.6%
	Prefer not to say	18	10.9%
	Not answered	10	6.1%

ABOUT RESPONDENTS

Reason for completing the survey

Respondents were asked at the outset of the survey which category they felt most accurately reflected in what capacity they were responding to the survey. Figure 2 illustrates the breakdown of respondents by the categories from which they could choose.

Figure 2 Number of respondents by category

Respondent Category	No. of Respondents	%
General public	138	83.6%
Currently or previously worked for the Fire Service	9	5.5%
Any other	7	4.2%
Elected representative	6	3.6%
Local business	3	1.8%
Family member of someone who currently or previously worked for the Fire Service	2	1.2%
Total	165	100%



The majority of respondents identified themselves as 'General public' (84%) with far fewer respondents identifying with other categories.

Place of residence/work of respondents

The majority of respondents (93%) indicated that they either lived or worked in Rugby Borough. Figure 3 presents a breakdown of the resident/work location of respondents.

Figure 3 Number of respondents by resident/work location

District/borough where respondents lives/works	No. of Respondents	%
Rugby Borough	154	93%
Warwick District	3	2%
North Warwickshire Borough	2	1%
Nuneaton & Bedworth Borough	2	1%
Stratford-on-Avon District	1	1%
Live/work outside of Warwickshire	3	2%

Respondents who selected Rugby Borough in the survey were also asked which area of the Borough they lived. The majority of respondents lived in the south of the borough. Figure 4 illustrates which areas were selected by respondents.

Figure 4 Which area of Rugby do you live?

Area of Rugby	No. of Respondents	%
Bilton & Town Centre (New Bilton, Overslade)	56	36.4%
Rugby Rural South (Binley Woods, Ryton-on-Dunsmore, Stretton-on-Dunsmore, Dunchurch)	31	20.1%
Hillmorton (Hillmorton, Paddock)	27	17.5%
Newbold & Brownsover (Newbold, Brownsover, Benn, Town Centre North, Cattlemarket and Coton Park)	25	16.2%
Rugby Rural North (Wolvey, Wolston, Bramcote, Harborough Magna, Brinklow, Church Lawford, Long Lawford)	15	9.7%
Total	154	100%



MEETING THE FIRE SERVICE EMERGENCY RESPONSE

Warwickshire Fire and Rescue service has an emergency response standard to provide an initial responding fire engine to life risk incidents across the county within 10 minutes on 75% of occasions. Respondents were asked how important this standard was to them. The standard was considered 'important' by 97% (160) of all respondents. Three respondents had 'no opinion' while just 2 out of the 165 respondents felt it was 'not important'. Respondents were also asked if they had further comments relating to the importance of the emergency response standard. Comments grouped by theme are detailed in Figure 5.

About a third of respondents provided comments following this question. Comments commonly referred to a desire to see the fire service respond to incidents as quickly as possible or indeed more quickly than the standard in some cases. Additionally, a number of respondents sought to comment on the standard in the context of local resource provision. It was noted by a number of respondents that while an appliance may get to an incident, its capacity to safely respond may be limited and require a second appliance to fully deal with the incident. In short, while the time factor was considered important, sufficient resources to deal with whatever the situation presented were also mentioned as a factor to consider. The latter sentiment was expressed by several respondents who currently or have worked for the fire service but not exclusively so and respondents who identified themselves as the 'General public' also sought to highlight this matter.

Figure 5 How important is it to you that the fire service meets its emergency response standard?

Theme	Description	Example for illustration
Responding quickly to incidents	Comments related to the general importance of the fire service responding to incidents as quickly as possible or indeed faster than the standard requirement.	<p><i>"Important to put fires out and attend on time"</i></p> <p><i>"Fire Crews need to get to an incident as fast as possible"</i></p> <p><i>"People's lives are at risk if this target isn't met"</i></p>
Resource Provision	Meeting the standard needed to be seen in the context of the availability of local resources (fire crews and additional appliances). Some concerns were expressed about the splitting of resources between the existing and new fire station and that while an appliance may get to an incident, its capacity to respond depended on sufficient crew levels and/or a second appliance being available.	<p><i>"It is also important to have the correct number of people/fire engines to deal with incidents"</i></p> <p><i>"Just getting a fire engine to life risk incidents isn't going to be enough if there are not enough firefighters on the engine"</i></p> <p><i>"Say you need 2 engines for an electrical house fire....In your plan, one arrives in target time but the second engine arrives 10 minutes later.</i> <i>How is that 'in target' if you need TWO for the job? It is just massaging</i></p>

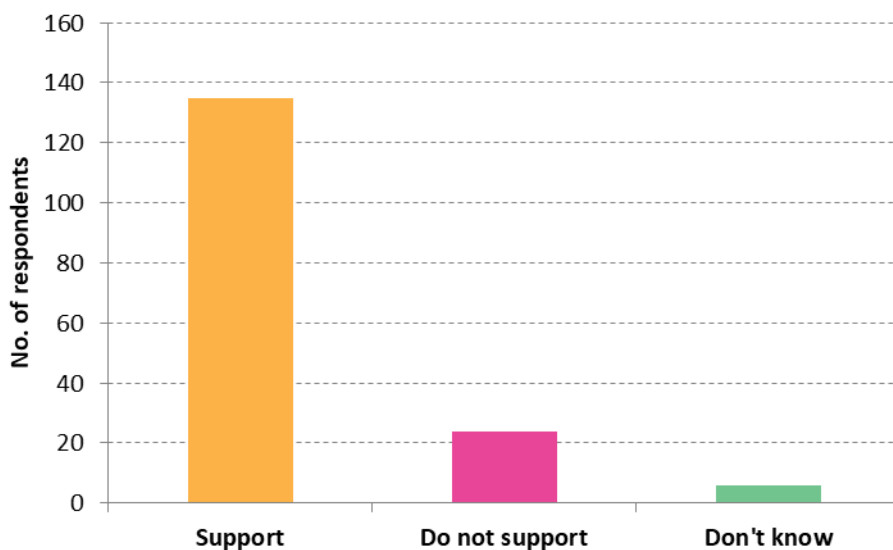


		<i>figures and not fixing the problem at all."</i>
Disagreement with standard	A small number of comments disagreed with the standard as outlined.	<i>"It is essential the fire service is able to reach for emergencies effectively and promptly. 75% is too low"</i> <i>"I think it should be quick but don't agree with standards"</i>

LEVEL OF SUPPORT FOR THE PROPOSED NEW FIRE STATION

Overall, the majority of respondents (135/82.8%) indicated they supported Warwickshire Fire & Rescue’s plans to provide a new fire station to the south of Rugby. In contrast, 14.5% (24) of respondents did not support the proposals while 3.6% (6) respondents indicated they didn’t know.

Figure 6 Support for the Warwickshire Fire & Rescue plan to move a fire engine and crew to a new station

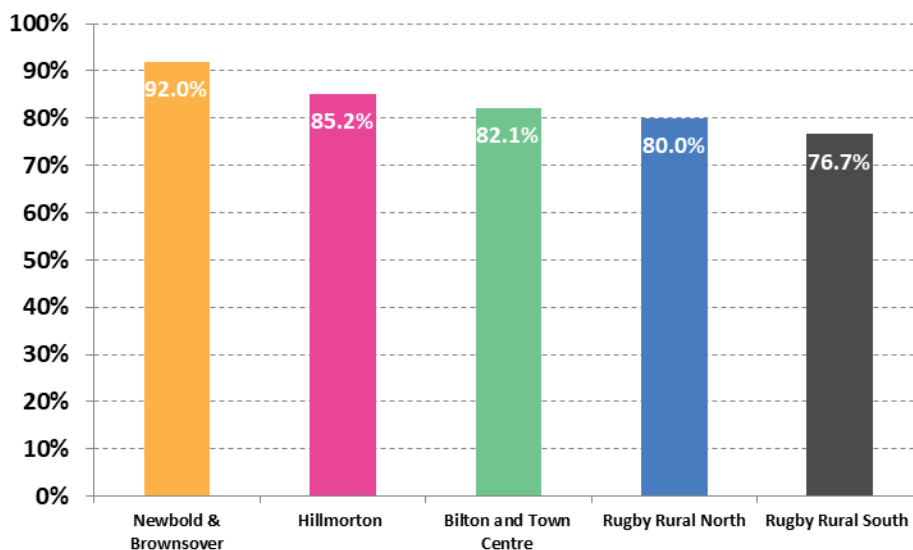


Support levels were, however, different when respondent groups were considered. When the ‘General Public’ category was considered, support for the proposal was 84.8%. Support among all other categories combined (current or previously worked for the fire service/elected representative/family member of someone who currently or previously worked for the fire service/local business/any other) was lower (66.6%/18). Support among those who had currently or previously worked for the Fire Service or had a family member work for them was lower with 6 out of 11 respondents not in support of the proposals. However, the number of respondents in categories other than ‘general public’ was quite low as Figure 2 highlights.



There were few differences in levels of support by the area in Rugby in which people lived although support was noticeably lower in the Rugby Rural South location when compared with other areas. Figure 7 outlines differences in support levels by area of residence.

Figure 7 Percentage support for the Fire Service proposals by area of Rugby Borough residence



Responses to open the text question on support for Fire Service proposals

Open text responses to this question have been organised into themes detailed in Figure 8. Comments included those in broad support of the proposals, particularly in the light of an expanding population, existing traffic congestion where the current fire station is located and potentially an improved service to the south of the borough. However, concerns about the proposals were also raised and these focused primarily on the perception that resources were being re-distributed rather than added to, that the centre and north of Rugby may receive a diminished service following the changes to service provision and difficulties meeting the needs of incidents requiring two appliances.

Figure 8 Themes from the open text question on support for the Fire Service proposals

Theme	Description	Example for illustration
General broad agreement for the scheme	<p>Comments reiterated general support for the proposals. Reasons for the support included;</p> <ul style="list-style-type: none"> • Expanding development/population in Rugby Borough especially in the south • Traffic and access issues relating to the current site in Corporation Street • Provision of better access to services for communities in the south of the Borough 	<p><i>“with the additional housing and possible commercial development in the south of Rugby I feel that a fire station is necessary to reduce the response time if required”</i></p> <p><i>“I feel developments like this are definitely needed due to the increasing number of houses in the area to ensure any emergencies etc.</i></p>



		<p><i>are dealt with efficiently”</i></p> <p><i>“The Town centre has a lot of traffic and may block the fire engines”</i></p> <p><i>“I believe it will provide an additional and more efficient service to emergency situations to the South side of Rugby and the rural communities”</i></p>
<p>Resource Provision - Re-distribution of existing resources (crew and appliance)</p>	<p>A feature of both supporters and non-supporters of the scheme was a concern about splitting the existing service at Corporation Street from two to one crew and engine. Key concerns were;</p> <ul style="list-style-type: none"> • Expansion of the borough suggests the need for more resources not re-distributing existing services • Specific concern that the proposal would impact adversely on north and central parts of the borough • Appliance may get to scene within time standard but may not be able to deploy until arrival of second appliance • Concern expressed about location of fire service boat 	<p><i>“If the population is growing like you state then there is clearly a need for a new station, however splitting a station in half just to meet your attendance times is clearly wrong.”</i></p> <p><i>“I’m worried that splitting teams leave them weaker and without expertise as a group. One engine in each station isn’t enough and leaves it vulnerable to not being able to function if something were to happen to it. I would expect two engines per station.”</i></p> <p><i>“It sounds to me like you propose to spread existing resources more thinly, Rugby is expanding rapidly, the need for an extra station should suggest an increase in fire engines and crew not a reorganisation of the present resource”</i></p> <p><i>“So one appliance will meet the target response time but will not be able to deploy into a fire until the second appliance arrives, which will take longer”</i></p>
<p>Location of proposed new station in the south of Rugby Borough not seen as appropriate</p>	<p>A number of respondents felt the proposed site was not appropriate. Reasons included:</p> <ul style="list-style-type: none"> • Traffic congestion in the local area • Proximity to conservation area • Impact (primarily noise) on local community 	<p><i>“Every time there is an accident on the M45, the whole lot near there gets gridlocked and queues for hours.”</i></p> <p><i>“The currently proposed location would result in many of the Rugby call outs having to travel via the Dunchurch Cross roads, a junction in which queuing traffic is becoming an ever increasing problem.”</i></p> <p><i>“We get noise from the M45, A45,, There will be extra noise from the Fire Engines Sirens, and if both Police & Ambulance will get based there, , To much noise . & Pollution”</i></p> <p><i>“There are lots of wildlife around here and it’s a couple of hundred metres from a conservation area.”</i></p>



Consultation process	A small number of comments were made regarding the consultation process. These included; <ul style="list-style-type: none"> • Not feeling as though the local community were adequately informed about the consultation • Critical reference to the Facebook page poll as part of the wider consultation 	<i>“10 days since the consultation opened and only after complaints, do you finally email the Parish Clerk of Thurlaston to advise them”</i>
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While the headline level of support among respondents could be considered high at 82.8%, analysis of the subsequent open text question indicates that respondents often sought to clarify or place a caveat around their agreement. In short, the proposal of a new fire station was generally popular but respondents had reservations about the re-deployment of a crew and appliance from the existing site to the new one, preferring instead to see an additional crew and engine for the new site too.

POSITIVE AND NEGATIVE IMPACTS OF THE PROPOSED NEW FIRE STATION

Respondents were also asked if they thought there were any positive or negative impacts that the Fire and Rescue service should consider if an additional fire station was cited in the south Rugby area. Mostly, the impacts which were identified by respondents reiterated or expanded upon issues identified in the question regarding support for the new fire station and set out in Figure 8. Potential positive and negative impacts as identified by respondents are grouped and presented in Figures 9 and 10.

Figure 9 – Potential positive impacts identified by respondents

Theme	Description	Example for illustration
Improved response times and coverage in the south of Rugby	An umbrella theme which referred to improved response times and coverage as a result of the station’s new location including access to the local road network and closer proximity to housing development in the south of the borough.	<i>“Faster response times to south west area,”</i> <i>“In an emergency they will be able to respond quicker to those houses and incidents that are not close to the town centre.”</i> <i>“Easy access from station to main roads”</i>
Job and community benefits	A number of comments referred to potential job opportunities related to the new station as well as wider benefits to the community by having a fire station	<i>“More jobs would open to the local community”</i> <i>“The new station could also create new employment opportunities for people, which again can only be considered as a positive impact.”</i>



Figure 10 – Potential negative impacts identified by respondents

Theme/negative impact	Description	Example for illustration
Concern about the dilution of service and impact elsewhere in the county	<p>A key theme which emerged from the data included a general concern with the splitting of the current service and its potential consequences for service quality in some parts of the county. Key points:</p> <ul style="list-style-type: none"> • Service not able to meet potential demand of expansion in the borough • Reduced response time/coverage in central and north Rugby locations 	<p><i>“Splitting the engines does not solve the problem just creates an extra delay factor”</i></p> <p><i>“Splitting of resources- no increase in the number of engines although there will be an increase in the number of potential fires-ideally the number of engines and crews would also be increased”</i></p> <p><i>“I feel spreading crews arounds is trying to achieve more with less. The crew and engines should reflect the growth around Rugby and should be increased”</i></p> <p><i>“Concern is the potential detriment to central Rugby”</i></p> <p><i>“Reducing cover to town centre and north of town. Seriously reducing ability to cover motorways, M1 and M6”</i></p>
Impact on fire crew decision making	<p>Concerns expressed relating to fire crew decision making at incidents that require a second appliance</p>	<p><i>“Crews working outside of safe systems through moral pressures to take defensive action in the early stages to prevent loss of life or property, whilst awaiting supporting appliance”</i></p> <p><i>“Less ability to deal with escalating incidents quickly due to less resources attending..... decision making by the initial attending crew may be affected by the pressure to do something unsafe.”</i></p>
Impact on neighbours	<p>Potential negative impacts were identified for those living close to the proposed fire station location. This particularly related to noise nuisance.</p>	<p><i>“Noise of sirens near houses”</i></p> <p><i>“Noise should be restricted until out of a rural area”</i></p> <p><i>“Potentially noise... if you lived right next to the station”.</i></p>
Impact on local wildlife and conservation area	<p>A number of comments made reference to the potential impact on local wildlife and that the area in the vicinity of the proposed new fire station is a conservation area</p>	<p><i>“You need to consider the impact on the environment. You need to consider what it looks like”</i></p> <p><i>“The proposed location is right next to a conservation area. Fire station I think should be nearer to the new road so easier access to all”</i></p>



Fire Service personnel and day to day running of service	<p>Some comments related to the potential direct impact on fire service personnel and on-the-ground practicalities including:</p> <ul style="list-style-type: none"> • loss of jobs, expertise and watch culture • Mental health as service stretched • Potential need to duplicate activities (e.g. briefings) or time will needed to travel between stations for events • Less able to facilitate station visits/community engagement 	<p><i>“Impact on crew mental health and resilience of being too stretched in trying to attend operational incidents”</i></p> <p><i>“Possible redundancy and loss of expertise from Corporation st”</i></p>
Existing traffic issues at proposed site of fire station	<p>Comments reiterated traffic concerns mentioned in response to a previous question around support for the proposed fire station. These focused on concerns about existing traffic congestion in the vicinity of the proposed new fire station, hampering access to incidents at busy times.</p>	<p><i>“traffic on A45 and Dunchurch is a nightmare”</i></p> <p><i>“The fire station would be better placed more rurally perhaps, to avoid being tied up in heavy town traffic and the difficulties with an appliance then meeting its targets of response times”</i></p> <p><i>“All very well having a 2nd station but not much help if appliances are likely to be sitting in stationary traffic en route to attend!”</i></p>

ADDITIONAL COMMENTS FROM RESPONDENTS

Finally, respondents were asked if they had any further comments. These are detailed in Figure 11. They included comments which expressed general support for the proposal and/or the Fire Service and the work they do. Further comments echoed earlier concerns about the re-distribution of resources (fire appliance and crew) from the current site to new location rather than the provision of additional crew and appliances.

Figure 11 Any further comments

Theme	Description	Example for illustration
General support for proposal and Fire Service	<p>Comments related to general support for the proposals and/or support for the work done by the fire service in general</p>	<p><i>“I think this is a good idea”</i></p> <p><i>“I hope this gets the go ahead”</i></p> <p><i>“Good luck with providing us with a better service on an already tight budget. Thank you to the brave men and women whom attend all the situations they face on a daily basis to protect us”</i></p>
Resource provision	<p>Comments reiterated concerns about splitting</p>	<p><i>“additional crew rather than taking</i></p>



	resources at the central location and/or referred to a desire to see an additional crew and appliance at the new station.	<p><i>a crew from the current station so that Rugby is served by 3 crews overall"</i></p> <p><i>"Increasing building numbers may sound good but ultimately based on your evidence that Rugby is growing then you have in effect identified that more crew and appliances could potentially be needed"</i></p> <p><i>"Please give some serious thought to providing an additional (third) appliance to the new fire station, so that the current two appliances are able to remain at the present station. I really fail to see how any improvements can be obtained, through only building a new station, but not also providing an additional appliance and crews"</i></p>
Consultation process	<p>A number of comments referred to the consultation process itself. In particular:</p> <ul style="list-style-type: none"> • Ensuring the wider community were engaged in the consultation/survey • That immediate neighbours of the scheme were contacted directly • Critical comment regarding poll about the scheme on Facebook page • Request for elected members to be involved in further discussions 	<p><i>"Please make an effort to contact local residents directly"</i></p> <p><i>"Make sure you consult with people who live next to it e.g. Coventry Road."</i></p> <p><i>"Many people will not receive the information about this consultation,....are the fire service making sure that this survey is reaching out to young and older people, disability groups, BME etc".</i></p>
Traffic	A small number of comments referred again to issues with traffic congestion in the area	<i>".....many of the main roads in Rugby are totally inadequate in size for the amount of traffic they are expected to carry, then the Fire Service and the other emergency services do not have a chance of making their way through the traffic and achieving good response time"</i>

Overall, the proposed new fire station in the south of Rugby borough was strongly supported by respondents to the survey. However, that support was often clearly set in the context of concern about the adequacy of resources available at both the new and existing fire stations to respond to the needs of incidents in the future.



WARWICKSHIRE FIRE & RESCUE SERVICE

CONSULTATION ON NEW FIRE STATION IN RUGBY

2019



Appendix 1

Produced by the Insight Service

June 2019

The following is a list of verbatim comments provided by respondents to the open questions on the Fire Service consultation survey carried out in May 2019. It is sometimes necessary to remove comments to avoid identification of individuals. However, all comments were used in the analysis and generation of themes presented in the main report.

To what extent do you support the Service's plan to move a fire engine and crew to the new station? Open text - Please tell us why
<i>10 days since the consultation opened and only after complaints, do you finally email the Parish Clerk of Thurlaston to advise them ; the area in which you plan to build. I can't support something that doesn't seem to care about the area in which you plan to build. Thurlaston should have been the first to know, not the last. Still a shame you are solely relying on a newspaper no one buys and a Parish Clerk to send the message for you, rather than contacting the neighbours to this proposed station directly</i>
<i>Agree with new fire station BUT NOT move an engine. Needs to be an ADDITIONAL engine. Say you need 2 engines for an electrical house fire (told by fire service called to next door). In your plan, one arrives in target time but the second engine arrives 10 minutes later. How is that 'in target' if you need TWO for the job? It is just massaging figures and not fixing the problem at all. Need NEW station with BOTH stations FULLY manned and full engines.</i>
<i>Firstly I am 100% in total agreement to the need for a new station, because of the continued building of new housing developments, and the massively growing population within Rugby, but I believe that the new station should have on completion, a third appliance and crew, and when possible a second appliance and crew at the new station. I really don't see the point of building a new station, but not also increasing appliances and man power. I previously was a firefighter for a number of years, and am aware that on a great many occasions, it is necessary for two appliances to be immediately mobilized to certain incidents, and for that reason, there could then be occasions when with having divided the current stations resources, your response targets may well be severely compromised, if a second appliance is then having to travel from the other station. Surely Rugby is of a size now, whereby not only is there the need for another station, but also for the appliances and man power to be increased, and unless both additional requirements are addressed, then there will be little if anything to be gained, from only building another station.</i>
<i>I believe that firefighter safety is being put at risk by splitting the appliances across the town. From past experience i would rather see 2 appliances arrive together albeit a couple of minutes later, and utilise safe systems of work. Having a single pump station requires OCL to be increased to 5 in order maintain some semblance of effective response in the early stages. I would refer you to house fire in 2018, ****detail removed. On this occasion supporting appliances came from Southam and Leamington, but the initial response proved ineffective with a crew of 4 resulting in the RC attending and taking over control of the incident.</i>
<i>I think that the proposed location is in the wrong place you should have kept Brinklow station open which would serve the local villages which is why you are proposing the current location, building the fire station where you propose on the border with Northamptonshire will be used a lot for cross border help which will take resources away from a already overstretched Warwickshire fire service.</i>
<i>I think we should have a new fire Engine and crew not move anything from town</i>
<i>If risk and incidents are going to increase, as you state, then surely the new fire station should have an additional crew, rather than stretching the current crews. This appears to be designed to purely meet attendance times and stop the clock. Getting 1 fire engine there in 10 minutes doesn't mean a crew of 4 will actually be able to tackle the incident - they may still need to wait for back up from the crew in town. The move would seriously reduce ability to deal with incidents on the M1 and M6 and other incidents in north of town.</i>
<i>If the population is growing like you state then there is clearly a need for a new station, however splitting a station in halve just to meet your attendance times is clearly wrong. A new station correct crewing levels for the area is clearly the way to go, not the avenue your looking at stretching a already over stretched fire service. ****comment removed to protect anonymity</i>
<i>I'm worried that splitting teams leave them weaker and without expertise as a group. One engine in each station isn't enough and leaves it vulnerable to not being able to function if something were to happen to it. I would expect two engines per station.</i>



<p>*****comment removed to protect anonymityno one could be bothered to even let us know about this consultation. Luckily it was shared by a friend who had been told about the consultation who lives in Brownsover!!! Fancy only consulting on people who it means little to!</p> <p>If I think I'm too far away from everywhere, then it means the station would be too. It takes 15 mins for me to drive to the areas you have randomly decided to consult with, which means that's the minimum time it will take you too. You may wish to know that everytime there is an accident on the M45, the whole lot near there gets gridlocked and queues for hours. If I can't get out of my own drive, you won't get a fire engine out.</p> <p>*****comment removed to protect anonymity...</p> <p>I just find the location baffling. It's near nothing. Even if they build the warehouses and houses here, still miles from anywhere but there and traffic chaos on A45 and at Dunchurch Square. There are lots of wildlife around here and it's a couple of hundred metres from a conservation area. It's cruel to the environment. A fire station would make me safer, but that's about it. Completely against it, and even more so now I know you opted to ignore those who actually live where you propose this station!</p>
<p>It leaves Rugby Central and areas not close to the new station with fewer resources that are within the very local proximity. Rugby is a growing town - is this enough resources?</p>
<p>It sounds to me like you propose to spread existing resources more thinly, rugby is expanding rapidly, the need for an extra station should suggest an increase in fire engines and crew not a reorganisation of the present resources</p>
<p>So on Facebook, you did a ridiculous poll. You ask people who have joined a fire and rescue page if they support an additional fire station. Well of course they will support, they like fire stations hence they joined the group, and yes an additional one is good. You put a link, but didn't actually mention specifically where it would be, the distance from other locations. If someone asked me if I supported an additional station I'd say yes too, but when you then take into account where, it's a no. Right on the outskirts. Lorries are apparently going to be coming out of there 12 lorries per second. It's going to be gridlock. It's right next to a conservation area, an old people's home too, so I am expecting therefore you are expecting to get through all the traffic on that road with using a siren. I do not support purely due to the badly planned location. It's like someone's got land so you are using it, rather than finding a suitable location. Exactly the same ridiculous idea as the local plan.</p>
<p>the highway plans aren't well founded such that there will be traffic chaos in the area. Would be better to build it near TW Tyres.</p>
<p>The justification to spend £3.6 million on a new firestation because of 61 additional incidents per year is not an effective use of public money. The response standard is likely to be achieved on 75% of occasions. For P1 incidents you will need both appliances and probably more to attend.</p>
<p>The Location has not been thought through.....there is only 1 access road into Rugby from this location, and it passes through the traffic lights in Dunchurch, with insufficient room for the fire engine to pass between two lines of traffic coming / going through the lights (which are a high traffic area at work times with long queuing). There is going to be a high risk of cars trying to move out of the way possibly having to mount the pavement and / or get too close to parked cars.</p> <p>If you are intending to have good access to the south via Ashlawn road, then this will not work, it appears the actual traffic patterns surrounding your position may not have been studied.</p>
<p>The new fire station is even further away from the eastern border with Coventry, further reducing fire cover to the villages between Rugby and the A46 border with Coventry. We are currently unable to meet our response times to this area and this will reduce current attendance from 2 fire appliances that take over 10 minutes to 1 fire appliance that takes over 10 minutes but will no longer have support for an even longer period of time</p>
<p>There is a need for an additional appliance not to displace one from Rugby. So one appliance will meet the target response time but will not be able to deploy into a fire until the second appliance arrives, which will take longer. As crews increasingly ride with 4 people there aren't enough crew to deploy into say a house fire until another appliance arrives.</p>
<p>Ok you meet your response time target but then the crews are put in the difficult position of not being able to deploy BA crew safely so either putting them at risk or the risk of criticism for not deploying - not helpful for the crew's mental health and resilience.</p>
<p>As usual this looks like an improvement for the 'paper pushers and bean counters' but puts frontline crews in a difficult and stressful situation.</p>
<p>This plan does not take into account the 12,400 houses which are going to be allowed to be built in the SW of Rugby, in addition to those mentioned. An overall plan which provides for the fire service to meet its emergency response standard for the whole of the Rugby area is essential. just relocating one fire engine to a new fire station near the M45, will not solve the overall problem. At the same time a new fire station covering the north of the Borough and the M6 Motorway should be built, and the present Rugby fire station should be shut. Consideration should seriously be given to increasing the number of fire engines to three to provide good cover for the area.</p>
<p>We get noise from the M45,A45, , There will be extra noise from the Fire Engines Sirens, and if both Police & Ambulance will get based there, , To much noise . & Polution</p>
<p>With all the development work being done as part of Haulton development I believe the provision of an extra Rugby fire station would be better located by Haulton.</p>
<p>Also the currently proposed location would result many of the Rugby call outs having to travel via the Dunchurch Cross roads, a junction in which queuing traffic is becoming an ever increasing problem.</p>
<p>Wrong location as too far out and traffic in big directions is slow</p>



<p>Concerns over getting to long lawford Like to see town centre site kept due to concerns over getting back into town</p>
<p>Not enough detail has been provided about the move and how the fire engine will be crewed. Will the firefighters be on a retained duty crewing system?</p>
<p>Personally I'd have expected an additional engine and crew, not just a redistribution of them.</p>
<p>Whilst I agree that two fire stations should be in Rugby given the huge amount of new houses being built, I don't agree that 1 of the current fire engines should be relocated from Corporation Street as there is substantial development in the Northern part of Rugby. I think an additional fire engine should be provided to the Southern part of Rugby, instead of relocating a current engine.</p>
<p>Agree with statement the demographics of the area are changing massively so changed priorities</p>
<p>All seems to be a very sensible and well thought out suggestion. Thurlaston</p>
<p>An obvious requirement</p>
<p>AREA SHOULD BE WELL COVERED WITH FIRE ENGINES</p>
<p>As long as the impact of extra development at Houlton and the Coton Meadows sites together with the increased traffic through Rugby Town Centre have been taken into account.</p>
<p>As stated the volume of new estates and poor road infrastructure would effect response times.</p>
<p>As the town is expanding at an alarming rate there needs to be an increase in all emergency services including the hospital.</p>
<p>I support the extra fire station as well as the need for an extra engine and crew. Whether the extra crew for the engine is full time or retained.</p>
<p>As town expands in size, more houses, more families, everyone needs safe cover from threat or fire and accidents</p>
<p>Because of how long it takes with the increasing traffic to get out to that side of Rugby</p>
<p>Because rugby is growing so fast think we need more fire crews</p>
<p>Clear need and benefits to response</p>
<p>Congestion at Dunchurch crossroads and other link roads delay fire response</p>
<p>Convenience given traffic</p>
<p>Due to expansion of town seems logical.</p>
<p>Somes concerns over attending fires in North due to the same issues.</p>
<p>Due to the expansion of Rugby</p>
<p>Everybody needs a fire engine. The fire service is good</p>
<p>Faster service in an increasingly busy and populated part of time.</p>
<p>Fully support this</p>
<p>Geographic spread ... reduces risk if roads are congested in the town centre..</p>
<p>Given expansion and how rugby's growing</p>
<p>Good idea</p>
<p>Good idea</p>
<p>Good idea as long as you are keeping the fire engine in the town</p>
<p>Good idea given traffic volume</p>
<p>Good thing to see more through on giving a better service to the public</p>
<p>Good to get fire engines quicker to respond to fire and rescue</p>
<p>Good to improve cover</p>
<p>Good to see we are being consulted and make me feel safe</p>
<p>*****comment removed to protect anonymity, we were so grateful for the speed and professionalism of our local fire fighters! However, now that Rugby is growing very quickly and extending over a vast area, the current fire station and appliances were not designed to cover such a huge area, so potentially this puts residents at risk!</p>
<p>I agree with the aims of forward planning against forecast traffic challenges in getting between the north and south of Rugby from the current station location</p>
<p>I agree with the plan to have a new fire station in Rugby, as it will provide more jobs in the area and guarantee better response times. However, I think that in order to get more recruits, that the fire service do not *move* a crew and appliance to the new station, but that a new appliance and crew are stationed there.</p>



<i>I believe it will provide an additional and more efficient service to emergency situations to the South side of Rugby and the rural communities.</i>
<i>I believe that a fire station on that side of rugby will allow fire services to get to those areas quicker and will also offer support and help to nearby towns and even to the current fire station in town</i>
<i>I feel developments like this are definitely needed due to the increasing number of houses in the area to ensure any emergencies etc are dealt with efficiently</i>
<i>I live in Cawston and the area isn't on your list of areas. The area of Cawston is expanding so with the additional housing and possible commercial development in the south of Rugby I feel that a fire station is necessary to reduce the response time if required</i>
<i>I live in Wolston - closer to us</i>
<i>I support recognising the need to meet growing demand but have concerns regarding the impact on response times for the villages north of Rugby. I appreciate in the future a North Station would address this but am concerned about short - medium term impact</i>
<i>I think it will reduce response time to the south of Rugby. It concerns me that the response time could be high if there is only a station on corporation street. The traffic in Rugby is already horrendous and is only set to worsen.</i>
<i>I think it would be a good idea as you say the town is growing and it would be better to have more opportunity to get a fire from another station in the borough if that is necessary</i>
<i>I'm supportive of the moves to get a better response time</i>
<i>If it saves peoples lives - all for it Time to get to people is important</i>
<i>Improve the fire engine cover</i>
<i>Improve the fire engine response</i>
<i>It is definitely needed with all the new housing developments being built on that side of rugby</i>
<i>It is important to increase the fire service with the increase of the population</i>
<i>It makes complete sense to have two fire stations when Rugby is expanding at the rate it is. Safety for life is paramount and I would hope that the engines and crew will be at least doubled??</i>
<i>It will allow easier access for appliances to reach the population in the South</i>
<i>It will be more practical to move a station to get to the emergencies quicker</i>
<i>It will help you meet your attendance times</i>
<i>It's important to invest in and expand the Fire & Rescue service inline with the expanding development of Rugby in order to maintain safe response times.</i>
<i>Its a shame that the new site won't have 'new' engines , rather than splitting the existing services, but I can see the logic in siting units on both sides of Rugby. So lets hope more finding appears for more units and we eventually have three stations, North, South and Town Centre</i>
<i>Live in Dunchurch</i>
<i>Long way to go through rugby currently</i>
<i>Makes sense given housing expansion.</i>
<i>More houses=more infrastructure needed.</i>
<i>My Brother in Law works in the fire service and I have always believed in the exceptional work carried out by all public services.</i>
<i>Having another fire station within the ever expending town can only be a good thing in my opinion!</i>
<i>***** Comment removed</i>
<i>With the significant housing developments happening and planned, we would be VERY concerned about the capacity of the current provision; especially in relation to an emergency at one of ther schools.</i>
<i>Provides better coverage to areas of Rugby Borough which are expanding, always felt that the closure of the Fire Station at Brinklow was a big mistake, not convinced that the centralisation in Corporation St would not cope with future expansion of the Borough.</i>
<i>Quick response please</i>
<i>Quicker response times</i>
<i>Rugby has over doubled in properties and population in recent years and it is not viable to expect 1 fire station with a small crew to attend all situations within a reasonable time frame, safely and efficiently.</i>
<i>Rugby Town in growing at a very fast rate and a lot of services are either missing or unable to deal with increased population.</i>
<i>Saving lives in an emergency is important</i>
<i>Support good idea</i>
<i>Support spreading the cover but would it be better to have an additional fire engine and crew rather than split the current cover into 2 locations?</i>
<i>Support the direction to keep the fire station and develop a further fire station</i>



<i>The fire station is in central Rugby and it seems that response times to area may be compromised if vehicles have to negotiate traffic in the town in order to get to this area. There more and more developments in this area which the fire station will have to serve.</i>
<i>The fire station location is important however I agree that we should a valuate the needs of the wider community to respond to fires and other incidents as quickly as possible.</i>
<i>The increasing size of the town</i>
<i>The proposals detailed are pragmatic and give due diligent consideration to current and prospective risk.</i>
<i>The proposed location for the new station will reduce the time it takes an appliance from Rugby to reach the rural communities surrounding the town</i>
<i>The Town centre has a lot of traffic and may block the fire engines</i>
<i>The town is growing at a vast rate and it'll be very important to have another station at the other side of town</i>
<i>The villages of Thurlaston and Dunchurch would be better served with a new station.</i>
<i>There is currently only one fire station Rugby which is located in the town centre if there are emergencies on the out skirts of Rugby such as Dunchurch , Thurlaston or the M45 response times would be impeded by traffic and congestion in the town centre which could lead to the loss of life and/or property which could have been prevented with a more suitably placed second fire station.</i>
<i>There is a need to provide coverage across the borough...the existing station is ideally situated for the m6&a5 also the railway lines. An additional station would and could cover the ever expanding business and home's.</i>
<i>This will cover a wider area, more quickly and save life's</i>
<i>To be able to cover wider ranges of the county quicker can only be more beneficial to us all</i>
<i>Top hero's</i>
<i>Very much support, as Rugby grows, more areas to be covered</i>
<i>We need more services in Rugby. We tire of Rugby being overlooked constantly by county wide services (and Coventry and Rugby services), including the fire service</i>
<i>We need to support the plans due to the building work and the town centre is getting Congested this may result in a fire engine not making the 10 minute time slot. I would like it to be quicker than 10 minutes...</i>
<i>With more houses being built we need more fire engines to respond from different parts of the town</i>
<i>With the amount of new houses going up in the area this is a necessity, so that response times can be quick and effective.</i>
<i>With the continued growth and development of Communities and the associated impact on infrastructure it seems reasonable to distribute Emergency Response vehicles to support a more effective initial attendance</i>
<i>With the planned expansion its only sensible. If you could tell the NHS that too, that'd be great!!</i>
<i>With the traffic congestion and new homes being built it makes sense to have a second fire station</i>
<i>Yes this help protect people</i>

How important to you is it that the fire service meets its emergency response standard? (To provide an initial responding fire engine to life risk incidents across the county within 10 minutes on 75% of occasions) - If you wish you can tell us more about your answer
<i>Agree with new fire station BUT NOT move an engine. Needs to be an ADDITIONAL engine.</i>
<i>Say you need 2 engines for an electrical house fire (told by fire service called to next door). In your plan, one arrives in target time but the second engine arrives 10 minutes later. How is that 'in target' if you need TWO for the job? It is just massaging figures and not fixing the problem at all.</i>
<i>Need NEW station with BOTH stations FULLY manned and full engines.</i>
<i>All incidents should be reachable and dealable with efficiently to provide the best chance of success. Therefore, being able to respond quickly is a key aspect of the fire service in my opinion.</i>
<i>An initial responding fire engine to P1 incidents will be limited in what it can do. A more realistic measure is the attendance standard of the second fire engine. I beleive the national and local policy includes 2 Fire engines for all life risk incidents.</i>
<i>Are you going to increase establishments of the firefighters to maintain the crewing levels. I would like to see a sustainable feature for the service...</i>
<i>Better than a police response would like to be quicker if at all possible</i>
<i>But that does not mean I want to live right on top of them.</i>
<i>Discussed aerial appliance and why there's not one at rugby</i>
<i>Essential</i>



