

Cabinet

Date: Thursday, 9 July 2020
Time: 1.45 pm
Venue: On line

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) Minutes of the Previous Meeting

To approve the minutes of the meeting held on 11 June 2020.

5 - 12

(4) Public Speaking

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

2. One Organisational Plan 2019/20 Year end Performance Progress Report Period under review: April 2019 to March 2020

13 - 24

A regular report to Cabinet indicating the Council's performance against target set out in the Council's Plan.

- 3. A Financial Framework for the 2021/22 MTFS and Managing the Covid-19 Financial Impact** 25 - 40
- The purpose of this report is to review the Medium Term Financial Strategy in the light of the Covid-19 crisis and its impact on the Council's finances.
- 4. DSG Recovery Plan and DSG Sustainability Plan** 41 - 70
- A report concerning the Dedicated Schools Grant and the funding of special education in Warwickshire.
- 5. Education (Schools) Capital Programme 2020/21** 71 - 88
- This report seeks Cabinet approval to the allocation of funds related to school development to the Capital Programme.
- 6. Covid-19 and Black and Minority Ethnic Communities** 89 - 110
- A report that review the incidence of Covid-19 on people from black and minority ethnic communities.
- 7. Trinity Catholic School, Leamington Spa** 111 - 120
- A report that sets out arrangements for the future of Trinity School in Leamington.
- 8. Children and Families Change Programme Update** 121 - 134
- The report outlines the Children and Families Change Programme and work completed to date.
- 9. Reports Containing Confidential or Exempt Information**
- To consider passing the following resolution:
- 'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972'.
- 10. (Exempt) Holly Walk House, 56-58 Holly Walk, Leamington Spa** 135 - 194
- An exempt report concerning the future of Holly Walk House in Leamington Spa.

11. (Exempt) Establishment of a Warwickshire County Council OFSTED Registered Children's Home

195 - 200

An exempt report that sets out details of a proposed children's home for the County.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

To download papers for this meeting scan here with your camera



Disclaimers

Disclosures of Pecuniary and Non-Pecuniary Interests

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

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

Non-pecuniary interests must still be declared in accordance with the Code of Conduct.

These should be declared at the commencement of the meeting

The public reports referred to are available on the Warwickshire Web

<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

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 Democratic Services 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.

Cabinet

Thursday, 11 June 2020

Minutes

Attendance

Committee Members

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

Officers

Monica Fogarty, Chief Executive
Nigel Minns, Strategic Director for People
Mark Ryder, Strategic Director for Communities
Rob Powell, Strategic Director for Resources
Mark Ryder, Strategic Director for Communities
Paul Williams, Democratic Services Team Leader

Others Present

Councillors

Adkins, Bell, Boad, Brain, Chilvers, Cooke, Falp, Fradgley, Holland, Kondakor, O'Rourke, Redford, Rickhards, Roodhouse, Singh Birdi, Stevens, Webb, P. Williams

1. General

Councillor Izzi Seccombe (Leader of the Council and Chair of Cabinet) welcomed everyone to the meeting. Before the main business of the meeting was commenced, Councillor Seccombe took time to remember Councillor Bill Olnier who had passed away in May. The meeting was told that Councillor Olnier had been a friend to all and that his experience in supporting the public sector and his commitment to the people he served would be greatly missed. Cabinet observed one minute's silence in memory of Councillor Bill Olnier.

(1) Apologies

Apologies had been received from Councillor Richard Chattaway who was in poor health. The

meeting united in expressing to Councillor Chattaway their best wishes.

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

No declarations of interest were made to the meeting.

(3) Minutes of the Previous Meeting

The minutes of the meeting of Cabinet held on 14 May 2020 were agreed as a true and accurate record for signing by the Chair. There were no matters arising.

(4) Public Speaking

No persons had registered to speak at this meeting.

2. Covid - 19 Recovery and Reform

Councillor Seccombe introduced the published report explaining that it was one of a suite of three for consideration by Cabinet on Covid-19 recovery. Officers across the council were commended for their ongoing hard work and ability to adapt to new ways of working. Particular mention was made of the proposal to establish four short-life member working groups that will focus on how recovery from the current pandemic can be optimised.

Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) expressed his group's broad support for the principles and processes set out in the report. The matter, he stated, was complex and pace would be required if the working groups were to achieve their aims. A major concern for Councillor Roodhouse was the impact of the pandemic on learning. There already exist significant gaps around poverty. It would be necessary, he suggested, to review the child poverty strategy in the light of current circumstances.

Councillor Maggie O'Rourke emphasised the need to give thought to health and well-being issues as well as to the economy. Waiting lists at hospitals are already under pressure and a second Covid-19 spike could see a serious further depletion of services.

Councillor Kam Kaur (Portfolio Holder for Customer and Transformation) drew Cabinet's attention to the diagram on page 16 adding that it illustrated the complexity and interrelationships of the issues to be addressed. She stressed the need for Councillors to make a useful contribution to the ongoing work.

Councillor Helen Adkins (Deputy leader of the Labour Group) thanked the meeting for its comments regarding Councillor Bill Oler and for its support for Councillor Chattaway. She welcomed the proposals as set out in the report and looked forward to contributing to their implementation.

Resolved:

That Cabinet:

- 1) approves the proposed recovery objectives and principles as set out in paragraph 2.2 of the report;
- 2) approves the revised Council Change Portfolio as set out in paragraph 2.6 of the report;
- 3) supports the approach to partnership working at regional, sub-regional and county level, and approves the joint recovery statement (Appendix A);
- 4) authorises the Chief Executive to commence the activity required to develop a recovery plan for presentation to Cabinet in September, with associated delivery plans; and
- 5) approves the establishment of four time-limited cross-party Member working groups aligned to the four recovery themes set out in paragraph 2.6.3 and chaired by the relevant Portfolio Holder, with nominations for membership to be sought from Group Leaders.

3. Warwickshire Place Shaping Programme

Councillor Peter Butlin explained that the place shaping agenda had been in development since before the Covid-19 crisis. However, early thoughts have been revised to take account of the current and future position. Work has been undertaken to identify all the assets held by the County Council and by district and borough councils across Warwickshire. The key is to stimulate growth and to provide an environment that will enable businesses to flourish. Cabinet was informed that the Covid-19 crisis could lead to 100000 job losses across Warwickshire. However, the strengths that have made the Warwickshire economy strong in the past still exist and can be exploited.

Councillor Keith Kondakor noted that the place shaping programme could provide many opportunities for transport, citing electric bus development, new cycle routes and NUCKLE. Councillor Kondakor also pointed out that reduced patronage on buses and trains has damaged their viability.

Councillor Butlin expanded on the point made regarding electric buses. Not only would these increase connectivity, their use in Warwickshire would highlight that the county is a centre for electric vehicle development.

Resolved:

That Cabinet:

- 1) Approves the objectives for the Warwickshire Place Shaping Programme, as set out as set out in paragraph 3.1 of this report.
- 2) Agrees to investigate the establishment of a Warwickshire Recovery and Investment Fund (WRIF) to support the County's post-Covid19 economic recovery and long-term place development.

3) Authorises the Strategic Director for Resources to establish effective governance arrangements for the Place Shaping Programme, including close collaborative working with key partners, and a robust framework for effective programme delivery.

4. Covid-19 Economic Recovery

Councillor Izzi Seccombe informed Cabinet that the current Covid-19 crisis had damaged the economy. There was no certainty of what the future of the economy held but it will be important to build on Warwickshire's past successes and learn new lessons.

Referencing page 39 of the published agenda and report pack, Councillor Jerry Roodhouse suggested that the proposed member working groups will need to focus on a very few key items. Councillor Seccombe agreed with this point in principal but suggested that before any attempt is made to shorten the list of proposed outcomes, the member groups should meet and report.

Resolved:

That Cabinet approve:

- 1) the proposed approach to economic recovery for Warwickshire County Council as set out in this paper, as an initial framework to inform the Place, Economy & Climate theme of the Change Portfolio, to be taken forward with members and partners.
- 2) the set of short-term support measures (set out in paragraph 2.7) recommended to support businesses and the economy in this immediate recovery foundation stage subject to the availability of funding.
- 3) the proposal to increase by £2.5m the indicative funding allocation of the "Place Shaping and Capital Investment Feasibility Fund" to a total of £7.5m, enabling this fund to support up to £4m of proposed economic recovery work, balanced by a reduction in the other investment funds proposed in section 3.

5. SEND Change Programme

Councillor Colin Hayfield (Portfolio Holder for Education and Learning) introduced the report and invited questions. Councillor Helen Adkins (Deputy Leader of the Labour Group) welcomed the report but emphasised the importance of parental choice. She stated that some parents will prefer to see their children in mainstream schools and questioned whether there will be the capacity in special schools to manage increases in demand.

Councillor Jerry Roodhouse expressed his concern over the increasing backlog of Education Health and Care Plan (EHCP) work. He also sought assurance that stakeholders including parents and carers will be engaged with as part of the development process.

Councillor Jonathan Chilvers (Leader of the Green Group) welcomed that the matter is to be considered by the Children and Families Overview and Scrutiny Committee. One area of concern was the increasing demand for SEND services. Councillor Chilvers observed that SEND funding in Warwickshire is lower than in other parts of the country.

Councillor Peter Butlin observed that SEND is a national issue that has seen the age range of young people supported increase along with parental expectations of the service. He concluded by stressing the need to lobby government for additional funding.

Councillor Hayfield responded the points made by members. He agreed that many parents wish to see children educated in mainstream schools. Efforts to manage work around EHCPs will continue although the need to review a child's EHCP on a regular basis adds to the workload. It was, he agreed, good that the OSC will be reviewing the programme. In concluding, Councillor Hayfield stressed the importance of early intervention but noted that funding for this service area has been cut.

Resolved:

That Cabinet

- 1) Approves the development of a SEND & Inclusion Change programme, adopting as a framework the four elements set out in paragraph 2.1
- 2) Supports the further detailed scoping of the SEND Change Programme, with proposals for prioritisation of projects across the four work streams including the DSG recovery plan to be brought back to Cabinet in July

6. Delegated Budget Scheme - Covid Response and Long Term Scheme Proposals

Councillor Jeff Clarke (Portfolio Holder for Transport and Planning) introduced the report and summarised its key elements. In response Councillor Keith Kondakor observed that a number of the work types listed on page 45 of the agenda pack were on-going maintenance. They were not new projects. In addition, Councillor Kondakor requested that greater emphasis be placed on sustainable schemes such as bus shelters and the installation of cycle stands at shops.

In response to a question from Councillor Adkins around scheme progress during and post Covid-19, Cabinet was informed that an officer from each area will work with contractors to ensure that as much gets done as possible.

Resolved:

That Cabinet supports the proposed changes to the Delegated Budget Scheme and implements them for the 2021/22 financial year.

7. Historic Bridge Maintenance Programme - Capital Programme Entry

Following a brief introduction by Councillor Jeff Clarke, Councillor Seccombe outlined the project. There were no questions from the floor.

Resolved:

That Cabinet recommends that Council:

- 1) Approves the addition of the Historic Bridge Maintenance Programme to the capital programme at an estimated cost of £6.30m, funded from the Capital Investment Fund (CIF) and the Department for Transport (DfT) Challenge Fund

Subject to the approval by Council of the recommendation above that Cabinet:

- 2) Approves the submission of applications for planning permissions, any other requisite consents and any other agreements with landowners or agencies.
- 3) Authorise the Strategic Director (Communities) to invite tenders, where the expected individual contract value requires and enter into the appropriate contracts on terms and conditions acceptable to the Strategic Director (Resources)

8. 2019/20 Financial Outturn Report as at 31 March 2020 – Capital and Revenue

Councillor Peter Butlin (Deputy Leader – Finance and Property) briefed Cabinet on the key elements of the published report. As part of his introduction Councillor Butlin highlighted that it will be necessary to use some reserves as part of the financial management around Cod-19. In addition, he noted that there is expected to be slippage on projects owing to the impact of the pandemic.

Councillor Keith Kondakor emphasised the usefulness of separating out Covid-19 related projects. He noted that the pandemic had led to an acceleration of some projects such as the new telephony system. Concerning the additional funding that has been made available for the reallocation of road space, Councillor Kondakor observed that where projects are unable to progress, the funding should be reassigned. On this latter point Cabinet was informed that the funding for reallocation is set to come from central government.

Resolved:

That Cabinet:

- a) Notes the net spend of £272.8m in 2019/20 and the consequent revenue underspend of £14.2m for the organisation at the end of the One Organisation Plan 2020;
- b) Notes the explanations and mitigating actions put forward by Services for variations to budgets, and the implications on the Medium-Term Financial Strategy, as set out in paragraph 3.2;
- c) Notes the capital spend in 2019/20 of £109.6m and its financing;
- d) Approves the carry forward of specific services' revenue budget from 2019/20, to support the delivery of the Council Plan in 2020/21, as outlined in paragraph 5.7 and Appendix O; and

e) Notes the current reserves position for the organisation, and the implications of diverting funds held for longer term plans and risk mitigation to meet any unfunded Covid-19 costs.