<i>Even if they don't get there within 10 mins as it is the standard it gives them a goal time to work towards</i>
<i>Extremely important. The borough is expanding fast and a wider area of cover is necessary. We hear a lot about public services but not the fire brigade. Grenfell has shown how important they are and the Rugby Cement Office building is suitably located to show how imperative that Rugby has a 5 star brigade presence</i>
<i>Fire Crews need to get to an incident as fast as possible</i>
<i>Get there as quickly as possible to save life</i>
<i>Have to meet the response to stop people losing their lives</i>
<i>How can this possibly not be important to anyone, when it is absolutely critical that if lives and property are to be saved, you have simply got to have the resources in both appliances and manpower, in which to have the best possible chance of achieving these targets.</i>
<i>I don't agree with stats, and I come from a safety background. However if you think you are going to get to places in 10 mins, then good luck! Already referred to time it will take before I read the question</i>
<i>I think it should be quick but don't agree with standards</i>
<i>I would Like the fire station to respond quicker if at all possible.</i>
<i>If the proposal was to increase fire cover it would be acceptable and hard to argue against, however providing fire cover in a new area by reducing cover in an existing area is not an improvement. A central fire station is not always the best option but in the case of Rugby it is fairly central to all areas of the borough</i>
<i>Important for all</i>
<i>Important to put fires out and attend on time</i>
<i>It is also important to have the correct number of people/fire engines to deal with incident. Moving the current crew appears to just be a clock stopping exercise.</i>
<i>It is essential the fire service is able to reach for emergencies effectively and promptly. 75% is too low.</i>
<i>It is extremely important</i>
<i>Just getting a fire engine to life risk incidents isn't going to be enough if there are not enough firefighters on the engine.</i>
<i>Life depends on you arriving promptly</i>
<i>Lives are often at risk when there's a fire and the quicker the fire services gets to the incident the quicker lives can be saved!</i>
<i>Not only all the new estates but also Dunchurch and Draycote water.</i>
<i>**** comment deleteda small fire in our attic. If the fire appliances hadn't arrived within the short response time, our house could have been more damaged.</i>
<i>Peoples lives are at risk if this target isn't met</i>
<i>Quicker response time would be better</i>
<i>Quicker response times improve the chance of saving lives</i>
<i>Quickest response time possible</i>
<i>Quickly if possible</i>
<i>Save lives</i>
<i>Seconds makes difference between life and death/serious injury in case of fire/rta's</i>
<i>Sooner the better</i>
<i>Speed of response = potentially lives saved.</i>
<i>The fire service is stretched too much in our area need more fire people very important service</i>
<i>The fire station situated in Corporation Street has a long way to travel to get to emergencies and the new site suggested would be good for outlying areas</i>
<i>The HMI has manipulated grid references for long enough, don't tell me that the way it works, Surrey my county has been destroyed, what next voleenters. To man pumps</i>
<i>The service needs to acknowledge that the decision to close Brinklow and downgrade Bedworth, increased Rugby turnout area beyond reasonable limits. Currently a property fire in Binley woods Coventry is picked up by Rugby, when previously Brinklow and Bedworth would have attended. Moving stations will reduce times in some areas not covered but increase them in others. The size of expansion of the town would benefit from a 3rd truck at the existing location (on Call), to support the existing 2 whole-time.</i>
<i>This statistic is reasonable providing that the valuable fire crews are given the appropriate man power and equipment to do so, targets are great but in the real world are rarely representative of all facts.</i>
<i>To stop people burning</i>
<i>Very important</i>
<i>Very important to meet the response time as best that you can</i>
<i>Vital</i>
<i>Vitally important. People need to feel safe and secure. That's what we pay our taxes for</i>



<i>We run a care home with many elderly venerable people who need a quick response time to save lives.</i>
<i>When something happens you need to reach it as soon as possible especially when life ins involved</i>
<i>Which fire engine was stationed in Rugby fire station, when both of the Rugby fire engines were called to the fire **** comment removed ...recently? If there was no fire engine there, what was the emergency response time likely to be for the Rugby area? Where would the fire engine have to come from in that case?</i>
<i>With any emergency, every second counts. With children - even more so! Self explanatory I would think.</i>
<i>Would like it to be quicker</i>
<i>Yes quicker if possible please</i>
<i>You must have targets to know if you meet what the public wants from you</i>

Are there any impacts which you think Warwickshire Fire and Rescue Service should consider when developing and providing an additional fire station within the Rugby area? - Positive impacts
<i>A fire station is just a big garage to park a fire engine in. Is a permant station require, does it need to be crewed 24 hours a day. Would a smaller satellite response location be more cost effective The 5500 new homes will all have hard wired smoke detectors, the increased traffic will not significantly increase KSI RTCs.</i>
<i>The propos to put and additional fire station and 24hr crew improve fire cover to the Southam Retained Crew and area. It will also help to support Northants fire cover into Daventry.</i>
<i>Access routes on travelling to new station</i>
<i>Additional resources not redeployment, so in effect replacing the Brinklow pump.</i>
<i>Agree with new fire station BUT NOT move an engine. Needs to be an ADDITIONAL engine. Say you need 2 engines for an electrical house fire (told by fire service called to next door). In your plan, one arrives in target time but the second engine arrives 10 minutes later. How is that 'in target' if you need TWO for the job? It is just massaging figures and not fixing the problem at all. Need NEW station with BOTH stations FULLY manned and full engines.</i>
<i>As mentioned in 3 above, only if two new fire stations are built will the north and the south of Rugby have a better quality of fire emergency response times than it does now.</i>
<i>Be viable - so people know you are there. Drive Fire Engine around the estate every now and then</i>
<i>Best location for it</i>
<i>Better for the Town to build a Fire Station I trust the Fire Service</i>
<i>Better response time and knowing you are there . Road collision RTC s</i>
<i>By setting up the station this seems to open the way to the long term plan of increasing service provision in line with housing growth</i>
<i>Can avoid traffic snarls</i>
<i>Consider where new houses and building may be developed on the outskirts of the town/borough. Potential issues with increased traffic on roads in Rugby as more people are purchasing cars and more people cycling on roads. With outskirts of rugby being rural, need to consider tractors and milk tankers which can impact on flow of traffic.</i>
<i>Coverage due to development</i>
EASY ACCESS FROM THE STATIONS TO MAIN ROADS
<i>Every second counts</i>
<i>Faster response times</i>
<i>Faster response times</i>
<i>Faster response times to south west area, Modern fire station financed by 106 monies</i>
<i>Faster response times Any addition to the emergency services is an addition to the quality of life to everyone in the town I would feel happier, safer and proud of Rugby to have an improving emergency service</i>
<i>Faster service</i>
<i>Full borough coverage.</i>
<i>Future planned residential development in South west area</i>



<i>Good coverage for more rural areas</i>
<i>Good for everyone</i>
<i>Good idea</i>
<i>Good idea to get fire engines there quicker</i>
<i>Good idea to help fire engines get there quicker</i>
<i>Good to hear the fire service are improving the fire engines cover... I would like to see the same with the emergency medical facilities here in Rugby</i>
<i>Good to know the fire engine will improve in responding time</i>
<i>Good to see better response fire engines</i>
<i>Great to hear you are giving a the community a voice and it a good plan</i>
<i>Greater community involvement. Raised public expectations and confidence in the ability of the fire service to respond to emergencies.</i>
<i>Greater response for Road accidents in the area and fires</i>
<i>I feel it is a positive thing to have an additional fire station</i>
<i>Due to the infrastructure more houses need to have the proper support like fire stations</i>
<i>I think prodomantly it would be noise and traffic congestion, both need to be factored in and not in the middle of a beauty spot.</i>
<i>Improved response times in South</i>
<i>In an emergency they will be able to respond quicker to those houses and incidents that are not close to the town centre. Many lives could be saved with this new fire station going up.</i>
<i>In reading all the material and proposal its not as clear as it could be what your proposals are to ensure that the rapid and effective deployment of the Rescue Boat is maintained with two stations ie you really need to clarify:-</i>
<i>1) Which station location will be where the boat will be based.</i>
<i>2) How will this mobilisation be staffed ? (including initial turnout when base Pump is on station and when not) and can this "special" response be staffed from either station?</i>
<i>What happens if both Rugby stations deploy primary pumps?</i>
<i>Increased response time + increased capacity = more lived saved. Simple!</i>
<i>It needs to be located with a good network of roads to be able to provide quick response times</i>
<i>It provides the opportunity to ensure attendance times are being met</i>
<i>Jobs</i>
<i>Fire Safety</i>
<i>Life saving is important</i>
<i>Modern facilities for training.</i>
<i>More cost effective building.</i>
<i>Speed of response.</i>
<i>Future growth of the town will mean more population outside the town centre... more traffic accidents potentially... more house fires... new industrial parks with potential fire hazards.</i>
<i>More coverage over such a wide area since rugby is expanding so rapidly</i>
<i>More jobs would open to the local community</i>
<i>The local community would now have a place which could be significant</i>
<i>Nearer to centre of population with faster response time because of not having to negotiate town centre traffic.</i>
<i>Nobody minds where the fire service builds its station</i>
<i>Not that I can thin of</i>
<i>Obviously we would all live in a safer community with more professional's on hand to respond in our times of need.</i>
<i>Positive to get response</i>
<i>Providing some better cover to south of town.</i>
<i>Proving Bette cover good routes to all area of the town and outline areas of Rugby</i>
<i>Public awareness</i>
<i>Response times - safety</i>
<i>Quick response times for rural areas of Rugby</i>
<i>Job Creation</i>
<i>Community Support</i>
<i>Quicker fire engine to south of Rugby</i>
<i>Quicker response time</i>
<i>More appliances in rugby</i>



<p>Quicker response time. Needs to be closer to the crossing over the A45 by the premier in or a gap in the central reservation so they can get across the A45 quickly rather than going around the roundabout</p>
<p>Quicker response to areas near the new fire station</p>
<p>Quicker responses</p>
<p>Quicker to respond to fires near the station More jobs?</p>
<p>Rapid response to the South and an increased visibility to the public not living in the town centre</p>
<p>Really needed - a good idea Also A 3rd station in the North should be looked at too</p>
<p>Reasonable overlap of coverage between stations.</p>
<p>Reduced times to motorway incidents</p>
<p>Respond to fire as possible</p>
<p>Response time drastically improved which ultimately will save more lives and property.</p>
<p>Response time improvement when serving rural communities around Rugby.</p>
<p>Greater operational flexibility if an additional appliance is required at a large incident in Ryton, Long Itchington, Southam etc - or on the A45/M45.</p>
<p>Response time will be met better Can cover more ground more quickly</p>
<p>Response times improved</p>
<p>Response times Environmental concerns Costs</p>
<p>Response Split attendance</p>
<p>Rugby is extending so more areas to cover</p>
<p>Saving lives</p>
<p>That the large areas of housing and businesses that are proposed have access to a quick response if they ever need the service.</p>
<p>The idea of a new station is great as long as you recruit firefighters.</p>
<p>The positive impacts should be to the benefit of all residents in the Rugby area. Everyone needs to be and feel safe in the event of a fire, think Grenfell Tower!</p>
<p>There can only be positive impacts when building the new station, and greatly increasing the potential to achieve and hopefully even improve the current targets. Undoubtedly because of the size that Rugby has currently increased to, and with plans already underway to continue increasing the amount of new housing developments, industrial units, and the population, it has got to now be questionable as to if the fire service is really able to fully meet the requirements of the residents of Rugby. Unless another station, AND appliance and crews are forth coming, then it will clearly not be able to, and lives and property will undoubtedly be lost, that may well have not needed to be lost, had enough resources be made available to the growing population of Rugby. The new station could also create new employment opportunities for people, which again can only be considered as a positive impact.</p>
<p>This is a badly worded question. The proposed answer boxes do not make sense. What positive impacts should you consider? Well, that you need to get to people; well you won't</p>
<p>This will result in a quicker time to South Rugby Area</p>
<p>Try to involve local people.</p>
<p>Use the station to develop community spirit</p>
<p>Very interesting can you not keep both fire engines in the town as well. I do agree with cover the area in the south of Rugby the town is expanding</p>
<p>Very positive move</p>
<p>villages will get quicker response with back up from rugby and vice versa</p>
<p>Will the reduction in the engines at Rugby station on Corporation Street be OK</p>
<p>With an expanding town and network routes having more fire stations within the Rugby area will be a huge benefit!</p>
<p>Yes it very positive and make you feel safe</p>
<p>Yes very good and positive move to maintain cover on the rugby area</p>



Are there any impacts which you think Warwickshire Fire and Rescue Service should consider when developing and providing an additional fire station within the Rugby area?
- Negative impacts
<i>Again response times</i>
<i>Be aware of neighbors</i>
<i>Calamities - serious incidents on the M6 May reduce attendance to the motorways Ability to meet these demands isn't diluted</i>
<i>Cant see any negative impacts</i>
<i>Concern is the potential detriment to central Rugby</i>
<i>Concern re: reduced response time North of Rugby</i>
<i>concerned over ability to reach town centre so would like one appliance kept centrally</i>
<i>Cost of supporting two or more stations (Outweighed by the benefits)</i>
<i>Cost to the fire service budget</i>
<i>Crews working outside of safe systems through moral pressures to take defensive action in the early stages to prevent loss of life or property, whilst awaiting supporting appliance. Forced change of shift patterns to accommodate move. Loosing watch culture, in direct contrast to findings of AOS inquiry that clearly highlighted the benefits of crews having knowledge of one another strengths and weaknesses. Drills either being diluted or joined up by one appliance travelling to the other location, impacting on turn out times that your trying to reduce. Also diesel costs, productivity time sat in traffic, emissions, and general management of set up. Cost of additional vehicles and equipment for drills. Development firefighters loosing knowledge base of 50% of current mentors. Management structure... Is a watch commander going to based at each station. Watches already stripped of RC for 50% of time now being further reduced to only 25%. (Directly goes against findings of peer reviews and HMI). Station visits/hosting is currently allowing high level of engagement particularly with large groups of children and diverse community groups. With limited resources to host and greater chance of being left abandoned/postponed in the event of a turn out. Lectures/briefings from management teams and union officials duplicated. Admin function either lost or additional admin recruited at cost.</i>
<i>Effect on homeowners in near vicinity which might have to hear blues & twos every time engine is sent out.</i>
<i>Haulton!</i>
<i>Higher density housing in the town and a reduction in fire crews available.</i>
<i>I do not believe there to be any negative impacts, when building another fire station within Rugby, and greatly increasing and potentially improving current response targets, and the opportunity to save more lives and property.</i>
<i>I feel spreading crews arounds is trying to achieve more with less . The crew and engines should reflect the growth around rugby and should be increased not just split</i>
<i>I may have overlooked this but I did not see the risk modelling for the risk of increased journey time for a second engine to the north of rugby; particularly the rail lines, industrial areas and m6 motorway</i>
<i>If there is a very large fire in areas near the existing station - will one fire engine be enough? What happens if there id an emergency and the one fire engine is already dealing with something else?</i>
<i>Impact on crew mental health and resilience of being too stretched in trying to attend operational incidents.</i>
<i>Increase in road traffic volumes slows response times down.</i>
<i>Increased costs which have to be met possibly through the loss of firefighters responding!</i>
<i>It needs to be somewhere that has clear access to the area you are planning to support without impeding current traffic flow or risk causing traffic jams and or accidents.</i>
<i>Keep fire station away from houses so don't disturb people at night</i>
<i>Less police managing speeding, so more potential for car crashes which results with increased demand for fire services.</i>
<i>More crews and firefighters please</i>
<i>Negative impacts you should consider; its next to a conservation area, there is an old people's home and Menieres sufferers in the area as stated in the local plan responses whereby noise would be a negative affect on their health, it's nowhere near anyway but Dunchurch and Thurlaston; traffic on a45 and Dunchurch is a nightmare.</i>
<i>No</i>
<i>Noise of sirens near houses.</i>
<i>None</i>
<i>None</i>
<i>None</i>
<i>None</i>



None
None
None
None
None
none ,response from additional station and back up from rugby (corporation street
Not able to think of any
Not necessarily negative however working on the assumption that a life risk incident would attract a response of more than one Fire appliance it would be useful to understand the approach to be adopted in order to achieve the same level of response standard for simultaneous incidents within, for example, the Rugby area whilst still achieving the same standard for other areas of Warwickshire, particularly when facing continual pressures to cut budgets. Whether responding from one location or two locations this still leaves 2 'close' resources covering an ever increasing population/risk profile
Not too near to houses
Possibility of a fire in the North Rugby area - take longer for the second fire engine to arrive
Possible redundancy and loss of expertise from Corporation st. One engine per station is not enough for a town of 109,000 people.
Possibly some noise pollution but the benefits outweigh the problems
Potentially noise... if you lived right next to the station... But personally I'd be happy to suffer a little noise if it meant lives were being saved.
Reduced cover for a large swathe of the eastern area of the district. Less ability to deal with escalating incidents quickly due to less resources attending. Risk of increased fire deaths. Risk of increased deaths from Road traffic collisions. Risk of increased damage to property Risk of injury/ death of Firefighters due to lack of resources. Decision making by the initial attending crew may be affected by the pressure to do something unsafe. Incidents located junction 1 to 2 M6 north bound will only have 1 fire appliance in attendance for an unacceptable amount of time, creating an increased risk to personnel. Adhering to WFRS's own motorway policies, the initial crew will be unable to perform any rescues or extinguish any fires on a live carriageway until the arrival of supporting appliances
Reducing cover to town centre and north of town. Seriously reducing ability to cover motorways, M1 and M6. Reducing ability to reach outlying villages- eg, Brinklow and those areas.
Road infrastructure and traffic volumes
Rugby town is the second largest town in Warwickshire - if an appliance is removed from the existing station, it is reasonable to assume that response times within the town may be affected
Should have access to ALL areas of Rugby Should not be close to a conservation area Should contact local residents Noise should be restricted until out of a rural area
Splitting a two pump station up is total madness. Your doing it just to maintain your times your an embarrassment. It's time senior management stuck there heads up above the wall and said something. Splitting crews may be not the best way ...
Splitting of resources- no increase in the number of engines although there will be an increase in the number of potential fires- ideally the number of engines and crews would also be increased.
Splitting the engines does not solve the problem just creates an extra delay factor
Splitting the existing trucks, rather than providing new units. Fingers crossed there is only one fire or emergency at a time
The additional fire station in the SW of Rugby will only improve the emergency response time for the south of Rugby. Is that fire engine to be used as a second appliance to back up say the Southam fire engine when the need arises? Is the proposed relocation only to provide easier access to other other areas of the County where fire cover is at its limit? If the fire engine from the proposed fire station needs to attend to the east to a fire, until the so called Dunchurch Relief Road is built, if ever, it will be held up at the traffic light junction in the middle of Dunchurch.
The current road systems and road infra structure has clearly not been thought through to consider all the additional traffic from new developments. All very well having a 2nd station but not much help if appliances are likely to be sitting in stationary traffic en rote to attend!
The fire cover into North Rugby and onto the M6 and M1 will be degraded.
The fire station would be better placed more rurally perhaps, to avoid being tied up in heavy town traffic and the difficulties with an appliance then meeting its targets of response times. This would also mean a better access to main routes throughout the borough.



<i>The neighbours views maybe!!! Have I laboured the lack of consultation with people who live next to it enough yet?! You need to consider the impact on the environment. You need to consider what it looks like (you'll find one of the main modifications of the local plan is that anything there needs to be in keeping with the rural area...so are you making the station out of grass like Gloucester services?).</i>
<i>But if you insist on ignoring the locals, removing the wildlife we've got, travelling for periods of time and building it anyway, then at least make sure it has places for the locals to have work experience or fire cadets...and parking so people don't dump their cars outside my house.</i>
<i>The proposed location is right next to a conservation area. Fire station I think should be nearer to the new road so easier access to all</i>
<i>The Rescue boat clarity is I see the only potential negative Impact</i>
<i>The service need to maintain a resilience within each fire station</i>
<i>Traffic?</i>
<i>Access to other services</i>
<i>Yes - it should impact the current station e.g. resources being diverted to the new one</i>
<i>You need more staff and better pay - with that infrastructure in place first</i>

Do you have any further comments? - Further comments
<i>Any improvement to the time for fire engines...</i>
<i>Appreciate the hard work that the fire service does</i>
<i>As previously stated, additional crew rather than taking a crew from the current station so that rugby is served by 3 crews overall, or have a full engine at both stations with a smaller response vehicle at the rugby as an additional asset at rugby central</i>
<i>Aside from these new plans, I think that the plan for the Southam Fire Training Centre should be announced as to whether it will continue or not.</i>
<i>CONTINUE TO PROVIDE THEIR EXCELLENT SERVICE FOR FIRE PREVENTION</i>
<i>Don't want to see any cuts in the service provision or the absolute limit of providing the service</i>
<i>Establishment as a whole service is important as I have already stated</i>
<i>Excellent idea.</i>
<i>Good luck with providing us with a better service on an already tight budget. Thank you to the brave men and women whom attend all the situations they face on a daily basis to protect us.</i>
<i>Good to be consulted</i>
<i>Happy Service you had from work respect and in my experience also been very good at get the job done very professionally</i>
<i>How is this even a consultation?</i>
<i>How are there not recognised numbers of engines per head population and mile of trunk road network, and recognised distances involved that make this a simple calculation</i>
<i>I am deeply concerned that this survey/consultation will not be reflective of the rugby community. Many people will not receive the information about this consultation, so I recommend you involve community groups and key charities that operate in the area. Are the fire service making sure that this survey is reaching out to young and older people, disability groups, BME groups etc. Have the Warwickshire equality and inclusion charity been informed?</i>
<i>I am happy if you get there in 10 mins. I think the fire service is good</i>
<i>I do not agree with you asking questions to the public e.g. on social media by wording questions to gain the answer you want. It's farcical to say you are consulting but then to do a poll without telling them the detail to gain an obvious yes, then to ask them to complete the survey which links to this and not the information about it. Disgusting back handed way of getting what you want. Complete lack of trust now</i>
<i>I hope this gets the go ahead</i>
<i>I live in Thurlaston but have not been informed of this consultation. I only know because an email has been sent to me from a neighbour who saw it on Facebook. Should those of us near to this proposed fire station not have been directly informed of the consultation? I feel the views of those next to it mean nothing now we have not been told.</i>
<i>I think our firefighters do an amazing job to help save our lives and believe that we, as the general public of rugby should get behind them and support them in the second fire station; it could save many more lives!</i>
<i>I think this is a good idea</i>
<i>I would like the fire engine to be quicker</i>
<i>I would welcome a formal discussion regarding this issue as a Borough Councillor as would fellow Labour County Councillors and the PPC.</i>
<i>I'm happy to be involved and the fire service is discussing there plans</i>
<i>If you are building a new road to avoid the dunchurch traffic lights / crossroad then this would be a workable solution which could also take away the unwanted traffic already flowing through the village</i>



<i>Increasing building numbers may sound good but ultimately based on your evidence that rugby is growing then you have in effect identified that more crew and appliances could potentially be needed.</i>
<i>Initially the idea of an additional station in Rugby looks good until you assess the impact of simply relocating one appliance. How will you Service M6 RTCs from Dunchurch, when two appliances are needed? How will you deploy crew into a house fire if only one pump arrives?</i>
<i>It would be beneficial to have 2 engines at each station, but due to the financial complexities I unfortunately cannot see this ever happening. Such a shame when human lives are at risk</i>
<i>***comment removed</i>
<i>Just do it!</i>
<i>Make sure you consult with people who live next to it e.g. Coventry Road. Also, your survey fails to mention the very area you are planning to build on...parts are Dunchurch, but that end of Coventry Road is actually Thurlaston. So not only do you not consult with us, but you can't even be bothered to list our area on your survey.</i>
<i>Need NEW station with BOTH stations FULLY manned and full engines.</i>
<i>Need two fire engines in each location</i>
<i>No</i>
<i>No</i>
<i>No obviously this suggestion has been well thought out I just hope that sense will prevail with people who do Not want any change at all</i>
<i>No.</i>
<i>None</i>
<i>none</i>
<i>Not within the scope of this survey.</i>
<i>Our fire service deserves first class facilities . They put their lives on the line for us every day. Location is key to response times, so given the dynamic growth in the town it is only reasonable to review the ideal location to service Rugby's population.</i>
<i>Please give some serious thought to providing an additional (third) appliance to the new fire station, so that the current two appliances are able to remain at the present station. I really fail to see how any improvements can be obtained, through only building a new station, but not also providing an additional appliance and crews, and Rugby must surely be of a large enough population now, to warrant taking this action, if the fire service is to have any hope whatsoever of fully meeting the needs of the residents and businesses.</i>
<i>Please make an effort to contact local residents directly. I may have heard about it, but no guarantee my other neighbours have. It's a poor show to not contact residents in the immediate vicinity during a consultation. The same happened with the local plan. Why the council insist on keeping Thurlaston in the dark about thing being built next to them, I'll never know</i>
<i>Shutting Brinklow fire station was a huge mistake. We live in a rural area and rugby fire crew have a huge area to cover which is why they often don't meet their 10 minute target time</i>
<i>The county council elected members have to accept that the funding available for fire and rescue has dropped to an unacceptable and unsustainable level. The mantra of doing more with less reached its limit several years ago. If no additional funding is available, there has to be an honest and frank discussion in regard to reducing the amount of fire cover that can be provided with the current funding available. The policy of asking it's employees to work unlawful duty systems, reducing the level of firefighters to the bone, pressuring employees to change duty systems to unpredictable and 'family unfriendly' systems is not the answer. The fire authority also needs to honestly look at the millions of pounds in funding that is removed from the fire and rescue budget that goes to pay for council services. Highly inflated costs for services such as HR, building / property maintenance, PR, ICT and other services. If this funding (that is provided by central government for fire and rescue) was used for that purpose alone, additional fire appliances and personnel could be provided- increasing availability and fire cover for the whole county.</i>
<i>The presence of two stations in the Town area of Rugby may present the ideal opportunity to offer peak time resilience with staggering shift times (allocated to one or other station or on alternating pattern). May also present the opportunity to look at anticipated contingency cover for special appliance deployment from a pool of wholtime / retained operators . If weather / environmental hazard warnings are increased to "red alert" deploy contingency cover from specialist reserve list of staff. Alternatively use rostered reserve from "hub" or cluster bases to support pump crews left short by specialist deployment.</i>
<i>There is little or no justification for this proposal. **** comment removed and I would receive better initial response from this proposal. However, the standard of fire cover was not a consideration when I decided to move here. Spending 3.6 million pounds to improve response to 6 potential additional P1 incidents is unlikely to be considered appropriate from any perspective. Altenative options should be considered.</i>
<i>This is just spreading existing resources more thinly. It is not providing more cover. You state there will be more incidents, due to the town expansion, therefore should be extra firefighters, not just the same number spread further apart.</i>



<p><i>Unless and until Warwickshire County Council and Rugby Borough Council wake up to the fact that many of the main roads in Rugby are totally inadequate in size for the amount of traffic they are expected to carry, then the Fire Service and the other emergency services do not have a chance of making their way through the traffic and achieving good response times.</i></p> <p><i>As an example, in Dunchurch this afternoon the Southam Road from the traffic lights was blocked. The Councils, with their complete lack of forethought, have allowed parking on both sides of the road. The width left between the parked vehicles is only just adequate for two car to pass. If there are lorries or big vans they have to wait, blocking the road, until the traffic in the opposite direction stops and they can then squeeze their way through.</i></p>
<p><i>We need more fire service personel At the rate rugby is expanding it is needed!!!</i></p>
<p><i>Welcome that closer to me in event of fire</i></p>
<p><i>Whilst fire engines are being shared I hope there will be additional vehicles required for incidents such as RTAs.</i></p>
<p><i>Would urge the service to reconsider and favour the current model for reasons of initial actions of 2 appliance attendance being more conducive to firefighter safety.... or increase the OCL to 5 as a minimum.</i></p>
<p><i>You do a good job</i></p>



Appendix F to Item 07



Warwickshire Fire and Rescue Service

CONSULTATION ON NEW FIRE STATION IN RUGBY - ADDITIONAL COMMENTS

Appendix 2

Date published July 2019

Report produced by the Service Improvement Team WFRS

CONSULTATION ADDITIONAL COMMENTS

The table below reflects the additional comments that have been made by residents and key stakeholders over and above the comments captured in the online surveys. It is sometimes necessary to remove comments to avoid identification of individuals. However, all comments were used in the analysis and generation of themes presented in the main report.

The majority of the comments were made during face to face meetings or via emails.

CONSULTATION COMMENTS

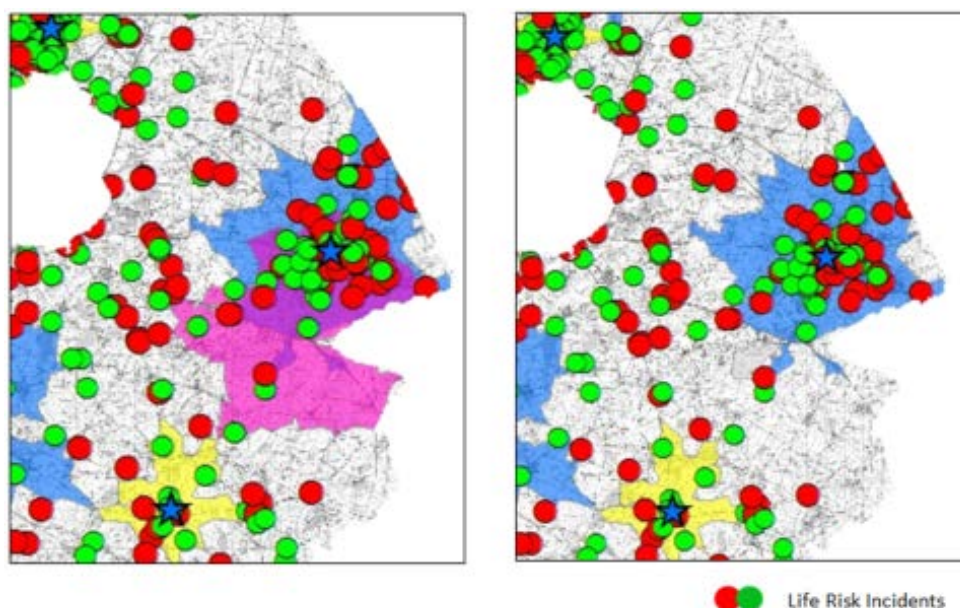
Method	Comments
Face to face	All broadly in support and they requested the link to the survey, which will be sent out to them.
Face to face	Agree with the concept of relocating fire engines outside of the town centre to maximise attendance times to the Rugby area, so would prefer if the site in the South West was implemented at the same time as a new site in the North.
Email	<p><i>Consultation on an additional fire station – but no additional fire engine – for the Rugby area</i></p> <p><i>Introduction</i></p> <p><i>Warwickshire County Council are “consulting” on their proposal to move one of the fire engines based in the Rugby area to a new fire station to be created in Symmetry Park, which it is proposed will be part of the SW Rugby Sustainable Urban Extension. The reason given for the move is that the development of the South West Rugby area will see additional traffic further slowing the response of the county’s fire engines and resulting in a failure to meet emergency response standards. (Sadly the former Chief Fire Officer did not explain these adverse consequences of the South West Rugby Sustainable Urban Extension to the government’s Inspector when he was conducted his Examination in Public of the new Rugby Local Plan).</i></p> <p><i>Is this a consultation?</i></p> <p><i>In 2014 the Supreme Court, in Moseley v Haringey, upheld the Sedley principles established in R v Brent LBC ex parte Gunning (1985) that consultation should take place when there is still time to influence the policy outcome.</i></p> <p><i>Unsurprisingly this legal requirement is also government policy. HMG’s Code of Practice on Consultation (2008) states “Formal consultation should take place at a stage when there is scope to influence the policy outcome”.</i></p> <p><i>Warwickshire County Council has supported the development of SW Rugby despite the adverse consequences for traffic congestion and delayed response times. It stands to make a significant profit from the sale of its own land holdings in the area. Its consequent failure to meet emergency response standards means that it has to develop new methods of responding to incidents in the Rugby.</i></p> <p><i>In fact Warwickshire County Council already has a policy on this matter and this policy can be found on page 119 of the Rugby Local Plan (2019) which states the county’s commitment to provide an onsite fire and rescue presence no later than 31 March 2021. Given this commitment it is not at all clear what the policy outcome, which could be influenced, could be.</i></p>

<p>What are the alternatives?</p> <p><i>The Moseley v Haringey case already cited gives a strong steer to alerting the public to rejected policy options as part of the process of consultation.</i></p> <p><i>The county council's consultation does not refer to any other solutions to meeting emergency response standards in the Rugby area.</i></p> <p><i>Again the purpose of the consultation is not clear. If the only way to meet emergency response times is to develop an additional fire station in Symmetry Park why "consult"?</i></p> <p>Why Symmetry Park?</p> <p><i>If developed Symmetry Park will be on the extreme South West edge of Rugby's urban area.</i></p> <p><i>Symmetry Park would not be a good location for serving the town generally.</i></p> <p><i>Symmetry Park is not a good location for serving the South of town. Fire engines attending incidents in Hillmorton in the South East of town will have significantly further to travel than they currently do. Indeed if Rugby's second fire engine was then moved to the North of town it is difficult to see how emergency response times for the Hillmorton area could be maintained. Has this been modelled?</i></p> <p><i>Whilst the Rugby Local Plan allocates the ground on which Symmetry Park is proposed for a sustainable urban extension there is no planning permission for Symmetry Park. A planning application for a larger development of warehouses than is allocated in the Local Plan has been made. This planning application has drawn objections from both the county council and Highways England. It has not been determined. It is not certain that it will be approved. Meanwhile housing development in SW Rugby continues apace and will surely result in the increased traffic congestion that the county council predicts.</i></p> <p><i>In their consultation the county council concede that their current proposal will not be able to honour their Infrastructure Development Plan commitments to provide an onsite fire and rescue presence in SW Rugby no later than 31 March 2021.</i></p> <p>What other sites have been considered and rejected?</p> <p><i>The county council is silent on the other options it considered before plumping for Symmetry Park.</i></p> <p><i>Would sites elsewhere in SW Rugby sustainable urban extension not provide better response times for the Rugby urban area?</i></p> <p><i>Would not a site in the eastern arm of the sustainable urban extension not only cut response times in SW Rugby, when compared to the alternative of the Corporation Street site, but also cut response times in SE Rugby (Hillmorton) when compared to both the alternatives of a site in Symmetry Park and the current Corporation Street site?</i></p> <p><i>Given there is already outline planning permission for the development of the eastern arm, albeit without provision for a fire station, and that the county council as Highways Authority have agreed that this is an acceptable location for additional traffic, should this site not be considered? Necessary site works such as completing an archaeological investigation have been completed for the eastern arm whereas the full scale of the archaeological investigation for Symmetry Park has yet to be agreed far less concluded.</i></p> <p><i>Was the eastern arm considered? If it was considered why was it rejected? The advanced stage of planning for the eastern arm suggests that a site could be provided within phase 2 of the Rugby Local Plan and thus honour the county's Infrastructure Development Plan commitments.</i></p> <p><i>Is there not a strong case that an additional fire station site in the eastern arm of the SW Rugby sustainable urban extension would both provide better response times overall in southern Rugby (than either the Corporation Street site alone or the Corporation Street site and a Symmetry Park site) and also be likely to be available earlier than a Symmetry Park site?</i></p>

Appendix G - Ten Minute Response Footprints (Rugby)

It is proposed that Fire and Rescue have a new response base that is located so that the ten minute response standard can be achieved for the additional incidents that will occur across the new Rugby South West development and its arterial roads. The impact of the new development is so significant that it is necessary to relocate some staff and equipment so that this effective response can be maintained. Relocating assets to Rugby South will maintain safety of the public by providing a more consistent response to emergency incidents. The diagrams show the response footprint of the new site:

Response Footprints, 10 Minutes:

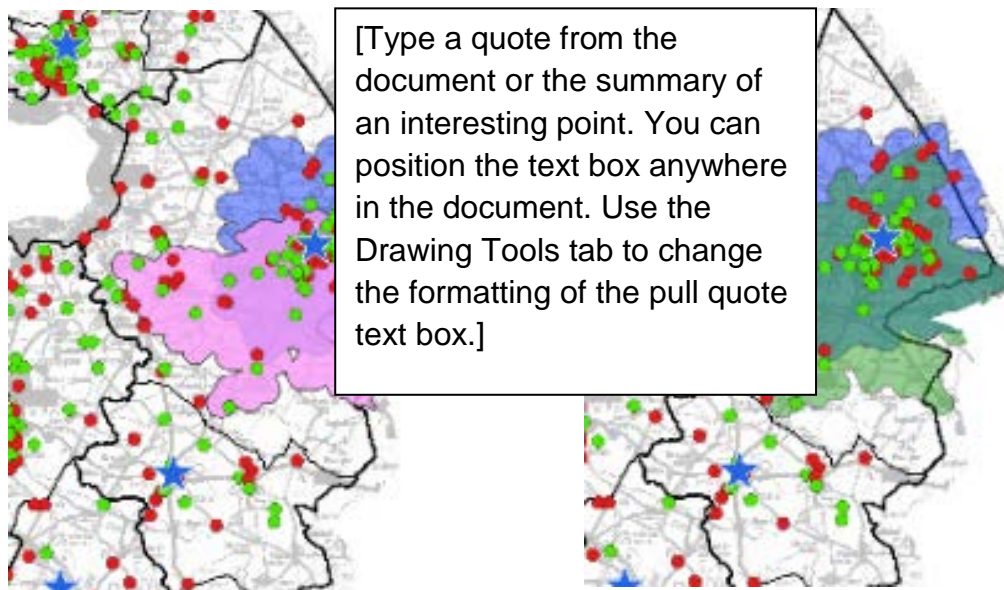


The 10 minute response time coverage is represented by the shaded areas (isochrones) on the maps. The blue and yellow isochrones represent the current 10 minute response time coverage. The purple isochrone shows the wider 10 minute response time coverage provided by the new location, which will improve both local and county wide risk cover.

As well as the extended response footprint of the new site, the map shows it's correlation with the occurrence of life risk incidents (P1 & P2 incidents). Incident data used is from 2011 to 2013, therefore, as previously noted, additional incidents would be expected to occur in the new development area covered by the Rugby South footprint.

Feedback during the Consultation Process:

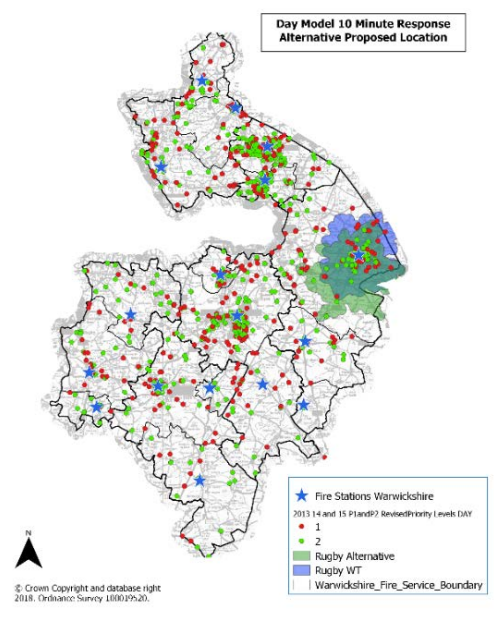
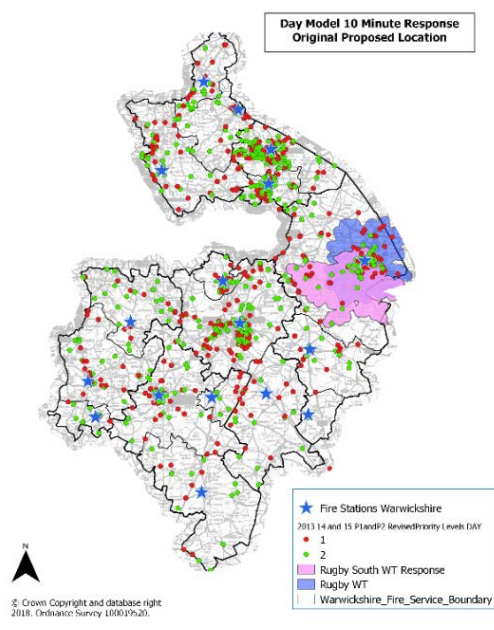
During the six week consultation process (that commenced on 6 May 2019), one respondent suggested an alternative site for the fire station to the east of the Rugby South West development. The charts below show the resultant modelling to allow comparison between the proposed Rugby South location and the alternative location on the eastern arm of the Rugby South West development.

Response Footprints, 10 Minutes:

The blue isochrones represent the current 10 minute response time coverage. The purple isochrone shows the wider 10 minute response time coverage provided by the proposed Rugby South, and the green isochrone shows the 10 minute response time of the alternative suggested site.

It can be seen that the combined footprint of the current site and the proposed Rugby South offers a better response for the first fire engine than the use of the suggested alternative, particularly having a greater reach into the area to the west of Rugby, improving both local and county wide risk cover.

Therefore, considering an alternative location, such as on the suggested eastern arm of the Rugby South West development, does not provide an improvement in response, when compared to the Rugby South location proposed in the Draft IRMP Action Plan 2019/20.





Appendix H Warwickshire Fire and Rescue Service

Engagement feedback on exploring options for Nuneaton and North Warwickshire fire station locations.

Date published July 2019

Report produced by Service Improvement Team - WFRS

BACKGROUND/METHODOLOGY

The engagement activity followed the proposal in the IRMP draft action plan 2019/20 (action 2.2), to explore the options for new fire station locations within the Nuneaton and North Warwickshire area to:

- Identify the optimum fire station locations that best enhance the use of resources to respond to emergencies;
- Deliver fire prevention activity;
- Consider the impact of future housing and commercial developments;
- Build greater collaboration with neighbouring fire services to provide a more efficient and effective level of emergency response across geographical boundaries.

The engagement activity was carried out between 6th May and 16th June 2019. An online survey was hosted on the Warwickshire County Council consultation and engagement hub (Ask Warwickshire) and a paper copy was made available. The survey was part of a wider engagement exercise with residents and key stakeholders. This report presents the analysis of data from the completed survey.

KEY MESSAGES

- There were 93 responses to the survey. The majority of respondents 51 (55%) agreed with the reasons for exploring the options for fire station locations in Nuneaton and North Warwickshire, while 10 (11%) disagreed. It is important to note however that over a third of the survey respondents either didn't answer (31/33%) or had no opinion (1/1%). However an examination of the 26 responses to explain the reason for their answers provides more nuanced feedback on whether there should be any changes to current fire station locations.
- Respondents considered that the 3 most important things that WFRS should consider when exploring options for fire station locations are:
 - Response times
 - Access to a good road network
 - Being responded to by a Warwickshire Crew (not a crew from over the county border)
- Nearly all of the respondents (93.55%) felt it was important that the fire service meets its emergency response standard.

KEY THEMES

The following themes were identified when analysing the comments made in response to the individual questions in the survey:

- **Funding and Resourcing**
As the county continues to expand in terms of residential, commercial and infrastructure developments, there was general support for the reasons for exploring fire station locations. Several comments suggested that there should provision for increasing the number of fire stations rather than relocating the current resource. However concerns were raised about the funding implications.

Further comments suggested that consideration should be given to increasing current resourcing in terms of staff, equipment and crewing arrangements and Retained Duty System (RDS) recruitment and retention.

- **Coverage and Accessibility**

It is important to maintain coverage and improve response times and have good accessibility to road networks etc. However potential negative impacts were expressed about traffic congestion and the disturbance to the immediate neighbourhood.

One comment stated that full analysis of incident types, commercial v residential etc. should be undertaken when planning fire station locations.

- **Maintaining Current Locations**

Several general comments questioned why there was a need to move from the current locations and why it was not possible to maintain and build upon the current stations. Concerns were also raised about the impacts on community safety, cohesion or the potential disconnect from local communities if stations were located out of town.

- **Collaboration and Shared Premises**

A number of comments suggested that consideration should be given to collaboration and shared premises with other blue light services; however some concern was raised about neighbouring services being too busy to assist.

RESULTS - RESPONDENT ANALYSIS

Respondent Profile

There were 93 responses to the survey. Figure 1 provides details of the profile of respondents. 45% of respondents were female and 36% were male. The majority of respondents were of working age (18-59) (70%) and identified their ethnicity as 'white' (77%).

Figure 1 – Respondent Profile

		Count	%
Gender	Female	42	45.2%
	Male	33	35.5%
	Not Answered	2	2.2%
	Prefer not to say	15	16.1%
	Prefer to self-describe	1	1.1%
Age in years	18 – 29	7	7.5%
	30 – 44	23	24.7%
	45 – 59	35	37.6%
	60 – 74	13	14.0%
	75 +	1	1.1%
	Not Answered	1	1.1%
	Prefer not to say	12	12.9%
	Under 18	1	1.1%
Long standing illness or disability	No	65	69.9%

	Not Answered	2	2.2%
	Prefer not to answer	13	14.0%
	Yes	13	14.0%
Ethnicity	Arab	1	1.08%
	Asian or Asian British - Indian	2	2.15%
	Black or Black British - Caribbean	2	2.15%
	Chinese	1	1.08%
	Mixed - White and Asian	1	1.08%
	Not Answered	1	1.08%
	Prefer not to say	13	13.98%
	White	72	77.42%
Religion	Any other religion or belief	4	4.30%
	Buddhist	1	1.08%
	Christian	48	51.61%
	Hindu	1	1.08%
	Muslim	1	1.08%
	No religion	23	24.73%
	Not Answered	1	1.08%
	Prefer not to say	13	13.98%
	Sikh	1	1.08%
Sexuality	Bi / bisexual	2	2.15%
	Gay man	1	1.08%
	Gay woman / lesbian	1	1.08%
	Heterosexual / straight	64	68.82%
	Not Answered	2	2.15%
	Other	1	1.08%
	Prefer not to say	22	23.66%
Gender Identity	No	1	1.08%
	Not Answered	4	4.30%
	Prefer not to say	14	15.05%
	Yes	74	79.57%

ABOUT RESPONDENTS

Reason for completing the survey

Respondents were asked which category they felt most accurately reflected the capacity they were responding to the survey. Figure 2 provides the details of the respondent categories.

The majority of respondents identified themselves as 'general public'. Nearly a quarter of respondents identified themselves as either currently or previously worked for the Fire Service or as a family member of someone who currently or previously worked for the Fire Service .

Figure 2 Number of respondents by category

Respondent Category	Number of Respondents	%
General public	64	68.82%
Currently or previously worked for the Fire Service	15	16.13%
Family member of someone who currently or previously worked for the Fire Service	6	6.45%
Any other (please specify below)	4	4.30%
Local business	2	2.15%
Elected representative	2	2.15%
Total	93	100.00%

Place of residence/work of respondents

The majority of respondents (87%) indicated that they either lived or worked in Nuneaton and Bedworth or North Warwickshire Boroughs. (Figure 3)

Figure 3 Number of respondents by residential/work location

District/borough where respondents live/work	Number of Respondents	%
Nuneaton & Bedworth Borough	50	53.76%
North Warwickshire Borough	31	33.33%
Live / work outside Warwickshire	3	3.23%
Work Countywide	3	3.23%
Rugby Borough	3	3.23%
Warwick District	2	2.15%
Stratford on Avon District	1	1.08%
Grand Total	93	100.00%

Respondents who selected Nuneaton and Bedworth or North Warwickshire Boroughs were also asked which area of those boroughs they lived. The majority of respondents from North Warwickshire lived in the Coleshill and Arley area and the majority of respondents from Nuneaton and Bedworth lived in Bedworth Central and Bulkington (Figure 4).

Figure 4 – Which area of North Warwickshire/Nuneaton and Bedworth do you live?

Area of North Warwickshire	Number of respondents	%
Coleshill & Arley (Coleshill, Fillongley and Arley)	18	58.06%
Polesworth (Polesworth, Dordon, Baddesley Ensor, Warton, Newton Regis, Austrey)	7	22.58%
Atherstone and Hartshill (Atherstone, Mancetter, Hartshill, Oldbury, Caldecote)	5	16.13%
Kingsbury (Kingsbury, Hurley, Wood End)	1	3.23%
Total	31	100.00%

Area of Nuneaton and Bedworth	Number of respondents	%
Bedworth Central & Bulkington (Town Centre, Exhall, Bulkington)	26	52.00%
Bedworth West (Bedworth Heath, Goodyers End, Keresley Newlands, Ash Green, Neal's Green)	5	10.00%
Not Answered	1	2.00%
Nuneaton Central (Town Centre, Attleborough, Bermuda, Hill Top, Chilvers Coton)	7	14.00%
Nuneaton Common & West (Galley Common, Camp Hill, Stockingford, Whittleford)	4	8.00%
Weddington, Horeston Grange and Whitestone (Weddington, Horeston Grange, St. Nicolas, Whitestone)	7	14.00%
Total	50	100.00%

FEEDBACK ON EXPLORING OPTIONS FOR FIRE STATION LOCATIONS.

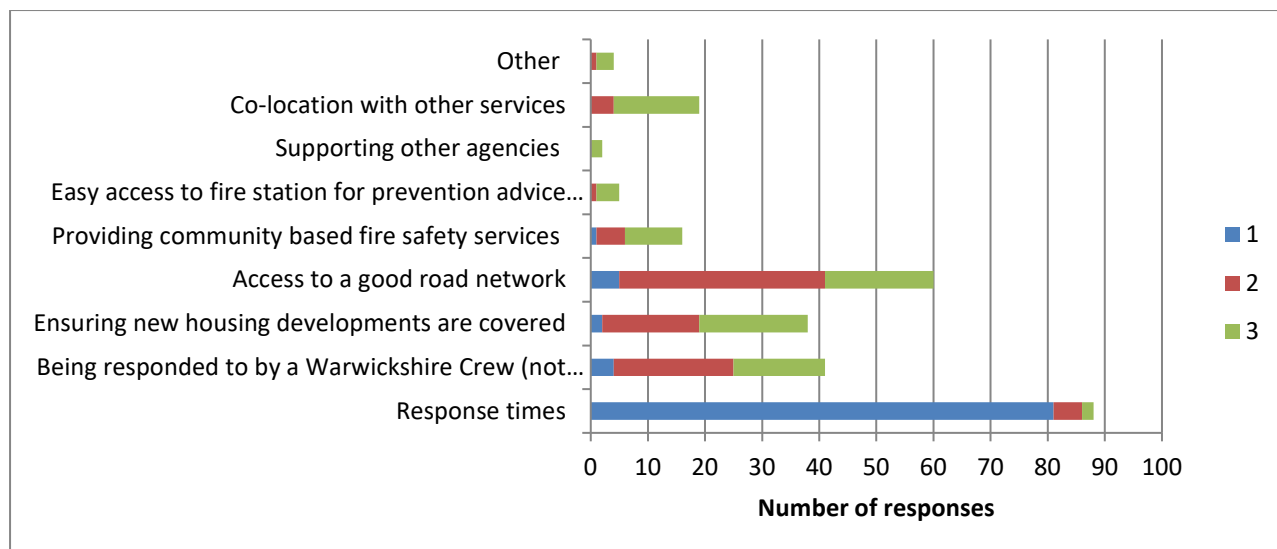
The following sections describe common themes and give some illustrative examples of comments received. A full list of comments is available and can be provided on request.

IMPORTANT CONSIDERATIONS WHEN EXPLORING OPTIONS FOR FIRE STATION LOCATIONS.

Respondents were asked to choose the top three things that should be considered when exploring options for fire station locations. A list of options was provided along with an 'other' option (Figure 5). The top three issues identified were

- Response times
- Access to a good road network
- Being responded to by a Warwickshire Crew (not a crew from over the county border)

Figure 5 – Number of responses to each of the options.



8 respondents provided comments on other considerations following this question. The general themes identified are shown in Figure 6

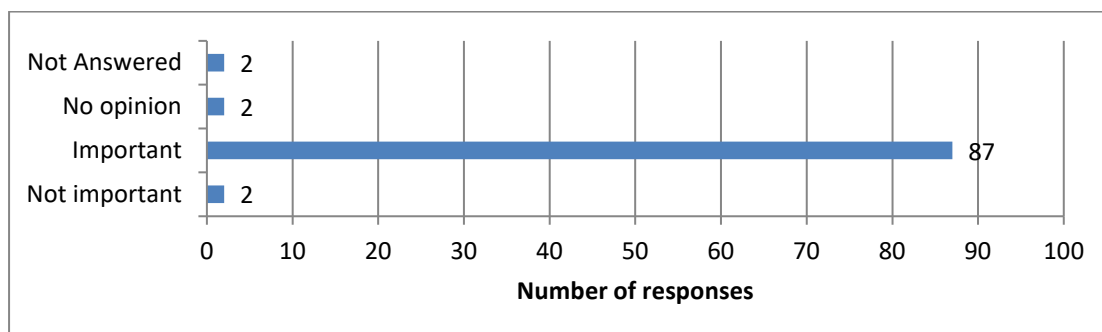
Figure 6 – Other considerations

Theme	Description	Examples for illustration
Response times	Responding as quickly as possible to incidents	<p><i>'Resources that are able to respond the most effectively from which ever service or area.</i></p> <p><i>3 trucks at the Bermuda site as has been looked at for the last 20 years would give access to all major road networks except A5 which can be covered by Atherstone.</i></p> <p><i>It will improve response time in Bedworth while still able to maintain a good time into Nuneaton'</i></p> <p><i>'time to get to an emergency in time'</i></p> <p><i>'Ensuring response is appropriate to risk at the most value added level whilst achieving cost benefits ie subsidiarity in response'.</i></p>
Visibility	The visual presence of fire fighters in the community	<i>'Seeing local Firemen in the community'</i>
Central locations	The location of stations in relation to town centres	<p><i>'Being centrally located in the town centre'</i></p> <p><i>'Always be at the centre of the town just like a bike hub'.</i></p>
Overall considerations	Importance of all options to providing a sustainable service.	<i>'All are important to ensure a good sustainable service'.</i>

MEETING THE FIRE SERVICE RESPONSE STANDARD

The current emergency response standard is to provide the first fire engine to attend life risk emergencies across the County within 10 minutes on 75% of occasions. The standard was considered important by 94% (87) of all respondents (Figure 7). Two respondents (2%) felt it was not important two respondents (2%) had no opinion and two respondents (2%) did not answer.

Figure 7- How important to you is the Fire Service Emergency Response standard?



Respondents were invited to say more about their response to this question; 24 (26%) respondents provided comments. The majority of these respondents (19/79%) felt that the standard is important however they would like the fire service to respond as quickly as possible to an emergency and consider reducing the 10 minute target or attending incidents within 10 minutes on all occasions. All themes are shown in figure 8.

Figure 8 – Importance of meeting the emergency response standard

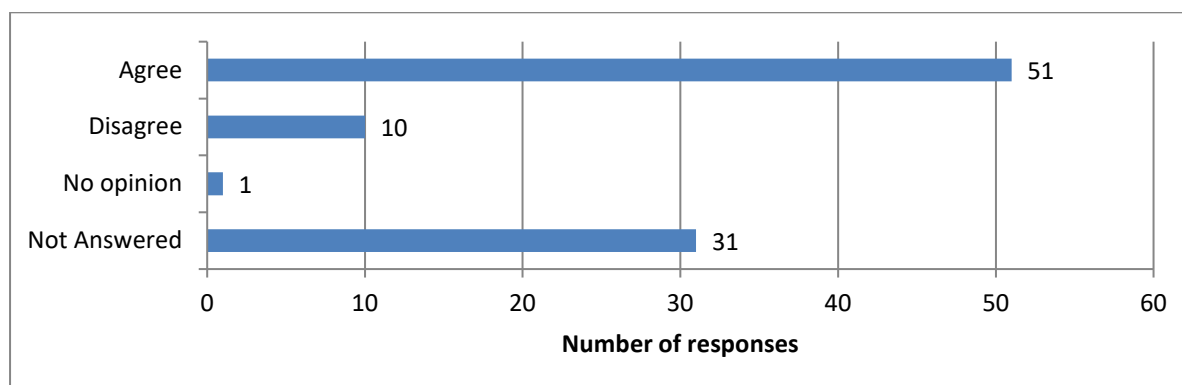
Theme	Description	Examples for illustration
Response times	Responding as quickly as possible to incidents. Reducing the 10 minute target. Attend incidents within 10 minutes on all occasions	<p><i>‘This should be a 5 min standard why should we accept less than people over the boarder [sic] in the West Midlands’</i></p> <p><i>‘Agree important but feel should be aiming for 100%’</i></p> <p><i>‘10 min on 75% of time is already not achieved, the service should be aiming for 10 min 100% of the time.’</i></p>
Coverage	Maintaining multiple sites to ensure standard is met	<i>‘I believe it’s important, but to achieve this in North Warwickshire would require multiple sites’</i>
Effective response on arrival	Ensure that the target is used to ensure an effective response on arrival at an incident	<p><i>‘Very important but to be an effective response and not just a method of stopping the clock as we have seen in other services’</i></p> <p><i>‘As long as they are able to do the job when they arrive and are not just arriving to stop the clock whilst waiting for additional crews to arrive’</i></p>

		<i>to safely deal with the incident.'</i>
Growth Development	Maintain emergency response as the area develops and grows	<i>'It's important that the current target be maintained or improved on even if more houses etc are added to the area. More council funding needs to be available when providing new homes to ensure all support services Police, gps etc are maintained.'</i>

REASONS FOR EXPLORING FIRE STATION LOCATIONS

The majority of respondents (51/55%) agreed with the reasons given for exploring the options for fire station locations in Nuneaton and North Warwickshire, 10 (11%) disagreed, however in total a third of respondents 31(33%) did not answer and one respondent (1%) had no opinion. (Figure 9)

Figure 9 - Level of support for reasons for exploring options for fire station locations



Respondents were invited to provide a reason for their response; 26 (28%) respondents provided comments. In most cases, respondents agreed with the reasons for the review, but added comments that suggested this does not mean they agree that stations should be moved (Figure 10)

Figure 10 - Level of support for reasons for exploring options for fire station locations (Comments made)

Theme	Description	Examples for illustration
Funding	Funding in terms of the cost v benefits of relocating stations	<i>'It would appear to be sensible to review existing locations based on the reasons provided. However the reasons do not mention the budgetary pressures that councils have been under due to austerity measures. This must also be a driver in the review therefore I think it is misleading not to mention this as one of the reasons when consulting us public. At the very least it is a limiting factor ie because</i>

		<i>of number of locations you are thinking about. It would also be useful to know where you currently are with hitting the 10 minute target in all locations.'</i>
Resourcing	Resourcing in terms of needing additional resources rather than moving current resources and crewing arrangements i.e. full time v retained.	<i>'I agree that there needs to be more fire stations, but using additional fire engines, not re-locating current ones'.</i>
Resource flexibility	Impact on response times, relocating stations as towns expand and locating stations based on level of risk	<i>'Effectively placing resources makes perfect sense yet 10 minutes to attend incidents is far too long for fire survivability, why should we have fire stations, should we not have resources that move with the risk, we are proposing to build another facility at significant cost, this is an unacceptable financial outlay, resources should have the flexibility that meet the community needs within the financial constraints placed on the service.'</i>
Maintain status quo	Keep and build on current locations	<i>'Not aware of any issue with current locations' 'More attention to existing stations eg number of staff and equipment. Not single pump stations dotted around the area.'</i>
Collaboration	Impact of neighbouring fire services being busy and unable to assist	<i>'I think response times are important as everybody deserves to have the fire service attend asap if they require them. But if you have to rely on neighbouring brigades for cover along the county border, then you run the risk of having no cover in those areas at all at times if the neighbouring brigades are busy'</i>
Accessibility	Impact of traffic congestion	<i>'The traffic around Bedworth town centre is quite difficult to negotiate during an 'emergency' Because location and response, ease of access to areas is important and increases your ability to rescue'</i>
Urban growth	Impact of new developments	<i>'As the population changes and the needs of communities change it makes complete sense to review the current provision, and make the necessary changes to meet the service standards' 'Nuneaton fire station is based roughly in the centre of the town. It currently has access to most directions and external circumferences of the town from this central location, and given</i>

		<i>that housing developments are currently being identified across the town, in all directions, it makes no sense at all to re-centre the fire station’.</i>
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POSITIVE AND NEGATIVE IMPACTS WE SHOULD CONSIDER WHEN EXPLORING OPTIONS

Respondents were asked if they thought there were any potential positive or negative impacts that we should consider when exploring options for fire station locations. This question was completed by 57 (61%) respondents. There were 52 responses for positive impacts and 47 responses for negative impacts. Themes emerging from the responses given for positive impacts are shown in Figure 11 and for negative impacts in Figure 12.

Positive Impacts

Figure 11 - Positive impact themes identified

Theme	Description	Examples for illustration
Coverage and Accessibility	Better and wider coverage, including accessibility to the road network, whilst retaining/improving response times	<i>‘More wide span cover Quick access to large housing areas and industrial areas Location, easy access to road links’ ‘If coverage is increased then this is positive’</i>
Staff Resources	Impact on RDS recruitment and retention. Consider more whole time crews	<i>‘Reduction of retained staff to more whole time staff would be positive’ ‘Recruiting from retained would also give a more experienced workforce’ ‘Easy access to firefighters (retained) to get to the stations’</i>
Local Communities	Impact of supporting local communities and community safety	<i>‘A modern fire station(s) that supports fire crews to serve the local communities fully can only be a good thing.’ ‘Fire Stations for local community - feel safer’</i>
Resourcing	Provide additional fire stations	<i>‘Increasing the number of fire stations within the Warwickshire area to ensure response times are met in addition to their supportive duties to the community would be welcomed’.</i>
Maintain status quo	Keep specific current stations	<i>‘Keep it in Coleshill has done excellent service with TWO engines running as we have a busy dual carriageways linking to motorways and new building hence population growing. ‘</i>

		Polesworth and Bedworth also mentioned in individual comments
Collaboration	Collaboration with other fire services and blue light services	<i>'Closer working and responding with West Midlands and may be a merger with them due to the poor standard of service that Warwickshire offers and making effective cost savings for all tax payers '</i>
Urban growth	Impact of new developments and transport infrastructure	<i>'Right that you're considering new housing developments. Also need to consider the impacts of HS2 construction which will cause a lot of "rat running" displaced traffic on unsuitable roads so increase in accidents. Whether the housing developers are paying for road safety improvements - most aren't so existing road network unsafe for extra volume of cars.'</i>

Negative Impacts

Figure 12 - Negative impact themes identified

Key theme	Description	Examples for illustration
Rural Communities	Impact on rural areas if the stations are located some distance away	<i>'Concerned that in rural areas where roads are narrow and single lane access in some places, residents requiring a fire engine in an emergency situation could have to wait some time if fire stations were located miles away.'</i>
Funding	Funding potential relocations and future funding implications	<i>'Budget reductions! How will the service fund the station relocations'</i>
Urban growth and Infrastructure	Population growth means more stations rather than relocation of current resource	<i>'As the town grows is one fire station enough?'</i>
Staff Resources	Impact on current crewing arrangements in terms of full time v RDS and their ability to travel to stations within the time limit	<i>'Increase in population and building developments but no increase in appliances. Atherstone, Polesworth and surroundings has more and more houses being built yet still only 2x Atherstone and 1x Polesworth. Both relying on Day Crewed/Retained staff which adds to response times. Maybe consider making new stations with facility for Full Time rotas.'</i>

Accessibility	Accessibility for fire staff	<i>'To move the station would mean some part-time firefighters maybe having to give up the profession (if they couldn't get to any new location within 5 mins), thereby losing valuable experience, as well as potential difficulties in accessing major roads quickly!'</i>
Collaboration	Collaboration with other fire services and blue light services	<i>'Relying on other services to respond to incidents on your area is dangerous. If you can join up and have a collaborative service with the other fire services that surround us then that would be a better way of ensuring the community stays safe.'</i>
Maintain status quo	Retain specific stations	<i>'f [sic]based in Coleshill and then moved worse decision to growing population in area.'</i> <i>'No negatives, Coleshill fire station is essential to our, not so small town'</i>
Local environment and infrastructure	Traffic congestion and disruption to neighbourhoods (noise and pollution) Access to road network	<i>'traffic congestion on current road network. Disturbance to the immediate neighbourhood. M6 - 4 lane running - accidents could increase. Access to roads, traffic and road works which causes delays'</i>
Local Communities	Impact on local communities if fire stations located out of town	<i>'1)Moving a station further away from its employees 2)The high cost involved that could be used for other means 3)Not treating this exercise as a 'merger' to reduce number of stations/firefighters at the risk of safety 4) Disconnect from the community if stations are moved out of town centres'</i>
	Impact of any closures on jobs services to the local community and the loss of local knowledge and community support	<i>'Potential closure of fire stations this would have an adverse impact on jobs and service to the local community.'</i>

Communications	Communications need to handle carefully to avoid the misconception that relocations being seen as closures.	<i>'public misconception of moving bases will be seen as closures this has to be handled very sensitively'.</i>
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OTHER ISSUES OR FACTORS WE SHOULD CONSIDER WHEN EXPLORING OPTIONS FOR FIRE STATION LOCATIONS

Respondents were asked if there were any other issues or factors we should consider when exploring fire station locations. There were 34 (37%) responses and the themes listed in Figure 13 were identified.

Figure 13 – Other issues or factors

Theme	Description	Examples for illustration
Collaboration	Collaboration with other fire services and blue light services	<i>'Bringing resources and ideas from all blue light services including neighbouring services. You should also effectively utilise all fire appliances and resources from whichever service. Think about utilising resources from other agencies ie transport, HR, fire control.'</i>
Urban growth	New housing development growth requires additional services	<i>'The massive new housing developments in Warton Polesworth and Nuneaton.'</i>
Infrastructure	Future proof against infrastructure plans and industrial growth .i.e. HS2	<i>'Take in to account. Hams hall and industrial estate growth as well as the impact of HS2 with years of disruption this could affect roads and cause more accidents'</i>
Complete a full analysis of requirements	Full analysis of types of incidents, age of property, residential v commercial premises when planning where fire stations are located	<p><i>Analysis of the types of incidents/calls/types of site affected may help inform decisions on potential location of new stations. E.g. presumably household fires are the most prevalent? What about fires in commercial/industrial properties? Would they require a quicker response time due to the potential materials on site, number of people working on site etc? '</i></p> <p><i>'Perhaps the age of properties also need to be taken into account. Presumably new builds might be more resilient than older properties (improvements to Building Regs etc.)? In an ideal world, yes all properties should be accessible within 10 minutes - but if that is not possible, would older properties require a quicker</i></p>

		<i>response time because of their construction materials? Would new builds be more resilient/better placed if responses within 10 minutes are not possible?'</i>
Maintain status quo	Keep specific current stations	<i>'facts are it's working where it is with two. We have suffered already with no police presence since station went, would hate to think how bad things can get (and it will) if Coleshill fire station was to move away. It has helped saves life's [sic], residents will fight to keep the TWO engines running in our community'...</i> <i>'just keep Coleshill fire station as it is'</i>
Resourcing	Resourcing staff and equipment and current crewing arrangements, including more full-time watches.	<i>'Staff numbers and equipment'.</i> <i>'Change of rota to Full Time watches at all stations. Move stations to outer edges of towns rather than central gridlocked area (Nuneaton/Atherstone/Polesworth). Closer working relationships with West Mids/Leics/Staffs for borderless attendances'.</i>
Communities	Impact on rural areas accessibility	<i>'More rural locations ie Polesworth retained fire fighters would struggle to get to a call out in Austrey within 10 minutes. The roads are windy & would put pressure on crew driver to get there in time which could put other road users at risk.'</i>
Facilities	Advanced training centre	<i>'Enough room for an advanced training centre for new recruits would be crucial'.</i>
Local Communities	Consider RDS impact if moved from local communities and the impact of one big hub v smaller stations.	<i>'Ensuring that a retained crew is available from Bedworth fire station, in its current location or possible future location. Furthermore the protection of retained firefighter jobs, who lie at the heart of the Bedworth community. '</i> <i>'Building one big hub does not make service's better having smaller local stations help unite the community'</i>
Accessibility	Impact of traffic congestion	<i>'Fire location for on call crews need to accessible Bedworth is gridlock every day at peak times'</i>
Funding	Funding implications	<i>'Do the costs of relocating outweigh any benefits or does it create an unnecessary cost to offer a reduced, less effective service, which could cost lives (potential savings -v- saving lives)?! If it's not broke, don't fix it!!'</i>

ADDITIONAL COMMENTS WE SHOULD CONSIDER WHEN EXPLORING OPTIONS FOR FIRE STATION LOCATIONS

Respondents were asked if they had any further comments they would like to share with us. There were 24 (26%) responses and the following themes were identified.

Figure 14 – Additional comments

Theme	Description	Examples for illustration
Collaboration	Collaboration and shared premises with other blue light services	<i>'Thank you for all you do but please look at different and modern ways to serve the community's of Warwickshire we can not afford to continually build stations for single services. Also fire stations & ambulances should run out of the same premises like they do in America. Reducing costs for bases etc '</i>
Accessibility	Accessibility to road network	<i>'With motorway's becoming more busy crews to be in good access and 24/7 cover in Nuneaton and Bedworth and extra crews for cover if a major fire to happen'</i>
Urban growth	Impact of new developments and infrastructure	<i>'Our emergency services are this countries great asset and we need to ensure they meet an ever increasing demand due to volume of traffic on all roads, new housing estates,etc'.</i>
Trust/ Praise	Trust in fire service to make correct decisions	<i>'We rely on your service and trust you, therefore I believe your knowledge and expertise should carry more weight than anyone else's views.'</i> <i>'Just to continue with the excellent work that Coleshill station and crew do for our town, keeping us safe'</i>
Resourcing	Correct crewing in terms of contracts (fulltime v retained)	<i>'I fully support our local fire station & they are a big part of our community but I feel they are under resourced & if planning goes ahead to develop our housing in the village by the amount that is proposed then I feel we should have a full time crew & not just 'on call'</i> <i>'Make Polesworth station full time?'</i>
Maintain status quo	Retain specific stations	<i>'Please retain a fire station in Bedworth. With the amount of houses being built in the Nuneaton and Bedworth areas. The need for 2 stations is more important than spending the money building a brand new one'</i>

		<i>'Retain Coleshill Fire Station'</i>
Coverage	Impact on current coverage	<i>'Bedworth has previously "lost coverage" when the station was changed. The change should not not penalise Bedworth further.'</i>
Funding	Funding implications	<i>'I will repeat what I said to the previous question - if it's not broke, don't fix it! Cost savings -v- saving lives (& jobs)!'</i>
Resources	Consider the most effective appliances	<p><i>'There is a need to consider smaller appliances given the greater volume of traffic on the roads in the Nuneaton /Bedworth area. West Midlands have now employed a fleet of small appliances. Bedworth has a small appliance which does not seem to be mobilised that often. It seems to be driven around the area covering arson prevention more than anything else.'</i></p> <p><i>'I hear on the grapevine that the small Iveco appliances are considered by the firefighters to be a failure. It sounds as though little consideration was given as to how they could be intergrated [sic] into the existing fleet.'</i></p>

Overall several of the themes identified were evident across all question responses. The majority of respondents supported the review of fire station locations; however there were more nuanced views on actually implementing any changes to current fire station locations. There was recognition that as the county expands it is necessary to review our service in terms of locations, resourcing and the impact on the local environment and communities, however further, more detailed information on the future plan for the service was required to enable communities to make final informed opinions on future fire station locations.


Appendix I - Integrated Risk Management Plan - Consultation and Engagement

Marcomms Evaluation: June 2019

Communications Objectives	To raise awareness and increase take up for our IRMP Consultation with specific focus on the Rugby consultation and Nuneaton and North Warwickshire engagement activity.
Audience	Residents, key stakeholders, MP's, businesses, local members
Key Success	<ul style="list-style-type: none"> • Increase in the amount of surveys filled in • Improve resident and stakeholder engagement

Inputs		Outputs	
Media / external Comms	<ul style="list-style-type: none"> • Draft news release – WFRS urge residents to have their say • Draft news release – Come along and have your say • Support with Q&A's • Briefing comms team • Intranet • Draft Marcomms Strategy • Draft news release - Have you had your say 	Media	<p>News release – Come along and have your say, Rugby Consultation – (113 unique page views) Issued 17 June 2019</p> <p>News release - Have you had your say – (155 unique page views) issued 10 June 2019</p> <p>News release – WFRS urge residents to have their say – (135 unique page views) issued 6 May 2019</p>
Digital	<ul style="list-style-type: none"> • Planning and scheduling content • Create content for web page link • Draft regular posts for social media • Update Q&A's for web page 	Digital	<p>Facebook – 16 Posts issued</p> <ul style="list-style-type: none"> • Reach: 29,710 • Engagement: 1,541 • Shares: 51 • Comments: 5

			<p>Twitter – 18 posts issued</p> <ul style="list-style-type: none"> • Impressions: 31,111 • Engagement: 496 • Clicks on links: 207 • Retweets: 27 • Likes: 43
Internal Marcomms	<ul style="list-style-type: none"> • Drafting relevant content for internal publications • Ensure that all editors are aware of content and that the story is being covered. • Provide relevant images 	Internal Marcomms	<p>Content was issued in the following publications;</p> <ul style="list-style-type: none"> • IPeople - 160 • Fire Matters - 145 • Communities Briefing – 176 views • Resources Briefing – 233 views • Re-Member • W4W – 316 views • Intranet – 65 people reached • Warwickshire Weekly Newsletter – goes out to 4,641

Comments on social media

Comments	Facebook	Responses	Facebook
	Is the station on corporation street staying? It is it being knocked down then crews relocating to this new station?		Hi the consultation is around having two fire stations. The one on Corporation Street and an additional station in South West Rugby.
	Any ideas for the duty system for the new station??		The details of duty systems will form part of the consultation.
	Is the consultation available online? I missed the event but would be interested in having a say. Thanks!		Hi no problem, here's a link to the Rugby consultation - https://ask.warwickshire.gov.uk/.../additional-fire.../
	Is this expansion or cuts?		Hi, thank you for your comment. To confirm, this is consultation and early engagement to decide where best to locate our resources to ensure that we continue to provide the best service that we can to the residents of Warwickshire.

Social media survey: Facebook

Warwickshire Fire and Rescue Service created a poll.
7 Jun at 15:38 · 🌐

As part of our Integrated Risk Management Plan we are looking to provide an additional fire station in Rugby. The consultation closes on the 16 June 2019. To have your say visit - <https://ask.warwickshire.gov.uk/fire-and-rescue/additional-fire-station-rugby/> ...

To what extent do you support the Service's plan to move a fire engine and crew to the n...
See more

10%	Do not support
90%	Support

This poll has ended.

👤 Rae Edwards and 3 others 71 votes · 7 shares

Like Comment Share

[CREATE POST](#)

Warwickshire Fire and Rescue Service created a poll.
10 Jun at 16:10 · 🌐

As part of our Integrated Risk Management Plan, we are exploring the options for new fire station locations within the Nuneaton and North Warwickshire area.

The area profile across the north of Warwickshire is continually evolving with new housing, commercial and industrial developments and the resulting increase in both fire and road risk.

Most... See more

84%	Agree
16%	Disagree

This poll has ended.

👤 National Fire Hydrant Testing and 3 others 76 votes

[CREATE POST](#)

Social media survey: Twitter

20:41 81%

Warwickshire FRS
12.9K Tweets

Tweets Tweets & replies Media Likes

Warwickshire FRS @WarksFire... · 4d
As part of our Integrated Risk Management Plan we are looking to provide an additional fire station in Rugby. The consultation closes 16 June 2019 - ask.warwickshire.gov.uk/fire-and-rescu...

To what extent do you support the Service's plan to move a fire engine and crew to the new station?

Do not support	12%
Support	76%
Don't know	12%

17 votes • Final results

20:41 81%

Warwickshire FRS
12.9K Tweets

Tweets Tweets & replies Media Likes

Warwickshire FRS @WarksFire... · 1d
We are exploring options for new fire station locations within the Nuneaton and North Warwickshire area. Based on the information outlined in the link below, do you agree or disagree with our reasons for reviewing the station locations? ask.warwickshire.gov.uk/fire-and-rescu... B

Agree	72%
Disagree	24%
Don't know	4%

25 votes • Final results

Warwickshire FRS @WarksFire... · 4d
The crew from Henley were called to an RTC in the early hours of the morning on the M42 J3 to 3A. On arrival one... on its roof in lane 3 of the carriageway. Luckily the casualty was out of the...

Warwickshire FRS @WarksFire... · 1d
It's carers week 2019! If you provide regular help for someone who can't cope without you, you are a carer. You don't need to do it alone.