9. Treasury Management Outturn 2019/20

In introducing the report Councillor Peter Butlin thanked officers for their management of the council's finances particularly during the current crisis. He noted that very low interest rates are hampering investment and stated that the Public Works Loans Board was being lobbied to move to new lower debts.

Resolved:

That Cabinet notes the Treasury Management outturn in respect of 2019/20.

Any Other Business

Councillor Jeff Morgan (Portfolio Holder for Children's Services) reported that a number of laptop computers have now been distributed to vulnerable families and that a request has been submitted to the DfE for a further 140 to be provided to young carers.

The meeting rose at 14:58

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Chair

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Cabinet

One Organisational Plan 2019/20 Year end Performance Progress Report Period under review: April 2019 to March 2020

9 July 2020

Recommendation

That Cabinet consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Report Summary

- 1.1. This report outlines the performance of the organisation at the year-end position, 1st April 2019 to 31st March 2020.
- 1.2. Key human resources performance is outlined and high-level risks to the Council are highlighted within the report.

2. Performance Commentary

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

- **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 64 Key Business Measures (KBMs).

Outcome	No. of KBMs
Warwickshire's communities and individuals are supported to be safe, healthy and independent	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	12

In addition, to demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources**, performance is assessed against a total of 29 KBMs.

As the Organisation continues to transform, this is the first full year performance report that will be reported against the new

Framework. The new measures included in the Framework provide a sharpened focus on performance linked to the Organisation’s priorities. Detailed performance has been visualised utilising the functionality of the Microsoft Power BI system.

Due to the WCC response to the ongoing Covid-19 pandemic the collection of the year end performance was delayed.

2.2 At the year end, 30% (19) of KBMs achieved target while 41% (26) of KBMs are behind target. The remaining 30% KBMs (19) are either not targeted or reported in arrears.

Chart 1 below summarises KBM performance by outcome.

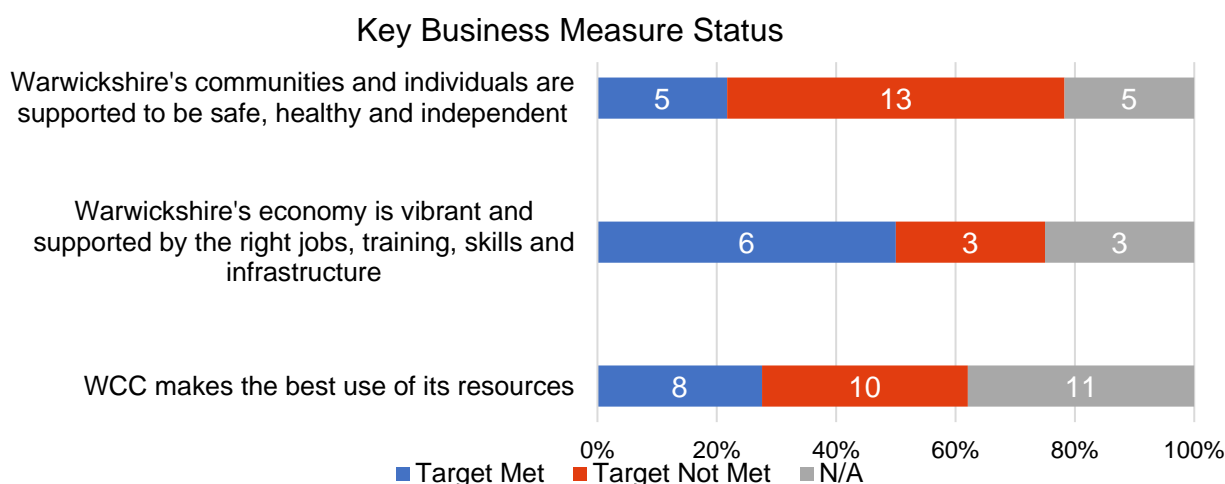


Chart 1

2.3 Of the 30% (19) KBMs which are on track and achieving target there are several measures where performance is of particular note, including:

- % of household waste reused, recycled and composted, which is ahead of target even though Nuneaton & Bedworth Borough Council has started charging for green waste which has resulted in less recycled waste from them;
- No. of permanent admissions to residential or nursing care (under 65) as the year-end target has been met, 57 compared to a target of 60;
- % Warwickshire broadband coverage where the year-end performance of 98.2% exceeded the 95% target, this is particularly of note considering the reliance on broadband with more people working from home during the Covid-19 Pandemic; and
- No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner’s Office adverse decisions for WCC, with a year-end result of 7 compared to previous year of 16. It should be noted that there were no successful Judicial Reviews against the Council.

2.4 The full set of KBMs form the basis of the 2020/21 performance framework and therefore forecast performance projection for the next reporting period is included in this report. As targets have yet to be agreed the projection is based on measure

owners' current understanding of forecast performance levels. Chart 2 illustrates the considered forecast performance projection over the forthcoming reporting period.

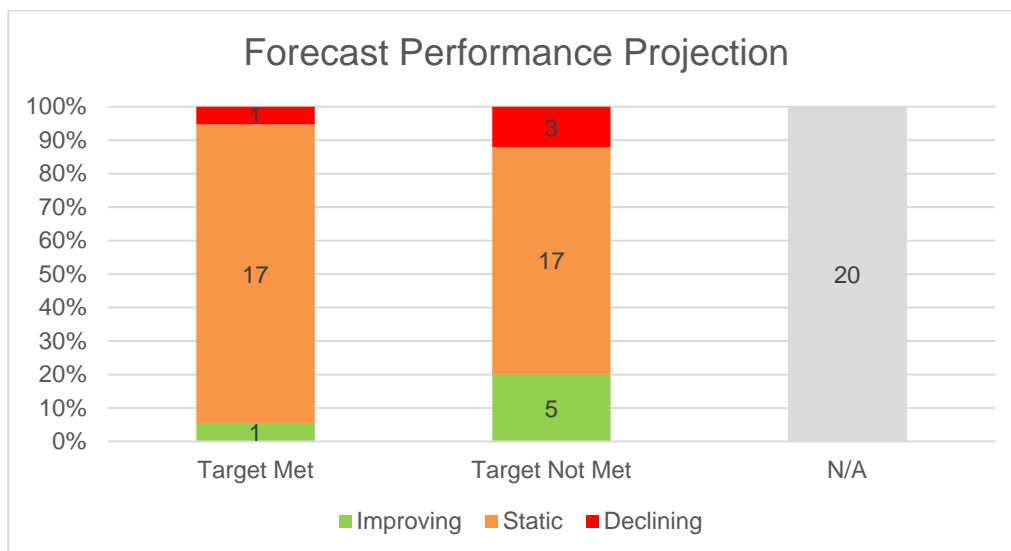


Chart 2

Of the 64 KBMs, 30% (19) have a forecast performance projection to remain on track over the next reporting period. For the KBMs that are not on track, forecast performance is projected to improve for the following 5 KBMs:

- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET);
- % HROD priorities completed;
- % of Capital construction projects which fully deliver defined business case criteria; and,
- % net variation to revenue budget.
- % of children looked after (CLA) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption

The table below highlights the 15 KBM's, including remedial action being taken, where forecast performance is projected to remain below target and static.

Measure	Remedial Action
Warwickshire's communities and individuals are supported to be safe, healthy and independent	
% of placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission	<p>The team will continue to work with all commissioned and spot purchase providers. Those who have experienced a reduction in ratings will be given priority to ensure they return to an acceptable quality.</p> <p>The team have and will continue to work virtually (unless a physical visit is urgent or essential) using an iterative</p>

	<p>process to quality assurance and ensure they have evidence to assure services are safe and effective.</p> <p>It should be noted that due to timescales between Care Quality Commission (CQC) inspections it can take several months for increases in quality to be reflected in CQC ratings, therefore there may be a delay in the required upward trajectory. This will be especially significant during the next quarters as during the pandemic the CQC and Quality had halted completing one-site quality visits to providers.</p> <p>As on-site visits restart there could be delays in rating changes even when work has been completed with providers and there has been an improvement in quality. This is as priority may be given to assuring those provisions where negative feedback has been given and concerns raised.</p>
<p>% of Women who smoke at the time of delivery across Warwickshire</p>	<p>WCC commissioned a Smoking in Pregnancy (SIP) review on behalf of the Coventry & Warwickshire Local Maternity System (LMS). The Review report and its recommendations now completed and beginning to be disseminated to key strategic forums. The main recommendations include: developing a comprehensive Coventry & Warwickshire Tobacco Control Programme (TCP); implementing a systematic approach to smoking cessation within maternity services and across the LMS based on evidence-based BabyClear approach; co-produce a new model of specialist smoking in pregnancy services; Recruiting a strategic Smoking Free Pregnancy Programme Manager to work across the LMS and within the TCP.</p>
<p>No. of people with a learning disability or autism in an inpatient unit commissioned by the CCG</p>	<p>Arden Transforming Care Partnership (TCP) was significantly over its targets at March 2020. Based on this performance, Arden Transforming Care Programme is in escalation with NHS England (NHSE).</p> <p>An escalation meeting was held on 17 June 2020 with the NHSE's Regional Director. An action plan has been created to reduce admissions and to ensure discharges take place.</p> <p>2020/21 monthly targets have been agreed with NHSE to give a path to achieving the March 2021 target of 8.</p>
<p>No. of permanent admissions to residential or nursing care: over 65</p>	<p>Continue with strengths-based practice across Adult Social Care. Supporting people to identify their strengths and the support they have available from their personal networks or the wider community will allow them to be independent for longer.</p>
<p>% of Warwickshire pupils attending</p>	<p>Maintained category C and D schools continue to receive support from Learning Improvement Officers and school</p>

schools (including nursery schools) judged Good or Outstanding by Ofsted	consortia are being funded for school improvement projects many of which focus on the current Ofsted framework. However, as of March 2020, Ofsted have ceased all inspections and those reports that were yet to be published won't be released until schools are re-opened.
No. of children looked after (CLA) excluding unaccompanied asylum-seeking children (UASC)	<p>A number of processes are in place to manage demand, reduce the time children are in care and to increase the number of children and young people leaving care, these include:</p> <ul style="list-style-type: none"> • Children's Decision Making Panel; • improved Special Guardianship Order (SGO) offer; and • increased discharge of Care Orders. <p>A number of work areas within the Children and Families change programme will help to reduce the number of children in care. These work areas will start to become operational during 2020/21.</p>
No. of children looked after with a disability (open to Children with Disabilities Team)	<p>The vast majority of children with a disability are supported through a range of short breaks.</p> <p>Continuing oversight to ensure the right children are in care and the service believe they are.</p> <p>The service will embed early help offer and child in need support to prevent situations escalating and children needing to become looked after. There will be a renewed focus on permanency arrangements where applicable and appropriate for children with disabilities.</p>
No. of fire related deaths	The Service fully investigates any fire related deaths in an effort to understand causes and identify any appropriate remedial action, this includes working with WCC colleagues and partner agencies to help identify, prevent or tackle upstream risks and issues
No. of fire related injuries	The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activities. Similarly, to the fire related deaths measure, the Service will continue to work with WCC colleagues and partners to better understand any underlying causal factors (such as mental health issues or alcohol / drug dependencies etc) in the endeavour of preventing similar incidents and injuries in the future.
% times a fire appliance arrives at life risk or property incidents within agreed response standards	The Service deploys staff flexibly across different duty systems to provide optimum operational crewing at any given time, e.g. on-call staff will be utilised to support whole time crewing when needed and vice versa. Recruitment and retention of on-call firefighters is an ongoing challenge, reflecting the national picture, but the Service has seen significant improvements in on-call availability in recent