Radio Interviews:

BBC Coventry and Warwickshire - radio interview - 20 May 2019

BBC Coventry and Warwickshire - radio interview - 14 May 2019

APPENDIX J

EQUALITY IMPACT ASSESSMENT (EIA)

Rugby South Fire Station

Service/policy/strategy/practice/plan being assessed	Rugby South Fire Station – New Build Within the current Draft IRMP Action Plan 2019-20, objective 2.1 is specific in that we have a need to look ahead to the impact that future housing and commercial developments will have on the capability and location of our resources; namely our fire stations. In particular we have identified the need for a new fire station to the south of Rugby.
Business Unit/Service Area	Fire & Rescue
Is this a new or existing service/policy/strategy/practice/plan? <i>If an existing service/policy/strategy/practice/plan please state date of last assessment</i>	New
EIA Review team – list of members	Ade Mallaban, Rosemarie Holme
Do any other Business Units/Service Areas need to be included?	No
Date of assessment	April 2019 – Reviewed August 2019
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees?	No

<p>If yes please let your Assistant Director and the Customer Relations Team know as soon as possible</p>	
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Details of service/policy/strategy/practice/plan

Scoping and Defining	
<p>(1) What are the aims, objectives and outcomes of the service/policy/strategy/practice/plan?</p>	<p>The development in the South West Rugby area will see significant employment provision, as well as 5400 new homes, built in the coming years. This development will not only increase the population in the area that requires WFRS prevention and protection services, but will widen the populated geographical area in which we are expected to provide an emergency response within current performance requirements. WFRS has an agreed performance standard to provide a response to life risk incidents (such as building fires and road traffic collisions) within ten minutes.</p>
<p>(2) Who are the customers?</p>	<p>People who live or work in the Rugby area or throughout Warwickshire. WFRS Staff.</p>
<p>(3) How has equality been considered in the development or review so far?</p>	<p>Equality has been considered in the EIA carried out for the IRMP in November 2016.</p> <p>During the evidence gathering process we have considered:</p> <ul style="list-style-type: none"> • Demographic predictions from the Insight Team (including Warwickshire Challenges 2019)

	<ul style="list-style-type: none"> ● WFRS Risk Profile 2016 ● Service demand information ● Census data ● Other Fire and Rescue Services' Risk Management Plans ● Local and national performance information ● Warwickshire County Council's One Organisational Plan ● WFRS Outturn Report, National Risk Assessment ● The National Framework and CFOA Operational Assurance <p>As part of the consultation process, we are ensuring that all groups with protected characteristics are able to contribute their views via various methods. These include on-line surveys, paper copies if requested, email, telephone, using our network of WCC partners, charities, community development teams and the Community Engagement officer.</p>
(4) What is the reason for the change/development?	A changing risk profile of the Rugby area, and the large scale new developments taking place, means that we have to consider how and where our resources are deployed to deal with emergency incidents and community prevention activities.
(5) How does it fit with Warwickshire County Council's wider objectives?	<p>The One Organisational Plan 2020 outlines WCCs core purpose to make Warwickshire the best it can be. This is supported by two outcomes:</p> <ul style="list-style-type: none"> ● Warwickshire's communities and individuals are supported to be safe, healthy and independent ● Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

<p>(6) Why might it be important to consider equality and the protected characteristics?</p>	<p>As a universal service that ensures the safety of all communities across Warwickshire, it is imperative to identify the impact of how our services are delivered to individuals with protected characteristics who may use them. By identifying and mitigating any negative impacts and maximising the positive ones, it helps us to achieve WCC's Equality and Diversity Objective; 'WCC provides fair and accessible services to the citizens of Warwickshire'.</p> <p>WFRS works closely with other partners (eg health professionals) to increase the social value of our services, and as a direct result of these partnerships, and our consideration of equality, we adapt our services to meet the needs of vulnerable groups. This is illustrated by the Hospital to Home service that has recently been introduced.</p>
Information Gathering	
<p>(7) What sources of data have you used?</p> <p><i>You must keep a record of any data you have currently used as supporting evidence</i></p>	<ul style="list-style-type: none"> ● Demographic data from the Insight Team (Warwickshire Challenges 2019) ● WFRS Risk Profile 2016 ● Service demand information (used to support the IRMP consultation survey) ● Census data ● Local and national performance information ● WFRS Outturn Report ● JSNA place-based needs assessments
<p>(8) What does the data you have tell you about your customers and about protected equality groups?</p>	<p>It informs us of current and future demographic changes for all groups, including those with protected characteristics. This assists us when considering both current and future resource planning, in terms of staff and future locations.</p>

<p>(9) What do you need to know more about?</p>	<p>Nothing identified currently.</p> <p>We are seeking the views of the community on the impacts of our plans by a formal consultation process, therefore ensuring: 'Warwickshire residents are informed, are involved in the decision and are able to make their view heard' (<i>WCC's vision for consultation and engagement</i>)</p>
<p>(10) How could you find this out and who could help you?</p>	<p>As part of the consultation process, we are ensuring that all groups with protected characteristics are able to contribute their views via various methods. These include on-line surveys, paper copies if requested, email, telephone, using our network of WCC partners, charities, community development teams and the Community Engagement officer.</p>
<p>Engagement and Consultation</p>	
<p>(11) Who have you consulted with from protected equality groups?</p>	<p>All groups are involved in the formal consultation exercise.</p> <p>We will ensure the views of residents captured is representative of the demographic of Rugby by collecting equality monitoring data as part of the process and comparing it to local demographic data available.</p>
<p>(12) Who else could you consult with?</p>	<p>Key business partners, including local representatives, businesses and other public sector services.</p>
<p>(13) Who can help you to do this?</p>	<p>We have completed a stakeholder plan and will be working through the network of partners to ensure that we continue to reach all groups.</p>

Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	At the end of the consultation period, an analysis report will be presented to Cabinet in September 2019, and will be used as evidence in the ongoing planning and build of the Fire Station.

Please note: Further information and advice about the corporate consultation process can be found [here](#).

(15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: <ul style="list-style-type: none"> ● Eliminate discrimination/mitigate negative impact ● Advance equality of opportunity ● Foster good relations
		Positive impacts identified (actual and potential)	Negative impacts identified (actual and potential)	

Age	From our data analysis, there are no specific identified impacts for this group		Staff impacts: The transfer of staff to the new fire station location may impact some within this group.	<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request.</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p> <p>WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.</p>
Disability	From our data analysis, there are no specific identified impacts for this group		Staff impacts: The transfer of staff to the new fire station location may impact some	Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as

			<p>within this group.</p>	<p>part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p> <p>WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.</p>
Sex	<p>From our data analysis, there are no specific identified impacts for this group</p>		<p>Staff impacts: The transfer of staff to the new fire station location may impact some within this group.</p>	<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and</p>

				<p>engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p> <p>WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.</p>
Race	From our data analysis, there are no specific identified impacts for this group		Staff impacts: The transfer of staff to the new fire station location may impact some within this group.	<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request</p>

				<p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p> <p>WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.</p>
<p>Religion or belief</p>	<p>From our data analysis, there are no specific identified impacts for this group</p>			<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request.</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group.</p>

				<p>Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p> <p>WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.</p>
Gender Reassignment	From our data analysis, there are no specific identified impacts for this group			<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request.</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p>

<p>Pregnancy and Maternity</p>	<p>From our data analysis, there are no specific identified impacts for this group</p>		<p>Staff impacts: The transfer of staff to the new fire station location may impact some within this group.</p>	<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request.</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p> <p>WFRS will continue to monitor and consider any disproportionate impacts on staff within this group.</p>
<p>Sexual orientation</p>	<p>From our data analysis, there are no specific identified impacts for this group</p>			<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p>

				<p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p> <p>Paper copies and alternative formats of the survey are available by request.</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p>
Marriage and Civil Partnership	From our data analysis, there are no specific identified impacts for this group			<p>Further information and actions may become evident after the review of formal consultation feedback. We are specifically asking the question about positive and negative impacts as part of the online survey.</p> <p>In designing the survey questions, we have adopted the principle of plain english and have consulted widely with the WCC consultation and engagement strategic lead, EIA strategic lead and our communication business partner.</p>

				<p>Paper copies and alternative formats of the survey are available by request.</p> <p>August 2019 A review of the data gathered as part of the consultation concluded that there are no specific identified impacts for this group. Equalities monitoring data was gathered and will be used to inform our future IRMP strategy and methods of engagement/consultation.</p>
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(16) Outcomes of Equality Impact Assessment

Action	Timescale	Responsibility	Outcome
Seek the views of the community on the impacts of our plan by a formal consultation process.	6 May 2019 – 16 June 2019	Service Improvement Team	Consultation process, including the production of the report completed
Present Consultation Analysis report to Cabinet	Sept 2019	Service Improvement Team	
Utilise evidence gathered as part of the Consultation in the ongoing planning and build of the Fire Station	June 2019 – Dec 2022	Service Improvement Team	
Review the impact and potential actions on protected groups (listed in Q15)	June 2019	Service Improvement Team	WFRS has reviewed the data from the consultation report and

			<p>there are no specific identified impacts on the protected groups listed on Q15. The transfer of staff to the new fire station location may impact some within the groups listed in Q15. WFRS will continue to monitor and consider any disproportionate impacts on staff within those groups</p>
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Date of Next Review	A review was conducted in August 2019 and a further review will be undertaken after the Cabinet meeting in September 2019
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Name and signature of Officer completing the EIA	Ade Mallaban 12/08/19
Name and signature of Assistant Director	CFO Kieran Amos 12/08/19

Name and signature of Directorate Equalities Champion	DCFO Barnaby Briggs 12/08/19
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Cabinet

12 September 2019

Connecting Communities: Voluntary and Community Sector Strategy 2020-2025

Recommendation

That Cabinet approves the Voluntary and Community Sector Strategy for 2020-2025.

1.0 Background and Key Issues

Why we need a strategy?

- 1.1 Warwickshire is fortunate to have a strong and vibrant voluntary and community sector (VCS). Over the years, Warwickshire County Council (WCC) has invested significant resources into developing its relationships with the VCS and working with it to achieve WCC strategic objectives. As demand for services increases and resources continue to be constrained, this approach becomes ever more important and the need for a clear and coherent strategy for working with the sector is now paramount.
- 1.2 To date, our approach to building community capacity has been set out in the One Organisational Plan 2020. As we move into a new operating model and the development of a new Council Plan for 2020-2025, it is pertinent to refine our offer and set out how we will work together with and support the sector to help us achieve our vision of making Warwickshire the best it can be.
- 1.3 The Strategy (attached as an Appendix) that has been developed fully supports the WCC behaviours around helping people and communities to find their own solutions.

Key facts:

- Approximately 10,000 third, community and voluntary sector organisations operate within Warwickshire ranging from large national charities to pioneering social enterprises and small grassroots community groups
- 89% of the sector believe their dealings with the public sector are good
- WCC invests £930k per annum in support to the sector across 3 contracts (infrastructure, advice and equalities)
- WCC invests around £50m per annum in the sector through commissioned

- activity mainly relating to social care and wellbeing services
- £342k per annum is distributed to local voluntary and community groups through the Councillor Grant Scheme
 - Approximately 46% of Warwickshire's adult population have volunteered in the last 12 months
 - The economic value of Warwickshire's volunteering activity is estimated to be £80.2m per annum
 - WCC uses approximately 3,000 volunteers across its own services including libraries, heritage services, country parks and school governing bodies

Source: Warwickshire State of the Sector Report 2018 and WCC data and information.

How the Strategy has been developed

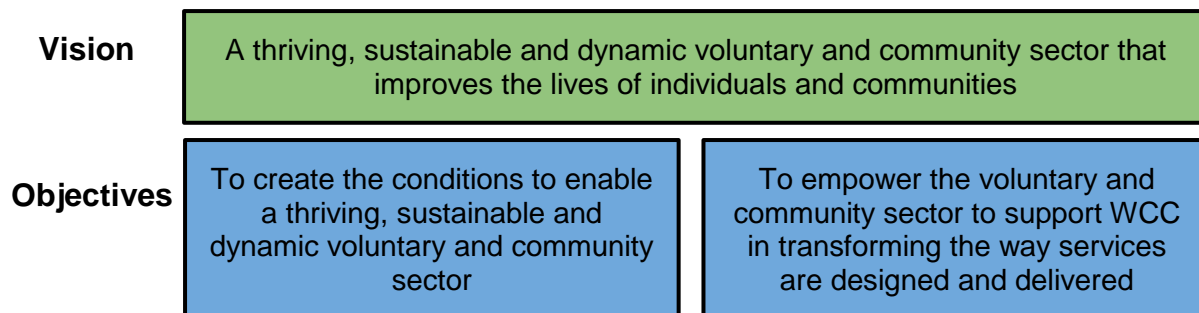
1.4 The Strategy has been informed in a number of ways including the following:

- Locality Working officers feeding in their on the ground understanding and knowledge of working with communities and third sector organisations
- Consideration of local intelligence including the State of the Sector report and the evaluation of Warwickshire Community & Voluntary Action
- Consideration of national strategies including the Civil Society Strategy and the Strategy for Tackling Loneliness
- Engagement with Warwickshire's Third, Public and Private Sector Partnership Group which includes 12 strategic representatives from across the voluntary and community sector and representatives from the Clinical Commissioning Groups, Police and Crime Commissioner, Warwickshire & West Midlands Association of Local Councils and the County, District and Borough Councils
- Engagement with WCC Assistant Directors, officers in Directorates, portfolio holder and the leaders of the political groups
- Horizon scanning analysis taking account of the political, economic, social and technological developments which may impact on the Strategy over the next 5 years.

1.5 Subject to Members approval, a process of wider engagement with the VCS and partners would commence in order to develop an ambitious and creative strategy action plan.

How the Strategy is structured

1.6 The Strategy sets out the following vision and objectives which sit beneath the two overarching Council Plan outcomes:



- 1.7 Beneath this are six interdependent and connected priorities on which the Strategy will be delivered:
1. **Strengths-based working** - embedding a new way of working within the community which harnesses the skills, knowledge, connections and potential of our communities and partners, enabling a culture of innovation and creativity in service delivery
 2. **Promoting social action and volunteering** - creating an environment that enables the mobilisation of individuals and communities to respond to locally agreed priorities and strengthen connectivity
 3. **Self-help, early intervention and prevention** - promoting and supporting community-based models of self-help and early intervention activities which help to build resilience, improve quality of life and reduce the demand on our public services
 4. **Community engagement** - facilitating effective and meaningful dialogue between the council, residents and the VCS to ensure appropriate involvement in the design, delivery, ongoing transformation and continuous improvement of public services
 5. **Effective partnerships** - facilitating collaboration and coordination to maximise the use of resources across the public, private and VCS
 6. **Investment in local communities** - helping to secure a strong and sustainable VCS in Warwickshire, including the development of digital skills and capabilities within our communities
- 1.8 **Social value** and **digital** represent golden threads throughout our approach.

Delivering the Strategy

- 1.9 The Strategy will be supported by an ambitious and creative action plan covering the five year strategy period. It will be reviewed annually to ensure it continues to be relevant and deliverable. An outline of the plan is available at the end of the Strategy. In order to develop a plan which is bold and innovative, we propose an engagement exercise with key stakeholders across the voluntary and community sector, colleagues across WCC and other partners including Health, subject to approval of the Strategy by Members. Where possible, we will align this engagement with the consultation activities taking place on the Council Plan to avoid any potential duplication.
- 1.10 As part of the engagement process we will develop robust outcomes and metrics to ensure the action plan effectively measures the social impact of what is being delivered for individuals and communities in Warwickshire.

Governance

- 1.11 At a strategic level, progress reports will be provided to Corporate Board.
- 1.12 At an operational level and to ensure its successful delivery, we also propose to work with and provide progress reports to Warwickshire's Third, Public and Private Partnership Group. This Group is made up of representatives from across the sectors - voluntary, health, the districts, boroughs, town and parish councils whose contribution and support will be key to the delivery of the vision. The remit of the Group is to:
1. Build better relationships between the public, private and third sectors across the county for the benefit of the people of Warwickshire
 2. Create a voice and greater influence for the third sector and the communities of interest they support
 3. Ensure the public, private and third sectors work in partnership in the strategic development of services that address the changing needs of the community
 4. Maximise opportunities to strengthen/build community capacity and resilience and effectively manage demand for services within constrained resources across all sectors

(Source: Warwickshire, Third, Public and Private Partnership Group Terms of Reference 2019)

2.0 Financial Implications

- 2.1 The Strategy is deliverable within resource projections, budget allocations and savings in the emerging Medium Term Financial Strategy, but will be subject to the final outcome of that process. The Strategy will re-focus the Council's Voluntary and Community Sector Support Services which must offer innovative and digital solutions for both the sector and for our communities,

supported by partnership work with the sector and wider stakeholders. The proposal is to commence a procurement process for the provision of voluntary and community sector support services in the autumn, which will align with and support delivery of the final Strategy and aims to improve value for money.

3.0 Timescales associated with the decision and next steps

- 3.1 Subject Cabinet approval of the Strategy, the engagement exercise with key stakeholders to develop the action plan will commence, concluding at the end of December.

Background papers

None

	Name	Contact Information
Report Author	Louise Williams	louisewilliams@warwickshire.gov.uk
Assistant Director	Kushal Birla	kushalbirla@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Timms	heathertimms@warwickshire.gov.uk

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

Councillors Timms, Cockburn, Shilton, Chattaway, Fradgley, Kondakor, Roodhouse and Chilvers



CONNECTING COMMUNITIES

Voluntary and Community Sector Strategy **2020 - 2025**



Vision and Purpose

A thriving, sustainable and dynamic voluntary and community sector that improves the lives of individuals and communities in Warwickshire.

We recognise that within our communities there is a wealth of skills, resources, relationships and networks that we can build on. By working together we will capitalise on the strengths of our collective **assets** to make Warwickshire the best it can be, now and for future generations.

This strategy sets out how we will work with communities to deliver our key outcomes as set out in the Council Plan 2020-2025:

Definition of voluntary and community Sector:
“The part of an economy or society comprising non-government and non-profit-making organisations or associations, including charities, voluntary and community groups, town and parish councils, cooperatives and social enterprises.”

Warwickshire’s communities and individuals are supported to be safe, healthy and independent

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

Assets can be physical (e.g. buildings, spaces, places), people (including their skills, talents and connections), organisations (e.g. formal and informal community groups, clubs, schools, public sector agencies and local businesses) and behaviours (e.g. trust and goodwill)

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Why do we need a strategy?

The way the public sector and the Voluntary and Community Sector (VCS) work together in Warwickshire needs to change significantly over the coming years. Ongoing austerity, rising demand and complexity in the needs of customers is driving us all to seek new and innovative ways of working.

The challenge - given constrained resources and a rapidly changing environment, how can we enable and support a strong VCS that can provide solutions and different approaches to support Warwickshire residents?

The way forward - achieving our vision

We believe there is a way this can be achieved through community focused services delivered at a local level, based on the needs of the local population – delivering services that work for the individual, the community and the public sector.

To achieve our vision, we need to build on our existing strong relationships with the VCS to enable and support new approaches to secure integrated, more efficient and community-led outcomes.

What the strategy does not do is set out commissioning intentions or specifics about what will and won't be funded. That comes later. The Warwickshire Place Based Joint Strategic Needs Assessment process 2018/20 is gathering evidence on local issues in consultation with residents and

VCS organisations, in order to inform future investment decisions.

This strategy, as well as looking to create more sustainable and productive relationships with commissioned services and larger organisations, will also value the work of the VCS. We will ensure that these groups are enabled to contribute to the overarching outcomes that we are seeking to achieve for the benefit of all communities in Warwickshire.

Throughout our approach we will recognise the contribution made by the private sector, including micro-enterprise. Responsible businesses working as a force for good are essential to building a stronger community.

“To meet the opportunities and threats of the future a new approach is needed that gives greater freedom and responsibility to our communities”

(Civil Society Strategy, 2018)

We will ensure that these groups are enabled to contribute to the overarching outcomes that we are seeking to achieve for the benefit of all communities in Warwickshire

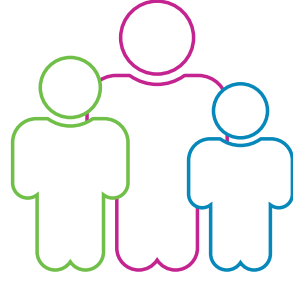





Communities in Warwickshire

Warwickshire in 2019 is a good place to live and work with high quality of life for most. However, like elsewhere, we are a diverse county facing inequalities and differences in opportunities and achievements amongst our communities.

The population of Warwickshire is changing, growing, and getting older. The county has been growing at above average rates in recent years, and this trend is set to continue.



There are approximately **125,000** children and young people aged 0-19 years, in Warwickshire who make up just under a quarter of the total population of the county.



Each year about **6,000** children are born.

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The majority of the maintained school population in Warwickshire are of **White British ethnic origin (86%)**, and the largest minority ethnic group is **Indian (3%)**

Alongside the general growth in population will be a particularly high rate of increase in the numbers of older people living here. This clearly brings challenges in terms of service provision, particularly with regard to health and adult social care and the emergence of personalised service delivery.

This will result in very significant changes as to how partners will provide care and support services in the near future. Alongside this challenge, there is the opportunity to ensure that every effort is made to harness the skills and experience of older people as a legacy for the future generations, and the views and aspirations of children and young people are fully taken into account by all services.

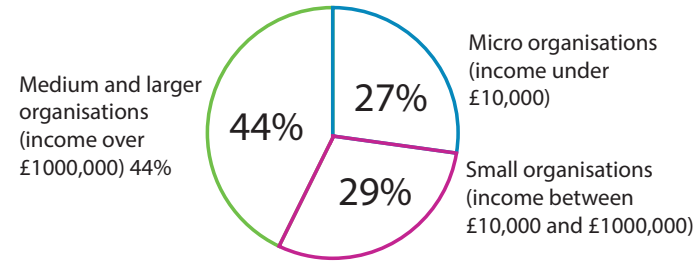
Warwickshire is perceived to be a generally affluent county, providing good quality of life and a pleasant environment for residents. However, inequalities of both opportunity and aspiration exist among and within our communities and are visible across all aspects of community life, from crime rates to life expectancy, unemployment to educational achievement





Community and Voluntary Sector

Warwickshire has a thriving, diverse and independent voluntary and community sector with an estimated 10,000 organisations. These range from large national charities with multi-million pound turnovers to pioneering social enterprises and small “grass roots” community groups, all of which make an invaluable contribution to life in Warwickshire. Data from the National Council for Voluntary Organisations’ provides a useful profile of the sector as shown here:



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It is widely recognised that these organisations are able to engage and develop the trust of vulnerable people in a way that statutory services sometimes find hard to do. In addition to their role as independent organisations in their own right, some help deliver public services, going beyond the minimum required by law, working in a preventative way which avoids additional costs to the public sector in the future.

The State of the Sector (SoS) Report published by Warwickshire Community and Voluntary Action (Warwickshire CAVA) in 2018 also showed that two-thirds of respondent organisations were operating at a local level, another 28% at a countywide level and 8% were operating at a national level. 89% of respondents stated that their dealings with the public sector are good.

Areas of further support required by the VCS were in developing their partnerships with other types of organisations, their ability to influence key partners, volunteering and fundraising. **The top three challenges** facing them in the next 5 years are: changes in funding (reductions and sources), increased and more complex demand on services and changes in workforce and succession planning.

WCC invests in infrastructure support to the VCS, and this contract is currently delivered by Warwickshire Community and Voluntary Action. The core services provided through this contract are volunteer recruitment and support, information, training and funding advice, training and strategic representation of the sector. Overall feedback from a recent evaluation involving over 200 service users is that they value the infrastructure services and support currently provided and wish for these to continue.

Large national charities, pioneering social enterprises and small “grassroots” community groups, all make an invaluable contribution to life in Warwickshire

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Investment in the Voluntary and Community Sector

WCC investment in the VCS can be separated into several parts:

Infrastructure support to the sector is provided by way of three key contracts relating to the development of a stronger sector, the delivery of advice to residents and the promotion of equality and inclusion. The total value of this investment is in the region of £930,000 per annum.

The Council, through its commissioning of a wide range of services, in particular services relating to the health and wellbeing of residents such as domiciliary care, residential care, disability support services and mental health services, invests around £50 million per annum in the VCS

The Council also invests in local communities by way of a number of grant streams, including the annual County Councillor Grant Fund, which results in around £300,000 being distributed to local voluntary and community groups in small grants, typically of under £1,000.

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Infrastructure support approximately £930,000 a year



Around £50m in commissioned services from the VCS



About £300,000 supporting communities with small grants

WCC directly delivers a number of initiatives and projects including community development work in targeted neighbourhoods, community engagement activities and forums, partnership coordination, financial inclusion projects and support to deliver the Armed Forces Community Covenant.





Volunteering in Warwickshire



Almost **46%** of the population of Warwickshire aged over 16 have volunteered in the last 12 months.

Quality of life in Warwickshire is greatly enhanced by the contribution of volunteers. By supporting residents' wellbeing, boosting economic prosperity and enhancing our communities, volunteers make a huge contribution to making our county a great place to live, work and visit.

People choose to volunteer for a variety of reasons. For some it offers the chance to give something back to the community or make a

difference to the people around them. For others it provides an opportunity to develop new skills or build on existing experience and knowledge. Regardless of the motivation, what unites them all is that they find it both challenging and rewarding. And ultimately, statistics show that volunteering is good for our physical and mental health and wellbeing.



It is estimated that **191,000** adults in Warwickshire regularly volunteer



giving around **91,000** hours each week (*46% of the 16+ population*)



The economic value of this volunteering is approximately **£80.2 million** per annum, calculated by the number of volunteers x average number of hours x average hourly wage.

**(Based on NCVO national Almanac 2016/17 data)*

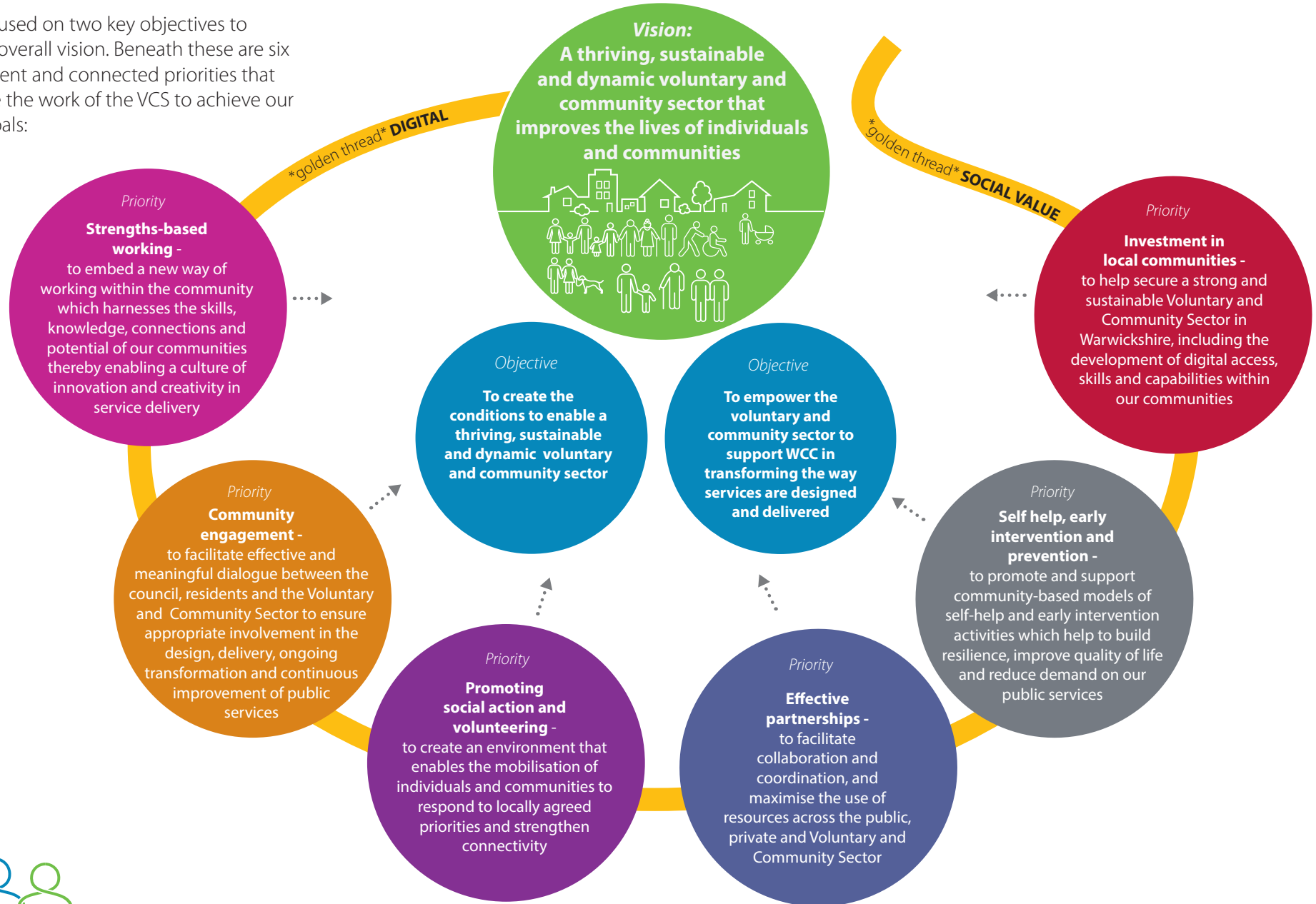
The number of volunteers per organisation ranges from 3 up to over 1,000. The variety of roles performed span from: trustees, formal volunteering with groups, clubs and organisations, participation in one-off activities (fetes, litter picks), skill sharing (time banks) to being a good neighbour. Volunteers also support various public sector bodies such as the Police, NHS and Probation Service. Warwickshire County Council is fortunate to have around **3,000** volunteers who help school governing bodies, youth justice services, libraries, countryside services, heritage and culture, social care and the environment. These volunteers give on average 30,000 hours per year.

Feedback from our VCS partners and the Joint Strategic Needs Assessment consultations have identified a need to increase the number of volunteers active in the county to provide a strong community-based offer





We have focused on two key objectives to achieve our overall vision. Beneath these are six interdependent and connected priorities that will enhance the work of the VCS to achieve our collective goals:



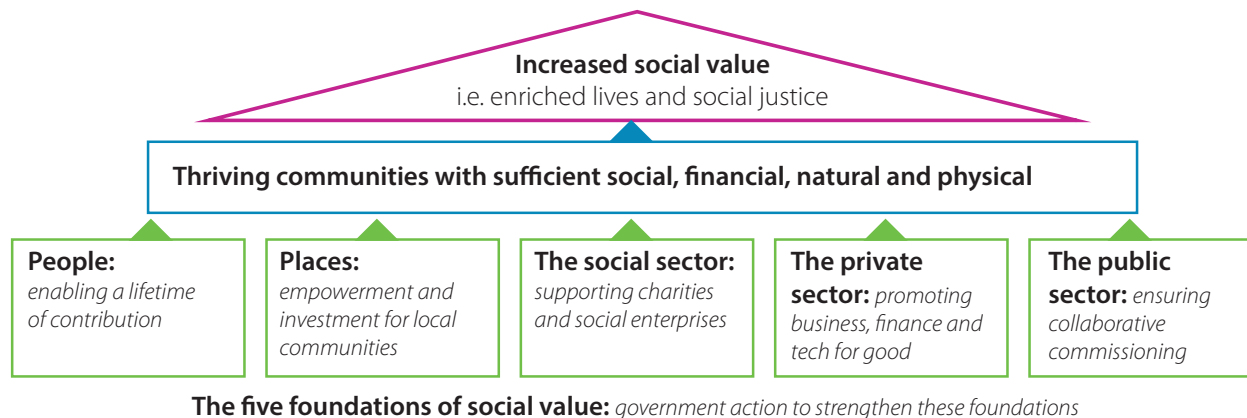


The importance of social value

Social value is the golden thread throughout our strategy. Social value is about enriched lives and a fairer society for all. It's about communities having strong financial, physical and natural resources, and strong connections between people. This includes public funding, private investment, buildings and other community spaces. It also includes trust and goodwill, and the organisations and partnerships that bring people together.

At WCC, we believe this means that at all points of our service design and delivery we should consider social value. We should consider whether what we're doing adds greater benefit to our people and communities. This could be as small as offering our community buildings free of charge to priority groups or as big as developing social value through the procurement of major services. It also involves working with the private sector to maximise corporate social responsibility opportunities.

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“In thriving communities people have a sense of pride in the places where they live, feel able to get involved and take action to improve local life, and have control over the decisions which affect their neighbourhoods. Local public services are properly part of the community, as they are responsive and accountable to the people they support, and local businesses recognise and fulfil their obligations to the places they work in”
(Civil Society Strategy 2018).

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Our objectives

To create the conditions to enable a thriving, sustainable and dynamic Voluntary and Community Sector we will:

- Reduce duplication and fragmentation of support and funding through a joined up, outcome focused approach to commissioning and delivery across the Council and embed social value into our decision making process
- Acknowledge that the voluntary and community sector is not one body, but a collection of many different bodies small and large and treat them equally and respectfully
- Promote and support the sustainability and independence of the voluntary and community sector and seek out opportunities to enrich and empower it
- Engage with the voluntary and community sector to better understand emerging changes and trends and respond as appropriate, ensuring Council services are connected into and signpost to them as a matter of course

To empower the Voluntary and Community Sector to support WCC in transforming the way services are designed and delivered we will:

- Utilise the voluntary and community sector's knowledge and intelligence when commissioning services and co-produce services where appropriate
- As part of WCC service redesign consider where services could be delivered more effectively and/or efficiently by the VCS and promote a strengths -based approach within the Council
- Work collaboratively with voluntary and community sector partners on the basis of an equal relationship and encourage grassroots groups to contribute to and support the delivery of WCC services
- Provide clear and timely information and be explicit about our expectations so that together, we can enable individuals and communities to help themselves

Digital

Digital is also recognised as a golden thread throughout this Strategy. It crosscuts all 6 priorities and the expectation is that digital access and solutions will be considered across all activity as a means of enabling communities to be more connected and self-supporting.





What will success look like?

To bring about the partnerships and transformation required to realise our ambition for this strategy we have identified six key priorities. To make a real difference these priorities must be pursued together and build upon the wealth of the good practice already in place. We will in consultation with our partners develop robust outcomes which measure the social impact of what is being delivered.

In five years we will know if we have been successful, in the following ways:

Strengths-based working:

- WCC staff will have “new conversations” with customers and communities that identify and build on the strengths and assets that exist across Warwickshire to support individuals and communities to achieve positive change based on their own priorities and enable us to target services for our most vulnerable residents.
- Through an increased focus on community strengths the VCS will be empowered, developed and made more resilient.

Community engagement:

- Comprehensive and robust arrangements for community engagement are in place, which facilitate collaboration and cooperation across the sectors.

Effective Partnerships:

- We will be able to measure improved outcomes for residents as a result of greater partnership working and co production between the public sector, the VCS and residents.

Promoting social action and volunteering:

- Residents feel supported and encouraged through social action to have more control over their lives and their communities.
- The voluntary and community sector is stronger, more sustainable and independent.

Self-help, early intervention and prevention:

- Residents will remain independent in their own homes for longer and there will be a reduction in demand on public services.
- The VCS will have increased capacity to meet these challenges.

Investment in local communities:

- The VCS will be stronger, more sustainable, independent and well supported by volunteers, measured by the State of the Sector report.
- People and communities will have increased digital skills and capabilities.





Delivering the strategy

A strategy only comes to life if it is implemented. To make sure this happens, we will ensure that we take responsibility for delivering the strategy through an action plan.

The action plan will be overseen and monitored by the Warwickshire Third, Public and Private Sector Partnership Group (TAPPSPG) whose objectives are to:

1.

Build better relationships between the public, private and third sectors across the county for the benefit of the people of Warwickshire

2.

Create a voice and greater influence for the third sector and the communities of interest they support

3.

Ensure the public, private and third sectors work in partnership in the strategic development of services that address the changing needs of the community

4.

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

The action plan will be reported upon six monthly to Corporate Board and annually to the Resources and Fire & Rescue Overview and Scrutiny Committee.

Specific actions will be monitored by Business and Customer Services.





Outline action plan

Priority 1: Strengths-Based Working

To embed a new way of working within the Council which harnesses the skills, knowledge, connections and potential of our communities, thereby enabling a culture of innovation and creativity in service delivery

How will this be achieved

- Develop and promote a Council wide approach to strengths-based working
- Create a community knowledge function that serves to collect, collate and share information about services and activities available to local residents across Warwickshire
- Embed staff behaviours at all tiers of the workforce that enable staff to offer innovative and creative service solutions
- Deliver a community development framework that builds on the skills and capacity within communities to address locally identified priorities

Priority 2: Promoting Social Action and Volunteering

To create an environment that enables the mobilisation of individuals and communities to respond to locally agreed priorities and strengthen connectivity

How will this be achieved

- Deliver a countywide programme about the principles of community organising
- Build locally based trusted relationships and networks that support local residents to take action
- Develop and promote volunteering opportunities amongst Council staff and embed a culture of volunteering
- Support the drive to increase volunteering within our VCS organisations
- Support voluntary social action and neighbourliness within local communities through our investment in local community infrastructure
- Encourage more volunteers to consider and develop a social enterprise model
- Work with private sector organisations to maximise corporate social responsibility opportunities and the Inclusive Growth agenda
- Develop time banks and community-led support in neighbourhoods
- Facilitate community led solutions to local issues





Priority 3: Community Engagement

To facilitate effective and meaningful dialogue between the council, residents and the VCS to ensure appropriate involvement in the design, delivery, ongoing transformation and continuous improvement of public services

How will this be achieved

- Develop and apply a WCC Community Engagement framework that 1.) Facilitates collaboration and co-operation around community engagement between the sectors, 2.) Facilitates cross sector design and delivery of services and 3.) Implements an effective approach to routine community engagement
- Promote co-production as an approach to the design and delivery of new services
- Through relevant networks and partnerships facilitate the active involvement of the VCS in the design, commissioning and delivery of services
- Through work such as the Joint Strategic Needs Assessment (JSNA) ensure that opportunities for the involvement of the VCS are maximised
- In supporting elected members in their role as community leaders, involve the VCS where appropriate

Priority 4: Effective Partnerships

To facilitate collaboration and coordination to maximise the use of resources across the public, private and VCS sectors

How will this be achieved

- Support key partnership working such as the JSNA place based assessment steering groups, the Sub Regional Armed Forces Community Covenant Partnership, Warwickshire Financial Inclusion Partnership, joint work with Town and Parish Councils via the Local Councils Charter and the Warwickshire Third, Public and Private Sector Partnership Group
- Support the VCS to engage effectively with key partners
- Strengthen the strategic voice and influence of the VCS
- Support greater partnership working and co production between the public sector, private sector, VCS and residents
- Strengthen the engagement and partnerships with the social enterprise sector





Priority 5: Self-Help, Early Intervention and Prevention

To promote and support community-based models of self-help and early intervention activities that help to build resilience and reduce the demand on public services

How will this be achieved

- Evaluate, redesign and re-commission targeted advice and equality services.
- Develop a countywide social prescribing offer ensuring compatibility with the VCS.
- Apply and encourage new models of community-led support including time banking.
- Develop new models of communication, including digital, to enable access to self-help information and improve connections within communities. This includes a refresh of the online community information and advice platform including the Warwickshire Community Directory.
- Target projects around 1.) Financial inclusion, 2.) Tackling loneliness and social isolation, 3.) Improving health and wellbeing and 4.) Improving community cohesion.
- Consider WCC work streams around self-help, early intervention and prevention in the re-commissioning of VCS infrastructure support services

Priority 6: Investment in Local Communities

To help secure a strong and sustainable VCS in Warwickshire, including the development of digital skills and capabilities within our communities

How will this be achieved

- Embed the principles of the Social Value Act in the Council's commissioning processes
- Re-commission infrastructure support services for the VCS
- Continue to deliver community development work in priority neighbourhoods
- Review the effectiveness and impact of community grant schemes to maximise the benefit for grassroots groups
- Active support for the Local Councils Charter promoting joint working between the three tiers of Local Government



Cabinet

12 September 2019

Early Intervention, Prevention and Community Capacity Fund 2019/20 – Tranche 2 Allocations

Recommendations

It is recommended that Cabinet:

- 1) Approve four projects to be funded from the Early Intervention, Prevention and Community Capacity Fund at a cost of £454,000 as follows:
 - Parents in mind (£74,000),
 - Development of a perinatal mental health Health Visitor cadre (£200,000)
 - Community capacity building (£100,000)
 - Community health champions (£80,000)
- 2) Note the approval, under delegated authority, of an allocation to support Community pop up hubs for visually impaired adults at a cost of £14,000.