	<p>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 to remote rural areas which the Service knows it will struggle to reach within the 10 minute response time. The property strategy of a more dispersed provision of our Prevention, Protection and Response services will be a key factor in improving performance in this area. Recent independent risk profiling work supports this strategy.</p>
<p>Rate of total recorded crime per 1,000 population</p>	<p>Whilst the crime rate per thousand population remains within target, there is a renewed focus on serious violence, which although low compared to other most similar authorities, did see a rise in 2019/20. The Safer Warwickshire Serious Organised Crime Joint Action Group, has been refreshed and is taking a lead on this area. The Safer Warwickshire Serious Organised Crime Joint Action Group, has been refreshed and is taking a lead on this area.</p> <p>To support this, each Community Safety Partnership (CSP) area has completed its Strategic assessment and has set priorities to address the local trends in each area through a multiagency action plan. These action plans alongside the monthly partnership problem solving meetings will identify trends and implement actions to address concern areas as quickly as possible. Analysts from the Police and the CSP's will monitor the trends and provide analytical products that will assist in identifying the most appropriate actions to address trends.</p> <p>The Safer Warwickshire Officer pilot is currently being developed which will also contribute to this agenda. The proposal is for an Officer in the north and in the south of the county who will work to deliver the agreed SWPB objectives.</p>
<p>No. of people killed or seriously injured on our roads</p>	<p>WCC prioritises funding to those locations and interventions that will have maximum in terms of casualty reduction. Approval has been given for investment in to 3 casualty reduction schemes and a pilot implementation of average speed cameras: - Casualty reduction road improvement project at the junction of the A439 and Hatton Bank Lane. Signalised junction casualty reduction scheme at the Green Man Crossroads, Coleshill. Part fund the Portabello Crossroads Signalisation casualty reduction scheme. There has also been a commitment of investment to provide new safe cycling facilities between Kenilworth to Leamington, Hinckley and Nuneaton & Nuneaton and Coventry. WCC has reinvigorated the Warwickshire Road Safety Partnership and established a Strategic Partnership Board. This will provide greater oversight and strategic</p>

	direction for the road safety partnership working between WCC Road Safety, Fire & Rescue and Warwickshire Police and other partners. A road safety partnership coordinator post has been funded by WCC and will provide support to partners across the shared road safety activities.
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	
Cost (£) of SEND Home to School transport provision	Growth in pupil numbers and delays in building work intended to increase capacity in Warwickshire's own in County specialist provision, has meant the service has been unable to reduce numbers in Out County provision as planned. Long term plans continue to provide more in county provision and reduce travel costs.
WCC makes the best use of its resources	
% of capital expenditure against budget	<p>The spend in 2019/20 of £109.628m is £20m to £25m higher than in recent years and represents a step change in the level of capital investment, although this still fell short of the £143.979m budget. Whilst there are still improvements to be made, the level of spend in 2019/20 indicates a direction of travel that will support the Authority in delivering on its ambitions and supporting investment in the infrastructure of Warwickshire. The £31.380m of planned spend that has moved into future years includes £2.971m of new schemes and £13.985m of expected spend on S278 funded schemes where we have little control over the timing. Net of these the underspend for quarter 4 was £17.395m.</p> <p>For 2020/21 there has been a concerted focus on redeveloping the Capital Framework and identifying mechanisms to accelerate capital schemes help minimise future capital slippage. Covid-19 has impacted the rollout of the new framework and delayed the delivery of both existing schemes and the ability to approve and start new schemes though so is likely to further impact on this KBM for 2020/21. As part of the Covid recovery work efforts are being made to identify schemes that can be fast tracked to try and provide greater economic stimulus though.</p>
% of revenue growth achieved against target	Whilst 2019/20 performance was on target, Covid-19 and the subsequent lowering of the Bank of England base interest rates have significantly impacted the targeted performance for Treasury Management investments expected within the MTFS. The TM strategy dictates security and liquidity outweigh return, consequently short-terms decisions during Covid have had to be made to protect cash holdings and to ensure sufficient available cash balances exist to support earlier payments to suppliers and to mitigate emerging Covid financial risks. The local authority loans market has also been relatively static during this period. As a result of these factors this KBM will not be achieved for 2020/21. Work is also in train

to identify new investment options that align with the agreed TM strategy that offer increased yields to limit any reduction. The financial shortfall in 2020/21 will be offset using the interest volatility reserve. The reserve specifically exists to manage unpredicted national changes to interest rates outside of our control.

Two further measures, ‘% staff satisfaction with modern working arrangements’ and ‘% leaders and managers driving a high performance culture’ were reported as being below target as part of the Quarter 3 report, however as they are taken from the annual staff survey, performance will have remained the same since that point. We will only have a revised figure against these measures when a staff survey asks the same question later this year, and anticipate that current Covid-related working arrangements may impact the results.

Finally, forecast performance is projected to decline for the following 3 KBMs which are already below target:

Measure	Remedial Action
Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure	
% biodiversity net gain in Warwickshire	The Habitat Biodiversity Audit continues to map urban area in more detail through satellite imagery thereby lower value habitat is being added to the total area covered in Warwickshire. Therefore, a decline is anticipated with no remedial action. However, the annual decline equivalent to 2208 hectares is high and an averaged decline of 1439 hectares is of concern. This may be due to uncertainties of post Brexit agricultural payment schemes and a shift to greater production in the interim, Further analysis would be required to determine which habitat is being lost.
WCC makes the best use of its resources	
No. of days sick leave per FTE (rolling 12 months) (WCC)	Whilst the main reasons for sickness absence have been constant, we have seen an increase in absence for stress and mental health related reasons during 2019/20. During 2020/21, to improve performance we will introduce a specific project focused on building a sustainable and resilient workforce. This project will be a key part of our refreshed Our People Strategy which will sit within the Change Portfolio and will contribute to our organisational recovery plans. We will improve our data analysis and collation, use the results of our staff wellbeing check-ins to inform our actions, build stronger links with Public Health working together on proactive interventions which particularly target mental health and wellbeing and support our managers to have constructive conversations with staff about their health and wellbeing. We will build on the pilot which has been running in the Resources Group which has introduced a more robust approach to improve the management of

	sickness absence. We will establish performance targets which will help drive improvement and progress against targets will be reported through the Change Portfolio. Given the impact of Covid, we expect performance to be uncertain for the first 6 months of 2020/21, however we expect to see an improving picture during the second half of the year.
% of revenue savings achieved against target	<p>In 2019/20 92% of MTFS savings options were fully achieved, with a further 3% partially achieved. The non-achievement of the Looked After Children saving is the main cause for the large financial impact of shortfall, representing 72% of the £3.696m undelivered savings. This shortfall had been anticipated and was resolved as part of setting the 2020/21 budget.</p> <p>For 2020/21 though the initial assessment of the impact of Covid-19 estimates as much as £3.8m of the committed MTFS savings may not be delivered due to delays in starting delivery. Services are actively reviewing this as part of the quarter 1 financial monitoring to establish how much of the £3.8m may still be at risk. Where savings delivery is still impacted services are being asked in the first instance to identify any alternative options to address the gap. Ultimately any shortfall will be covered by the Covid-19 funding though where non-delivery is a direct result of the pandemic.</p>

20 of the KBMs do not have a forecast projection currently as they are either not yet due for reporting; are not targeted; are reported in arrears or are not anticipated to be measured going forward.

- 2.5 Comprehensive performance reporting is now enabled through the following link to Power BI [Full Cabinet Year End Performance Report](#).

The Cabinet Year End OOP Exception Dashboards contain details of those measures that are of significant note where [good progress](#) or [areas of concern](#) need to be highlighted.

There are a further 3 dashboards split by Outcome which provide a summary of performance for each KBM;

- [Warwickshire's Communities - Cabinet Dashboard](#);
- [Warwickshire's Economy - Cabinet Dashboard](#); and,
- [Best Use of Resources - Cabinet Dashboard](#).

Management of HR

- 2.6 A summary of the position on HR management is shown below:

- Sickness Absence: The average days sickness is currently running at 10.90 days based on a rolling 12 months and is both above the target and the

same point last year (9.51). Whilst the main reasons for illness remain consistent the percentage decreases in musculo-skeletal and chest or respiratory are outweighed by increases in stress and mental health.

- Headcount: headcount has modestly increased in the year to March 2020 with joiners significantly ahead of leavers in the final quarter, reflecting workforce planning activity to get the right structures and people in place; there has been an overall reduction of 52 heads in the last 18 months.
- Our age profile remains stable with an average age of 45.3.
- Staff turnover has reduced in 2019/2020 from 13.91% to 11.8%, with 87 fewer leavers in total than in 2018-19.
- HR headline figures are available in the Appendix.

Management of Risk

- 2.7 The strategic view of risk has been refreshed in part by drafting the 2019-20 Annual Governance Statement and will be reported to the Audit & Standards Committee in July.

3. Financial Implications

- 3.1 None specific to this report (but see associated finance performance report, which was reported to Cabinet in June).

4. Environmental Implications

- 4.1 None specific to this report.

Background Papers

None

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This report was not circulated to members prior to publication

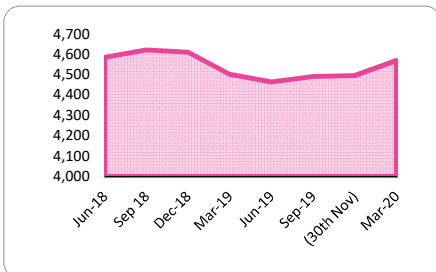


Appendix A

Part 2: Headline HR Information

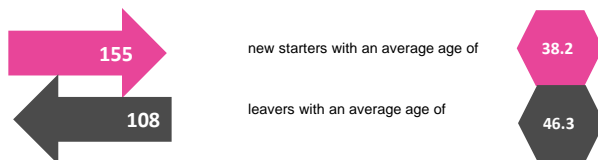
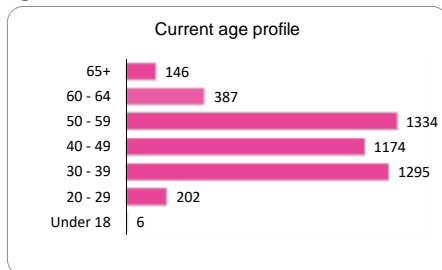
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

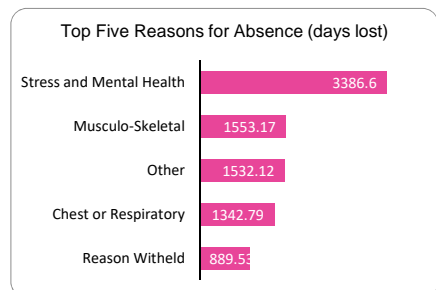


	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20
Headcount	4,585	4,621	4,610	4,501	4,464	4,490	4,496	4,569
Full-time Equivalents	3,799	3,866	3,859	3,774	3,734	3,756	3,746	3,793
Whole-time Equivalents	3,738	3,785	3,810	3,707	3,703	3,724	3,725	3,739
Number of Posts	5,424	5,450	5,494	5,376	5,354	5,457	5,488	5,762

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	9,228	7,408	40,514
... of which short-term	3,061	2,646	2,624	13,511	2,962	2,806	2,802	13,584
	32.4%	32.0%	38.6%	37.3%	32.7%	30.4%	37.8%	33.5%
... of which long-term	6,385	5,617	4,175	22,702	6,106	6,422	4,606	26,929
	67.6%	68.0%	61.4%	62.7%	67.3%	69.6%	62.2%	66.5%

Staff Turnover (1st January 2020 - 31st March 2020)



	New Starters	Leavers	% Turnover
Headcount	155	108	11.8 (rolling year) 2.36 (Q4)
Full-time Equivalents	121.0	94.9	
Posts	157	110	

Commentary:

Sickness Absence: The average days sickness is currently running at 10.90 days based on a rolling 12 months and is both above the target and the same point last year (9.51). Whilst the main reasons for illness remain consistent the percentage decreases in musculo-skeletal and chest or respiratory are outweighed by increases in stress and mental health.

Headcount: headcount has modestly increased in the year to March 2020 with joiners significantly ahead of leavers in the final quarter with there being an overall reduction of 52 heads in the last 18 months.

Our age profile remains stable with an average age of 45.3.

Staff turnover has reduced in 2019/2020 from 13.91% to 11.8% there being 87 fewer leavers in total.

Cabinet

A Financial Framework for the 2021/22 MTFS and Managing the Covid-19 Financial Impact

9 July 2020

Recommendations

Cabinet are recommended to:

- 1) Note the emerging financial position within which the 2020/21 budget and 2020-25 Medium Term Financial Strategy will be developed;
- 2) Agree the approach to the funding of the financial impact of Covid-19 in 2020/21 as set out in paragraph 3.4;
- 3) Agree the proposals for the refresh of the 2021/22 MTFS and Capital Strategy, as set out in Sections 4 and 5;
- 4) Note the requirement for the Authority to set a sustainable balanced budget which shows how income will equal spend over the short- and medium-term; and
- 5) Approve the timetable for agreeing the 2021/22 budget.

1. Purpose of the Report

1.1. Summer is when key financial information is coming forward on:

- The initial forecasts for how the current year's (2020/21) financial position looks compared to the planned budget; and
- The resource forecasts and key issues that will need to be considered in the 2021/22 MTFS refresh.

1.2. This year the context in which this is happening is that there are significant uncertainties around Government policy in terms of the Comprehensive Spending Review, Local Government Finance Settlement, the Fairer Funding review, Business Rates, commercial policy and potentially major reforms with Green papers on Social Care and White Papers on Devolution and possible Planning reform. The economic situation is hugely challenging, and we

continue to be faced with rising demand for services. The direct and indirect impacts on the County Council as well as our partners are both unknown and highly volatile at this stage.

- 1.3. Added to the mix, we have the financial impact of our immediate response to Covid-19 and delivering on the Authority's ambition to invest in recovery.
- 1.4. The purpose of this report is to bring these strands together and to provide a framework for Cabinet to consider. The approach will enable the Council to respond effectively to changing circumstances while maintaining a longer-term focus on the Council's financial sustainability. The report then goes on to outline the key issues which will need to be considered as part of development the MTFs, setting out the key points and proposed timetable of key dates between now and the budget setting Council meeting in early February 2021.