1. Background

- 1.1. Cabinet approved the operational and governance process for the Early Intervention, Prevention and Community Capacity Fund (EIPCCF) at its meeting on 11 April 2019. The agreed process involves evaluation, against criteria agreed by Cabinet, by a Panel and the Revenue Gateway Group before applications are considered by Corporate Board who then recommend projects to Cabinet for approval.
- 1.2. The first tranche of bids, totalling £148,000, were approved in June 2019. The second round of bids have been received and have been through the agreed governance process. The projects recommended for approval are set out in Section 2 of this report.

2. Executive Summary and Analysis

2.1. Seven bids to the EIPCCF were received in Quarter 2 and have now been through the evaluation process. Following the evaluation process five of the seven bids are recommended, in part or in full, for approval, with a total call on the Fund of £468,000. The following paragraphs provide a description of each bid recommended for approval, the funding proposed and the views of the Evaluation Panel on the proposal.

2.2. Parents in Mind – Peer Support Groups in Warwickshire (NCT) - £74,000 (Approved – score 67.5%)

Parents in Mind is a peer-support perinatal mental health project designed and delivered by the National Childbirth Trust (NCT) to support women (and partners) with mild / moderate mental health difficulties who are pregnant or have children up to the age of two. Parents in Mind support aims to:

- Increase awareness, dispel myths and reduce stigma around mental health.
- Support women (and partners) to talk openly about emotional wellbeing and mental health, increasing their support and networks, and reducing isolation and loneliness.
- Promote engagement with other community, statutory and specialist services.

These objectives are achieved through delivering volunteer-led peer-support. Volunteers with lived experience of perinatal mental health difficulties are recruited and undertake a 25 hour course accredited with the Open College Network. Volunteers continue to receive supervisory, clinical and reflective support from the Service Delivery Manager who manages the local programme.

The estimated cost of the project is £74,000 (£37,000 a year for 2 years) plus a £26,000 contribution from NCT.

Parents in Mind is a currently active pilot providing peer support for mild to moderate mental health issues for women and their partners. The Panel noted that the pilot has started to evidence results and supported the need to continue building evidence over a longer period. If the pilot proves to be successful, then sustainability will be achieved by using the evidence base to influence future service commissioning, providing a sustainable source of funding. The funds will be used to provide a grant to the NCT for continuation of provision so there are no on-going costs to the Council and the outcomes will be measured as part of the Coventry University contract to provide data.

2.3. Developing a perinatal mental health specialist health visitor cadre for Warwickshire - £200,000 (Part approved – score 70%)

The project aims to increase parents-infant mental health and wellbeing (PIMHW) leadership, expertise and standards of practice within the Warwickshire health visiting workforce, through the development of a specialist cadre of mental health (health visitor) practitioners that will work to up-skill, supervise and sustain quality PIMHW support outcomes of their health visiting workforce.

The estimated cost of the project is £100,000 a year and equates to 3 x 0.6 full-time-equivalent specialist Health Visitors.

The original bid was for funding for 3 to 5 years and the Panel felt that supporting the project at this scale would use too much of the overall funding available. However, the proposal itself had merit, particularly the emphasis on the role of the specialist Health Visitor in embedding mental health expertise in the general midwifery and Health Visitor cohort. The Panel concluded that a two year allocation would be appropriate, as this would allow time to demonstrate the project is having the desired impact and the funding period would dovetail with the “Parents in Mind” allocation to enable future commissioning approaches to be aligned.

In making the recommendation the Panel propose that the funds allocated should be used initially in Year 1 to embed knowledge through the workforce. In Year 2 a sustainable training programme would then be established as moving forward the aim will be to make mental health awareness part of the core training package for all Health Visitors.

2.4. Community Capacity Building - £100,000 (Approved – score 83%)

The bid is seeking funding towards staffing costs associated with building and sharing knowledge about community capacity to create self-supporting, connected communities that enable people to be independent. The funding will be used to recruit Community Knowledge Workers who will capture and share existing information on community assets and social prescribing resources as part of the Information and Advice project.

Currently there are multiple sources of community information offered across the public and voluntary sector. Over time individual services and organisations have developed their own local solutions which has led to:

- Current systems becoming out of date and untrusted;
- Duplication of resources to maintain different systems;
- Confusion around where to access reliable community resource

information; and

- An inability of people to access community resource information held by services / external organisations.

The aim is to bring together multiple sources of community information offered across the public and voluntary sector.

The estimated cost of the project is £100,000. This will provide for 4 staff for 12 months.

The Panel agreed this was an important bid which should deliver a hugely valuable centralised resource which is pivotal to the Warwickshire service offer. The production of a database of community assets and social prescribing tools fits with the strategic objectives in relation to demand management. Therefore, the benefits to the scheme should be wide reaching. To ensure sustainability the Panel felt this piece of work should be linked with the re-design of the Localities Service so that capacity to maintain the database is available at the end of the fixed term period.

2.5. Community Health Champions bid - £80,000 for proof of concept only (Part Approved – score 69%)

The purpose of this bid is to provide additional resource to trial new ways of preventing ill-health and promoting mental wellbeing, working via a proof of concept for an infrastructure model to recruit and support Community Health Champions across Warwickshire. Community Health champions will engage with people in their communities to improve health literacy and the understanding of what people in communities can do to support their own health and well-being.

In its pilot phase the project will consider:

- How Community Health Champions can be recruited across Warwickshire but in particular where health inequality is at its highest.
- What infrastructure is required to recruit, support and maintain Community Health Champions across Warwickshire.

The estimated cost of the initial investment is £80,000. The longer-term costs are estimated to be in the region of £100,000 a year.

The view of the Panel is that the bid is approved but for the initial scoping funding of £80,000 only (i.e. with future costs of £100,000 a year omitted). This staged approach would allow the project to demonstrate how it could operate and the benefits that could be delivered and therefore how to pursue permanent resources for its continuation, if warranted.

The key issue for the Panel was in recommending funding for a pilot where there is no funding for its continuation after the initial investment phase. Ultimately the Panel felt the bid did meet the organisation's objectives well and that the possibilities for creating a network of health champions was worth investigating as a proof of concept, but in doing so it needs to be recognised that sustainability remains a risk.

2.6. As part of approving the governance arrangements for the EIPCCF Cabinet delegated authority to approve bids of less than £20,000 to the Chief Executive, to ensure small projects could be delivered at pace. This quarter has seen the first scheme approved under this delegation. The details are set out below for information and to ensure Cabinet have a complete view of all schemes approved.

2.7. Community pop-up hubs for visually impaired adults - £14,000 (Approved – score 78%)

The aim of the proposal is to support the creation of community pop-up hubs to address the social isolation faced by adults and older people living with a visual impairment, particularly within rural communities in Warwickshire. The community pop up-hubs will provide advice, information and guidance to anyone with a visual impairment (or their partner/carer) living in the remote towns across Warwickshire. The purpose of the pop-up hubs is to reach out to individuals in locations that currently do not have easy access to the regular community hubs within the main towns in Warwickshire.

The estimated cost of the proposal of £14,000 will provide for 52 hubs at £175 each, training costs and promotion.

The Panel felt this was a good bid which would provide much needed local support to the visually impaired. It is intended that library staff and volunteers would continue to roll out information after the hubs have ceased so localised support should be self-sustaining.

2.8. Whilst five bids have been or are being recommended for approval this quarter, the Panel did consider two other bids. Cabinet asked to be informed of bids that are not being recommended for support and this information is outlined below.

- ***Fire break / citizenship course (Rejected – score 32%)***

The purpose of this re-designed fire break course was to provide another pathway for young people to access learning through a course that is designed to help provide young people with a positive start in life and guide them towards positive destinations. The estimated cost of the project was £200,000 a year. The reasons the project has not been

recommended for support is that the proposal was not sufficiently developed to allow the Panel to understand how the programme would operate or how the benefits or impact would be demonstrated for individuals and/or the wider community, so preventing any assessment of whether future Council investment to make the project sustainable, on an invest-to-save basis, would be worthwhile.

- **Healthy South Warwickshire (Prevention and Self Care bid) (Rejected – score not applicable)**

The £60,000 bid requested funding to enhance the Healthy South Warwickshire grants programme which supports community-centred approaches to promoting preventative, health promotion approaches, in line with local population needs and building on local assets. The Panel considered that this was not a suitable bid because the request was for a pot of money which would allow another organization to give grants to front line providers for projects delivering the same objectives as the EIPCCF. It was felt any grant requests for suitable schemes should come forward to the Fund directly rather than going through a third party.

3. Financial Implications

- 3.1. The EIPCCF initially consisted of a £2.0 million allocation, of which £0.5 million is recurring, made as part of the 2019/20 budget. If Cabinet agree to the recommendations in this paper, then the financial position of the Fund will look as follows:

	£
Allocations Approved at Quarter 1	148,000
Community pop up hubs for visually impaired adults	14,000
Schemes recommended for approval Q2:	
• Parents in mind – peer support NCT	74,000
• Developing a perinatal mental health Health Visitor cadre	200,000
• Community capacity building	100,000
• Community Health Champions	80,000
Quarter 2 Total	454,000
Agreed Allocation	2,000,000
Remaining Funding	1,384,000

- 3.2. Several other bids are in the pipeline to be considered for the next sitting of the Panel and these will come forward to Cabinet for approval in November.

4. Environmental Implications

4.1. There are no specific environmental implications as a result of the information and decisions outlined in the report.

5. Background Papers

5.1. None.

	Name	Contact Information
Report Author	Virginia Rennie	01926 412666 vrennie@warwickshire.gov.uk
Assistant Director	Lisa Kitto	01926 412441 lisakitto@warwickshire.gov.uk
Strategic Director	Rob Powell	01926 412564 robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Peter Butlin	peterbutlin@warwickshire.gov.uk

No Elected Members have been consulted in the preparation of this report.

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Item 10

Cabinet

12 September 2019

Agreement for Maintained School to Become Member of a School Company**Recommendation**

That Cabinet gives consent to the governing body of Brookhurst Primary School, Leamington to become the sole member of a new company being established to run the on-site nursery at the school's premises.

1.0 Key Issues

- 1.1 Nursery facilities on the site of Brookhurst Primary School are currently run by a private charitable company, Caterpillar Nursery (Leamington) Ltd. The trustees of this company have been unable to recruit replacements and therefore no longer consider their organisation to be sustainable.
- 1.2 The Governing Body of Brookhurst Primary School consider that it is vital, both to meet the needs of families in their local area and also to ensure the sustainability of the school, that nursery provision remains in place on the school's site, and feel that this would be best met by the Governing Body taking over responsibility for the running of the nursery. The Chair of Governors has provided a letter to this effect, which is attached as an Appendix.
- 1.3 The local authority has a statutory duty to secure sufficient early years and childcare places for all eligible children in its area, and to maintain an oversight of how it is meeting this statutory duty. There are currently 11 nurseries within 1 mile of Caterpillar Nursery, but occupancy is almost at capacity. There are currently 28 children receiving funded sessions at Caterpillar Nursery. The local authority would therefore have difficulty in meeting its statutory obligations if early years' provision at Brookhurst ceased.
- 1.4 As a charitable company, Caterpillar Nursery (Leamington) Ltd must only pass its assets to a charitable body with similar objects to its own.
- 1.5 As a community school, Brookhurst Primary School does not have charitable status, but does have the ability to establish a charitable 'School Company' which will be wholly owned by the Governing Body

but hold registered charity status and have a separate Ofsted registration.

- 1.6 School companies were established by the Education Act 2002 and their operation is governed by the School Companies Regulations 2002. A school company is not a special type of company of business; it is simply a company set up by one or more local authority maintained schools. This power is given to schools maintained by the local authority for specific activities, including exercising relevant local authority functions, including ensuring the provision of sufficient childcare to meet need within a local area.
- 1.7 The school company will be a company limited by guarantee and the Governing Body of Brookhurst Primary School has confirmed that the governing documentation of the School Company will contain the necessary provisions which are required pursuant to the School Companies Regulations 2002.
- 1.8 Under the Regulations, all School Companies are required to have a Local Authority as a supervising authority. As the maintaining authority for Brookhurst Primary School, Warwickshire County Council would be required to be designated authority for the proposed School Company.
- 1.9 The Local Authority has a number of duties as the supervising authority:
- To notify the Secretary of State of the particulars of the company;
 - To monitor the finances and management of the company;
 - To notify the Member(s) if it considers that the company is poorly managed or at risk of becoming insolvent; and
 - To notify the Secretary of State of changes to the company's name, registered number and any change in membership.
- 1.10 The Local Authority has a number of powers related to a school company. It can direct:
- The company to provide it with information;
 - The company to take steps to comply with the Regulations;
 - The school to reduce its involvement in the management of the company; and
 - The Governing Body to resign as a member of the company.
- 1.11 The Local Authority must direct a maintained school to either reduce its involvement in the management of the company or resign from the company if it meets any of the criteria outlines in Paragraph 2.2.

2.0 Options and Proposal

- 2.1 Under Section 12(1) of the Education Act 2002, a governing body of a

maintained school is required to obtain the permission of its Local Authority before forming or joining a school company.

- 2.2 Under Regulation 15 of The School Companies Regulations 2002 a Local Authority may only refuse permission for a school to become a member of a school company on the following grounds:
- The school is subject to special measures;
 - The school has serious weaknesses;
 - The Local Authority considers that the school is likely to become subject to special measures or be assessed as having serious weaknesses within the next year;
 - The school has a deficit budget;
 - The Governing Body of the school has, within the last three years, been a member of a school company which became insolvent at a time when the Governing Body was a member; or
 - The Governing Body of the school has been a member of a company which failed to act in accordance with the Regulations within the last three years.
- 2.3 Brookhurst Primary School does not accord with any of the reasons for the Local Authority to refuse permission. It is, therefore, recommended that consent be given.

3.0 Financial Implications

- 3.1 Organising in this way will allow the school to access the charitable assets of the former pre-school. These resources will be used to assist with setting up the new nursery and will not be available for general school use.
- 3.2 The school will be required to keep all financial records for their new pre-school completely separate from the main school accounts. The nursery will be established as a separate company, and its accounts will not form part of the Local Authority's accounts.
- 3.3 As part of implementing the recommendation your officers will agree with the school practical arrangements as to how the local authority's responsibilities as supervising authority outlined in paragraphs 1.9 and 1.10 will be met and record them in a governance protocol.

4.0 Timescales associated with the decision and Next Steps

- 4.1 It is anticipated that the school will be able to establish the school company during the course of the autumn term, subject to local authority approval.
- 4.2 The school company will need to obtain a separate Ofsted registration in order to establish nursery provision in the former Caterpillar Nursery

building. An application to Ofsted will be submitted at the earliest possible date, as early years provision cannot operate without a valid Ofsted registration.

Background Papers

None

Appendix

Letter from Chair of Governors at Brookhurst Primary School, Leamington

	Name	Contact Information
Report Author	Diana Spragg	dianaspragg@warwickshire.gov.uk Tel: 01926 742216
Assistant Director	Ian Budd	ianbudd@warwickshire.gov.uk Tel: 01926 742588
Strategic Director	Mark Ryder	markryder@warwickshire.gov.uk
Portfolio Holder	Cllr Colin Hayfield	cllrhayfield@warwickshire.gov.uk

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

Councillors Chattaway, Butlin, Dahmash, Morgan, Roodhouse, Chilvers, Williams, Hayfield and C.Davies



Brookhurst Primary School
Ullswater Avenue
Leamington Spa
CV32 6NH
Tel:01926 420051
Fax:01926 429899

A place to think and grow

www.brookhurstprimary.com

admin2330@welearn365.com

head2330@welearn365.com

1st, August, 2019

I write to confirm our Full Governor Board's (FGB) commitment to taking responsibility for the running of Caterpillar Nursery. In doing so we feel that we are supporting a need for such provision in our local community and ensuring the longer term sustainability of our school. We are confident that our leadership team and staff have the relevant skills to to secure the long term success of the nursery. As governors we feel we have the necessary capacity to undertake a complex transition process and to engage with and support our school and nursery teams in maintaining and developing this important community provision for young children and their families.

The School Company will be a company limited by guarantee and it is proposed that the school will become a member of the School Company. The governing documentation of the School Company will contain the necessary provisions which are required pursuant to the school company regulations 2002

We respectfully request that the Council consents to our school becoming a member of the School Company pursuant to the regulations and we look forward to hearing a response following the Cabinet Meeting of September, 12th, 2019.

Yours sincerely,

Joseph Cannon.

Chair of Governors.

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Item 11

Cabinet

12 September 2019

Warwickshire Careers Strategy: Consultation Findings and Proposed Final Strategy**Recommendations**

That Cabinet notes the outcomes of the consultation process and

- 1) approves the final strategy (**Appendix A**);
- 2) agrees that progress on the implementation of the Careers Strategy be incorporated into the Annual Review of the wider Warwickshire Education Strategy.

1.0 Background and Key Issues

- 1.1 The Government published a new National Careers Strategy in December 2017, setting out their plans to improve social mobility through more effective careers support. The strategy recognises that current provision of careers support in schools and colleges is highly variable and that the evidence demonstrates the clear benefits to young people of timely careers and employability support in terms of positive destinations, sustainable employment and higher lifetime earnings.
- 1.2 In May 2018, a report was taken to Corporate Board highlighting this new national strategy, also making the links with both the WCC investment in employability and skills and the new Warwickshire Education Strategy. The Corporate Board paper recommended the development of a specific Warwickshire Careers Strategy and the establishment of a new Employability & Skills Board to co-ordinate and drive this work forward.
- 1.3 Corporate Board approved this recommendation, and the work was undertaken to both establish the new Board and develop the strategy. The Employability & Skills Board met for the first time in November 2018, where a first draft of the strategy was discussed, and again in February 2019 to consider an initial Implementation Plan.
- 1.4 The Careers Strategy sets out the following vision and key priorities for Careers Activity within Warwickshire:

Our vision for this strategy is:

"We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate,

sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire's economy."

We aim to achieve this by focussing on the following priorities:

Priority 1: *Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible*

Priority 2: *Building the capacity of our education providers to deliver effective and sustainable Careers support and advice*

Priority 3: *Providing targeted support and help to our most vulnerable learners*

Priority 4: *Improving alignment of demand and supply of skills, now and in the future*

Priority 5: *Encouraging and enabling businesses to recruit from a richer and wider talent pool*

- 1.5 The strategy sets the rationale and focus for each of these five priorities, while the more detailed Implementation Plan provides details of shorter-term actions that will be undertaken to enable the delivery of our ambitions.
- 1.6 Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is a challenge to clearly associate cause and effect over a sustained period of time, when many other factors and influences are involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, it is difficult to identify a suitable "counter-factual" or control group with which compare outcomes against. As a result, the strategy adopts a Logic Chain approach.
- 1.7 We propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high-level impact indicators e.g. reduction in young people who are NEET, the proportion of businesses reporting skills shortages. If we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we are likely to see an improvement in the strategic impact indicators

2.0 Public consultation

- 2.1 A formal consultation on the strategy was undertaken from 24th June-26th July 2019. The aim of the consultation was to engage with and obtain feedback from a range of residents and stakeholders, with a particular focus on those

most likely to benefit from the strategy such as young people, adult learners both in work and seeking work, and vulnerable learners.

- 2.2 A key activity within the consultation period was a number of workshops and discussions with a range of different stakeholders, partners, residents and businesses. In all, discussions were held with more than 100 participants at meetings with these groups:
- Adult & Community Learning (WCC) customers at Leamington Spa (Information Technology) and Nuneaton (English for Speakers of Other Languages)
 - Care Leavers' Forum (WCC)
 - Careers Leaders from secondary schools/FE colleges
 - Coventry & Warwickshire Chamber of Commerce (South Warwickshire branch)
 - Northern Area Secondary Head Teachers and College Leaders
 - Southam College pupils from years 9-12
 - Youth Parliament (WCC)
- 2.3 With the support of the Council's Communications team, the consultation was promoted to residents via various media and methods including a press release, high profile story in *Warwickshire Means Business*, the Council's *Heads Up* publication for Head Teachers, social media, posters in public libraries, and the communication channels of partners such as the Coventry & Warwickshire Chamber of Commerce. The full Communications plan is attached (**Appendix C**). The promotion encouraged residents to engage in the consultation and respond through an on-line survey through the "Ask Warwickshire" platform. Residents were able to call or e-mail to a request printed version of the consultation document which they could return by pre-paid post or dropping off at a library. A Gov.Delivery alert was also sent to 679 subscribers to Warwickshire County Council consultation alerts.
- 2.4 There were a total of 83 visitors to the on-line consultation. However, response was low (19) and spread across these types of residents: Business; Secondary School staff; FE College staff; General Public; Parent/Guardian/Carer; Special School staff.
- 2.5 Based on the group discussions, we believe the low response level to the on-line survey was because the strategy was not seen as contentious and therefore did not require comment. This is borne out by the low conversion rate from views of the on-line consultation to completed responses. The proposals focused on improved, free support for all residents and a particular focus on the most vulnerable, and there does not appear to have been any significant impacts or issues driving greater numbers of people to respond on-line.
- 2.6 In addition, Education stakeholders are already supported by the national Careers strategy and Warwickshire Education Strategy. It is also important to note development of the proposed Careers strategy has been overseen by

the Council's Employability & Skills Board, comprising Council and external stakeholders representing all of the key types of resident the strategy is designed to support, who have therefore already shaped and informed its content.

- 2.8 A separate written response (outside of the on-line platform) was received from the Federation of Small Businesses, which represents the interests and views of small businesses in the county and provided a good business perspective to the strategy.

3.0 Consultation findings

- 3.1 The report on the consultation (**Appendix D**) summarises all responses to the consultation and includes annexes detailing individual comments received.

3.2 *Agreement with the vision*

There was full support for the vision and ambition of the Warwickshire Careers Strategy from the stakeholder discussions. With respect to the online survey, respondents were asked to rate how strongly they agreed or disagreed with the vision set out for the strategy. 63% (12 respondents) strongly agreed or agreed, and 31.5% (6 respondents) strongly disagreed or disagreed.

Only two of the five who strongly disagreed provided comments. One said the strategy should focus only on young people. The second said the strategy should commit to ensuring the quality of Careers support at Special schools is consistent across the county.

3.3 *Feedback on the vision and 5 priorities*

Feedback obtained at discussion groups and from responses to open questions in the on-line survey have been analysed to identify key and common themes which are summarised in the table below. (**Appendix D** to this report provides full detail of the qualitative feedback.)

- a) While there is a national Careers strategy, young people cannot rely solely on information provided by secondary schools/colleges as the quality is varied and the level of support is inconsistent and may not be impartial
- b) While the number of young people who are not in education, employment or training (NEET) has reduced significantly in the past 2 years, additional support is still required to prevent young people becoming NEET and to re-engage those who may be in education, employment or training at age 16/17 but who drop out thereafter
- c) There is a vast amount of on-line information and support for young people but it can be very confusing so young people would like it simplified e.g. Can WCC create an 'Indeed Jobs style' portal showing all

- local jobs and apprenticeship opportunities (i.e. a simple on line platform, with a simple process for applying for roles)
- d) Young people in some Special schools are receiving a high level of Careers support but those in some other Special schools are not
 - e) Residents with mental health issues require special consideration
 - f) Residents aged over 50 would benefit from specific advice and support e.g. face-to-face advice in local libraries
 - g) Adults need access to additional learning and development opportunities either by extending current Adult & Community Learning provision or through on-line courses
 - h) Businesses and Education providers need practical support to engage with one another in order to understand the mutual benefits of collaboration
 - i) There is a particular need to increase the number of businesses offering workplace encounters to enable education providers and young people to engage. There is strong support for WCC to take a lead role in enabling this.
 - j) Regular, high quality information on the economy and employment opportunities and job trends are needed by business, education providers and residents in order to help them plan for the future
 - k) Business needs more information and effective briefings on key education and skills matters e.g. 'T' levels
 - l) Small businesses would benefit from access to a Leadership and Management programme which would enable their owners/leaders to see the value of investing in people
 - m) There are many opportunities to promote and communicate existing and new support more widely and effectively through additional channels and especially in local communities e.g. doctors' surgeries, post offices, parish magazines, village notice boards

3.4 *Agreement with the priorities*

In discussions with stakeholders, there was support and agreement with the five key priorities. In particular, there was strong agreement with the need to raise awareness (and aspiration) across all residents on the range and type of careers available; for specific, focussed and additional support for our most vulnerable learners; and the need to be pro-actively looking ahead and investing in the skills of the future (particularly with respect to digital technology). Understandably, there was also strong support for Priority 2 (building the capacity of education providers) from the education sector.

With respect to the online survey, respondents were asked to rate how strongly they agreed or disagreed with the 5 priorities proposed in the strategy. The

ratings are below with the actual number of respondents shown in brackets after the percentage.

Priority 1 – Raising awareness of opportunities/inspiring residents to develop education and skills

Strongly agree or agree	63% (12)
Strongly disagree or disagree	21% (4)

Priority 2 – Building Capacity of education providers

Strongly agree or agree	68.5% (13)
Strongly disagree or disagree	26.3% (5)

Priority 3 – Targeted support and help to most vulnerable learners

Strongly agree or agree	73.3% (14)
Strongly disagree or disagree	21% (4)

Priority 4 – Improving alignment of skills demand and supply

Strongly agree or agree	68.5% (13)
Strongly disagree or disagree	21% (4)

Priority 5 – Encouraging/enabling businesses to recruit from a wider talent pool

Strongly agree or agree	58% (11)
Strongly disagree or disagree	31.6% (6)

3.5 *Feedback from the Federation of Small Businesses (FSB)*

The FSB represents the interests and views of nearly 27,000 small businesses in the county. These quotes from the written response it provided show strong support for the strategy:

“The FSB can agree with the summary of priorities, drivers and issues outlined in the consultation document” and “at a local level FSB is willing to be involved and help Warwickshire County Council deliver activities against these five priorities.”

The FSB’s full feedback can be found in **Appendix D**.

3.6 *Are these the right actions to focus on for 2019/20?*

There were good levels of support for the proposed actions suggested, and suggestions for additional or amended ones provided. These have been reviewed and have informed the changes to the Implementation Plan, which is summarised in Section 4 below. In terms of quantitative results from the on-line, 14 respondents (74%) agreed that these were the right set of actions to focus on, while the remainder said “to some extent”.

3.7 *Measurement and Monitoring of the strategy*

On-line survey respondents were asked “How strongly do you agree or disagree that this is the right way to measure and monitor the impact of the work directed by this strategy?” 10 respondents (52.5%) strongly agreed or agreed, while just 1 strongly disagreed or disagreed. The remainder neither agreed nor disagreed. The one respondent who strongly disagreed commented that the proposed approach was out-of-date with its focus on quantity rather than quality and said changing attitudes is the most important outcome.

While the Federation of Small Businesses agreed with the proposals, it called for timelines and targets to be applied if possible to make it easier to evaluate progress and specify what success looks like.

4.0 **Changes to the strategy in response to feedback**

4.1 Following analysis of all feedback received, the draft Careers Strategy has been reviewed. It was felt that none of the feedback required any amendments needed to be made to the Vision, Priorities or main areas of activity proposed in the strategy. However, a number of changes have been made to strengthen the focus or emphasis on specific areas of the strategy or activity in the implementation plan. The changes may be summarised as:

4.2 *Information and Advice*

- Expand the Communications plan to include significant promotion in local communities e.g. posters/leaflets in popular public places referred to in point 13 in the table above
- Explore ways in which the current advice and learning support provided by libraries can be promoted more widely. In particular, ensure residents are aware of the opportunities to undertake on-line learning in libraries or at home via the internet
- Explore ways in which the Council's Adult & Community Learning offer can be promoted more widely
- Ensure the new web area provides comprehensive information for young people (as well as other residents). In particular, explore the feasibility of the Council providing a user-friendly portal that enables young people to search for local job and apprenticeship opportunities

4.3 *Business/Education collaboration*

- Continue to enable collaboration by support from the *Skills for Employment* programme. In particular, explore the feasibility of the Council providing a web-based brokerage system listing employers seeking to work with education
- Work with the Federation of Small Businesses and Chamber of Commerce to develop and implement a programme of briefings on key policy matters e.g. T levels. Also, work with them to explore ways in which more small businesses could recruit residents with special educational needs or disabilities

4.4 *Support for the most vulnerable*

- Provide another opportunity for Special Schools to apply for *the Skills for Employment* £3,000 grant for 2019/20 (less than half applied by the June 28th deadline)
- Encourage Special schools to apply for the free Careers consultancy support being introduced in September 2019 funded by *Skills for Employment* which will enable them to improve their planning and/or delivery
- Ensure specific support and opportunities for middle-aged Adults e.g. by ESF programmes and Job Centre Plus are clearly communicated by various means
- Pay particular attention to the needs of residents with mental health issues to ensure communication of information and support is appropriate to their needs

4.5 *Information on Skills supply and demand*

- Expand the information currently provided to cover more sectors and job types i.e. don't only focus on the high-profile areas. Provide this information more regularly

5.0 **Equality Impact Assessment**

- 5.1 Due to the low level of on-line responses it is not useful to analyse responses by specific characteristics of respondents i.e. age, disability, ethnicity, gender, location, religion, sexual orientation. This is not considered a significant issue as the strategy is for all residents and has a particular focus on the most vulnerable.
- 5.2 Accordingly, while the Equality Impact Assessment has been reviewed following the consultation, no changes have been made. This can be found in **Appendix E**.

6.0 Financial Implications

- 6.1 There are no direct financial implications with the development of this Careers Strategy. However, it should be noted that there are consequential indirect financial implications through this work, as the strategy will set out our ambitions, priorities and proposed activities for the medium-term. While an element of the strategy is to better align and co-ordinate existing activity, and to influence and shape future activities of partners and stakeholders, a significant part of the strategy/implementation plan focuses on things that Warwickshire County Council are doing/are looking to do.
- 6.2 For 2019/20, these can be incorporated into the existing work programme, and utilise identified budgets (Skills for Employment Programme) and so there are no additional financial requirements.
- 6.3 For 2020/21 onwards, there is a potential financial implication as budgets to continue this work would need to be identified. It should be noted that the current budget allocation for Skills for Employment ends in 2019/20. If Warwickshire County Council wish to continue to play an active role in shaping and directing careers related activity in the future, then continued investment in this area may be required. Any cost that may arise will need to be considered in the context of the council's Medium-Term Financial Strategy for 2020-2025 and will be subject to approval.
- 6.4 In addition, opportunities for external funding will continue to be explored, along with further potential to align and integrate activity with the Government funded Careers & Enterprise Company. If any additional funding were secured or alternative delivery arrangements identified, this would naturally reduce any budget pressure proposal accordingly.

7.0 Timescales associated with the decision and next steps

- 7.1 The consultation report and amended Implementation Plan will be discussed at the next Employability & Skills Board meeting on 27th September 2019. A detailed implementation plan, setting out lead organisations, timelines and milestones for delivery of the actions, will be agreed.
- 7.2 A public launch of the Careers Strategy will be undertaken in the Autumn, coinciding with launch of a new Careers area on the website, which will enable residents, partners and stakeholders to access careers and labour market information, and will effectively signpost them to the wider resources and support systems that are already in place.
- 7.3 Implementation of the strategy will be monitored by the Employability & Skills Board, and progress will be reported through the existing performance reporting of the wider Education Strategy, as this is a key component of the WE4 priority.

Background Papers

None

Appendices:

- A. Warwickshire Careers Strategy
- B. Warwickshire Careers Strategy Implementation Plan 2019/20
- C. Consultation Communications plan
- D. Report on consultation
- E. Equality Impact Assessment

	Name	Contact Information
Report Author	Glenn Robinson	glennrobinson@warwickshire.gov.uk
Assistant Director	David Ayton-Hill	Davidayton-hill@warwickshire.gov.uk
Strategic Director	Mark Ryder	markryder@warwickshire.gov.uk
Portfolio Holder	Cllr. Colin Hayfield	Cllrhayfield@warwickshire.gov.uk

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

Councillors Morgan, Roodhouse, Chilvers, Chattaway, Dahmash, Seccombe, Hayfield, C.Davies, Williams



Warwickshire Careers Strategy

2019/20 - 2024/25



If you have any queries about this strategy please email:
skillsforemployment@warwickshire.gov.uk
or call: **01926 418027**

Introduction



Welcome to the Warwickshire Careers Strategy which it is my pleasure, as portfolio holder for education and learning, to introduce.

In Warwickshire, we are fortunate to live in a county with a strong economy and high level of employment but that is not something that has happened by accident. Nor is it something that will be sustainable unless we put in the work and know what we are working towards.

At Warwickshire County Council, we recognise the importance of careers advice and employability skills. For a number of years we have invested in the Skills for Employment programme to support schools, colleges and employers to work more closely together to enable students to improve their employability skills and career prospects.

Following the publication of the National Careers Strategy in 2017, we identified the opportunity to develop a more localised and bespoke careers Strategy for Warwickshire, focusing on the key opportunities that exist specifically within the county and one which builds on the strong foundations that we have laid with our partners in the education, training and business fields over the past few years.

This is an all-age strategy adapted for all of Warwickshire's residents. Naturally, it will focus on supporting our young people as they prepare for the world of work. But it also recognises that we have an adult population who may want to re-enter the workplace, change careers or progress at work during their working life.

As you read this strategy, bear in mind that the world of work is changing incredibly rapidly as technology progresses at an exponential rate. It is estimated that 65% of children entering education now will enter into jobs that currently do not exist.

So given this, our careers strategy needs to be flexible, adaptable and forward-looking as it promotes the key transferable skills and competencies that are being increasingly recognised as the foundation for future employment.

It must also be inclusive and reflect the council's commitment to ensuring that all of our residents are supported in fulfilling their potential.

So, you will see, we place a particular focus on supporting our more vulnerable residents such as those with special educational needs and disabilities (SEND) to move into employment. And we also give special consideration to residents with mental health needs as we promote and introduce forms National Careers Strategy in 2017

Cllr Colin Hayfield

Portfolio Holder, Education and Learning

Background

Effective careers and employability advice and support are critical components of a successful local labour market. They can help to:

- enable the development of the skills within the local population demanded by local businesses;
- enable individuals to identify and pursue Careers that stimulate their interest and match their particular talents;
- facilitate social mobility by raising aspirations and showcasing career pathways; and
- support individuals who want (or need to) change occupations as the economy grows and changes.

Careers and employability advice and support also provide clear social and economic benefits.

Numerous studies have shown that high quality careers support, along with effective interactions between young people and employers can: improve educational attainment; increase the likelihood of successful employment outcomes (and reduce negative destinations for people leaving education); and increase lifetime earnings. This is particularly important for our most vulnerable learners – such as those with special educational needs and disabilities, looked after children and those with wider social, emotional and mental health needs – where the evidence shows that employment rates within these groups after education is much lower than the average.



Furthermore, businesses routinely talk of skills shortages, the difficulties they face in finding and employing people with the right skills sets, and the negative impact that this has on the growth of their business. A recent business survey by the Council and the Coventry & Warwickshire Chamber of Commerce identified that nearly two-thirds of companies in the area were facing some form of skills shortage within their workforce. The Council is committed to ensuring Warwickshire communities and residents are supported to be safe, healthy and independent (particularly our most vulnerable residents). It is also committed to ensuring the Warwickshire economy is vibrant and supported by the right jobs, training, skills and infrastructure. This Warwickshire Careers Strategy therefore sets out our ambitions to work with our partners to develop and deliver a coherent, effective and locally relevant careers and employability advice and support.