2. **Framework for a Robust, Sustainable and Financially Resilient Warwickshire**

- 2.1. The strength of the Authority's balance sheet has traditionally meant we have been in a position to develop the future years budget and MTFs as a largely standalone exercise with only material demand pressures arising through budget monitoring impacting on planning for future years. The uncertainty and financial commitment created by Covid-19 means for 2021/22 this is no longer the case. Instead the different dimensions need to be considered together to ensure the County Council remains a robust, sustainable and financially resilient Authority. **Appendix A** shows a diagram of the proposed framework within which this can be delivered.
- 2.2. Each of the dimensions will have a different purpose and provide different intelligence to input into the refresh of the Council Plan and the development of the Authority's Change Portfolio as the drivers of recovery:
 - The 2019/20 outturn, reported to Cabinet in June:
 - Determined the level of the Authority's reserves; and
 - Identified any requirement to, or opportunities for, right-sizing.
 - The forecast 2020/21 outturn position and rephased capital programme will determine the level of resources required in 2020/21 in light of Covid-19, compared to the approved budget and revised levels of funding now available alongside identifying the level of resources available to support recovery and the change portfolio; and

- The 2021/22 MTFS refresh will:
 - Determine the likely levels of resources available over the medium term;
 - Determine the level of spending priority commitments arising from the Covid-19 recovery plan and the Authority's ambitions over the medium term; and
 - Given that there is likely to be a gap, identify additional options to deliver budget reductions that can be evaluated alongside spending priorities.
- 2.3. The latter two dimensions will result in a range of activity, information and intelligence gathering and reports that will need to be brought together before decisions are made over the next six months. The overall objective is to ensure a transparent approach, taking into account the full risks and implications for services and communities, to meet the overarching aim of being a robust, sustainable and financially resilient Authority well-placed to rise to the challenge of meeting the ambitions set out in the refreshed Council Plan in a post-Covid environment.
- 2.4. More detail on the proposed activities and how they will contribute to meeting our financial aims is set out in Sections 3 and 4.

3. 2020/21 Forecast Spend

- 3.1. There are five inter-related elements that will impact on the 2020/21 outturn position. These are:
 - The forecast 2020/21 revenue spend;
 - A rephased capital programme;
 - Progress on the delivery of planned savings;
 - Covid-19 additional costs; and
 - Covid-19 in-year impact on resources.
- 3.2. As 2020/21 progresses and we look to manage the impact of Covid-19 on the Authority it is essential these pieces of work are brought together into a single position statement. This will start with the first quarter's monitoring report to Cabinet in September.
- 3.3. Outside of ensuring we have an agreed approach to consolidated reporting, the key decision for 2020/21 is how the additional Covid-19 funding from the Government is used. At the time of writing, it is uncertain that the Government will fully fund the impact of Covid-19 and we therefore need to plan on the basis that some level of internal funding is likely to be required to meet the

unfunded impacts. It is proposed that a set of strategic financial principles for managing the costs of Covid-19 are put in place that will allow final decisions on how the grant is to be used to be seen as part of a robust approach to budget monitoring, rather than as a separate exercise, and wider impacts picked up as part of the refreshed 2021/22 MTFS.

3.4. The recommended approach to the financial management in light of Covid-19 in 2020/21 is:

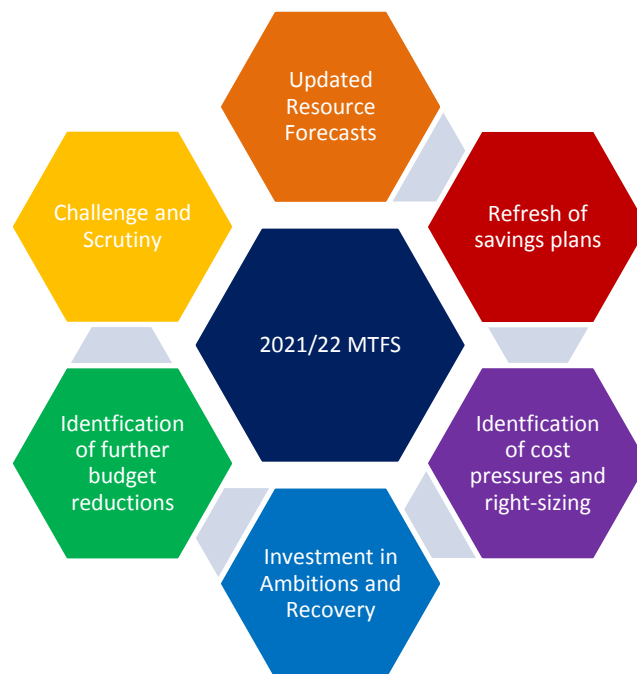
- We will continue to spend where we need on the Covid-19 response, with all decisions being taken in line with existing governance frameworks and with a focus on value for money;
- We will seek to maintain services as far as possible, so minimising the loss of income;
- We will maximise the delivery of planned savings;
- We will continue to focus on the biggest pre-existing structural budget risks e.g. Education and services for children;
- We will seek, as far as possible, to maintain the investment funds quantum (recognising there may be a need to adjust their focus to support the recovery plan and refreshed Change Portfolio);
- We will look to position the Authority to take forward an investment strategy for recovery; and
- On a technical level, we will manage the in-year financial impact of Covid-19 as follows:
 - Additional unplanned direct Covid-19 costs will be the first call on the Government grant e.g. PPE, mortuary provision, shielding hubs;
 - The second call on the Government grant will be where specific decision to relax controls has been made by Corporate Board/Members e.g. stepping down the Oxygen finance scheme, 3-month rent rebates; and
 - Outside of these two categories any forecast of increased spend or decreased income will be set against directorate/volatility reserves. The use of any residual Covid-19 grant and any other funds released will then be prioritised to top-up these reserves for 2021/22 based on the assessed financial risk.

3.5. This approach is recommended as it places the accountability on Services for effectively managing any financial impact of Covid-19 during the year whilst enabling strategic decisions on both the direction of travel and how any costs should be funded later in the financial year when the overall position has stabilised.

4. 2021/22 MTFS Refresh

- 4.1. Diagram 2 shows the areas of activity that will need to be undertaken to deliver a refreshed 2021/22 MTFS, alongside a further review of reserves. Taking each of these in turn the narrative outlines how it is proposed the learning from 2020/21 is built into the process.

Diagram 2: Areas of Activity to Deliver a Refreshed MTFS



4.2. Updated Resource Forecasts

The basic model of resource forecasting used for the 2020/21 MTFS remains valid. However, the level of uncertainty we are now facing means, at least initially, we will need to plan for a range of potential resource scenarios. We will only be able to narrow these down as the economic position, the pace of recovery from Covid-19 and the Government's national response becomes clearer.

Table 1 summarises the level of additional savings required from 3 broad scenarios. and **Appendix B** outlines the assumptions that underpin them. The scenarios are broadly based on:

- Best Case – minimal recession, return to previously levels of activity by April 2021
- Most Likely – short lived recession lasting up to one year with a one-year gradual recovery; and

- Worst Case – medium term recession lasting whole of MTFS period with some minimal recovery from year three onwards.

	Best Case	Most Likely	Worst Case
New savings in 2021/22	£8m	£16m	£44m
New savings over MTFS (including the figures above)	£0m	£23m	£82m

The five key variables in all the scenarios are the annual growth in the council tax taxbase, inflation and then the three variables over which we have more influence – the DSG deficit, the level of additional spending allocations whether driven by demand or priorities and the annual council tax increase. All assume Member's support continuing to increase the council tax by 2% per annum. A reduction of 1% in the council tax increase in any one year would increase the level of savings required by £3m.

These resource assumptions will determine the level of further budget reductions or additional income generation the Authority will need to plan for over the period 2021-26. The 'most likely' scenario is that £23m additional savings will be needed in addition to £33m already included in the MTFS approved in February.

Most of the additional savings (£16m) are forecast to be required in 2021/22. The need to make the 'right' savings that support the delivery of the Council Plan and do not stifle recovery increases the importance of effectively managing the Council's spend in the current year and, if possible, building capacity to both defer the need for savings and support investment needed to deliver future savings. This additional capacity could avoid the need to make knee-jerk reductions in services just to deliver a balanced budget in 2021/22. As a result, the availability of reserves will be critical to allowing the managed, effective implementation of the necessary changes to services to deliver the savings needed. However, it should be noted that any use of reserves for this purpose impacts of the retention of the investment funds and the resources available to invest in recovery.

4.3. Refresh of Savings Plans

As well as the need to refresh savings plans in light of Covid-19 the 2020/21 refresh will require detailed action plans for the delivery of savings in each of the next two years and outline plans for those for those in the last two years of the current MTFS.

Any reduction in the level of budget reductions delivered, whether as a result of deliverability or acceptability, will increase the level of new savings that

need to be identified. The working assumption is that where, as a result of developing robust delivery plans, the existing MTFS savings cannot be delivered in part or in full the Service/Directorate will bring forward alternative deliverable savings for consideration.

4.4. Identification of Unavoidable Cost Pressures and Right-Sizing

The MTFS assumes £4m a year for new cost pressures. Notionally £1.5m of this has been set aside to meet the additional costs of the National Living Wage across each year of the MTFS; leaving £2.5m a year to meet any net new cost pressures.

There are two elements to the identification of unavoidable cost pressures – a review of those pressures already indicatively approved in the MTFS and identification of any new pressures that have emerged over the last six months. A robust, evidence-based approach to both elements will be put in place that will cover the cause of the need for an additional budget allocation, the actions the Service has put in place to manage the cost and the implications for service delivery if the allocation is not supported, as well as a detailed calculation of the expected cost and how the funding will be used. This will be accompanied by any further opportunities for right-sizing identified through in-year budget monitoring.

Excluding any impact in 2021/22 of Covid-19 on our cost base there are three areas where additional funding has already been identified as potentially being required. These are:

- £25m one-off funding over five years to offset the forecast overspend on the High Needs DSG over the medium term;
- The continued increase in the cost of placements for Looked After Children both in terms of unit costs and complexity of cases (potentially an additional £2m in 2021/22); and
- The increase in demand and cost of provision for children with disabilities (potentially an additional £1m in 2021/22).

Funding these pressures alone would outstrip the resources currently available in the MTFS in the next two years. The ‘most likely’ option assumes an additional £2.5m a year will be needed to meet additional cost pressures.

The key risk here is any potential inflationary/deflationary impact. The economic outlook is uncertain and each 1% variation in pay and prices compared to the 2% assumed in the MTFS in any financial year will be an additional cost/saving of between £4m and £5m.

4.5. Investment in Ambitions and Recovery

The 2020-25 MTFS put in place the £20m Revenue Investment Funds and an

expanded Capital Investment Fund as well as maintaining the Organisational Change Fund to deliver on the ambitions of the Council Plan. The intention, through the 2021/22 MTFS refresh is to at least maintain these funds at their current levels.

The Investment Funds are currently secured as sufficient resource has been set aside as part of the Reserves Strategy. If the additional costs of Covid-19 can be managed in 2020/21 using the remaining Emergency Response Grant and in-year underspends, then the need to redirect the Investment Funds to meet the costs of Covid-19 should be avoided.

There is a need to more closely align the use the Investment Funds to proposals emerging from the recovery work, and the benefits anticipated from investing in recovery to the MTFS to ensure that the resources required/created are identified at the earliest opportunity and/or any resource constraints are understood.

The alignment will be ensured by proposals for investment/recovery going through the same challenge and scrutiny lens as all other spending/savings proposals. As part of thinking about how we support investment in our ambitions and recovery, there will also be the opportunity to consider how we can make more effective use of our balance sheet to support this activity.

Given the desire to invest in recovery and the known levels of additional spending need and a lower than expected resource base there is likely to be limited financial capacity to invest in service improvements that require an on-going resource commitment and that will not lead to future cashable savings.

4.6. Identification of Further Budget Reductions

The delivery of material additional savings in 2021/22 will mean that the savings identified are likely to be those that can be delivered with minimal preparation. There is a real risk that such savings will not only be inconsistent with the ambitions of the Council Plan but also will undermine the service redesigns only recently put in place to support the new target operating model.

It is therefore proposed that an approach is put in place to ensure the savings identified are the 'right' spending reductions for the organisation over the medium term. The proposed approach is:

- Services are urged that, from now, spending in 2020/21 should be managed downwards to create capacity in reserves and so defer the timing from when additional savings are needed, in particular to create some flexibility in 2021/22 to smooth any budget requirements dependent on up-front investment;

- Priority is given to investment that delivers budget reductions in future, with benefits built into the MTFS as part of the decision-making process;
- Services start to develop contingency plans that identify how over the medium term the cost of services can be reduced and the investment that would be needed to support this. This should be done within the following hierarchy of options:
 - Invest to save proposals that do not reduce the level of service from automation, innovation, digital and efficiencies;
 - Further right sizing of budgets;
 - Targeted reductions in lower priorities, reflecting benchmarking analysis; and
 - Service reductions.