The Current Position

a) The Warwickshire Economy:

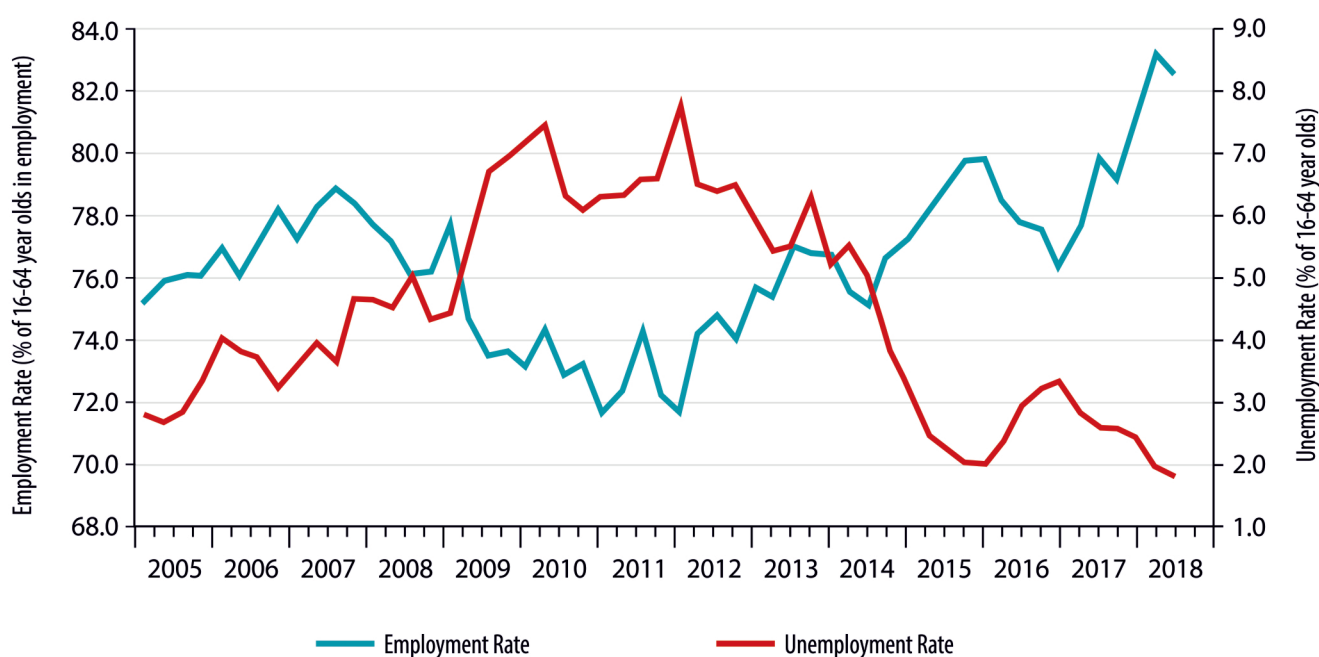
Warwickshire has a strong and growing economy. Indeed, since the recession of 2008/9, the County has experienced some of the strongest economic growth (as measured by Gross Value Added) of all local authority areas in England, including the fastest growth in productivity of all areas.

This growth in the economy has led to a very strong labour market, with our employment rate (the proportion of working age residents in employment) rising strongly to the highest levels seen this century, and unemployment to its lowest levels – see Figure 1 below.

The number of vacancies posted online for employment opportunities within the county have also been growing, and the ratio of vacancies to working age population is significantly above - and almost double - the national and regional averages (Figure 2).

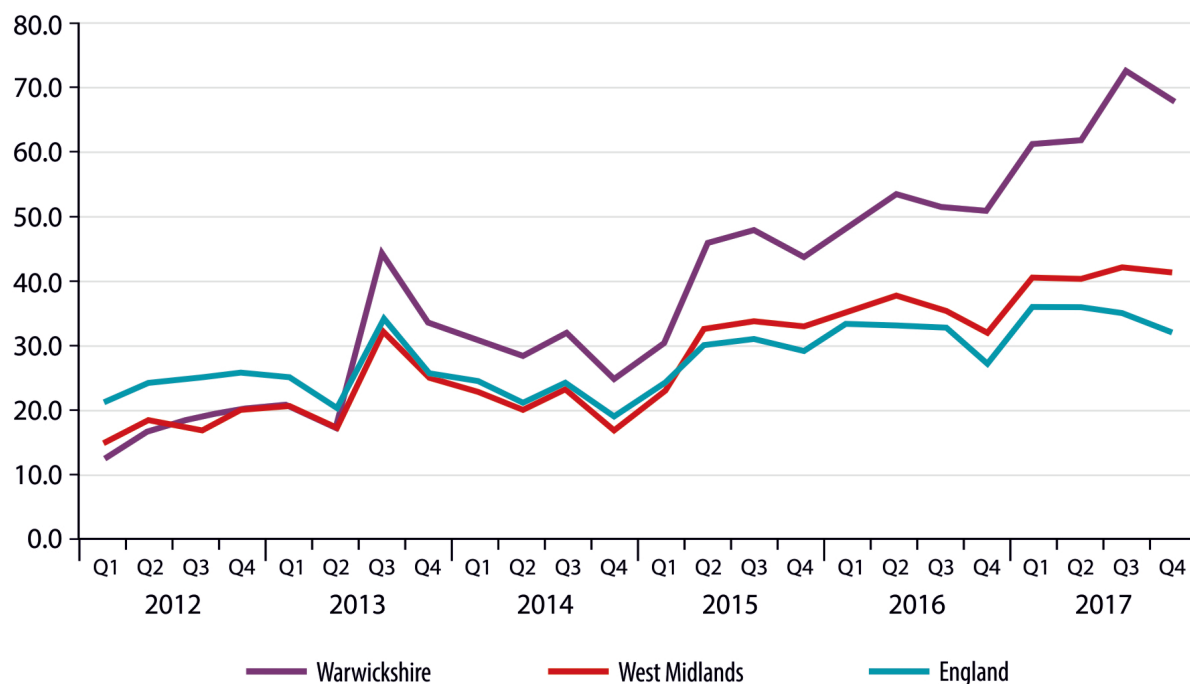
A tight labour market with limited excess capacity, coupled with strong demand for labour, inevitably leads to problems with recruitment and skills shortages. Recent surveys of local businesses have found that 70% of companies were facing recruitment difficulties due to not being able to find people with the right skills that they required, and that 62% of businesses believed that their firm was suffering from a skills shortage.

Table 1: Employment & Unemployment Rates in Warwickshire (2004-2018)



Source: Annual Population Survey

Table 2: Job postings per 1,000 population



Source: Labour Insight & ONS

Improving the flow of new entrants into the labour market with the skills and behaviours being demanded by our local businesses is therefore critical to helping address these difficulties being faced in the local economy. We also need to encourage businesses to consider recruitment from a wider pool of labour, including those with health and learning disabilities. Finally, helping employees and adults to explore alternative careers and undertake training to take up employment opportunities in demand will also help address this imbalance between supply of labour and demand from businesses.

b) Technology & future economic growth

Local Industrial Strategies are being developed at both the regional/WMCA level, and also at the Coventry & Warwickshire Local Enterprise Partnership area. A key focus of these is around longer-term, future growth opportunities and the new technologies and industries of the future in which the UK could become a world leader. Coventry & Warwickshire are extremely well placed with respect to the development of low carbon vehicles; connected and autonomous vehicles and future transportation systems; digital technology (including gaming, augmented reality and virtual reality); and smart & connected factories/automation.

These are all industries that have huge economic opportunities, but which will also be highly disruptive, and have a significant impact on the future labour market. Moreover, the technologies are developing at an exponential rate, making it increasingly unclear what future occupations and careers might look like. Indeed, a study by the World Bank estimated that two-thirds of children entering primary education today will go into jobs that do not yet exist.

Automation of activities and occupations is also starting to take effect, with artificial intelligence and robotics able to effectively replicate many tasks that humans currently do. This technology is also developing rapidly, and a number of studies have been undertaken recently examining the type and scale of occupations that could potentially be automated. We have replicated these studies at the Warwickshire level, and estimate that around 40% of all our current occupations are at a high risk of being automated by 2030. This is greater than the national average, largely due to the sectoral composition of our economy which means we have higher than average employment in sectors at high risk – such as distribution, logistics, tourism, and skilled manual trades.

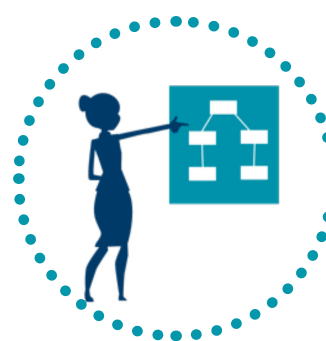
Automation presents both opportunities in terms of economic benefits from developing and exploiting the technologies (which Warwickshire is well placed to do and will feature in our Local Industrial Strategy), but also risks in terms of displacing a wide range of existing occupations – which are often those at the lower skilled level. Retraining of existing employees in these occupations to be able to move into new careers will therefore be vital, along with helping to “future-proof” education and skills training now so that young people are more able to adapt to a rapidly changing labour market.

Research has identified four key skills sets that will be critical in terms of future employment. These skills sets focus on functions and activities that are difficult to automate, and also provide individuals with a flexible skill base that will enable them to effectively move through different careers. The skills sets identified are set out below.

Key Future Skills



COMMUNICATION:
Listen , respond
and express ideas
effectively in different
contexts and influence
others



STRATEGIC:
exercise
judgement,
leadership
and creativity



ANALYTICAL:
acquire new
knowledge, process
information and draw
accurate conclusions



INNOVATIVE:
generate and express
new ideas, challenge
and question existng
thinking and solve
problems

Underpinning these four core skills sets is the importance of digital skills, and a need to embed a digital culture within the workplace. According to Microsoft, in the next two decades, 90% of jobs will require some form of digital skills, and without further action to significantly increase understanding of programming (understanding the “how”, rather simply the “what” through increased utilisation), the skills gap is likely to continue to increase significantly.

c) Careers and Education policy

The Government published a new National Careers Strategy in December 2017. This strategy sits alongside the new Industrial Strategy, and seeks to support the Government’s ambition to improve social mobility by ensuring that everyone has access to effective careers support. Through this strategy, the Government aims for:

- all young people to understand the full range of opportunities available to them, to learn from employers about work and the skills that are valued in the workplace and to have first-hand experience of the workplace;
- all young people in secondary school and college to get an excellent programme of advice and guidance that is delivered by individuals with the right skills and experience;
- everyone to get support tailored to their circumstances. All adults should be able to access free face-to-face advice, with more bespoke support for those who most need it
- everyone to get the information they need to understand the job and career opportunities available, and how their knowledge and skills can help them in considering suitable Careers.

The Government are also progressing plans to introduce a new education route through the development of “T Levels”. T Levels will follow GCSEs, will be equivalent to 3 A Levels, and will be 2-year courses focussing on technical education and training. The courses are being developed in collaboration with employers and businesses to that the content meets the needs of industry and prepares students for work. T Levels are expected to be introduced from 2020, although it will take a number of years until the full range of courses are available.

The development of this Warwickshire Careers Strategy will therefore help support the local implementation of the national strategy and enhance the delivery of Warwickshire relevant careers information and support to help young people navigate the increasing choices that they will be able to make as part of their journey through the education system. The Warwickshire Careers Strategy is also a fundamental component of the recently developed Warwickshire Education Strategy for 2018-2023, which includes a specific priority around employment outcomes (WE4: Our challenge is to champion employability by promoting the best opportunities for all learners).

In addition, the West Midlands Combined Authority is currently considering developing a new regional all-age Careers service, and a regional Careers Strategy. The development of a Warwickshire Careers Strategy will enable us to effectively influence, shape, inform and ultimately maximise the benefit from this regional approach.



Vision & Priorities:

Our vision for this strategy is that:

“We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire’s economy.”

By following this vision, and successfully implementing this strategy for residents of all ages, we hope to achieve the following key success measures:

- All young people within our schools, colleges and universities have access to high quality, relevant, inspiring and locally focussed careers information, guidance and support and are able to make informed choices
- All our young people successfully transition from education and learning into sustainable employment
- Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs
- Our businesses are able to access the skilled labour that they need to grow and compete
- Our residents are able to develop and acquire new skills throughout their lives to meet the rapidly changing labour market. This applies to those in work who wish to progress or switch roles, those seeking work and those who are or wish to be self-employed.

We aim to achieve this by focussing on the following five key priorities:

- I.** Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible
- II.** Building the capacity of our education providers to deliver effective and sustainable Careers support and advice
- III.** Providing targeted support and help to our most vulnerable learners
- IV.** Improving alignment of demand and supply of skills, now and in the future
- V.** Encouraging and enabling businesses to recruit from a richer and wider talent pool

The following provides an overview to each of these five key areas, and summarises our key ambitions for activity. A more detailed Implementation Plan will sit alongside this strategy, outlining the shorter-term activities to drive this strategy forward.

Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible

Current existing careers information is relatively poorly marketed and promoted so that there is limited awareness and understanding of what is available, it can seem somewhat remote and detached from the real world that people find themselves in, and is often fairly generic and does not highlight the particular local economic opportunities and circumstances of Warwickshire.

Warwickshire's economy is particularly dynamic and vibrant, with a huge range of activity in many areas of cutting edge technology, new business areas and disruptive industries. We want to excite our population – young and old, children and parents - about the range of opportunities and career pathways that exist in the county. We want to people to find the occupations that will engage and interest them, enabling more fulfilling and productive careers. Finally, we want to ensure that we capture and retain the local talent we have in the local area.

key focus of this priority will, therefore, be around developing a new, localised careers information service which is effectively marketed and promoted. This will comprise a mix of web-based activity and promotion in public places such as doctors' surgeries.

It will be important that this new information support does not seek to duplicate or replace existing provision like that available from the National Careers Service.) and adds value by acting as local hub that helps guide and signpost individuals to the most appropriate support, aided and supplemented with local economic and labour market information.

We will explore ways of increasing the amount of work tasters/work experience available for young people and work with our business partners to ensure employers are aware of how they can provide more part-time jobs for young people still in education.

Our consultation on the draft strategy indicated there is considerable scope for us to promote existing forms of support more widely and effectively so residents become more aware. There are opportunities to utilise a wider range of the Council's communication channels and services in order to reach and support residents e.g. libraries and Adult & Community Learning.



Building the capacity of our education providers to deliver effective and sustainable Careers support and advice

The National Career Strategy has placed greater requirements on education providers to provide careers support and advice, and the quality of provision will become an increasingly important part of inspections by OFSTED on schools and colleges. However, we know that our education providers face significant financial challenges and competing pressures for time and resources. We therefore want to work with our providers to develop an effective

and appropriate support function that helps add value to their planned activity, and enables and facilitates the development of effective and sustainable careers support and advice. The County Council funded Skills for Employment programme will provide a strong focus for this activity, working in partnership with the Careers and Enterprise Company and other key stakeholders. Increasing opportunities for business/education collaboration will be a key area of activity in order to enable schools and colleges to provide the level of employer encounters required to meet requirements of the National Careers Strategy.

Providing targeted support and help to our most vulnerable learners

Our most vulnerable learners, on average, have poorer positive outcomes from education than their wider cohort. For example, the proportion of 16 & 17 year old Children Looked After who were Not in Education, Employment or Training (NEET) in 2017/18 was just under 20% in Warwickshire in 2017/18, compared to the average for all 16 & 17 years of just 3.8%. According to the British Association of Supported Employment, only 5.7% of people with Special Educational Needs and Disability (SEND) go into paid employment, despite 78% of people with SEND wanting to be in such employment. Given the average cost of putting a young person through a Special School education (upwards of £365,000), and the cost to society through lost income and increased social support, this is a significant loss of potential talent that could be utilised by businesses in an area that is facing a tight labour market and recruitment difficulties. In 2019 the Council established a new Supportive Employers' Forum to encourage and enable businesses to work with SEND learners. We aim to engage a larger number and wider range of businesses in this forum in order to provide more employment opportunities.

We will ensure all Special Schools are fully aware of the grants and support available from our Skills for Employment programme so they can benefit from this assistance.

The needs of residents with mental health issues will be given particular consideration when new forms of Careers support and promotion of support and resources are introduced.

The new, localised careers information service will highlight free and paid-for local and national support for older residents such as the over 50's. We will seek to access any new programmes funded by European Social Funding (its successor or new initiatives) for this age-group.

There are huge opportunities to work pro-actively with our education providers, vulnerable learners and businesses to better identify and promote employment and career opportunities, and to put in place support packages that help all three parties to enable significant improvement in the proportion of vulnerable learners to enter into sustainable employment. This priority will focus on developing a co-ordinated approach to this ambition.

Improving alignment of demand and supply of skills, now and in the future

Ensuring that our local education and training providers effectively provide the skills being demanded by our business base is critical to continued growth of our economy, and the

employment prospects of our residents. However, within a dynamic labour market and with rapidly changing technologies, it can be hard for businesses to clearly articulate future skill requirements, and for education & training providers to adapt and change as demands change. Improving the connection between businesses and education - particularly in terms of communication flows and translating between the two very different cultures and language of education/training and business.

There is also a need to take a future-scanning role, looking at forecast and anticipated change in the economy and the different occupations and skill requirements that may be required. We also need to consider how changing technology, and the increase of automation, artificial intelligence and machine learning could transform occupations and require different skills sets, or even entirely new jobs that currently do not exist.

This priority will therefore focus on improving both the conversations and connectivity between education and business, and also look to future changes in the labour market and how we can seek to adapt and change our education and training provision in line with this in a strategic, considered and evidence based manner. Foreexample, we will increase opportunities for education providers and young people to access high quality Digital skills provision like the Digital Skills House programme the Council has funded for 3 years.

We will also provide more regular information on the local economy and employment market covering a comprehensive range of sectors and occupations to help businesses plan recruitment and to enable Careers staff, young people and parents to see where future jobs will be.

Encouraging and enabling businesses to recruit from a richer and wider talent pool, and to undertake training and development of their employees

With so many businesses in the local area regularly reporting skills shortages and recruitment difficulties, we need to work with employers to consider how they can widen their search pool of potential candidates.

Within Coventry & Warwickshire, there are over 130,000 people of working age but who are economically inactive for a variety of reasons (health conditions, disabilities, students, lifestyle choice, etc.). Some 25,000 of these have actively stated that would like to work, and it is likely that many others would be interested in employment if suitable arrangements and flexibilities could be put in place to meet their particular needs.

Many businesses have already benefitted from employing from this wider workforce and we need to better promote the opportunities that are available, and the help and support that can be secured to enable any required adjustments needed to job roles and the physical workplace.

This priority will therefore focus on raising awareness of the opportunities for business, and helping create new and enhanced careers and employment options for a wider range of Warwickshire residents.



Monitoring Impact And Success

Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is often hard to clearly associate cause and effect over a sustained period of time, when many other factors and influences could be involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, there is difficult to identify a suitable

“counter-factual” or control group with which compare outcomes against. Not only would we seek to ensure as many people as possible accessed effective careers and employment support and advice (and therefore consciously seeking to minimise a control group), it is very difficult and resource intensive to track people over the period of time that would be needed to really monitor and review impacts.



Based on these difficulties, we therefore propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high level impact indicators (such as reduction in young people who are NEET, or the proportion of businesses reporting skills shortages). The link between these is explained through the logic chain, shown in

Figure 2 below. Given the difficulties identified above, we are not stating that the outputs and the impacts are conclusively linked (even accounting for the time lag that would clearly exist between the two). Instead, we are suggesting that if we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we should see an improvement in the strategic impact indicators detailed in Figure 2.

Figure 2: Logic Chain Diagram





Governance and Delivery

Governance

This Warwickshire Careers Strategy will be overseen by the new Warwickshire Employability & Skills Group, which is contained within the wider governance model for the Warwickshire Education Strategy.

The Warwickshire Employability & Skills Group seeks to bring together a range of partners and stakeholders from education providers, public sector and key intermediary bodies. The voice of businesses will be clearly articulated to the Board by regular engagement and discussion with business groups, networks and sector bodies across the county.

Delivery

An annual Implementation Plan will be developed, setting out the identified key activities under each of the five priorities. A copy of the proposed Implementation Plan for 2019/20 is contained within Appendix A.





Warwickshire Careers Strategy Implementation Plan: 2019/20

Strategic Vision

We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire's economy.

Strategic Priorities

We aim to achieve this by focussing on the following five key priorities:

1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible
2. Building the capacity of our education providers to deliver effective and sustainable careers support and advice
3. Providing targeted support and help to our most vulnerable learners
4. Improving alignment of demand and supply of skills, now and in the future
5. Encouraging and enabling businesses to recruit from a richer and wider talent pool.

PRIORITY	PROPOSED ACTIVITIES	OUTPUT/OUTCOME MEASURE(S)
<p>1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible</p>	<p>Develop a new, locally relevant “Careers Portal” on the WCC website. This would provide information on key sectors and careers opportunities locally, provide labour market information, and provide clear links to the range of existing support services (especially the National Careers Service).</p> <p>Implement year-round communications campaign to promote the careers portal and raise awareness of the various careers and development opportunities that exist within the county, and the range of support services available through partner organisations and WCC.</p> <p>Promote more widely the support available at public libraries and from the Adult & Community Learning service. This will include promotion in key public places e.g. doctors’ surgeries.</p> <p>Give special consideration to older residents and those with mental health needs when developing new information and support.</p> <p>Help enable schools and colleges to meet the requirements of the national careers strategy by providing grants and careers leader development activity/ resources through the WCC Skills for Employment programme.</p> <p>Undertake and support projects and initiatives (such as My Hospitality World, My World of Work, Digital Schoolhouse, Digital Skills in North Warwickshire, Maker Space, etc.) to raise awareness and understanding of different career opportunities and pathways in the county.</p> <p>Seek to secure further funding of Skills for Employment activities from 2020, or develop legacy/exit plans.</p>	<ul style="list-style-type: none"> • Visits to new landing page and clicks through to each delivery organisation including libraries and Adult & Community Learning. Tracking to monitor engagement of specific resident types including older age groups • Number of people participating in key initiatives, such as Digital Schoolhouse, My Hospitality World, TeenTech, Maker Space, etc. • Number of businesses engaged in activities to support careers and employability activity • Number of case studies/career journeys developed as content on website and for promotional activity • Increased number of apprenticeships, particularly at Higher and Degree level • Increased number of graduates staying within Warwickshire • Increase in residents receiving support from libraries • Increase in enquiries about Adult & Community Learning that can be attributed to new promotions • Tracking to monitor engagement of specific resident types including older age groups.
<p>2. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice</p>	<p>Provide small grants to schools and colleges through the Skills for Employment Programme to support development and implementation of careers activity.</p> <p>Work closely with the new Warwickshire Careers Hub funded by the Careers & Enterprise Company (CEC) to ensure all support is joined up.</p> <p>Develop and promote new materials (e.g. sector-specific careers films) to inspire young people, and enable careers leaders and teaching staff to provide new forms of support.</p> <p>Support FE colleges, Universities and independent training providers to introduce more Degree/Higher Apprenticeships needed by future economy.</p>	

PRIORITY	PROPOSED ACTIVITIES	OUTPUT/OUTCOME MEASURE(S)
	<p>Develop stronger links with CEC activity, and explore opportunities to secure funding/support for Warwickshire schools.</p> <p>Support business/education collaboration (particularly in our more deprived areas) to enable education leavers to experience workplaces, find work experience opportunities and part-time jobs and progress into employment in due course.</p> <p>Support the delivery of 'T' levels by encouraging business to offer more work-experience opportunities.</p> <p>Maximise opportunities to access new support funded by the West Midlands Combined Authority.</p>	<ul style="list-style-type: none"> • Number of grants awarded to schools/colleges • Number of careers leaders taking advantage of training and development activity • Number of schools and colleges using the Careers Support Service • Number of schools meeting new requirements under National Careers Strategy • Schools and colleges feedback • Skills for Employment and Warwickshire Careers Hub support are clear and complementary • Increase in awareness and improved perceptions about employment opportunities in key sectors by pupils and by careers leaders • Number of business/education collaborations undertaken • Increase in part-time jobs and work experience opportunities reported by schools and colleges • Feedback from schools and colleges on availability of work-experience • Participation in support funded by the West Midlands Combined Authority.
<p>3. Providing targeted support and help to our most vulnerable learners</p>	<p>Develop "Supportive Employers" forum to co-ordinate activity and engage businesses to explore opportunities to be more supportive employers.</p> <p>Increase provision of supported internships and accessible apprenticeships.</p> <p>Increase the number of special schools taking up the £3,000 Capability & Capacity Grant and the free Careers Support Service which will provide a day of expert support.</p> <p>Seek to engage more special schools in the Skills for Employment careers leader network e.g. the 24th September meeting when Ofsted will describe how the new inspection framework will affect careers support.</p> <p>Support the Pet Xi application (as a strategic partner) for ESF to deliver a Positive Futures Plus programme from 2020 to support young people who are NEET and at high risk of being NEET.</p> <p>Continue the Council's NEET co-ordination group to ensure a joined up approach to activity by providing monitoring.</p> <p>Maximise opportunities to access new support funded by the West Midlands Combined Authority.</p> <p>Support uptake of apprenticeships for more vulnerable learners as part of the County Council's Small Business Apprenticeship Support Programme.</p>	<ul style="list-style-type: none"> • Number of businesses engaged to be supportive employers • Number of vulnerable learners securing employer engagement activities • Number of vulnerable learners moving into positive destinations • Ensuring the number of 16 & 17 year olds who are NEET is in line with or better than statistical neighbours • Positive Futures programme for 15-24 year old NEETS meets its targets of 780 individuals supported. Planning completed for successor programme to deliver from 2020 • Participation in support funded by the West Midlands Combined Authority.

PRIORITY	PROPOSED ACTIVITIES	OUTPUT/OUTCOME MEASURE(S)
<p>4.Improving alignment of demand and supply of skills, now and in the future</p>	<p>Implement year-round communication campaign for business highlighting skills information, issues and support available e.g. Small Business Apprenticeship Support Programme, to enable sharing of WCC Apprenticeship Levy.</p> <p>Continue to develop and enhance local labour market intelligence to make it more comprehensive in terms of sector and occupation coverage. Publish update more regularly.</p> <p>Seek to expand Digital Schoolhouse and engage with other priority sectors to identify their future skills requirements and develop career pathways sectors.</p> <p>Work with employer bodies such as the Chamber of Commerce and Federation of Small Businesses to provide regular briefings and support activities to ensure business is well-informed about developments such as 'T' levels and the benefits of offering part-time jobs to pupils, workplace encounters and work experience.</p> <p>Consider feasibility of providing a county 'Indeed' jobs and apprenticeship opportunities portal.</p> <p>Develop and implement the North Warwickshire Digital Skills Project.</p> <p>Work with regional universities to enable more graduates to be recruited by employers by providing a digital 'shop-window' and related information and activities.</p> <p>Continue Business Skills Advisor support to increase engagement with SMEs and support their skills and employment needs. As part of this, seek ways to enable SMEs to access Leadership and Management development.</p>	<ul style="list-style-type: none"> • Number of businesses engaging with schools • Career pathways and sector skills plans developed • Increase in number of apprenticeships • Increase in regional graduates obtaining jobs in Warwickshire reported by the universities and the Higher Education Statistics Agency • Increase in Higher and Degree apprenticeships provided by employers (volumes reported by Skills Funding Agency) • Labour Market Intelligence reports developed and promoted • Employers report increased responses to vacancies • Increase in part-time jobs and work experience opportunities reported by schools and colleges • Feedback from schools and colleges on availability of work-experience • Feedback from employer bodies on increased uptake of Leadership and Management.
<p>5. Encouraging and enabling businesses to recruit from a richer and wider talent pool</p>	<p>Continue to increase employer awareness of 'T' levels and Advanced and Degree/Higher Apprenticeships and how they can recruit Year 11-13 leavers to jobs with these apprenticeships.</p> <p>Expand the Supportive Employers' Forum and implement Warwickshire Recognition Scheme.</p> <p>Increase recruitment activity from local and regional FE and HE institutions.</p> <p>Deliver the County Council's Small Business Apprenticeship Support Programme to help support uptake of apprenticeships within the county, with a focus on priority sectors and on supporting vulnerable learners.</p>	<ul style="list-style-type: none"> • Number of business engaging in Supportive Employers' Forum • Number of businesses engaging with new Recognition Scheme • Increased number of vulnerable learners in employment • Increased apprenticeships • Number of business supported through Business Skills Advisor.

Appendix C

Warwickshire Careers Strategy 2019-2024 Consultation

Communications Activity

Libraries

Posters and leaflets encouraging residents to take part were available in all libraries and some Adult & Community Learning centres throughout the consultation period.

Warwickshire County Council channels

The consultation was promoted via the following Council channels:

1 Council website:

<http://news.warwickshire.gov.uk/blog/2019/07/03/warwickshire-calls-for-people-to-have-their-say-on-countys-careers-strategy/>

It was also promoted on the Council's twitter (13,400 followers) and facebook (3,870 friends) platforms.

2 Warwickshire Weekly News – 4,664 subscribers

<https://mail.google.com/mail/u/0/?tab=rm&ogbl#search/warwickshire+Weekly+news/FMfcgxwChchSPJhHpxIWNLZcHdDPIKDX>

3 *Heads Up* publication for all head teachers and principals of schools and colleges in Warwickshire – total reach 1,389

11 July: <https://headsup.warwickshire.gov.uk/heads-up-11-july-2019/we4-employability/have-your-say-in-shaping-warwickshires-careers-strategy>

4 July: <https://headsup.warwickshire.gov.uk/heads-up-4-july-2019/we4-employability/have-your-say-in-shaping-warwickshires-careers-strategy>

20 June: <https://headsup.warwickshire.gov.uk/heads-up-20-june-2019/we4-employability/have-your-say-in-shaping-warwickshires-careers-strategy>

4 Warwickshire Means Business – 2,523 subscribers

There was high-profile editorial in this e-zine:

<https://business.warwickshire.gov.uk/june-2019/news-in-brief/have-your-say-in-shaping-warwickshires-careers-strategy>

5 MF Briefing – all Warwickshire CC staff

<https://apps.warwickshire.gov.uk/api/documents/WCCC-1068-1052>

6 Re:Member – all Warwickshire CC members

<https://remember.warwickshire.gov.uk/june-2019-issue-72/news-in-briefs/warwickshire-careers-strategy-consultation-launches>

The consultation was promoted via the following channels of key partners:

1 CWLEP website

<https://www.cwlep.com/news/warwickshire-careers-strategy>

CWLEP twitter (6,732 followers)/facebook (friends)

2 Coventry and Warwickshire Chamber of Commerce

<https://www.cw-chamber.co.uk/news/wcc-280619/>

Plus the Chamber's twitter (9,970 followers), facebook (1,134 friends), and LinkedIn platforms. There was also an article in the Chamber newsletter.

<https://us8.campaign-archive.com/?u=6ee96723b0264716b39796f4b&id=02affde2d3>

3 Federation of Small Businesses

Coverage in four newsletters - 26 June, 3 July, 10 July and 17 July

Plus twitter (2,048 followers)

4 Town and Parish Councils

Information disseminated by Warwickshire and West Midlands Local Councils to all town and parish councils in the area for discussion and inclusion in newsletters where appropriate.

Appendix D

Warwickshire Careers Strategy 2019-2024

Report on the public consultation

1 Introduction

This report describes the public consultation process which took place June 24th-July26th 2019.

The consultation comprised an on-line survey available to all residents/stakeholders, and a series of discussions with groups of high priority residents. There was also an option to request a consultation survey document to be sent by post for return by pre-paid post or dropping off at a library.

The consultation was promoted by a comprehensive communications plan that included press notices, high profile editorial in *Warwickshire Means Business*, social media, posters and leaflets in all libraries, information in partners' business newsletters and in the Council's *Heads Up* briefing for head teachers. A Gov.Delivery alert was also sent to 679 subscribers to Warwickshire County Council consultation alerts.

2 Responses

On-line responses were received from these types of individuals: Business; Secondary School staff; FE College staff; General Public; Parent/Guardian/Carer; Special School staff

Discussions were held with more than 100 stakeholders at meetings with these key groups:

Adult & Community Learning (WCC) customers at Leamington Spa (Information Technology) and Nuneaton (English for Speakers of Other Languages)
Care Leavers' Forum (WCC)
Careers Leaders from secondary schools/FE colleges
Coventry & Warwickshire Chamber of Commerce (South Warwickshire branch)
Northern Area Secondary Head Teachers and College Leaders
Southam College pupils from years 9-12
Youth Parliament (WCC)

A separate written response was received from the Federation of Small Businesses which represents the interests and views of nearly 27,000 small businesses in the county.

There were 83 visitors to the on-line consultation. The number of responses was low (19) and spread across the 6 very different types of respondents listed above. Based on the group discussions, we believe the low response level to the on-line survey was because the strategy was not seen as contentious. The proposals focused on improved, free support for all residents and a particular focus on the most vulnerable, and there does not appear to have been any significant impacts or issues driving greater numbers of people to respond on-line. In addition, the Education user group is already supported by the national Careers strategy and Warwickshire Education Strategy. It is also important to note development of the proposed Careers strategy has been overseen by the Council's Employability & Skills Board comprising Council and external stakeholders representing all of the key types of resident the strategy is designed to support.

While there were many detailed comments, suggestions and recommendations in the open questions in the survey, we consider this feedback to be the views of individuals rather than of those types of resident in general.

Accordingly, due to the much larger number of residents participating in the discussion group and the quality of engagement achieved, more weighting has been applied to that feedback when analysing the responses overall and in identifying changes required to the draft strategy. Key feedback from discussion groups is provided in the Annex to this report.

Due to the low level of on-line responses it is not useful to analyse responses by the different characteristics of respondents i.e. age, disability, ethnicity, gender, location, religion, sexual orientation.

3 Agreement with the vision

Respondents were asked to rate how strongly they agreed or disagreed with the vision set out for the strategy. 63% (12 respondents) strongly agreed or agreed. 31.5% (6 respondents) strongly disagreed or disagreed. 2 of the 5 who strongly disagreed provided comments. One said the strategy should focus only on young people. The second said the strategy should commit to ensuring the quality of Careers support at Special schools was consistent across the county.

4 Qualitative feedback on the vision and 5 priorities

Feedback obtained at discussion groups and from responses to open questions in the on-line survey have been analysed to identify key and common themes which are summarised in the table below. (Annex X to this report provides full detail of the qualitative feedback.)

- | |
|---|
| <ol style="list-style-type: none"> 1 While there is a national Careers strategy, young people cannot rely solely on information provided by secondary schools/colleges as the quality is varied and the level of support is inconsistent and may not be impartial 2 While the number of young people who are not in education, employment or training (NEET) has reduced significantly in the past 2 years, additional support is still required to prevent young people becoming NEET and to re-engage those who may be in education, employment or training at age 16/17 but who drop out thereafter 3 There is a vast amount of on-line information and support for young people but it can be very confusing so young people would like it simplified e.g. Can WCC create an 'Indeed-like' portal showing all local jobs and apprenticeship opportunities 4 Young people in some Special schools are receiving a high level of Careers support but those in some other Special schools are not 5 Residents with mental health issues require special consideration 6 Residents aged over 50 would benefit from specific advice and support e.g. face-to-face advice in local libraries 7 Adults need access to additional learning and development opportunities either by extending current Adult & Community Learning provision or through on-line courses 8 Businesses and Education providers need practical support to engage with one another in order to understand the mutual benefits of collaboration 9 There is a particular need to increase the number of businesses offering workplace encounters to enable education providers and young people to engage. There is strong support for WCC to take a lead role on enabling this. 10 Regular, high quality information on the economy and employment opportunities and job trends are needed by business, education providers and residents in order to help them plan for the future 11 Business needs more information and effective briefings on key education and skills matters e.g. 'T' levels 12 Small businesses would benefit from access to a Leadership and Management programme which would enable their owners/leaders to see the value of investing in people 13 There are many opportunities to promote and communicate existing and new support more widely and effectively through additional channels and especially in local communities e.g. doctors' surgeries, post offices, parish magazines, village notice boards |
|---|

Feedback from the Federation of Small Businesses.

The Federation of Small Businesses represents the interests and views of nearly 27,000 small businesses in the county. These quotes from the written response it provided show strong support for the strategy:

“The FSB can agree with the summary of priorities, drivers and issues outlined in the consultation document. ...and at a local level is willing to be involved and help Warwickshire County Council deliver activities against these five priorities.”

Key points made:

- It is keen to see a greater share of workers in SMEs and self-employment come from groups that face labour market disadvantage such as the disabled, younger and older workers and those with low levels of educational attainment. In addition it would like to see a further priority to encourage and support small firms to invest in leadership and management training and emphasise the link between skills training and improved business productivity and competitiveness
- There could be further opportunities for workshops around the county as a practical way for businesses to engage with students, understand their expectations and share their knowledge about the working world
- It welcomes the Small Business Apprenticeship Support Programme initiative. It would like to see activities included to work with representative organisations to help raise awareness of this fund and the potential benefits for small firms
- To help ensure that local education and training providers effectively provide the skills needed by businesses other activities that could be undertaken include roundtables with local businesses or the formation of a local skills group or board with representation from business alongside education
- It welcomes the Council's proposal to continue the Business Skills Adviser support in order to increase engagement with SME's and support their skills and employment needs i.e. Leadership & Management

5 Quantitative on-line responses

Respondents were asked to rate how strongly they agreed or disagreed with the 5 priorities proposed in the strategy. The ratings are below with the actual number of respondents shown in brackets after the percentage.

Priority 1 – Raising awareness of opportunities/inspiring residents to develop education and skills

Strongly agree or agree	63% (12)	Strongly disagree or disagree	21% (4)
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Priority 2 – Building Capacity of education providers

Strongly agree or agree	68.5% (13)	Strongly disagree or disagree	26.3% (5)
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Priority 3 – Targeted support and help to most vulnerable learners

Strongly agree or agree	73.3% (14)	Strongly disagree or disagree	21% (4)
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Priority 4 – Improving alignment of skills demand and supply

Strongly agree or agree	68.5% (13)	Strongly disagree or disagree	21% (4)
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Priority 5 – Encouraging/enabling businesses to recruit from a wider talent pool

Strongly agree or agree	58% (11)	Strongly disagree or disagree	31.6% (6)
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6 Are these the right actions to focus on for 2019/20?

Respondents were asked to consider the high-level implementation plan for the strategy and say if the actions proposed are the right ones to focus on.

73.3% (14) said 'Yes' and the remainder said 'To some extent'.

7 Measurement and Monitoring of the strategy

Respondents were asked 'How strongly do you agree or disagree that this is the right way to measure and monitor the impact of the work directed by this strategy?'

52.56% (10) strongly agreed or agreed 5.26% (1) strongly disagreed or agreed

The remainder neither agreed nor disagreed. The one respondent who strongly disagreed commented that the proposed approach was out-of-date with its focus on quantity rather than quality and said changing attitudes is the most important outcome.

While the Federation of Small Businesses agreed with the proposals, it called for timelines and targets to be applied to make it easier to evaluate progress and specify what success looks like.

8 Next steps

The feedback has been considered by the Assistant Director for Communities, the Skills for Employment Manager and Strategic Consultation and Engagement Lead. The draft strategy consulted on will be reviewed in response to the feedback. Amendments and additions made will be highlighted in the report for the 12th September 2019 meeting of the council's Cabinet.

Annex – Warwickshire Careers Strategy 2019-24

Summary of qualitative feedback from responses to open questions in on-line survey and group discussions.

QUESTION	KEY COMMENTS
<p>Are there other priorities, issues, drivers or policies/strategies that should be considered and addressed?</p>	<ul style="list-style-type: none"> • Many seem to think that Apprenticeships are an option at level 1 but there are none available. There is no adequate provision for main stream learner's that helps you to become apprenticeship ready. There are no level 1 and very few level 2 Apprenticeships • Apprenticeship recruitment support for SMEs. Giving a single email where an employer can send a vacancy to and is picked up by all schools and colleges in the area • Role of over 60s in employment • With so much opportunity to pursue any career path, people and particularly young people find this overwhelming and experience anxiety and depression. This is tied in with the 'instagram generation' where there is such competitiveness between peers to be seen as successful which further decreases mental wellbeing, again particularly ages 18-25. This is a serious issue that should be addressed • The priority is on what can be delivered as the problem and solutions exist today, The search for a longer term strategy should not be used as a reason/excuse for delaying tactical initiatives that can deliver immediate benefit. Don't re-invent the wheel when there are so many other initiatives at a regional, national and even international level. The last thing we can afford is a not invented here syndrome. What is needed is a true portal solution that helps individuals and employers to intelligently link with each other and access information from the confusing mass of information. • The availability of job coaches to individuals who gain employment and are successful in obtaining funding from DWP to assist them in employment. • Support for students who leave school or college with no employment. <p><i>Federation of Small Businesses (FSB)</i></p> <ul style="list-style-type: none"> • The Careers Hub pilot within Warwickshire, being monitored by the LEP Skills and Productivity sub group which needs to ensure that hubs are engaging with small businesses and the self-employed • It may also be useful to provide further clarification on how this careers strategy for Warwickshire will link into other skills strategies being developed for example by the WMCA or Midlands Engine • There is no mention of the forthcoming T-Levels. The FSB believes that for T Levels to work there needs to be increased awareness amongst employers and clear incentives and guidance for small businesses to offer the necessary work placements. While this is a national policy issue there could be some reference to this in the local careers plan as T Levels may fall at the first hurdle if small firms do not receive the right support.

<p>How strongly do you agree or disagree with the vision set out for this strategy?</p>	<p>Feedback from discussion groups</p> <p><i>North West Area Head Teachers</i></p> <ul style="list-style-type: none"> • Support for the strategy, its ambitions and priorities <p><i>Chamber of Commerce South Warwickshire branch meeting</i></p> <ul style="list-style-type: none"> • Good support for strategy and intentions. Importance of business community linking with education sector recognised to build future talent, but difficulties have been experienced in working with schools – difficult to engage, long delays, changing staff, unrealistic expectations about what they could do, health & safety requirements <p><i>Southam College pupils</i></p> <ul style="list-style-type: none"> • Good support for strategy and priorities <p><i>Careers Leaders</i></p> <ul style="list-style-type: none"> • Strong support for strategy and priorities <p><i>FSB</i></p> <ul style="list-style-type: none"> • The FSB strongly agrees with the vision
<p>Are there any changes you would like to see?</p>	<ul style="list-style-type: none"> • High quality careers information is not the case in all schools • There is no provision in South Warwickshire for our vulnerable learners. They have to travel to Coventry and Nuneaton which is fine when a taxi is provided in year 11 but impossible for them to transition to in year 12. Local colleges come to 'agreements' with some of our most vulnerable young people to leave part way through year 12. It can be very difficult for young people to have the confidence to try again on year 13. • The key words in the vision are fulfilling and appropriate. This is what people struggle with the most when searching for a new career however I don't see anything in the strategy to tackle this. How do people work out what career will be fulfilling and appropriate? • "Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs." • Special schools need to do more than just pay 'lip service' to this vision for this particular aspiration to become reality. • The Local authority needs to be realistic about the lack of positive destinations available to our most vulnerable learners. Provide a choice of positive destinations available to the most vulnerable young adults in every area of our county and spend less money fighting parents who are just trying to achieve this vision for their young people. • This is an excellent vision, strategy and set of key measures. • Individuals need to recognise that their skills and knowledge have a life cycle and that even if they remain in the same job they will require to develop new skills as the job changes. As such they need to commit to and have access to life-long learning support. • Employers need to take on the responsibility for developing the knowledge and skills required for both the existing job role but also those skills that will be required in future roles.

	<ul style="list-style-type: none"> The FSB would like to see a further success measure around businesses having a greater understanding of the skills landscape and information on relevant changes to aid their understanding – for example changes around ‘T’ Levels or new grading structures for qualifications or courses.
<p>Raising awareness of opportunities / inspiring residents to develop education and skills</p>	<ul style="list-style-type: none"> The portal should provide easy to access info on Sectors/industry to help people see where opportunities are/will be N – More access to advice in Schools and public areas needed. Adults need this too. Act as a careers advisory/recruitment agency service where people could upload their CVs with certain compulsory questions This is already 2 distinct priorities as awareness and inspiration are very different goals. I would suggest that there is already an information overload resulting in confusing residents. Let's commit to using technology to personalise this information so that it is relevant to individuals and talks to their needs, values and motivators. <p>Feedback from discussion groups</p> <p><i>Chamber of Commerce</i></p> <ul style="list-style-type: none"> Those who are giving Careers advice need to have greater understanding and awareness of business – what they are looking for (skills/competencies) and sectors/occupations that are growing. <p><i>Warwickshire Youth Parliament</i></p> <ul style="list-style-type: none"> Would like more information on a wider range of career options. Big emphasis on STEM, what about other careers (creative, media, health, personal services, business) Strong support for employability engagement events around key sectors – would be good to get an understanding of a wide range of types of jobs, and enable them to consider things they might not have thought about. Wide range of sectors, not just the obvious ones Should be more information around self-employment – running own business and being self-employed (gig economy) Information provided always about really highly qualified, highly paid jobs/careers – what about “normal” jobs. <p><i>Warwickshire Care Leavers' Forum</i></p> <ul style="list-style-type: none"> Support for industry experience days to find out about a range of different jobs. Should also include the public sector – fire service, police, social services, etc. ESOL provision for young asylum seekers needed – prevents them from doing work experience Need support to help build confidence and provide ongoing support for some individuals – can be quite intimidating, and can't take up opportunities due to lack of confidence or personal issues Potential for a version of Job Coaches like supported internships? Potential for businesses to come and show what it is like to work for them in a safe setting first, which might make it easier/give confidence for actual visits. <p><i>Southam College pupils</i></p> <ul style="list-style-type: none"> Village/town notice boards should be used to communicate with young people and parents

	<ul style="list-style-type: none"> Better information on vocational subjects e.g. BTEC for young people who don't want to go to university – for example there could be talks on this in assemblies <p><i>Adult & Community Learners (ACL)</i></p> <ul style="list-style-type: none"> The programme needs to be communicated much more widely e.g. local newspapers, posters could be put in public places like Libraries, post offices, doctors surgeries, CABs, supermarkets and charity shops with website URL Enrolling on programme is difficult as people have to go into the centre. This discriminates against people with some disabilities Sessions are often difficult to access due to the times they run. Could weekends be offered? <p><i>FSB</i></p> <ul style="list-style-type: none"> It is important that any new localised careers information service does not seek to duplicate or replace existing platforms. It would be beneficial to also provide information for businesses, particularly small businesses, under this service including an overview of latest developments in technical training and information on local programmes and opportunities to engage with schools and colleges.
<p>Building capacity of education providers</p>	<ul style="list-style-type: none"> More access to advice in Schools and public areas needed. Adults need this too WCC should act as a careers advisory/recruitment agency service where people could upload their CVs with certain compulsory questions
<p>Targeted support and help to most vulnerable learners</p>	<ul style="list-style-type: none"> The county provides targeted support for young people in care or with EHCP. Where is the targeted support for learner's who have low attendance, have been excluded, or are home schooled or who schools identify as becoming NEET? Availability of job coaches for students with EHCP's to access employment post education Provide 'pop up' advice sessions The LA to standardise the opportunities to students in all of Warwickshire's special schools to ensure that access to an education with meaningful career support is not a postcode Lottery Engage independent assessors to ensure that targeted support in special schools really does meet needs and is effective The most vulnerable adult learners should be afforded the same breadth of choice and opportunities as those without additional needs. <p>Feedback from discussion groups;</p> <p><i>ACL</i></p> <ul style="list-style-type: none"> Would like longer lessons i.e. 3 hours instead of 2 so the time they spend getting to the learning centre is more efficient Some learners would like to be able to progress to take a higher level qualification in English or another subject like IT but they would have to pay (whereas ESOL is free) It would be good to be able to do another course e.g. IT on the same day as the ESOL

	<ul style="list-style-type: none"> Enrolling on programme is difficult as people have to go into the centre. This discriminates against people with some disabilities <p><i>Southam college pupils</i></p> <ul style="list-style-type: none"> More grants/scholarships and changes to current HE maintenance grant to enable young people from less well-off backgrounds to go to university More support and incentives for young people who lose their first job to get back into work as they can become invisible
<p>Improving alignment of skills demand and supply</p>	<ul style="list-style-type: none"> More opportunities for employers to offer a chance to up skill their workforce to support the skills gap Provide LMI to schools on a monthly basis <p>Feedback from discussion groups</p> <p><i>Chamber of Commerce</i></p> <ul style="list-style-type: none"> Those who are giving Careers advice need to have greater understanding and awareness of business – what they are looking for (skills/competencies) and sectors/occupations that are growing. <p><i>FSB</i></p> <ul style="list-style-type: none"> Leadership and management skills and training must also be considered as important skills for future growth Encourage and support small firms to invest in leadership and management training and emphasise the link between skills training and improved business productivity and competitiveness While the document refers to Government policies to strengthen technical education, improve lifelong learning, boost digital skills and support local skills development we believe more can be done to make these policies more inclusive of small businesses There could be further opportunities for workshops around the county as a practical way for businesses to engage with students, understand their expectations and share their knowledge about the working world. These events will also give students the opportunity to meet with a wide range of businesses – including large organisations, to local employers and the self-employed The FSB welcomes the Small Business Apprenticeship Support Programme initiative. Under priority 3 we would like to see activities included to work with representative organisations to help raise awareness of this fund and the potential benefits for small firms to take on apprentices with training fully funded. This could include local business events to promote the scheme or case studies which could be disseminated to members of representative organisations to raise awareness of the benefits We can agree with the activities in Priority 4 to help improve the alignment of demand and supply of skills. To help ensure that local education and training providers effectively provide the skills needed by businesses other activities that could be undertaken include roundtables with local businesses or the formation of a local skills group
<p>Encouraging / enabling businesses to recruit from a wider talent pool</p>	<ul style="list-style-type: none"> Promote the benefits of businesses working with their local schools How to use older people and their experience to tackle skills shortages?

	<ul style="list-style-type: none"> • Businesses should be encouraged to employ people without qualifications to tackle skills shortages • Be careful not to encourage a "grass is always greener" attitude where employers look outside rather than develop and redeploy the potential within their existing organisation and creating a developing culture. <p><i>FSB</i></p> <ul style="list-style-type: none"> • The FSB issued a report earlier this year 'Small Business Big Heart' which outlined that a greater share of workers in SMEs and self-employment come from groups that face labour market disadvantage such as the disable, younger and older workers and those with low levels of educational attainment. FSB is very supportive of this approach
<p>Is there anything else you would like to see included?</p>	<ul style="list-style-type: none"> • Support those experiencing career related mental health issues (work with Coventry and Warwickshire MIND) • Career changers to help fill the skills gap, such as social work • A recognition that it is not just the traditional education provider sector that is responsible for education. Lifelong learning is all about attitude and access. If somebody can see the benefits they will be motivated to undertake the learning whether through formal • education, work based learning or individual personalised on-line/blended learning routes • Greater focus on the 50+ age group some of whom will never retire and have the greatest level of experience and often skills. Helping them to not only develop further but also help the development of generations to come • The most vulnerable adult learners will be afforded the same breadth of choice and opportunities as those without additional needs.
<p>Other Priority 1 activities? (Raising awareness of career and employment opportunities and inspiring residents to develop their education and skills)</p>	<ul style="list-style-type: none"> • Access to advice on Career and employment opportunities in the local area given by Career Professionals in schools and public offices such as libraries, job centres • Expand as much as possible on raising awareness of career development. Case studies of people's career path - how people got into the job, what the job entails and what personality traits and skills do they believe they have that make them suitable for that role • For the careers portal to produce annual or biennial information (in the form of an infographic possibly) on the employment data for sectors in the area for education establishments to share with students & parents/carers • Adult careers service available to all in local communities. <p>Feedback from discussion groups</p> <p><i>Southam College pupils</i></p> <ul style="list-style-type: none"> • Young people just can't rely on what school/college does – they need direct access to information on future jobs and access to information on Apprenticeship vacancies • There should be more support for young people who lose a job so they don't disappear
<p>Other Priority 2 activities? (Building capacity of</p>	<ul style="list-style-type: none"> • Careers Adviser based in every secondary school

<p>education providers to deliver sustainable support and advice).</p>	<ul style="list-style-type: none"> • Regular Labour Market Information accessible to all ages. Information on skills required for jobs and employment trends and jobs of the future • Education providers need impartial support to help them engage with vulnerable young people • Reinstate career meetings for professionals for sharing information/best practice. Professional careers advisers often work alone and would welcome the opportunity to meet & discuss developments with colleagues on a regular basis • I would feel a priority for this would be to deliver impartial and independent advice, and not the kind that is a bums on seats agenda of the provider. <p>Feedback from discussion groups</p> <p><i>North West Area Head teachers</i></p> <ul style="list-style-type: none"> • Support for the strategy and its ambitions and priorities 1 Important that resources such as WCC Skills for Employment programme are continued to be deployed to support schools to do this work. 2 Particular interest in some form of people resource to support schools – maybe some form of centralised admin support? Help organise things, keep contacts with businesses, etc. Takes too much time/resources that isn't always available in schools. 3 Also need help in finding the right contacts in businesses that can make the decisions that can enable things to happen. This can take a lot of time, and be quite frustrating. Maybe some form of “charter for businesses and schools”, so everyone knows what each other is supposed to be doing and how they are going to work together?
<p>Other Priority 3 activities? (Providing targeted support to our most vulnerable learners).</p>	<ul style="list-style-type: none"> • The county provides targeted support for young people in care or with EHCP. Where is the targeted support for learner's who have low attendance, have been excluded, or are home schooled or who schools identify as becoming NEET? • More work placement opportunities available for those that are most in need of experience, look at third sector to support provision • Pop up Careers and Guidance sessions • Availability of job coaches for students with EHCP's to access employment post education • The LA to standardise the opportunities to students in all of Warwickshire's special schools to ensure that access to an education with meaningful career support is not a postcode Lottery • Engage independent assessors to ensure that targeted support in special schools really does meet needs and is effective.
<p>Other Priority 4 activities? (Improving alignment of demand and supply of skills).</p>	<ul style="list-style-type: none"> • More opportunities for employers to offer a chance to up skill their workforce to support the skills gap, and offer recognised qualifications to underpin roles already happening. • Is there data on courses that lead to a career in that industry? Possibly make that available on the careers hub • Provide LMI to schools on a monthly basis <p>Feedback from discussion groups</p> <p><i>North West Area Head teachers</i></p>

	<ul style="list-style-type: none"> • More information on key sectors or opportunities needed – i.e. HS2 was mentioned - initial conversation, but not going anywhere and no communication • Digital Schoolhouse model funded by WCC was applauded, making a real difference, and the bursary was essential to making it happen <p><i>Southam College pupils</i></p> <ul style="list-style-type: none"> • List of all employers offering work experience/work tasters so young people could contact them rather than have to find their own placements • More employers coming into schools to talk to pupils about specific jobs and how young people can get into them • More part-time jobs for pupils – the current regulations put off many employers so they don't or stop offering part-time jobs • More current information on which jobs/careers are most threatened by automisation so young people can avoid choosing GCSE/A level subjects linked to jobs at high risk of disappearing in several years' time • On-line information showing what GCSE/A level subjects local employers are looking for when they recruit (like universities have entrance requirements)
<p>Other Priority 5 activities? (Encouraging and enabling businesses to recruit from a richer talent pool).</p>	<ul style="list-style-type: none"> • Promote the benefits of businesses working with their local schools. Encourage businesses to visit schools and give talks and presentations on careers they offer and the skills they are looking for in their employers. Encourage businesses to offer taster days and work experience placements • How to use older people and their experience/skills in tackling labour shortages • As well as qualifications, businesses should also be encouraged to employ those without a qualification so that we can reduce unemployment numbers • Be careful not to encourage a "grass is always greener" attitude where employers look outside rather than develop and redeploy the potential within their existing organisation and creating a developing culture.
<p>Are there any other activities related to this work that we should be aware of?</p>	<ul style="list-style-type: none"> • Independent and impartial careers advice for all • Much of what you are trying to do is already going on elsewhere so please don't re- invent the wheel as we don't have time to delay doing things rather than building strategies • Technology exists to both personalise and scale solutions that will take you towards achieving your goals so let's use it now • There is no shortage of careers information but there is little assistance being given to individuals on how to make a career choice and how to review and manage your career so most of this information is just wasted effort. So by helping people to access the right information i.e. relevant, personalised and timely then you will increase the impact of the information and quality of career choice.
<p>Are there any particular indicators that you think are the most important, or any that you feel are missing?</p>	<ul style="list-style-type: none"> • If there are any measurements of career related mental illnesses, it would be good to include this • Alternatively, a career satisfaction survey could provide valuable data and possibly identify areas such as age and location for focus • NEET figures • Recruitment and retention figures for key area such as social work • Well-being. This is a subjective assessment but effects motivation, mental health, productivity and productivity so is the one and only

	<p>measure of how effective these interventions have been.</p> <p>FSB</p> <ul style="list-style-type: none"> The FSB see the outcomes around reducing the number of businesses reporting skills shortages and the focus on apprenticeships is being amongst the most important from a business perspective. We would also like to see more emphasis placed on increased engagement from small businesses in supporting local programmes which encourage apprenticeships and work with schools and colleges to help raise awareness of careers and self-employment opportunities as well as encouraging young people into vocational education and training, alongside pathways into more traditionally academic routes.
<p>Are there any other comments you would like to make with respect to this draft Warwickshire Careers Strategy?</p>	<ul style="list-style-type: none"> More emphasis on work experience placements in schools and college and for employers to be more open to this Warwickshire County Council to extend their offer of apprenticeships and to work alongside other related agencies and third sector to support and encourage the option to take on apprentices such as schools and offer more work experience placements Training provision for NEETs needs to be improved LA used to arrange regular training days for careers staff in schools, these need to be resurrected so schools can share good practice but more importantly be made aware of the statutory DFE requirements/Gatsby benchmarks etc. Careers provision in schools across the county is patchy and not all Warks young people are getting what they are entitled to LA or independent body to be responsible for careers advisors/ work experience in schools to ensure a standardised approach, especially in special schools where students choices are currently so limited While I am pleased that the Council has realised that they can and should be a central point for coordinating and even seed funding, I am very disappointed by the lack of ambition and understanding of what can be done. This strategy could have been lifted straight out of the Career & Enterprise Companies handbook and lacks originality and bravery. In Warwickshire we have some of the most technologically advanced companies and start up's and face some of the most disruptive employment environments yet there is nothing in this document that shows how you are going to harness these employers to make a difference. Unfortunately the Public Sector cannot drive this agenda and it is the residents and employers who need to drive and control it with this hub being just that a coordinating and communicating portal that reacts to the requirements rather than determines strategy.

EQUALITY IMPACT ASSESSMENT (EIA)
Warwickshire Careers Strategy 2020-2025

Service/policy/strategy/practice/plan being assessed	Warwickshire Careers Strategy
Business Unit/Service Area	Communities
Is this a new or existing service/policy/strategy/practice/plan? <i>If an existing service/policy/strategy/practice/plan please state date of last assessment</i>	New
EIA Review team – list of members	David Ayton-Hill - Strategy & Commissioning Manager (Economy & Skills)
Do any other Business Units/Service Areas need to be included?	No
Date of assessment	8 th August 2019
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees? <i>If yes please let your Assistant Director and the Customer Relations Team know as soon as possible</i>	No

Details of service/policy/strategy/practice/plan

Scoping and Defining	
<p>(1) What are the aims, objectives and outcomes of the service/policy/strategy/practice/plan ?</p>	<p>Objectives for the strategy:</p> <ul style="list-style-type: none"> - All young people within our schools, colleges and universities have access to high quality, relevant, inspiring and locally focussed careers information, guidance and support and are able to make informed choices - All our young people successfully transition from education and learning into sustainable employment - Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs - Our businesses are able to access the skilled labour that they need to grow and compete - Our residents are able to develop and acquire new skills throughout their lives to meet the rapidly changing labour market. This applies to those in work who wish to progress or switch roles, those seeking work and those who are or wish to be self-employed.
<p>(2) Who are the customers?</p>	<p>Warwickshire residents of all ages 11+ Warwickshire businesses</p>

<p>(3) How has equality been considered in the development or review so far?</p>	<p>Equality is central to the strategy because it will support all residents and businesses</p>
<p>(4) What is the reason for the change/development?</p>	<p>The Council has not had an all-age Careers strategy before. The introduction by central government of a new national Careers strategy for schools and colleges in December 2017 highlighted the need to provide support for other residents and to support our schools and colleges to meet the needs of the national strategy so young people throughout the county have equal access to support.</p>
<p>(5) How does it fit with Warwickshire County Council's wider objectives?</p>	<p>The strategy will support achievement of the Council's core purpose " to make Warwickshire the best it can be" and, in particular these two outcomes:</p> <p>1 Warwickshire's communities and individuals are supported to be safe, healthy and independent</p> <p>2 Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure</p> <p>It also links to the Warwickshire Education Strategy by supporting achievement of Priority WE4 "Our challenge is to champion employability by promoting the best opportunities for all learners".</p>
	<p>To ensure the strategy supports all residents aged 11+ and all businesses.</p>

<p>(6) Why might it be important to consider equality and the protected characteristics?</p>	
Information Gathering	
<p>(7) What sources of data have you used?</p> <p><i>You must keep a record of any data you have currently used as supporting evidence</i></p>	<p>Development of the strategy has been informed by a comprehensive range of data from national and local sources (many at borough/district level) including:</p> <p>Employment rates; Job Seeker rates; Post 16 participation rates; Not in Employment, Education or Training (NEET) rates; Qualification levels of workforce; current and forecast Skills shortages and gaps; deprivation index; SEND pupils gaining employment; Care leavers gaining employment or staying in education; students at local universities gaining employment in Warwickshire; armed forces leavers gaining employment</p> <p>The data has been analysed and discussed by the Employability & Skills Board comprising a comprehensive range of internal and external stakeholders and partners. Development of the strategy has been directed by those discussions and agreement reached at the Employability & Skills board meetings held in the period November 2018-May 2019.</p> <p>Range of research work & policy papers regarding future skills, future occupations, impact of careers advice and employability activity on work prospects and income.</p> <p>Consultation exercise held between June-July 2019.</p>

<p>(8) What does the data you have tell you about your customers and about protected equality groups?</p>	<p>The priorities for the strategy and supporting action plan outline a range of activities to provide improved support for all residents and businesses including specific actions for these vulnerable groups; SEND pupils, Care leavers and young people who are not in employment, education or training (NEET) or at risk of being so.</p> <p>Place of residence is a major issue as access to employment and Career opportunities varies across borough and districts</p> <p>Business report a range of Skills shortages and gaps. There is a particular need for people in the workforce to develop higher level skills and for businesses to be able to recruit more people with higher level skills e.g. from local universities.</p> <p>Issues around changing nature of work (including automation), shift to higher skill level occupations, and impact on lower skilled, manual or repetitive task-based occupations. Need for reskilling and upskilling in line with changing economy and increased use of technology.</p>
<p>(9) What do you need to know more about?</p>	<p>Whether there are residents or businesses who require more support than is proposed in the strategy being consulted on.</p>
<p>(10) How could you find this out and who could help you?</p>	<p>The public consultation and supporting communications activity developed with the WCC Communications team</p>
<p>Engagement and Consultation</p>	

(11) Who have you consulted with from protected equality groups?	SEND CARE LEAVERS FORUM Young People not in Employment, Education or Training WCC LEAD FOR VULNERABLE ADULTS
(12) Who else could you consult with?	Wider public across Warwickshire
(13) Who can help you to do this?	The public consultation and supporting communications activity has been developed with the WCC Communications team
Monitor and Evaluate	
(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	The Employability & Skills Board, which comprises a range of internal and external delivery teams and partners, will monitor implementation of the strategy at its quarterly meetings and evaluate impac.

Please note: Further information and advice about the corporate consultation process can be found [here](#).

(15) Analysis of impact and potential actions:				
Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to: <ul style="list-style-type: none"> ● Eliminate discrimination/mitigate negative impact ● Advance equality of opportunity ● Foster good relations
		Positive impacts identified (actual and potential)	Negative impacts identified (actual and potential)	
Age	<p>Participation in Employment Education and Training at 16 is high</p> <p>Rate of 16-17 year olds who are not in Employment, Education or Training is low and reducing</p>	<p>The strategy includes a specific priority on providing targeted support to our most vulnerable groups.</p> <p>Specifically, it aims to improve information about and access to Careers support for all residents aged 11+</p>	Potential for imbalance in support for different age groups	Regular monitoring and review of the strategy and its implementation will include analysis of impact on full range of age groups

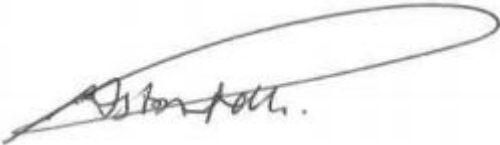
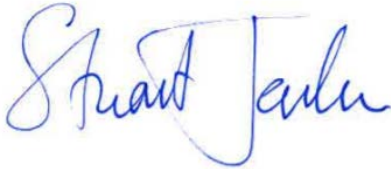
		<p>The strategy should lead to further improvements in support and reduced rates</p>	
<p>Disability</p>		<p>The strategy includes a specific priority on providing targeted support to our most vulnerable groups.</p> <p>The strategy states:</p> <p>There are huge opportunities to work pro-actively with our education</p>	<p>Teams and partner organisations delivering support linked to the strategy will report regularly on engagement of this group and compare it with level prior to introduction of the strategy</p> <p>The main new source of information about Careers support will be on the WCC website. The webpage will include a feedback mechanism which will enable users to say if their needs are met. Feedback from protected groups like this one will be analysed and compared with feedback from other groups to.</p>

		<p>providers, vulnerable learners and businesses to better identify and promote employment and career opportunities, and to put in place support packages that help all three parties to enable significant improvement in the proportion of vulnerable learners to enter into sustainable employment.</p>		
Sex	No issues have been identified to date			
Race	No issues have been identified to date			

Religion or belief	No issues have been identified to date			
Gender Reassignment	No issues have been identified to date			
Pregnancy and Maternity	No issues have been identified to date			
Sexual orientation	No issues have been identified to date			
Marriage and Civil Partnership (Note: only in relation to due regard to eliminating unlawful discrimination)	No issues have been identified to date			

(16) Outcomes of Equality Impact Assessment		
Action	Timescale	Responsibility
Complete public consultation including meetings with vulnerable residents	Mid September 2019	David Ayton-Hill Glenn Robinson
Analyse feedback from public consultation and amend strategy to include any new priorities or actions needed e.g. for vulnerable or other specific groups of residents	End September	David Ayton-Hill Glenn Robinson (with advice and input from Employability & Skills Board meeting in September)
Monitor implementation of strategy	September - June 2020	David Ayton-Hill Glenn Robinson (with advice and input from Employability & Skills Board meeting in September)

Date of Next Review	Once the consultation responses have been reviewed
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Name and signature of Officer completing the EIA	
Name and signature of Assistant Director	
Name and signature of Directorate Equalities Champion	Barnaby Briggs (via email)

If you would like any equalities support or advice on this completed document, please contact the Equalities Team on 01926 412370 or equalities@warwickshire.gov.uk

NEXT STEPS ONCE COMPLETED:

- 1. Go to File – Rename, and enter a new document name (e.g. Title of the EIA followed by - EIA)**

- 2. Go to Share (top right hand corner) Add Assistant Director and the Directorate Equalities Champion with 'can edit' option to gain their signatures and for recording purposes**
- 3. Once signed off, ensure the completed EIA is saved in a secure place**

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Cabinet**12 September 2019****Local Government & Social Care Ombudsman – Annual Review and Summary of Upheld Complaints****Recommendation**

That Cabinet is recommended to receive and comment on the annual review and summary of upheld complaints issued by the Local Government and Social Care Ombudsman in the financial year 2018/19.

1 Background

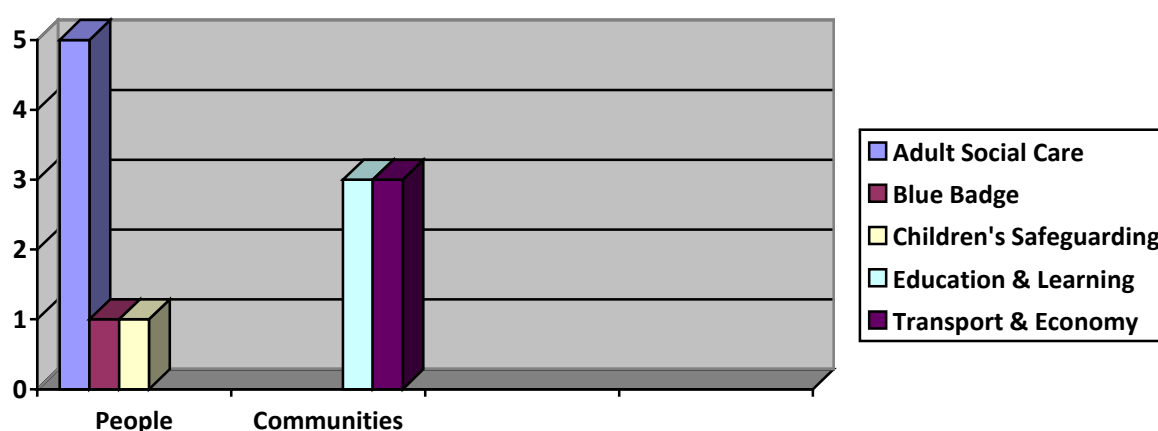
- 1.1 Each year the Local Government and Social Care Ombudsman (LGSCO) produces a review letter which contains a summary of statistics on the complaints made about the Council for the year ended 31 March.
- 1.2 This report attaches a copy of the LGSCO's letter for 2018/19 (Appendix 1) and provides more detail in relation to the themes identified by the upheld cases and action the Council is taking to target key areas (section 4).

2 Upheld decisions in 2018/19 and completion of remedies

- 2.1 In the financial year 2018/19, 67 complaints and enquiries were received by the LGSCO in respect of Warwickshire County Council. The breakdown of the areas these complaints related to is shown in the Annual Letter attached at Appendix 1.
- 2.2 In this period the LGSCO made 68 decisions (which includes a number of decisions in respect of complaints received by the LGSCO in the previous year). Of these 68 decisions, the LGSCO decided that 7 complaints were incomplete or invalid, 24 were offered back for local resolution, 20 were closed after initial enquiries were made with the Council and 17 were the subject of full LGSCO investigations.
- 2.3 Of the 17 cases investigated, 13 complaints were upheld and 4 were not upheld, giving the Council an uphold rate of 76%. This is higher in percentage terms than the average for similar local authorities (64%), but is at the lower end in terms of the actual number of upheld decisions (the range for similar authorities being 9 – 36). The upheld rate should also be viewed in the context of the overall number of decisions made by the LGSCO in this period

and the method of calculation. The LGSCO figure of 76% calculates the percentage against the number of complaints investigated (i.e. 13 upheld from 17 investigated). Whereas, the percentage of upheld decisions calculated in respect of **all** complaints referred to the LGSCO was 19% for Warwickshire (13 upheld and 55 no adverse findings) out of 68 decisions made). The range for other similar authorities is 16% - 36%.

2.4 The table below illustrates the breakdown of complaints upheld by area:



2.5 The LGSCO's Review of Local Government Complaints 2018-19 which was published at the end of July 2019 reports that:

- Over a third of the complaints and enquiries they received about local authorities in England were about Education and Children's Services or Adult Social Care;
- They published 43 formal reports during the year, nearly half of which were about Education and Children's Services.
- They carried out 4,232 detailed investigations, compared with 4,020 the previous year
- They upheld 58% of the complaints they investigated, up slightly from 57%.

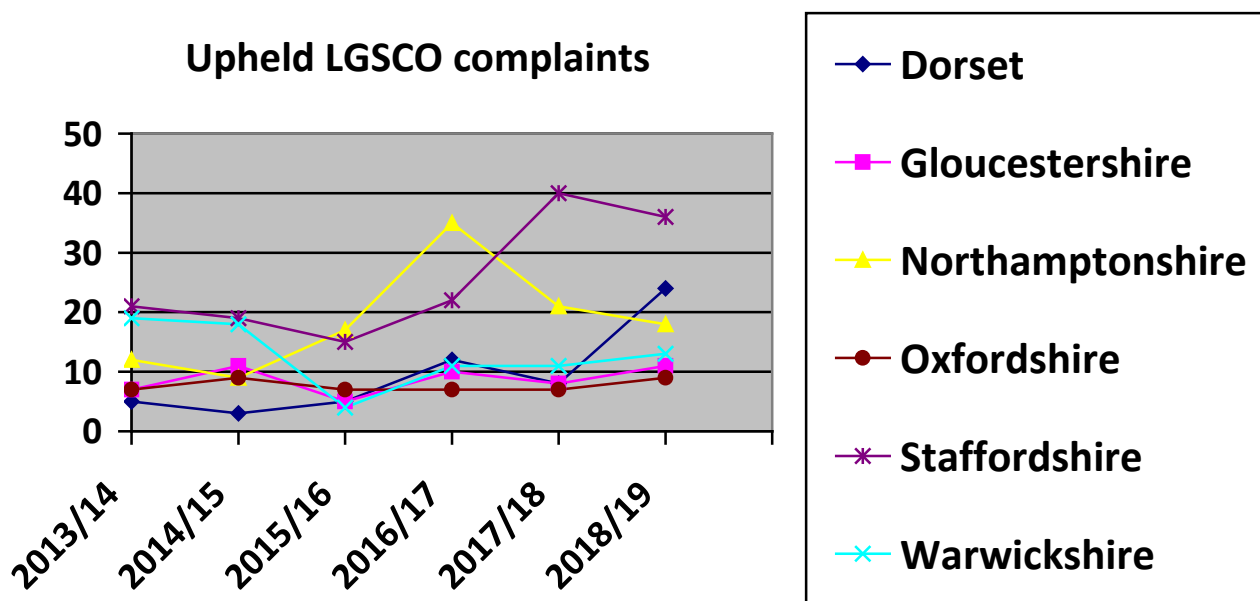
2.6 The Review also highlights the importance of recognising that when looking at data for individual councils the volume of complaints does not indicate the quality of services and that high volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being a warning sign of wider problems. The LGSCO's view is that complaint volumes should be used as the start of a conversation, rather than an absolute measure of the

corporate health of an authority and that the emphasis should be on how councils act to put fault right. To reflect this approach, the LGSCO now monitors whether recommended remedies have been complied with and records where they are satisfied that a recommendation to remedy fault has been achieved (or otherwise). This information has been included in the LGSCO's Annual Letter for the first time this year.

- 2.7 In terms of the actions that this Council took to remedy fault found by the LGSCO in 2018/19, the Council agreed to provide a financial remedy in 8 cases, totalling £9,295. With the exception of one case, these were for smaller amounts of between £100 - £750.
- 2.8 The LGSCO's Annual Letter includes a spreadsheet of compliance with agreed remedies. This spreadsheet shows that out of the 13 cases requiring remedy in 2018/19, all 13 were complied with. In 10 of those cases the Council complied with the recommendations on time and in the remaining 3 cases recommendations were complied with but later than the date suggested by the Ombudsman.
- 2.9 Officers monitor the implementation of remedies and continue to work closely with the implementing officers to encourage timely completion of remedies. Where it is not possible to do so because of events outside of our control, the Council communicates with the LGSCO to see whether the agreed remedy, or the timescale, can be reviewed.

3 Comparison to previous years and other local authorities

- 3.1 By way of comparison to last year, the number of upheld complaints has increased by 2. However, no formal Reports were issued in respect of the Council by the LGSCO in 2018/19 (unlike 2017/18).
- 3.2 Whilst there will be various reasons for the year on year variation in the number of upheld complaints, this data can be useful as a general guide to see how the Council is performing when it comes to complaints. The number of upheld complaints in previous years can be seen on the graph below and includes those for other similar size County Councils as a comparison:



- 3.3 In terms of remedying fault, the LGSCO was satisfied in 100% of cases that the Council had successfully implemented the Ombudsman's recommendations to remedy the complaint. In addition, in 2 out of the 13 upheld complaints (15%) Warwickshire had provided a satisfactory remedy before the complaint reached the LGSCO.

4 Themes from upheld complaints and actions being taken to target key areas

- 4.1 The largest number of upheld complaints in any single area were in relation to Adult Social Care where there were 6 upheld complaints (including 1 complaint about the refusal of a Blue Badge). These included complaints about:
- Care packages that had been put in place;
 - Standard of care provided – 2 complaints;
 - How complaints had been handled;
 - Blue badge assessment and
 - Care fees.

- 4.2 Other areas where the LGSCO upheld complaints were Education and Learning and Transport & Economy where there were 3 upheld complaints in each area. These included complaints about:
- Education Health and Care Plans (EHCPs) – 2 complaints;
 - Special Educational Needs and Disabilities (SEND);
 - How complaints had been dealt with (Transport & Economy) – 3 complaints;
- 4.3 Some themes identified from those complaints the LGSCO upheld in relation to Warwickshire County Council include the following:
- Communication about care packages with customers and their families and provision of information requiring improvement;
 - Standard of care provided by WCC commissioned providers;
 - How we and our commissioned providers deal with enquiries and complaints.
 - Delays in dealing with/reviewing Education Health and Care Plans and ensuring appropriate support is in place.
- 4.4 Officers have arrangements in place to ensure that the themes identified from cases involving the Council itself (and more widely from other LGSCO cases) are shared across the organisation as necessary so that lessons can be learnt and we will continue to keep these arrangements under review. More specifically work has been undertaken to improve the way that adult social care complaints are dealt with. Also improvements have been made to the process around Education Health and Care Plans, which is reflected in the improved performance (90% plans issued with 20 weeks) as reported in the performance report also on the Cabinet agenda.
- 4.5 A Member Development session around complaints, which included representation from the LGSCO was held with Members in May. The LGSCO gave positive feedback about the issues that were covered in the session and Warwickshire's approach to complaints generally.
- 4.6 The LGSCO issues themed Focus Reports on a regular basis providing lessons learned in respect of issues nationally that their investigations have commonly uncovered and these continue to be shared with relevant colleagues across the Council. The LGSCO expects Councils to have regard to these Focus Reports and is likely to be more critical of the actions of councils in future investigations if it is apparent that the Council has failed to

take these Focus Reports into account. In 2018/19 the LGSCO issued the following Focus Reports that are relevant to this Council:

- **Firm foundations: complaints about council support and advice for special guardians** – May 2018
- **Summer born admissions** – December 2018
- **Under Pressure – the impact of the changing environment on local government complaints** – December 2018 – this was circulated among senior staff and complaints officers
- **Caring about complaints: lessons from our independent care provider investigations** – March 2019 – although this focused on complaints about care providers it was shared widely within Adult Social Care and Strategic Commissioning and shared with our commissioned adult social care providers.