Alongside this work on identifying budget reductions there will be a further review of reserves to see if we can free some up capacity to allow the lead-in time for transformation and innovation activity to be delivered. This may also need to include choices around the balance of using reserves for investment and the short term off-setting of savings.

4.7. Challenge and Scrutiny

The challenge and scrutiny of proposals will provide the biggest step change to the MTFS process from last year. Corporate Board are recommending the introduction of:

- Enhanced scrutiny and assessment of spending/savings proposals brought forward for consideration in much the same way as has been put in place for the investment funds, providing clear recommendations that supports the balancing of priorities;
- The use of independent evidence, such as benchmarking information and innovative developments across the sector, to challenge and validate proposals and to provide some strategic insight to target savings; and
- Analysing the alignment of spend with the Council Plan objectives and the impact of proposals on performance.

5. **Capital Programme**

5.1. A new approach to future decisions on capital investment need and the management of the programme was approved alongside the 2020-25 Council Plan and MTFS. The resulting Capital Strategy consisted of three core elements:

- the Capital Strategy;
- the resulting Capital Programme/Pipeline of projects - the content of the capital programme (including schemes to be delivered in 1-3 years); and

- the Capital Framework which demonstrates our compliance with the Prudential Code and sets out the governance and resourcing arrangements needed to deliver and administer the pipeline/programme.

Local authorities are required to approve a Capital Strategy on an annual basis. For 2021/22 the annual refresh will ensure the Strategy is consistent with the priorities and outcomes of the Recovery Plan and aligned to the emerging thinking on long term place-shaping, as approved by Cabinet in June. This is consistent with the intention of the Capital Strategy to shift to a 20-30 year line of sight and create a more strategic focus to our approach to capital and investment.

6. The Need for a Balanced Budget

In putting forward their proposals Members are reminded that local authorities are required by law to have a balanced budget. However, what is meant by 'balanced' is not defined in law. A prudent definition of a sustainable balanced budget is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term i.e. the five years of the rolling MTFS. Therefore, for the purposes of the proposals being developed the medium term has been taken as the five years 2021/22 to 2025/26.

To avoid an unbalanced budget the Local Authority has to be financially resilient. Setting a clear MTFS helps clarify expected income and expenditure. Awareness of the funding available in the forthcoming years means the Council stands a better chance of balancing the budget. Reserves are a useful option for balancing the budget in the short-term, but they can only be used once. Consequently, proposals will be developed on the basis that reserves should not be used to pay for day-to-day expenditure and that they will be replaced when the short-term need has passed, subject to a risk assessment. This will ensure the MTFS for 2021-26 will be fully balanced on an ongoing basis.

This is consistent with the Reserves Strategy approved as part of the MTFS in February 2020, with the risk assessments being updated as part of the bi-annual refresh.

7. Next Steps

- 7.1. The starting assumption for the 2021/22 MTFS refresh is that the impact of Covid-19 in 2020/21 in excess of the Government funding can be managed in year through robust budget management, including the early tackling of emerging areas of overspend, and the use of reserves. If this proves not to be the case, then the approach set out in the report and the rigour with which it is pursued becomes even more important.
- 7.2. The approach set out in the report is a holistic one which combines the uncertainty over our medium-term resource levels, growing demand pressures and the resourcing of the Recovery Plan, including the use of our balance sheet. This means the 2021/22 MTFS refresh will be more complex than usual and is likely to require some difficult choices about priorities.
- 7.3. Following Cabinet's approval of the approach outlined in the report Services will begin work identifying and quantifying any costs pressures, the opportunities for investing in the Council's ambitions and recovery and options for future budget reductions and invest-to-save proposals. This work will be aligned to the Cross-Party Member Working Groups set up to inform the Council's approach to recovery.
- 7.4. The next reports to Cabinet will be the Recovery Plan and the first 2020/21 Financial Monitoring report in September 2020. These will start to clarify the assumptions made in setting out the forecast resource forecasts that underpin the MTFS.
- 7.5. The proposed timetable through to Council agreeing the 2021/22 budget and MTFS in February is shown below.

Approach to Agreeing the 2021/22 Budget and MTFS	
Date	Report
10 September	Report to Cabinet on the Recovery Plan. Report to Cabinet on the 2020/21 Quarter 1 Financial Monitoring.
12 November	Report to Cabinet on the 2020/21 Quarter 2 Financial Monitoring.
10 December	Report to Cabinet on the draft 2021/22 budget proposals, MTFS, capital strategy and review of reserves.
December and January	Political Groups continue to work on their budget and MTFS proposals.
January	Report to Cabinet outlining final information to be used in setting the budget and the Strategic Director for Resources reserves risk assessment. Report to Cabinet on the 2020/21 Quarter 3 Financial Monitoring. Cabinet release the Conservative Group's 2021/22 budget resolution(s). Opposition Groups release any amendments to the Conservative Group's proposals.
4 February	Council sets 2021/22 budget and council tax, 2021-26 MTFS and the Capital Strategy.

8. Financial Implications

- 8.1. There are no direct financial implications as a result of this report. The report sets out the proposed approach to ensuring the Authority remains financially resilient and sustainable going forward.

9. Environmental Implications

- 9.1. The Council Plan engagement will specifically address climate change and environmental issues to inform the final plan and MTFS.

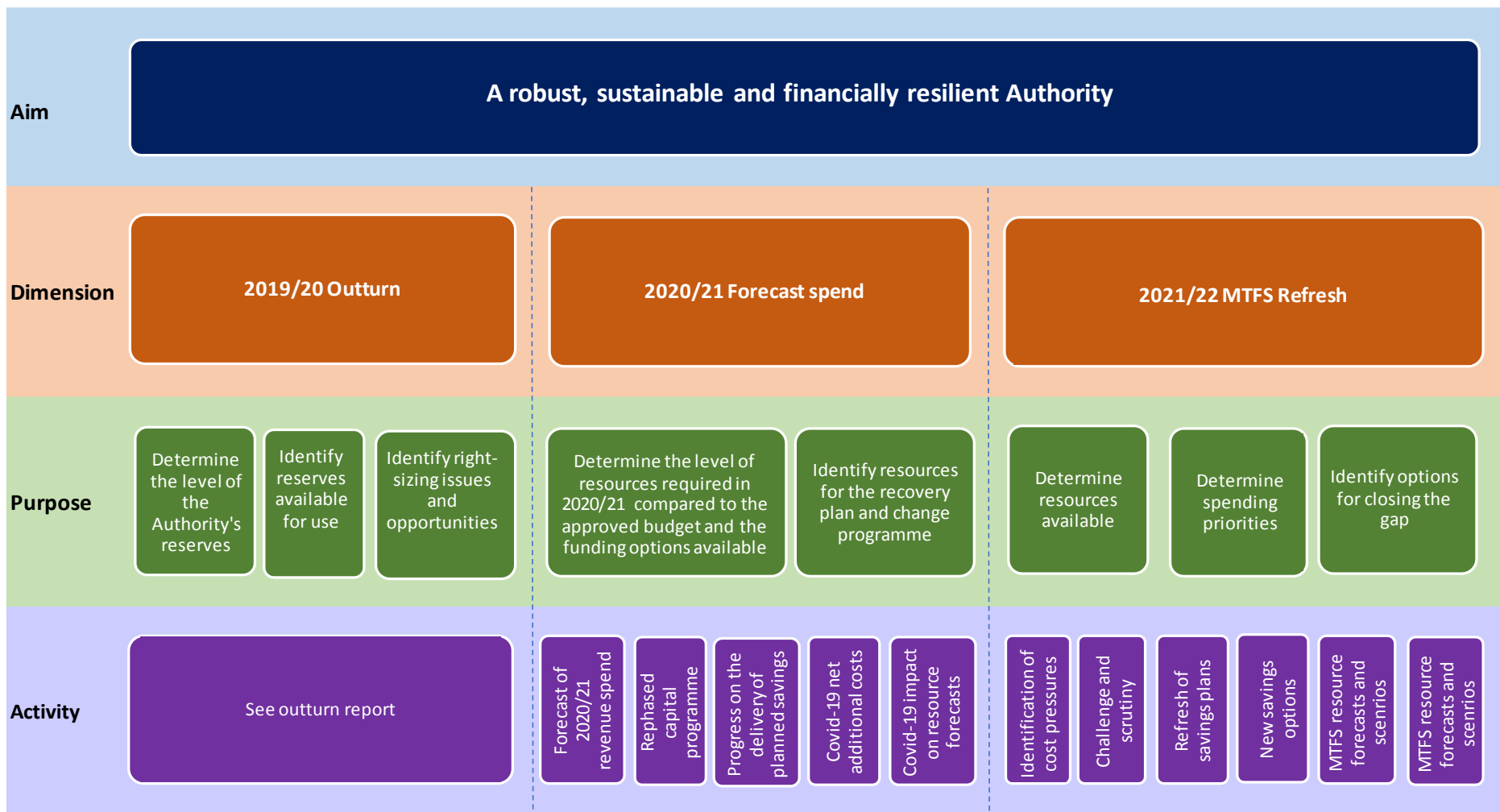
10. Background Papers

- 10.1. None

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

Framework for a Robust, Sustainable and Financially Resilient Warwickshire



Resource Scenarios and Underlying Assumptions

New savings in 2021/22	£8m	£16	£44
New savings over MTFS	£0	£23	£82
Assumptions			
Core BCF/iBCF funding	All social care grants continue for MTFS period	All social care grants continue for MTFS period	Grants not already announced for this parliament stopped
Council Tax Collection Fund Deficit	£8m in 2021/22 and £3m in 2022/23	£8m in 2021/22, £3m in 2022/23	£15m in 2021/22, £7.5m on 2022/23
Business rates income	Taxbase maintained, deficits met from £8m NNDR appeals reserve used	£8m NNDR appeals reserve used, further 5% reduction in 2021/22	£8m NNDR appeals reserve used, 10% reduction in 2021/22 and 5% in 2022/23
Council tax taxbase	1% growth in 2021/22, 1.5% in 2022/23, thereafter 2%	0% growth in 2021/22, 1% in 2022/23, thereafter 2%	1% a year for the period of the MTFS
Council tax increase	2% per annum	2% per annum	2% per annum
DSG deficit	DSG brought into balance in 5 years and reserve released	Deficit reduced to the £28m provision in the current MTFS in 5 years	As per current DSG recovery plan
Additional permanent spending pressures	Spending pressures met from within the MTFS provision	Increase provision from £2.5m to £5m a year	Increase provision from £2.5m to £7.5m a year
Inflation	No recession, inflation increases to 2.5% a year	Managed within 2% provision each year	Recession, inflation drops to 1.5% a year
Non-delivery of existing savings plan	Current savings plans delivered in full or alternatives identified	Current savings plans delivered in full or alternatives identified	20% non-delivery of current savings and no alternatives identified

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Cabinet

DSG Recovery Plan and DSG Sustainability Plan

9 July 2020

Recommendations

That Cabinet:

- 1) Approves the Dedicated Schools Grant (DSG) Recovery Plan
- 2) Approves the sum of £554,187 from the Sustaining Prevention Fund to be allocated to the SEND & Inclusion Change Programme
- 3) Continues to raise the issue of sufficient funding for High Needs through direct correspondence with the Secretary of State/Chancellor of the Exchequer and through the Local Government Association, County Council Network and f40 group

1. Executive Summary

- 1.1 The purpose of this report is to present the Recovery Plan for the Dedicated Schools Grant, as a result of overspend in the High Needs Block.
- 1.2 As noted in June's Cabinet report, the challenges in the SEND system within Warwickshire are significant. In short, the Recovery Plan will only reduce the deficit, and not resolve it. Delivering statutory duties within the allocated budget from the Department for Education is not considered viable or sustainable.
- 1.3 The crisis in SEND funding and services is a national issue facing all councils and has been reflected in a number of recent reviews including the [Public Accounts Committee](#), [National Audit Office](#), [County Council Network](#) and [Local Government Association](#). The National Audit Office concluded that: *'The system for supporting pupils with SEND is not, on current trends, financially sustainable.'*
- 1.4 Warwickshire must ensure that within budget allocation and statutory duties, it delivers value for money. Fundamental transformation is needed within the SEND system in Warwickshire to deliver the scale of change required. Again, as noted in June, there are three main challenges facing the Council:
 - i.) The DSG Recovery Plan, which is being developed, does not currently lead to full financial recovery against the in-year or cumulative overspend.

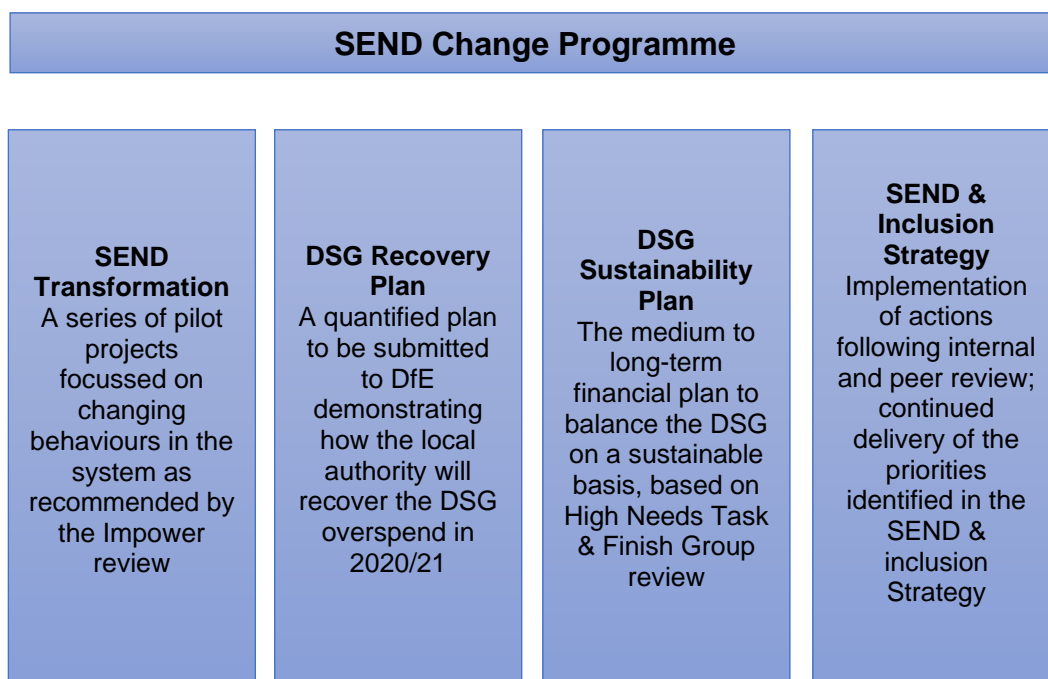
WCC could make meaningful inroads to the overspend alongside addressing increasing demand, adhering to statutory duties and delivering the SEND & Inclusion Strategy. Given the scale of the financial challenge this will likely fall short of closing the annual gap, meaning cumulative deficits being carried forward into future years unless alternative Council funding is permitted (subject to Secretary of State approval as this is against current DfE rules) or national additional funding; and

- ii.) Demand to meet SEND requirements continues to increase at a faster rate than change can be delivered. Investing the right level of resources to support the SEND Change Programme and seeking to address the projected overspends will be key. However, this won't necessarily speed up the full benefits realisation which is expected to be delivered over a five year programme of work. Further detailed work will be undertaken by officers on the level of investment required to support the SEND Change Programme and where this could be funded from.
- iii.) In order to achieve the scale of change required within the SEND area the programme will require some difficult choices to be made. Based on other Councils' experiences this is necessary and is highly likely to generate strong views and feelings from some of those impacted. Without strong leadership support for this, we will be unable to deliver the full benefits of our recovery and sustainability plans.

2. SEND Change Programme

2.1 The SEND Change Programme (approved by Cabinet in June) brings together plans on four areas:

- (i) transformation of system behaviours (informed by an external review undertaken by Impower);
- (ii) DSG Recovery Plan for the year 2019/20;
- (iii) DSG Sustainability Plan 2027/8; and
- (iv) Delivery of statutory duties (including the SEND and Inclusion Strategy).



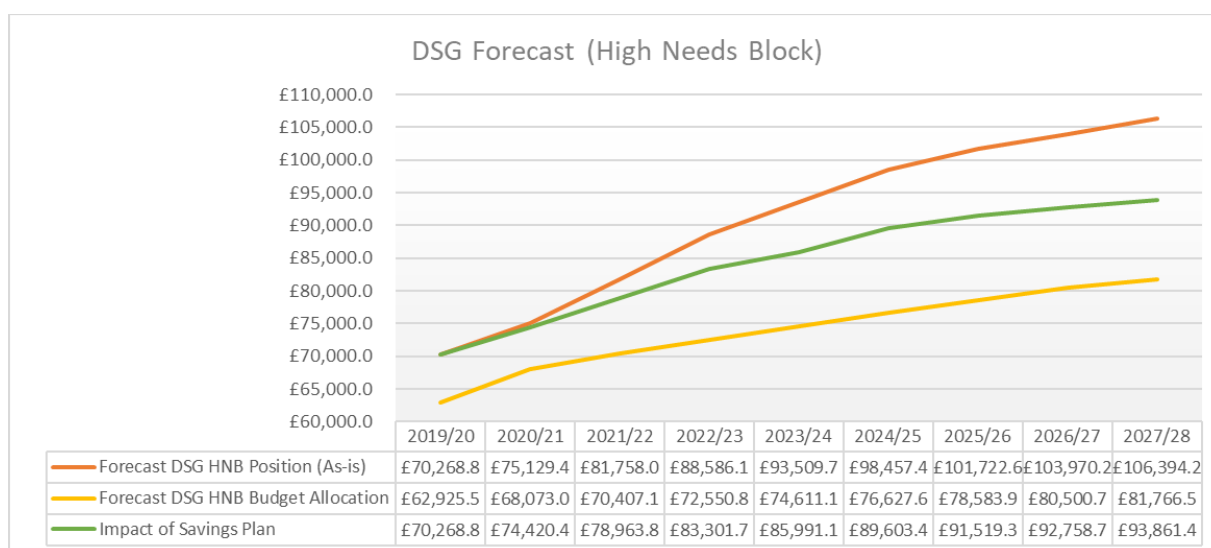
- 2.2 Local authorities can no longer fund services within the DSG block (see 4.5), however, WCC can allocate resources to deliver the SEND Change Programme. The programme enables the Council to use the corporate infrastructure to address the system behaviours, savings and financial sustainability, whilst ensuring delivery of statutory duties. The programme will be managed in accordance with the Council's programme management standards and it is intended that additional capacity will be provided by the programme management teams.
- 2.3 The full list of projects is available at Appendix A. These projects cover savings, delivery of statutory duties and best practice. Warwickshire is yet to receive its Ofsted/CQC SEND Local Area Inspection, one of only two local authority areas in the West Midlands not to have done so.
- 2.4 In order to deliver the first phase of the programme (21 projects) the following costs have been identified.

Title	Estimated Cost (£0)	Activity	Period
Subject Matter Expert (SME) x6	£60,000	External review, challenge and recommendations on individual service areas (service review) and development of quality assurance documentation on EHC needs assessment.	June 2020 – March 2021
IMPOWER Projects	£360,000	To test and develop effective approaches to early intervention in relation to Special Educational Needs and Disabilities (SEND) to best serve local children, young people and their families.	July 2020 – Sept 2021
PMO: Programme Manager x1 Project Managers X3 Business Analysts X3 Project Support Officer x1	£494,045	To oversees project and programme delivery and ensures appropriate governance, monitoring and stakeholder engagement is in place. Responsible for PPD's, and business case development, for risks and issues reporting.	July 2020 – Sept 2021
SEND Project Officers x 2	£104,187	Dedicated capacity from the business (SEND & Inclusion) to drive through changes in the projects.	Sept 2020 – Sept 2021
Communications	£30,000	Supports with change communications activity including school leaders, parents and carers, and the wider public.	July 2020 – Sept 2021

- 2.5 These costs have been approved by the Change Portfolio Board (30th June). Costs for Programme Management Office (PMO) will be funded through the Organisational Change Fund. It is proposed that remaining costs of £554,187 are funded from the Sustaining Prevention Fund.

3. DSG Recovery Plan and Sustainability Plan

- 3.1 Due to the overspend of £7.34m in the High Needs Block in 2019/20, the overall Dedicated Schools Grant has overspent by more than 1%. As a result, it is expected that a DSG Recovery Plan for 2020/21 must be submitted to the DfE 'as and when requested'.
- 3.2 The DSG Recovery Plan covers the period April 2020 – March 2023 to show how overspend from 2019/20 will be recouped over 3 financial years. However, as projections for future years forecast further overspends in future years, it is recognised that this plan is not sufficient and a DSG Sustainability Plan is required to address the build up of cumulative deficits and to look ahead longer term (to March 2028).
- 3.3 A sub-group of Schools Forum was established to set out a quantified plan for recovering the 2019/20 overspend. This is attached at Appendix B. This was shared with and discussed by the Schools Forum on 4th June 2020, who confirmed their support for the plan.
- 3.4 The current baseline projection shows the gap between expected yearly budget and expenditure to be £16.035m by 2022/23 and rising in subsequent years before interventions. The cumulative effect is an overspend of £80.412m by 2024/25 if no interventions are made (total of the gap between DSG Position and DSG Allocation over that period). The graph below shows the gap between forecast allocations and expenditure, with and without the proposed savings plan.



- 3.5 The measures proposed in the DSG Recovery Plan (Appendix B) are to be extended beyond the three-year period to create the DSG Sustainability Plan (Appendix C). The measures which will deliver forecast savings, supported by Schools Forum, are set out in the table below
- 3.6 In the context of SEND funding, it is important to be aware that placement costs differ and there is a “mix” of provision cost. Generally, costs in independent specialist provision are more expensive than state-funded specialist provision, which in turn are more expensive than state-funded mainstream provision. The DSG Recovery Plan complements other projects in the SEND & Inclusion Change Programme by re-ordering the current system to ensure state-funded provision has the right skills and resources to meet the needs of learners with SEND, thereby delivering better outcomes at lower cost.
- 3.7 It is also important to make clear that changing the overall distribution of placements is focussed on new placements. For existing placements, learners will only be able to move placements as and when it is in the learner’s interests to do so (e.g. at the end of a key stage, when another setting can meet need, and there is confidence that the learner can establish positive friendships). It must be noted that without parent/carer and the child or young persons’ agreement to the move the likelihood of this happening would be extremely difficult.

Intervention	Description
1. Continued increase in Resourced Provision capacity and utilisation <i>(Invest to save)</i>	Placements currently in special schools could be catered for in Resourced Provision, creating capacity in special schools and reducing the need for higher costs independent specialist placements; capital investment already secured.
2. Increase in special school capacity at the Pears site <i>(Invest to save)</i>	The 80 place provision for ASD/SEMH needs will reduce need for higher costs independent specialist placements; capital investment already secured.
3. Increase the timeliness of EHC plans issued in early years (ages 0-4) <i>(Invest to save)</i>	By ensuring package of support are in place earlier, the demand for special school (more costly) places in Reception Year and Year 1 should be reduced.
4. Align increase in EHC plans with statistical neighbours <i>(Clear, fair and transparent operating procedures)</i>	Assumed reduction in requests for assessment and fewer placements to be made in specialist provision (state-funded and specialist). Includes review current SEND Guidance and clarify thresholds for panel decision-making.
5. Contracts with Independent Specialist Provision to ensure financial discipline <i>(Contract Management)</i>	The Warwickshire framework contract limits 1% inflation to stated prices and ensure robust contract management

6. Reduce the use of alternative provision (<i>Service/system redesign</i>)	Placements in alternative provision have increased and now match (or sometimes exceed) special school costs. Packages of support in mainstream settings would be a less costly alternative and will ensure children remain in mainstream settings.
7. Invest to save in supported internships quality assurance (<i>Invest to save</i>)	By increasing the number of supported internships and ensuring they find employment we can achieve positive outcomes for the young person, cease the EHC plan and deliver savings for adult social care.

- 3.8 The Recovery Plan will continue to be developed to include further interventions when there is confidence that savings can be delivered. For example, the trial project 'Changing the Conversation' (part of SEND Transformation) will test with a sample of school consortia whether a different approach to early intervention will result in lower costs. There is a strategic aim to release more resources to mainstream schools to meet the needs of learners with SEND, but this must be matched by confidence that some of behaviours in the system will change.
- 3.9 Further to this, value for money reviews will take place of five local authority services funded by DSG to ensure resources are being used in the most efficient way to deliver good or better outcomes. A savings target has not been put on these reviews, but the scope for each review will require exploration of whether alternative service models would deliver efficiencies.
- 3.10 Some activities will focus on ensuring costs do not increase such as the review of the special school funding matrix. The matrix is used to identify the amount top-up funding that follows a learner in specialist settings, based upon their needs. The matrix is due to be reviewed.
- 3.11 We will work with partners in social care and health to ensure our joint commissioning arrangements continue to deliver value for money, in the face of increasing demand.
- 3.12 There are also a number of measures in the wider change programme that will contribute to savings indirectly. For example, training and workforce development, equipping schools and stakeholders with the skills to meet the needs of learners with SEND.
- 3.13 Officers will continue to explore opportunities for capital investment, based on a clear business case, to support the education of learners with SEND, particularly in the South of the County.
- 3.14 Activities that are considered 'business as usual', such as issuing EHC plans within 20 weeks, will continued to be monitored but do not form part of the programme. For clarification, there is no backlog with issuing EHC plans. In 2019, 89% of EHC plans were issued within the statutory 20 weeks (up from 30% in 2017). From January to May 2020, performance was 88%.