4.7 Colleagues from Legal Services and the Customer Relations Team are working on an action plan to ensure that the Council learns from complaints and acts pro-actively in response to LGSCO complaint outcomes, Focus Reports and Annual Reports. This will include regular contact with Assistant Directors as has previously happened.

5 Reporting upheld complaints

5.1 Our performance in relation to LGSCO complaints is one of the Council's key performance indicators. For 2018/19 we had a target of no more than 12 upheld decisions (which included upheld Information Commissioner/Tribunal decisions and Judicial Reviews).

5.2 This target was exceeded in 2018/19. There were 13 upheld LGSCO complaints, 2 upheld Information Commissioner decisions and 1 upheld Information Tribunal decision. There were no adverse Judicial Review decisions.

5.3 For 2019/20 the target has been changed and now measures the number of upheld LGSCO complaints. It no longer incorporates other adverse decisions (Judicial Reviews, ICO and Information Tribunal decisions) as these are captured elsewhere in the performance reporting arrangements. An ambitious target has been set at 9 adverse LGSCO decisions for 2019/20.

5.4 As at the end of Q1 there has been one upheld decision in the financial year 2019/20. In addition to the number of upheld complaints, in 2019/20 the percentage of remedies completed to the satisfaction of the LGSCO is also

being reported, with the target being 100%. This target is being met as at the end of Q1.

- 5.5 In addition to this annual report to Cabinet, specific, individual cases where there has been a significant finding of maladministration (usually by way of a formal Report) are also reported to Cabinet on an individual basis. There were no such reports issued in 018/19.
- 5.6 Separately, where there are recommendations of ex gratia payments to be made above £1000, there is a requirement under the Constitution for approval from the Regulatory Committee. There was one case falling into this category in 2018/19.

6 Looking to the future

- 6.1 In his Annual Letter the LGSCO refers to the 3 cases where the Council implemented remedies late and has asked us to reflect on the way we implement our remedies with a view to reducing any avoidable delay in the process. Those related to Education and Children's Services, Adult Care Services and Highways and Transport.
- 6.2 Officers in Legal Services who coordinate responses to the LGSCO and assist with the agreement of remedies and report on the implementation of them will continue to work with implementing officers across the Council to improve our practices in this area. In addition, as mentioned above, an action plan is being developed with key officers across the Council to ensure that the Council continues to learn from its complaints.

7 Financial Implications

- 7.1 There are no direct financial implications as a result of the report. If remedies are required as a result of LGSCO decisions, including financial remedies, these are managed from within the existing resources of the relevant service.

Appendices

Appendix 1 – LGSCO Annual Letter

Background papers

None

	Name	Contact Information
Report Author	Sioned Harper	sionedharper@warwickshire.gov.uk Tel: 01926 412921
Assistant Director	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk Tel: 01926 412090
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk Tel: 01926 412045
Portfolio Holder	Cllr Kam Kaur	cllrkaur@warwickshire.gov.uk Tel: 07985 251851

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

Local Members: None

Other members: Kaur, Warwick, Singh Birdi, O'Rourke, Boad, Chattaway, Roodhouse and Chilvers.

24 July 2019

By email

Monica Fogarty
Chief Executive
Warwickshire County Council

Dear Ms Fogarty

Annual Review letter 2019

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

We now more closely monitor authorities' compliance with the recommendations we make to remedy the fault we find, and it is pleasing that we recorded our satisfaction with your Council's compliance in 13 cases. However, we were disappointed that in three of those cases, remedies were not completed within the agreed timescales and we had to chase the Council to achieve compliance. While I appreciate the pressures local authorities are under, delays in implementing remedies will naturally add to complainants' injustice and prevents my office from conducting its work in an efficient manner. I would ask the Council to reflect on the way it implements our remedies, with a view to reducing any avoidable delay in the process.

New interactive data map

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

Complaint handling training

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit www.lgo.org.uk/training.

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Local Authority Report: Warwickshire County Council
For the Period Ending: 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
25	1	4	25	3	9	0	0	0	67

Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
7	0	24	20	4	13	76	68

Note: The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
2	15

Note: These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
13	10	3	0	Number
	100%		-	Compliance rate**
<p>Notes: * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year. ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.</p>				

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Cabinet

12 September 2019

Warwickshire Youth Justice Plan 2019/20

Recommendation

That Cabinet support the Warwickshire Youth Justice Plan for referral to Council for final approval.

1.0 Key Issues

- 1.1 The annual Youth Justice Strategic Plan and its submission to the national Youth Justice Board for England and Wales (YJB) is a statutory requirement under the Crime and Disorder Act 1998. Grant funding from the YJB to Youth Offending Teams (Locally called the Youth Justice Service) is reliant on the submission of an acceptable plan within the required template/format. We have received confirmation, from our JYB Regional Head of Improvement contact, that the plan as attached to this report meets the required national criteria and standards.
- 1.2 This plan reflects the performance, work and achievements of the Warwickshire Youth Justice Service (WYJS) throughout the preceding fiscal year, with particular reference to the prescribed Youth Justice Board indicators relating to Reoffending, First Time Entrants and Custody rates commenting in respect of previous trends, family group and national comparators.
- 1.3 This plan also sets out the key strategic priorities that the Youth Justice Service will focus on. These embrace the key Transformation Behaviours for Warwickshire County Council, and look to progress the key indicators prescribed by the National Youth Justice Board.
- 1.4 The Youth Justice Chief Officer Board is a multi-agency group chaired by the Warwickshire County Council Strategic Director for People, Nigel Minns. Within statute this Board is responsible to the YJB for the overview and implementation of the Youth Justice plan and will receive regular 'RAG rated' action plan updates to drive forward our key indicators and quality standards.
- 1.5 It will be noted that the presentation of this plan is well into the current fiscal year, this is due to the relatively late indication of grant and conditions from the YJB.

- 1.6 An Equality Impact Assessment will be undertaken in respect of this plan and will help ensure that our service development is relevant to the diversity of our population and the needs of different neighbourhoods/groups. The Youth Justice Chief Officer Board receives regular performance information that identifies any disproportionality and will inform plans to address any barriers to improvement and ensure delivery is equitable and fair.

2.0 Options and Proposal

- 2.1 The plan sets out the key aspirations and targets for the local Youth Justice Service moving forward.
- 2.2 There are a series of key actions outlined for 2019/20 on page 12 and these will be the key focus for the service. This will be formulated into a RAG rated action plan.

3.0 Financial Implications

- 3.1 The Appendix at the end of the plan outlines the partnership budget for Youth Justice in accordance with Youth Justice Board requirements. The YJS gross budget is in total £2,493,798. This part of the plan is based upon partners providing cost and budget information which is co-ordinated by WCC Finance.
- 3.2 The Youth Justice Board grant has only been very marginally reduced for 2019/20, which has supported the smooth preparation of a balanced budget for our local Youth Justice Service.

4.0 Timescales associated with the decision and next steps

- 4.1 The objectives outlined in this plan will be reviewed on a minimum quarterly basis by the Youth Justice Chief Officer Board
- 4.2 This report is being presented to Cabinet on 12 September 2019 and Council on 15 October 2019.

Background papers

None

Appendix

Warwickshire Youth Justice Plan 2019/20

	Name	Contact Information
Report Author	Sally Nash	sallynash@warwickshire.gov.uk 01926 886922
Assistant Director	John Coleman	johncoleman@warwickshire.gov.uk
Strategic Director	Nigel Minns	nigelminns@warwickshire.gov.uk
Portfolio Holder	Councillor Morgan	Jeffmorgan@warwickshire.gov.uk

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

Local Members: N/A

Other Members: Councillors Morgan, Crump, Dahmash, Chattaway, Roodhouse, Chilvers, Williams, Hayfield and C.Davies.

APPENDIX

Warwickshire Youth Justice Service



**Warwickshire Youth Justice Service
Strategic Plan**

March 2019 to April 2020

Warwickshire Youth Justice Plan 2019/20

‘BEING THE BEST WE CAN BE FOR OUR CHILDREN AND YOUNG PEOPLE’

The Warwickshire Youth Justice Service (YJS) Partnership is pleased to share our Annual Plan for 2019/20. We have reviewed our achievements and challenges over the last year, in order to prepare this Plan for our continuous improvement over the next year.

Warwickshire covers a wide geographical area with a varied demographic and cultural profile. A key challenge for the service is the geographical size of the County and the spread of work. We work hard to ensure that everyone is able to access relevant and bespoke services. Approximately 115,928 children and young people aged 0-17 years live in Warwickshire which equates to 20.3% of the population. Projections suggest that the population of the 11- 14 years age group will increase by 11% by 2032. 10% of children in Warwickshire live in households with out of work benefit claimants compared with the national average of 13%. Children and young people from minority ethnic groups account for 14% of all children living in the area, compared with 26% in the country as a whole, and the biggest representation within this cohort are identified as Indian and Other White (source ONS 2011 census). The number of secondary school young people for whom English is an additional language is 7.4% compared with a national average of 16%. The proportion of children entitled to and claiming free secondary school meals was 8% compared with a national average of 13%. There are eight Lower Layer Super Output Areas (LSOAs) in Warwickshire ranked within the top 10% most deprived nationally, six of which are located within Nuneaton and Bedworth Borough which also has the largest concentration of children living in low-income (17.1%) or workless households (12.9%). The rate of Children Looked After per 10,000 of the child population is 63.9 (including Unaccompanied Asylum Seeking children – UASC) or 58 per 10,000 (excluding UASC).

The YJS had contact with approximately three hundred Warwickshire young people in 2018/19, at all tiers of the Youth Justice system, including all types of crime prevention work.

The Warwickshire YJS Partnership has a very strong commitment to our children and young people, and recognises that improving their life chances, personal wellbeing and choices will assist desistance (the prevention of offending and reoffending). This also impacts on the quality of life in our communities enabling people to lead safer and happier lives.

Since the Youth Justice Plan for 2018/19 was prepared there have been significant changes in management and governance of this service. There have also been some excellent achievements and outcomes for our young people:

- The level of reoffending for our children and young people has continued to fall, with a decrease of 44.3% against the previous year, which compares favourably with the national, regional and our statistical family group rates. In Warwickshire 27.3% of our service users reoffend, and whilst this is a positive statistic, the YJS Partnership continues to strive to improve these figures further
- The number of First Time Entrants in the Youth Justice system has declined by 31.2% in 2018/19 compared to the previous year, continuing a downward trend which had already seen figures reduced by 30.94% over the previous recording period.
- Overall the number of young people from Warwickshire who serve a custodial sentence is numerically very low, with just five custodial sentences imposed on four children during 2018/19. The Warwickshire custody rate per 1000 children is 0.06% compared to the West Midlands rate of 0.36%, a statistical family group rate of 0.20% and a national rate of 0.31%.
- In the autumn of 2018, Her Majesty's Inspectorate of Probation (HMIP) undertook a Single Agency Inspection of the service and concluded that our work is good overall, with some outstanding features. It was also recognised that some areas continue to require improvement and these reflected the self-assessment of the local YJS Partnership. This inspection was a fantastic achievement and it was recognised that the bespoke assessments and interventions offered to those young people appearing before, and being sentenced by, the Youth Court and Crown Courts is of a continuing high standard.
- For our service users in 2018/19 we have continued to offer a range of interventions to address specific aspects of offending behaviour including knife crime, violence, exploitation and substance misuse. We continuously utilise our data analysis of offending trends and spikes to inform our approach and ensure that the Youth Justice 'offer' is bespoke and relevant

- Warwickshire YJS has a 'Quality Mark' from the Restorative Justice Council, which confirms our strong approach to ensuring that young people understand the impact and consequences of their offending, and that victims are informed and participate in our services wherever possible. Our whole approach is based on a 'high support, high challenge' Restorative model both for our service users and increasingly in our work conduct and behaviour.

OUR SERVICE USERS

As a service we are committed to ensuring that children and young people are at the heart of everything we do. We have strong and continuous commitment to improving how we capture service user feedback, including parents/carers and victims, with the firm commitment to use this to plan, shape and improve future delivery. The HMIP Inspection recognised the strong child focus of our approach and that our service regularly works to address the individual needs and risks that are a key part of our young people's experience. Warwickshire was one of the first Youth Offending Teams to adopt a trauma/contextual safeguarding approach to high risk cases and we are working to increasingly embed this approach in our work. In this way we can all contribute to the prevention of offending and the improvement of the quality of life and safety for the whole community. Feedback that we receive about our service is generally very positive indeed and there were no formal complaints received about our work in 2018/19.

'We want to highlight that the YJS was the first service and Louise was the first professional that has successfully engaged with Jo into conversation and attending sessions. We know that WYJS has really tried to support us (the family), has listened and not given up on us'. (anonimised feedback from family meeting 2019).

We are working to routinely gather electronic service user feedback, and also seek opportunities for meaningful exchanges with young people about what they think. We hope to use this to improve our services. Our venue in the Rugby area offers a range of facilities for young people to utilise pursuing constructive activities. This is a key part of our continuing improvement cycle, and we hope to extend the use of this centre and the range of facilities offered.

In respect of our responsibility to the community, we have worked to ensure that young people are aware of the impact of crime and take responsibility for making amends for their behaviour. Recent practical Reparation work has included high quality signage for a local Farm which had been a victim of crime, work with a local professional Football Club to address issues of inappropriate behaviour at matches, and the creation of attractive outdoor furniture and equipment for woodland and rural venues.

We are mindful that the development of our services needs to address the diversity within our population, and ensure that the differing communities we service, both rural and semi urban, receive appropriate services. We are aware of the differing needs of our service users and proactively work to ensure relevant services and that if any disproportionality is identified we work to ensure that this is addressed. A key area of focus over the next year will be to ensure services for girls and young women receiving Pre Court outcomes receive appropriate services. We regularly receive feedback from young people that expresses appreciation for the quality of their relationship with case managing staff. We are keen to channel this positivity and engagement into support in shaping services.

GOVERNANCE, STRUCTURE AND PARTNERSHIPS

The partnership maintains a lively and functional Chief Officer Board (COB) which the HMIP Inspectorate confirmed has a strong strategic vision for the service. Senior representatives from all five statutory partners – Social Care, Education, Police, Probation and Health (both on behalf of the Clinical Commissioning Group, Providers and Public Health) are regular attendees and in addition we welcome the membership of the local Chair of the Youth Court Panel and the Warwickshire Police and Crime Commissioner. The partnership also appreciates the interest and contribution from the Youth Justice Board area representative whenever this is possible. The widespread commitment and interest from the full range of partners supports the YJS in the ongoing maintenance of strong multiagency working and ensures that everyone makes an effective contribution to improving the outcomes for YJS service users, their families and victims. The presence on the COB of a representative from the local Youth Court Panel (Magistrate Chair) provides an opportunity to share the perspective of sentencers within the discussions re future planning and resource allocation. It is pleasing that all Statutory Partners have maintained their staffing contributions within the YJS.

Chief Officer Board meetings are quarterly and are chaired by the Warwickshire County Council Director of Children's Services, with the Vice Chair being the Director of Public Health. The Board receives quarterly in depth performance and finance reports which we are increasingly used to guide our allocation of resources and priorities, in accordance with one of our Inspection recommendations. The Board has welcomed the continuous improvements in the analysis of our data, working to understand and address any disproportionality issues, to prioritise and get upstream of any trends or spikes in offending. In order to improve the connection between strategic decision making and operational delivery, each Board meeting includes a spotlight agenda item where a frontline worker shares an area of practice for

discussion and reflection. This will include feedback on outcomes for children and young people and the impact on their reoffending. These spotlights are particularly useful for identifying risks and gaps which need further prioritisation and focus.

The YJS is directly managed and supported by Warwickshire County Council (WCC) for the Partnership. During 2018/19 there have been changes in senior strategic leadership and management of the Service and a fresh appointment to the post of Service Manager for YJS. The YJS moved to be part of the Children and Families Service Group within the 'People' Directorate as part of the Transformation agenda within the County Council. This move facilitates the emphasis on a child focussed agenda of the YJS, allowing stronger links in terms of ensuring best outcomes for children and young people. These changes were smoothly managed and have been welcomed within the staff group and the Partnership. Strong links are retained with the Safer Warwickshire Partnership through membership of the Strategic Board and relevant sub groups. As part of the WCC Transformation agenda the YJS is well placed to adopt its core values and always aims with a child focus to

- Do what we say
- Help people and communities to find their own solutions
- Moving with purpose and energy
- Building strong partnership working relationships
- Focussing on solutions and outcomes
- Being the best we can be

The Youth Justice Service continues to enjoy the opportunity of a bespoke Information and Performance Officer within its service. This ensures our ability to monitor and meet Youth Justice Board grant conditions including the timely submission of data, compliance with Secure Estate transmissions and completion of Quality Assurance and National Standards audits. The key information also helps guide partners in the allocation of their resources to improve desistance and improve the quality of life for some of our most vulnerable children and young people.

RESOURCES AND VALUE FOR MONEY

The whole partnership continues to invest in the work of Youth Justice and this supports the financial grant contribution from the Youth Justice Board.

There are secondees within the YJS from Social Care, Probation, Police and Health in accordance with the Crime and Disorder Act 1998. Health delivery from our local RISE (CAMHS) service is embedded and it has been pleasing for our local substance misuse service (COMPASS) to receive dedicated funding from the Police

and Crime Commissioner to provide staff to work within the multiagency YJS partnership. Our education focus is provided from within the staff team funded by WCC and a current realignment of staff will result in a more focussed and dedicated service designed to relate to local education and training providers and the Inclusion services within the Local Authority. We are pleased to have identified the budget to continue to support a FTE Education Psychology service which is working to provide universal Speech Language and Communication screening for all statutory service user entrants. We have benefitted from a small European Social Fund grant (0.5 FTE post) to promote 'Active Inclusion' in education and training for our post 16 population, and this has supported the identified concern regarding this age group's engagement in what is one of the most significant protective factors against offending.

WCC efficiency savings were not required from YJS for 2019/20 but planning is in place to ensure that the service plays its part in the Transformation agenda whilst continuing to support the high quality of service delivery evidenced to date.

The Youth Justice Board grant is primarily utilised to fund staffing to support the priorities and delivery agreed by the Chief Officer Board and in accordance with the Conditions of Grant. Warwickshire is pleased to enjoy a strong partnership relationship with a Remand Foster placement service provided by Barnardos which is a creative and closely monitored service offering the courts a constructive alternative to Secure Remands. The dedicated Secure Remand grant received from the Youth Justice Board contributes to the purchasing of these services, and minimises the use of Secure Remand for some of the most challenging young people.

Table One at the end of this document outlines our resources and partnership contributions. In essence, the service is well resourced, sustained and valued by the local partnership. In terms of actual people working in the YJS, staffing vacancies are promptly addressed within the partnership, recent examples would be the recruitment of Probation secondees and social workers to join our workforce and maintain agreed staffing levels. Generally the level of staff turnover is low and retention levels are high. Staff enjoy being part of a high performing Youth Justice Service which offers good quality workforce development and supervision. Staffing trends and any turnover are overseen by the Chief Officer Board where any partnership difficulties can be addressed.

During 2019/20 the YJS has the benefit of a small grant from the Police and Crime Commissioner which will support the development and provision of our pre-court work both within Out Of Court Disposals and Prevention and Diversion.

PARTNERSHIP ARRANGEMENTS

The YJS sustains strong and active links with the Children and Families, SEND, Community Safety and Safeguarding partnerships with the intention of aligning Youth Justice Services both strategically and operationally across the widest partnership possible to avoid duplication and provide continuity.

Warwickshire was a regional lead in the adoption of the 'Trauma' informed/Contextual Safeguarding approach to understanding the offender journey. This is now locally referred to as an 'Enriched Case Management' approach and high risk young people receive additional scrutiny and resources with a view to ensuring that they get the enhanced approach that is necessary to address their offending behaviour and lifestyle. This approach is being shared across the wider partnership and similarly with our long history of Restorative Practice, the YJS is well placed to assist in the development of integrated services within Children and Families.

The YJS Service Manager is a member of the Warwickshire Safeguarding Children's Partnership which has recently been refreshed under the new Government guidance in respect of 'Working Together'. This continued membership provides opportunities to feed in any Critical Incident reporting to the wider partnership and ensure that the needs/issues in respect of safeguarding young offenders are included in the considerations of that Partnership. Other members of the YJS Chief Officer Board are also representatives within that Partnership and sub groups, and this ensures there is strategic opportunity to raise issues regarding the welfare and vulnerabilities of young offenders. The YJS recently contributed to a Partnership Learning Review event in respect of a particularly vulnerable child and there is active participation at both strategic and operational level. In addition the YJS Chief Officer Board members have embarked on an audit process of particular Youth Justice cases, supported by Operational Management. This provides the opportunity to individually examine and learn about particular high risk cases, using this insight and knowledge to inform strategic thinking and future resource allocation.

A key partnership priority within the local Safeguarding Partnership and across the wider Community Safety partnership is the prevalence of known Child Sexual

Exploitation (CSE) and Criminal Exploitation within our County. There is an awareness within the partnership that many young people travel to Warwickshire under duress to work or supply drugs and weapons. The bespoke CSE unit within WCC has become part of the additional portfolio of the YJS Manager and the overlaps in working are significant. This work is extending to include Criminal Exploitation and provides the opportunity for joint partnership working to address one of the key challenges for Warwickshire which is to work to find a suitable and safe response for our children subject to exploitation. Warwickshire YJS regularly utilises the National Referral Mechanism for exploited and trafficked children. There are case examples where this recognition has impacted upon police and court decision making. However there is no complacency about the national challenge that is shared in trying to ensure a joined up and modern response to these issues. The YJS Service Manager is part of the regional efforts to ensure that services are not confined to Local Authority boundaries and that the safeguarding of children and young people, who freely move around, is developed and becomes joined up.

YJS is directed represented on the Safer Warwickshire Partnership and provides regular reports and updates on trends and concerns within the service. There is also the opportunity for healthy dialogue and debate with representatives from Districts and Localities to ensure that the YJS is responsive to the needs of the communities it serves. YJS is a regular Channel Panel member and is part of the partnership service response to young people identified as vulnerable to radicalisation or extreme views contrary to the best interests of the community and individuals. Local team managers from the Youth Justice Service attend local Antisocial Behaviour and Neighbourhood groups to gain and share intelligence and insight into current concerns, but also offer a joined up response to key young people who are presenting a challenge.

The work of the Safer Warwickshire Partnership is supported by task groups including the 'Serious and Organised Crime Joint Action Group'. The YOT is a key member of this group which strives to highlight and develop the joint response to the increasing trend of weapon crime and organised violence. The YJS has been an active participant in the analysis of trends and the development of bids for funding to target these challenging issues. Within the YJS there are programmes and interventions designed to target weapon crime and responsibility.

The YJS is well supported by local Elected Members and the Service Manager has met with those who have a lead portfolio to ensure they are informed and have the opportunity to be actively engaged in the debates about priorities and response. There is an ongoing dialogue and spotlight visits are being undertaken by the lead Member for Children and Young People following the change in portfolio lead in April 2019.

Given that YJS is managed within the Children and Families Directorate, the opportunity to align the practice of Youth Justice has been enhanced. A new Early Help Strategy is being developed within the Directorate and the plan is to ensure that early interventions in Youth Justice, thresholds and the aligning of work is developed and sorted so that families receive joined up services at the early stages of concern. This will support and the YJS development of our Out of Court Disposals delivery.

It is pleasing that in Warwickshire the Children 'Looked After' (CLA) representation in our Youth Justice cohort is very small. However, joint work between YJS, commissioning and the CLA team is being undertaken to ensure that placement providers are actively committed to avoiding the escalation of offending by alternative forms of behaviour management, and to ensure that our CLA are given the best possible opportunities to thrive. The Clinical Commissioning Group representative on the Chief Officer's Board also leads the commissioning of health services for Children Looked After, thus providing a valuable link in this regard.

The YJS in Warwickshire has worked to develop its response to Out of Court Disposals and ensure that our services improve in line with our Inspection Improvement Plan. A joint decision making panel is now regularly convened and the use of Police Outcome 22 for very low level concern has meant that young people on the cusp of offending can be targeted and offered support. The joint working between Warwickshire Police and the YJS has been strong responding to the known need to drive improvements forward in this area of delivery. The assessment document developed locally embraces welfare need as well as the Youth Justice understanding of risk across the broad range of public protection, risk of reoffending and safeguarding concerns. The YJS also attends the Scrutiny Panel for Out of Court Disposals and welcomes partnership feedback on our decision making and practice. Warwickshire Police and the YJS will continue to closely monitor the functioning and decision making of our Out of Court Disposals Panel.

Co-location in the Justice Centres with Probation Services (both the National Probation Service and the local Community Rehabilitation Company) facilitates close working relationships, and the timely recruitment and secondment of staff by the National Probation Service has greatly facilitated the work of the YJS. Transition planning for young people is strong and links are in place to ensure that young people understand the differences in Adult Services and receive appropriate support at a challenging time.

Over the last year the YJS has worked to develop links with the Local Authority Education Services and a senior representative is now member of the Chief Officer Board. The YJS has started to attend Area Behaviour Partnerships and is looking to develop the work of YOT practitioners to address the key desistance factor of the educational/training engagement of young people. Recent successes within the

Active Inclusion Scheme has seen young people securing the CSCS card which enables them to find employment in the Construction Industry. The YJS has an Association of YOT Managers Award for Special Education Needs practice and the work of the purchased Educational Psychology Services is assisting us develop relevant speech, language and communication services as well as assisting young people reintegrate into education provision.

Our Public Health Strategy recognises key inclusion factors including Youth offending, and YJS has participated in the delivery of SRE awareness work within schools and other relevant venues. We are working to develop mental health services for young people on the cusp of the Youth Justice system.

A key business change for all YOT partnerships is the change in the National guidance relating to arrangements for Standards for the delivery of Youth Justice which will be fully implemented over this next planning cycle. The Chief Officer Board and the YJS Operational Management group have appointed leads for the five strands of delivery to identify key standards that will be expectations and apply in Warwickshire. This will be a key area of partnership working that addresses operational delivery but also contains our strategic ambitions for our services.

RISKS FOR FUTURE DELIVERY AGAINST THE YOUTH JUSTICE OUTCOME MEASURES

Our performance information confirms that WYJS is delivering against the three key national outcomes. YJS performance reports also focus on education and training engagement, disproportionality, overlap with Children Looked After.

A key challenge for Warwickshire is the major concern regarding child exploitation and the alignment of the management of YJS with the exploitation team is a tangible manifestation of the drive to improve services and address the issues on a multiagency basis. A refreshed Exploitation Strategy is being prepared and there are resources and staff in place to specifically address this area of challenge. There are also the resources provided by Barnardos, funded by the Police and Crime Commissioner. Through 2019/20 the aim is to review current working, improve our responses and develop a Contextual Safeguarding/Trauma informed approach to these issues. There is also an awareness within the broader Children and Families

Directorate (that reflects national concern) that the placement availability for exploited children is limited and often lacks the expertise to protect and ensure safety. Warwickshire encounters quite high numbers of children found running part of County Lines or 'cuckooing' in venues that create significant vulnerability to exploitation.

Within WYJS the disproportionality figures are relatively small, but there is recognition that in a predominantly white area, the experience of those from ethnic minorities may be particularly stark and harsh. It is pleasing that the Unaccompanied Asylum Seeker population is not particularly represented within the Youth Justice system. Supervision sessions with case managers, prioritise disproportionality as a standing item of the agenda and cases are considered on an individual basis with a view to sharing any concerns or trends more broadly.

As part of Inspection Improvement Plan, Warwickshire has purchased the licences for an electronic service user feedback system. All staff now have the utilisation of this process as part of their appraisal targets and a key plan is to ensure that service user feedback is routinely obtained, analysed and utilised to shape our services wherever possible. The Chief Officer Board has asked for regular updates on this area for development recognising that the Voice of the child is key for us all.

A key improvement area has been our work in relation to Out of Court Disposals, and we now have a sustainable Referral, panel decision making, assessment and intervention system with cascade training occurring to neighbourhood police teams. The Chief Officer Board receives updates on these developments at every meeting, and is aware of the potential for impact on the First Time Entrants statistics which are at present very positive. As the assessment tool becomes embedded it is hoped to invite some external practice improvement scrutiny to review our Out of Court Disposal Delivery to ensure it is modern and fit for purpose. This is a key part of the new standards for Youth Justice and our Chief Officer Board Police representative is a part of the developing our local standards.

Alongside the development of Out of Court Disposals, there is a need to revisit the Prevention and Diversion offer within the Service and align it with the Early Help offer. This work is expected to be completed by autumn 2019.

The changes in the required standards for the delivery of local Youth Justice represents a key challenge for all YJS partnerships including Warwickshire. The strategic board has set up leads for each of the five areas of delivery: Out of Court Disposals; Court work; Community cases; Custody and Transitions. The work to involve practitioners and service users in achieving best standards for best outcomes is work in progress with the required auditing planned for Spring 2020. This is a key business change for the service and will require prioritisation.

KEY ACTIONS MOVING FORWARD IN 2019/20

This plan has reflected on our achievements, challenges, aspirations and resources. Moving forward our plans aspire to being the best we can be. Our Chief Officer Board will regularly review our progress and challenges, reporting through to the Youth Justice Board representative.

Our key actions to drive continuous improvement are:

- Resources: maintain staffing levels; develop our Resource Centre for direct work with young people
- Professional Standards and Practice: implementation of New Standards for Youth Justice, continued embedding of our Enriched Case Management ('Trauma') approach; continue to address all aspects of Disproportionality; Support the implementation of 'Restorative Practice' within the Children and Families Directorate
- Service User at the heart of our work: further develop the collection and utilisation of feedback to shape our services
- Risk and Offender Management: continue to modernise and improve our response to all aspects of exploitation of children and young people; ensure we have relevant programmes to respond to serious crimes including those involving weapons and violence
- Responding to early signs of concern about offending: continue our progress in respect of Out of Court Disposal Delivery; Realign our prevention work within the wider Early Help Strategy

Appendix 1: Partner contribution to the youth offending partnership pooled budget 2019/2020

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police	187,479			187,479
Police and Crime Commissioner	75,000		5,000	80,000
Probation	72,624		5,000	77,624
Health	98,000		5,000	103,000
Local Authority	1,037,856		542,479	1,580,335
* Welsh Government				0
YJB	335,489		87,428	422,917
Other	20,000		22,443	42,443
Total	1,826,448	0	667,350	2,493,798

* Welsh YOTs only

* For multi-authority YOTs, the totality of local authority contributions should be described as one figure.

** Any money from the police and crime commissioner that has been routed through a local crime reduction partnership should be included here.

*** It should be noted that the 'Other' category is for additional funding that the YOT can use for general youth justice activities which are funded through other routes with governance sitting with the YOS Partnership Board.

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Cabinet

12 September 2019

Better Care Fund Plan 2019/20

Recommendations

That Cabinet:

- 1) approves the proposed contribution by the Council to the Better Together Care Plan for 2019/20 and the plan for resources.
- 2) delegates authority to the Strategic Director People to enter the proposed section 75 NHS Act 2006 agreement, on terms and conditions acceptable to the Strategic Director Resources, with Coventry and Rugby Clinical Commissioning Group, South Warwickshire Clinical Commissioning Group and Warwickshire North Clinical Commissioning Group for the delivery of the Better Care Fund Plan once completed.
- 3) approves the County Council continuing as the pooled budget holder for the fund.

1.0 Key Issues

- 1.1 The Better Care Fund (BCF) is a programme spanning both the local government and the NHS which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.
- 1.2 The policy framework for the Better Care Fund includes significant additional funding made available to councils in order to protect adult social care. This Improved Better Care Funding (iBCF) is worth £12.4m to Warwickshire in 2019/20. The iBCF funding conditions mean it must be used to support social care in the following ways: meeting adult social care needs; reducing pressure on the NHS; and ensuring the local social care provider market is supported.
- 1.3 For 2019/20 the additional funding made available to councils to support winter, the Adult Social Care Winter Fund (Winter Pressures grant) is also included in the Better Care Fund. The funding conditions mean it must be used to support the local health and care system to manage pressure on the NHS with particular reference to seasonal pressures.
- 1.4 Similar to last year, the Disabled Facilities Grant continues to be allocated through the Better Care Fund through top tier authorities due to its importance

to the health and care system. Decisions around the use of the DFG funding need to be made with the direct involvement of both tiers working jointly to support integration.

2.0 Background

2.1 The Better Care Fund policy framework was finalised and issued in July 2019 and outlines the Better Care Fund requirements for local areas for the final year of the BCF Policy Framework and programme. At the same time the submission requirements and timelines for local area plans were issued. As 2019/20 is the last year of the 5-year policy framework the policy framework and conditions set out that it is expected that existing plans and activity will continue.

2.2 The policy framework outlines the four national conditions:

1. **A jointly agreed plan** - That a BCF Plan, including at least the minimum mandated funding to the pooled fund specified in the BCF allocations and grant determinations, must be signed off by the Health and Wellbeing Board (HWB), and by the constituent local authorities (LAs) and CCGs. In 2019/20 for Warwickshire the pooled budget is £55,697m.
2. **NHS contribution to social care is maintained** - A demonstration of how the area will maintain the level of spending on social care services from the CCG minimum contribution in line with the uplift to the CCG's minimum contribution. In 2019/20 for Warwickshire the minimum contribution is £13,028m.
3. **Agreement to invest in NHS commissioned out-of-hospital services** - That a specific proportion of the area's allocation is invested in NHS commissioned out-of-hospital services, which may include seven day services and adult social care. In 2019/20 for Warwickshire the minimum contribution is £10,411m.
4. **Implementation of the High Impact Change Model (HICM) for Managing Transfers of Care** – This requires a clear plan on managing transfers of care, including implementation of the HICM. As part of this, all HWBs must adopt the centrally-set expectations for reducing or maintaining rates of delayed transfers of care (DToC) during 2019-20 into their BCF plans.

2.3 In addition, there are four specific areas of focus within the policy framework and performance will be measured against the same National Performance Metrics as previous years, these being:

- Non-elective admissions (specific acute);
- Admissions to residential and nursing care homes;
- Effectiveness of reablement; and
- Delayed Transfers of Care (DToC)

2.4 As in previous years the focus on Delayed Transfers of Care (DToC) will continue and includes the requirement to ensure the High Impact Change Model to manage transfers of care is implemented across all areas.

3.0 Warwickshire Better Care Fund Plan 2019-20

- 3.1 Locally our plan for 2019/20 will continue to be based on our long term vision, as outlined in our original submission in 2015/16 and builds on the progress made from 2016-19 and focusses our activities to improve our performance in the four key areas above.
- 3.2 In addition to the continuation of existing and on-going schemes it is proposed that the following three key areas of focus are incorporated for 2019/20: Social Prescribing, Housing and Residential / Nursing Care Commissioning (Accommodation with Support) with Assistive Technology as a cross-cutting enabler across all three.
- 3.3 Funding sources and expenditure plans

		2019/20		
		Pooled Contribution	Aligned Allocation	Total Budget
		£'000	£'000	£'000
Minimum NHS ring-fenced from CCG allocation	SW CCG	17,160	39,030	56,190
	WN CCG	12,288	21,445	33,733
	C&R CCG	7,045	13,042	20,087
Disabled Facilities Grant (DFG)		4,517	0	4,517
Warwickshire County Council Improved Better Care Fund (IBCF)		12,454	0	12,454
Warwickshire County Council Adult Social Care Winter Fund (Winter Pressures grant)		2,234	0	2,234
Warwickshire County Council		0	60,374	60,374
Total Pooled Contribution		55,697*		
Total Additional Aligned Allocation			133,891	
Total Budget				189,588*

4.0 Timescales associated with the decision and next steps

4.1 The planning process for 2019/20 requires our BCF Plan submission (planning template) and supporting documentation to be finalised and submitted by the 27th September 2019.

4.2 The timeline for assurance and moderation is as follows:

BCF Planning Submission deadline	By 27 th September 2019
Regional and moderated assurance	By 30 th October 2019
Cross regional collaboration	By 5 th November 2019
Assurance recommendations considered by Departments and NHSE	5 – 15 th November 2019
Approval letters issued giving formal permission to spend (CCG minimum contribution)	W/C 18 th November 2019

4.3 If no plan is submitted, one or more of the national conditions are not met, there is no local agreement on the use of local authority grants (DFG, iBCF and Winter Pressures), there are no plans in place for the delivery of metrics or the Health and Wellbeing Board do not approve the plan, escalation will be considered.

4.4 Following finalisation of the plan, it is proposed that an updated section 75 agreement will be finalised and signed by Warwickshire County Council, Coventry and Rugby CCG, South Warwickshire CCG and Warwickshire North CCG. Section 75 agreements to be signed and in place by the 15th December 2019.

4.5 As part of the development of the section 75 agreement and to support closer integration it is proposed that all partners continue to align Out of Hospital service provision and funding across the county, to support greater transparency and enable an improved understanding for future risk sharing.

5.0 Financial Implications

5.1 The programme and initiatives for its success are in part funded through national grants: Better Care Fund, Improved Better Care Fund and Winter Pressures Grant (2019.20: £55.7m). The former comes from the Department of Health and Social Care through Clinical Commissioning Groups, while the latter two are received by local authority from Ministry for Housing, Communities and Local Government. All three are dependent on meeting conditions that they contribute towards the programme and the targets, and that plans to this effect are jointly agreed between Clinical Commissioning Groups and the Local Authority under a pooled budget arrangement.

- 5.2 The funding is temporary, awaiting a national Social Care funding review, and, in order to counter the risk inherent in temporary funding, all new initiatives are temporary or commissioned with exit clauses. There are, however, a number of areas where the funding is being used to maintain statutory social care spending and this would require replacement funding if the Better Care Fund was removed without replacement. This risk is noted in Warwickshire County Council's annual and medium term financial planning.

6.0 Environmental Implications

- 6.1 None.

Background papers

None

	Name	Contact Information
Report Author	Rachel Briden	rachelbriden@warwickshire.gov.uk Tel: 01926 74 6978
Assistant Director	Becky Hale	beckyhale@warwickshire.gov.uk Tel: 01926 74 2003
Strategic Director	Nigel Minns	nigelminns@warwickshire.gov.uk Tel: 01926 41 2665
Portfolio Holder	Cllr Les Caborn	cllrcaborn@warwickshire.gov.uk

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

Local member(s): N/a

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

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