3.15 The DSG Recovery Plan will need support across the system to implement and therefore will require significant work with stakeholders including schools, parents and carers, children and young people and partner agencies. In particular, school leaders will need to support and implement change in local settings. At a strategic level, the Council will continue to work in partnership with the Schools Forum, including consideration of movements of funding (up to 0.5%) between blocks in the DSG.

4. Financial Implications

4.1 The DSG High Needs 2019/20 financial position was an overspend of £7.343m, offset by Council funds of £2.103m resulting in a deficit carry-forward of £5.240m as a starting point for the financial year 2020/21.

4.2 The increase in DSG High Needs Block funding allocations for 2020/21 was £5.147m, however the growth pressures in pupil numbers, complexity of need and unit cost of placement are expected to continue to out-strip the grant funding in this financial year resulting in a projected in year overspend.

4.3 The table below summarises the baseline forecast position before the interventions are modelled, as well as the financial impact of the interventions. As noted in the report the gap after the current seven planned interventions is £55.251m. By 2024/25 (the current period of the Council's MTFS), the annual savings required for full sustainability is £21.830m, the current planned interventions only achieve £8.854m of this (41%)

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
1. Baseline Forecast Position					
DSG Deficit brought forward	(£5,240)	(£12,297)	(£23,648)	(£39,683)	(£58,582)
Annual (Over) Spend	(£7,056)	(£11,351)	(£16,035)	(£18,899)	(£21,830)
Cumulative Deficit	(£12,297)	(£23,648)	(£39,683)	(£58,582)	(£80,412)
2. Interventions					
Total annual savings from Interventions	£709	£2,794	£5,284	£7,519	£8,854
3. Impact after interventions					
DSG Deficit brought forward	(£5,240)	(£11,588)	(£20,145)	(£30,895)	(£42,275)
Annual (Over) Spend	(£6,347)	(£8,557)	(£10,751)	(£11,380)	(£12,976)
Cumulative Deficit	(£11,588)	(£20,145)	(£30,895)	(£42,275)	(£55,251)

4.4 Of the seven planned interventions the intervention highlighted as "S2" refers to the full utilisation of Special Schools and The Pears Project, the latter of which Cabinet has already approved plans for.

4.5 Following the recent change to the Terms and Conditions of the DSG, Councils are no longer able to fund any deficits within the DSG. The route to obtaining Secretary of State permission to overrule the Terms and Conditions have not

yet been articulated, nor has a precedent been set that this is possible. The Department for Education (DfE) has indicated councils should not set aside provision within their own accounts to offset any DSG deficits. However, this statement is inconsistent with guidance from the National Audit Office issued in March 2020 which confirms the previous position that there is no statutory basis for having a negative DSG Reserve and the accounting code under which our accounts are prepared which “neither anticipates or allows for a voluntary earmarked balance to be presented in a deficit position”. Therefore, to comply with DfE guidance and the accounting code under which we operate the Council will need to maintain a positive reserve equal and opposite to the negative DSG reserve until such time as a permanent resolution is in place. This position is consistent with the advice from our external auditors.

- 4.6 The agreed Council’s MTFS 2025 was to set aside enough reserves to offset the forecast High Needs Block cumulative deficit over the five-year MTFS, until the DSG is in a balanced position. The current amount set aside is £30m over five years. The level of the deficit now being forecast means the Council will have to put aside a further £25m of reserves requiring £5m a year to be generated and ring-fenced in reserves, if additional savings aren’t identified.
- 4.7 The implications of this report fundamentally impact the Council’s MTFS as approved at Council in February 2020. In the absence of Government implementing a sustainable, systemic resolution of the fundamental problems with the legislation, policy framework and funding to deliver it, any further allocations to reserves to address the cumulative gap will create a requirement to identify further savings within the MTFS refresh.
- 4.8 The proposed interventions do not currently sufficiently address the projected DSG High Needs deficit in either the short or long-term. The further potential measures that are referred to in this report (paragraphs 3.8 onwards) that are still in testing and/or early stages of development will need to be quantified when ready and the SEND change programme may need to identify, quantify and achieve additional interventions beyond those. It is recommended that Cabinet receive further updates on any actions and issues that will affect the sustainability of the High Needs Block both on a national and local level.

Financial Modelling Assumptions

- 4.9 The financial modelling of the pressures, growth and funding of DSG High Needs Block is a complex process, which relies on both quantitative as well as qualitative data and assumptions spanning multiple years and originating from multiple sources. The points below provide an overview of some of the high-level assumptions:
 - i.) the assumptions on the growth pressures are based on 2 years of historic data held by the Education Service as well as the ONS population;
 - ii.) transitional assumptions have been applied to pupil number movements between year group projections;
 - iii.) inflationary costs have only been applied to external providers based on historic trends; and

- iv.) the DSG High Needs Block grant allocation has been modelled to take in account the anticipated growth in pupil number as well as inflating the rates of per pupil funding in line with previous years' increases for Warwickshire.

4.10 Any variation to the assumptions and / or any further intelligence which affect the current assumptions will impact the baseline projection, the value of the interventions and the financial position after such interventions.

5. Environmental Implications

5.1 There are no specific environmental implications arising from the decision being made as part of this report.

6. Timescales associated with the decision and next steps

6.1 The DSG Recovery Plan will be submitted to the Department for Education 'as and when' requested.

6.2 Each project has its own timeline and milestones (see Gantt Chart at Appendix A).

6.3 Regular reporting will be through the SEND & Inclusion Change Programme Board, as well as to Schools Forum, SEND & Inclusion Partnership and Overview & Scrutiny Committee.

6.4 Cabinet continues to raise the issue of sufficient funding for High Needs through direct correspondence with the Secretary of State and through the Local Government Association, County Council Network and f40 group.

Appendices

APPENDIX A: SEND & Inclusion Change Programme Projects

APPENDIX B: DSG Recovery Plan

APPENDIX C: DSG Sustainability Plan

APPENDIX D: Equality Impact Assessment (draft)

Background Papers

None

Supporting Papers

1. SEND Change Programme, Cabinet, 11th June 2020
2. Allocation of 2020/21 Dedicated Schools Grant, 30th January 2020, Cabinet
3. High Needs Block, 16th December 2019, Cabinet
4. SEND & Inclusion Strategy, 11th April 2019, Cabinet

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

Local Member(s):

Other members:

Cllr Izzi Seccombe
Cllr Colin Hayfield
Cllr Yousef Dahmash
Cllr Pam Williams
Cllr Corrine Davies
Cllr Dominic Skinner

APPENDIX A: SEND & INCLUSION CHANGE PROGRAMME PROJECTS

Priority 1 Projects

Ref	Group	Project	Type
106	<i>SEND & Inclusion Strategy (Existing)</i>	New special school (Pears)	Invest to save
96	<i>SEND Transformation & DSG Recovery Plan</i>	Trial 1: Changing the conversation (Impower) - increasing support to mainstream schools	Service/system redesign
102	<i>DSG Recovery Plan</i>	Improve timeliness of EHC plans in early years - Ensure early identification	Invest to save
103	<i>SEND Transformation & DSG Recovery Plan</i>	Trial 2: Needs-focused panels (Impower) / Align increase in EHC plans with statistical neighbours - including review of SEND guidance, and admissions guidance to specialist settings	Clear, fair and transparent operating procedures
107	<i>DSG Recovery Plan</i>	Reduce the use of alternative provision (Value for money review; including medical needs policy)	Service/system redesign
109	<i>DSG Recovery Plan and SEND & Inclusion Strategy</i>	Supported internships (Building the infrastructure)	Invest to save
126	<i>SEND & Inclusion Strategy (Additional)</i>	Quality Assurance Framework (EHC Plans)	Clear, fair and transparent operating procedures
128	<i>DSG Sustainability Plan</i>	Finance Process (including Import/Export checks)	Clear, fair and transparent operating procedures
105	<i>DSG Recovery Plan</i>	Resourced Provision - full utilisation and increased capacity (Invest to save)	Invest to save
108	<i>DSG Sustainability Plan</i>	Review special schools funding matrix (including commissioning processes)	Clear, fair and transparent operating procedures
111	<i>DSG Recovery Plan</i>	Value for money reviews of integrated SEND and Inclusion services	Value for money review

Priority 2 Projects

Ref	Group	Project	Savings
12	<i>SEND & Inclusion Strategy (Existing)</i>	Improving outcomes for SEND learners at each key stage (response to data trends)	Strategic planning
27	<i>SEND & Inclusion Strategy (Existing)</i>	Parenting Plan to support families (Early Help)	Building capacity

68	<i>SEND & Inclusion Strategy (Existing)</i>	Workforce development project (Developing skills in schools and support services)	Building capacity
98	<i>SEND Transformation</i>	Trial 3: Child centred inclusion pathways	Service/system redesign
99	<i>SEND Transformation</i>	Redesign of the Local Offer website (Impower)	Building capacity
100	<i>SEND Transformation</i>	Development of WCC Transitions guidance (Impower)	Clear, fair and transparent operating procedures
101	<i>SEND Transformation</i>	County-wide SEMH campaign (Impower)	Building capacity
6	<i>SEND & Inclusion Strategy (Existing)</i>	Review of children not receiving their educational entitlement	Service/system redesign
95	<i>SEND & Inclusion Strategy (Existing)</i>	Expanding representation on the Parent Carer Forum	Building capacity
129	<i>SEND & Inclusion Strategy (Existing)</i>	Updated Needs Assessment (JSNA)	Strategic planning

Priority 3 Projects

Ref	Group	Project	Savings
66	<i>SEND & Inclusion Strategy (Existing)</i>	Working with schools to develop peer to peer support on SEND	Building capacity
46	<i>SEND & Inclusion Strategy (existing)</i>	Preparation for adulthood strategy (health and social care pathways)	Service/system redesign
110	<i>DSG Recovery Plan</i>	Contract management of Independent Specialist Provision to ensure maximum use of framework contract including residential (limit to 1% inflation) <i>NB. Framework contract in place</i>	Contract management
130	<i>SEND & Inclusion Strategy (additional)</i>	Tribunal pathway	Clear, fair and transparent operating procedures
131	<i>SEND & Inclusion Strategy (additional)</i>	Annual Reviews	Clear, fair and transparent operating procedures
132	<i>SEND & Inclusion Strategy (additional)</i>	Implementation of Ready reckoner	Clear, fair and transparent operating procedures

Priority 4 Projects

Ref	Group	Project	Savings
57	<i>SEND & Inclusion Strategy (existing)</i>	Independent Travel Training	Service/system redesign
61	<i>SEND & Inclusion Strategy (existing)</i>	SEND Transport Policy Review	Clear, fair and transparent operating procedures
32	<i>SEND & Inclusion Strategy (existing)</i>	Disability Register	Clear, fair and transparent operating procedures



School and Early Years Finance (England) Regulations Local Authority Dedicated Schools Grant Deficit Recovery Plan

Please complete this recovery plan template outlining how you will bring your DSG deficit back into balance within a 3 year time frame. Please complete all relevant fields and return the completed recovery plan to financial.management@education.gov.uk

You may wish to include brief supporting attachments with your request such as forum minutes (if links not available) - these can be added towards the bottom of this page. Spreadsheet calculations should be included on the **Financial Summary** tab.

Local Authority	Warwickshire
Local Authority number	937
Does schools forum agree with this recovery plan and when was it presented to them?	Yes
If yes, please provide link(s) to the minutes and action plans from the schools forum agreement	

What plans have you put in place to reduce the deficit in increments over the next 3 years?

The Council is taking forward a SEND & Inclusion Change Programme including cultural change/behaviour change, the DSG Recovery Plan, a DSG sustainability plan and delivery of statutory duties. The Council is investing funding into the change programme. The programme will work in partnership with the Schools Forum, Parent/carers and all schools aimed at introducing greater value for money in the area of SEND spending. This partnership approach follows a High Needs Task and Finish Group with local Headteachers, SEND Coordinators and other Schools Forum members looking at our current use of resources and what interventions could be made to work within allocated budgets. In addition, we commissioned a review of our system by an organisation with a behavioural science approach, to identify the cultural changes needed to improve our local SEND system. Together, the recommendations from these strands of work form a local SEND Change Programme. The programme plan is approved and the initial cohort of projects are being scoped.

As a system we are facing increased numbers of EHC plans, increased requests for specialist provision, increased numbers of tribunals (often by-passing mediation), increased use of alternative provision, and significant population growth.

A key challenge for us locally is joint leadership across the system. We recognise that we require whole system change, covering: cultural change across all schools and fair and manageable DSG Block Transfers, ensuring mainstream schools are adequately resourced, development of new local provision, matching special school and resource base provision to future need, reviews of the use of alternative provision, and workforce development across the system. All these changes will create positive impact on the deficit but are long term developments that will take much longer than 3 years to build up to maximum impact.

Word count: 287

Can you specify how continuous improvement has reduced the deficit/ is going to reduce the deficit? This could include sharing best practice, new contracts, efficiency savings

In 2015, the Council launched the Vulnerable Learners Strategy. This was driven by forecasting that predicted a £13.7m overspend on the High Needs Block by 2019. It was recognised that there was an over-reliance on independent specialist provision that was driving up costs and as a result the Council expanded existing state-funded specialist provision, opened two new special schools (with a further one closed, redesignated and re-opened), established SEND resourced provision, and worked with local post 16 providers to increase in-County 16-25 provision. As a result the overspend was limited to £3.1m (which was met from Council reserves).

In 2017/18, the Schools Forum agreed a £2.5m savings plan. This focussed on local authority services and provision for children at risk of exclusion/excluded; top-ups to EHC plans were out of scope. Non-statutory provision was de-commissioned.

In 2019, a new SEND & Inclusion Strategy was launched. Whilst the number of placements in independent specialist provision reduced during 2015-2019, so too did the number of learners with EHC plans in mainstream settings. We have seen a significant increase in the number of learners attending state-funded specialist provision. Looking to the future, 68,000 homes are expected to be built over the next 10 years, with an expected increase of around 34,000 school age learners.

Our challenge is to 'promote inclusion' in our mainstream settings, giving schools the skills and resources to meet the needs of learners in their local schools, and building the confidence of parents and carers. In addition to this, the Council is also seeking to establish further resourced provision and specialist provision in line with population growth and the changing needs of the cohort.

Word count: 271

Please provide details of any previous movements between blocks, what current cost pressures those movements covered, and why those transfers have not been adequate to counter the new cost pressures

In 2017/18 the Schools Forum voted against moving funds from the Schools Block to the High Needs Block. In 2019/20 the Schools Forum again voted against moving funds to the High Needs Block, a decision upheld by the Secretary of State.

In consultation with schools, many headteachers saw the proposed transfer as not addressing the issue. Rather, transfers from Schools Block to High Needs Block puts more pressure on schools' abilities to support pupils with less complex SEND needs, which causes needs to escalate and create further High Needs Block pressures. This situation is further exacerbated by Warwickshire schools being in the F40 group of lowest funded local authorities in the country.

Word count: 112

Please provide details of contributions coming from the health and social care budgets towards the cost of high needs provision

Decisions on residential placements are made jointly with social care, with costs shared appropriately. NHS CCG contributions to local community services (eg. speech and language therapy) are significant. Challenges in joint commissioning centre around areas of growing need, where all agencies have budgets already allocated (eg. costs of specialist equipment, growing numbers of children and young people with mental health needs).

Word count: 61

Please explain how the LA has discharged its duties under section 149 of the Equality Act 2010, C&F 2014 and common law to consult with those affected by the changes proposed.

The SEND & Inclusion Strategy was subject to an Equalities Impact Assessment. All major projects are also subject to an Equalities Impact Assessment. Similarly all decisions taken regarding individual cases are taken with due consideration of legislative requirements including the Equality Act 2019 and the Children and Families Act 2014.

Word count: 50

Please include a summary of the savings/and or measure you propose to implement over the next three years which will reduce the overspend.

S1	Continued increase in Resourced Provision capacity and utilisation Placements currently in special schools could be catered for in Resourced Provision, creating capacity in special schools and reducing the need for higher costs independent specialist placements
S2	Increase in special school capacity at the Pears site The 80 place provision for ASD/SEMH needs will reduce need for higher costs independent specialist placements
S3	Increase the timeliness of EHC plans issued in early years (ages 0-4) By ensuring package of support are in place earlier, the demand for special school (more costly) places in Reception Year and Year 1 should be reduced.
S4	Align growth in EHC plans with statistical neighbours and population increase (eg. Review current SEND Guidance and clarify thresholds for panel decision-making) Assumed reduction in requests for assessment and slow-down in the increase of EHC plans issued
S5	Contracts with Independent Specialist Provision to ensure financial discipline The framework contract limits 1% inflation to stated prices and ensure robust contract management
S6	Reduce the use of alternative provision Placements in alternative provision have increased and now match (or sometimes exceed) special school costs. Packages of support in mainstream settings would be a less costly alternative and will ensure children remain in mainstream settings.
S7	Increase funding to mainstream settings for children with EHC plans Through proposed trials with school consortia from the Impower review, more children should be supported to stay in mainstream settings, reducing costs from specialist placements.
S8	Supported internships By increasing the number supported internships and ensuring they find employment we can achieve positive outcomes for the young person, the end of an EHC plan and savings for adult social care.
S9	Service reviews (LA services funded by DSG) The remaining services delivered or commissioned by the LA from DSG to be reviewed to ensure value for money
S10	Review the special school funding matrix Review current funding allocations to different types of specialist provision, within the same funding envelope. Cost neutral.

S11	Joint commissioning Ensuring that we work with our partners so that the system delivers value for money
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Please discuss the local circumstances that have contributed to your deficit. Please provide a brief summary of the pressures in the box

- A) mainstream schools; B) state-funded special schools,
C) further education and sixth form colleges,
D) independent specialist provision; E) alternative provision

P1	Increase in number of EHC plans, particularly at aged 16-25 (school age has risen by 0.1%); coupled with population growth, with a further 68,000 homes to be built in the County over the next 10 years
P2	Disproportionate increases in placements in state-funded specialist provision.
P3	Higher than average placements in independent specialist provision at school age (although this has been reducing).
P4	Increased use of alternative provision as part of a package for children with SEND.

Please provide any further detail here if required, including any attachments that support your recovery plan and any disapplication reference number.

Contact Name	Duane Chappell
Job Title	SEND & Inclusion: Strategy & Commissioning Manager
Email address	duanechappell@warwickshire.gov.uk
Date	

DSG Deficit Recovery Plan

Ref.	Block	Type of provision e.g. special schools	Action e.g. increasing special school places	Year 1	Year 2	Year 3	Year 4	Year 5	
				2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
				£	£	£	£	£	
DSG Balance b/f				-	5,240,375	11,587,787	20,144,548	30,895,424	42,275,380
Savings (figures should be entered as negative values)									
S1	High Needs	Resourced Provision	Capital investment in new or expanded special units / resourced provision		(201,478)	(521,331)	(776,275)	(771,219)	(757,333)
S2	High Needs	Special Schools	Capital investment in new, expanded or adapted special schools		0	(849,765)	(2,323,638)	(3,600,036)	(3,849,563)
S3	High Needs	Early Years and Mainstream High Needs Provision	Other		10,482	213,546	(117)	(249,359)	(555,257)
S4	High Needs	Align growth in EHC plan with other local authorities	Active engagement of local schools and colleges in designing services and provision		0	(278,952)	(640,977)	(1,163,528)	(1,804,694)
S5	High Needs	Independent Placements	Active engagement of independent / non-maintained providers in designing services and provision		(32,186)	(64,013)	(90,836)	(107,277)	(129,238)
S6	High Needs	Alternative Provision	Active engagement of local schools and colleges in designing services and provision		0	(705,906)	(709,261)	(704,574)	(705,032)
S7	High Needs	Mainstream schools	Increased resource for mainstream schools – targeted funding		0	0	0	0	0
S8	High Needs	Post 16 (Further Education) - Supported Internships	Active engagement of local schools and colleges in designing services and provision		(485,862)	(587,769)	(743,287)	(922,680)	(1,052,878)
S9	High Needs	Service Reviews	Other						
S10	High Needs	Special School Funding	Other						
S11	High Needs	Joint Commissioning	Other						
Total savings				0	(709,045)	(2,794,190)	(5,284,391)	(7,518,673)	(8,853,994)
Pressures (figures should be entered as positive values)									
P1	High Needs	Independent Placements	Higher parental expectations		3,732,636	4,024,171	4,987,671	5,385,936	5,850,978
P2	High Needs	Special Schools	Pressure on maintained special school capacity		4,080,418	4,548,455	6,086,654	7,099,277	8,110,289
P3	High Needs	Early Years and Mainstream High Needs Provision	Increase in the number of EHC Plans		4,390,914	5,112,429	7,104,685	8,473,712	9,885,036
P4									
Additional Pressures (figures should be entered as positive values)				0	12,203,968	13,685,055	18,179,010	20,958,925	23,846,303
Cost reductions from impact of recovery plan				0	11,494,923	10,890,865	12,894,619	13,440,251	14,992,309
Total DSG forecast overspend									
Net in year impact on High Needs DSG				0	11,494,923	10,890,865	12,894,619	13,440,251	14,992,309
Estimated High Needs Block change (additional grant)					(5,147,510)	(2,334,104)	(2,143,744)	(2,060,295)	(2,016,445)
Approved transfer of schools block to HN block				0	0	0	0	0	0
Other adjustments					0	0	0	0	0
Net in year Forecast Outturn Variance				0	6,347,412	8,556,761	10,750,875	11,379,957	12,975,863
DSG Balance – show a deficit as a positive value				5,240,375	11,587,787	20,144,548	30,895,424	42,275,380	55,251,244
				DEFICIT	DEFICIT	DEFICIT	DEFICIT	DEFICIT	DEFICIT

*2019/20 deficit is after the WCC contribution of £2.103m agreed in January 2019 prior to changes in terms & conditions

Key
User entry required

Education, Health and Care Plans

	Number of CYP with Statements/ EHCPs	Total HNB	Outturn	Variance	Cumulative
2016	2963				
2017	3260	£41,787,000	£42,651,000	£864,000	£864,000
2018	3509	£42,984,000	£45,087,000	£2,103,000	£2,967,000
2019	3848	£50,322,000	£52,778,000	£2,456,000	£5,423,000
2020	4299	£50,556,000	£57,899,000	£7,343,000	£12,766,000
2021					

	2016	% against total	2017	% against total	2018	% against total	2019	% against total	2020	% against total	2021
Under Age 5	63	2%	61	2%	194	6%	117	3%	138	3%	
Aged 5-10	1045	35%	1042	32%	1151	33%	1094	28%	1196	28%	
Aged 11-15	1327	45%	1259	39%	1342	38%	1353	35%	1432	33%	
Aged 16-19	499	17%	796	24%	730	21%	1079	28%	1111	26%	
Aged 20-25	29	1%	102	3%	92	3%	205	5%	422	10%	
Total	2963	100%	3260	100%	3509	100%	3848	100%	4299	100%	0

Appendix C: DSG Sustainability Plan

High Needs Forecast

*2019/20 Cumulative
includes WCC contribution of
£2.103m

1. Baseline Model - "As is"

Annual Forecast Under/(Over)
Spend

Cumulative Overspend

£(000)								
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
(£7,343.4)	(£7,056.5)	(£11,351.0)	(£16,035.3)	(£18,898.6)	(£21,829.9)	(£23,138.7)	(£23,469.5)	(£24,627.8)
(£5,240.4)	(£12,296.8)	(£23,647.8)	(£39,683.0)	(£58,581.7)	(£80,411.5)	(£103,550.3)	(£127,019.8)	(£151,647.5)

2. Annual Intervention Savings

1. Resourced Provision

2. Special School & Pears

3. Increase EHCP in Early Years

4. Align growth of EHC plans in
line with statistical neighbours

5. Inflation on ISP Res reduce
at 1%

6. Reduce in the use of AP

7. Increase the number of
internships

Annual Savings

Sustainability reduction as %
from Baseline

£(000)								
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
£0.0	£201.5	£521.3	£776.3	£771.2	£757.3	£732.7	£646.3	£583.0
£0.0	£0.0	£849.8	£2,323.6	£3,600.0	£3,849.6	£4,075.1	£4,186.0	£4,329.5
£0.0	(£10.5)	(£213.5)	£0.1	£249.4	£555.3	£796.0	£892.0	£979.0
£0.0	£0.0	£279.0	£641.0	£1,163.5	£1,804.7	£2,622.3	£3,478.7	£4,557.3
£0.0	£32.2	£64.0	£90.8	£107.3	£129.2	£137.2	£136.5	£156.4
£0.0	£0.0	£705.9	£709.3	£704.6	£705.0	£702.4	£666.0	£633.0
£0.0	£485.9	£587.8	£743.3	£922.7	£1,052.9	£1,137.6	£1,206.1	£1,294.8
£0.0	£709.0	£2,794.2	£5,284.4	£7,518.7	£8,854.0	£10,203.3	£11,211.5	£12,532.9
0%	-10%	-25%	-33%	-40%	-41%	-44%	-48%	-51%

£(000)								
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3. Impact to forecast after interventions

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Annual Forecast Under/(Over) Spend	(£7,343.4)	(£6,347.4)	(£8,556.8)	(£10,750.9)	(£11,380.0)	(£12,975.9)	(£12,935.5)	(£12,258.0)	(£12,094.9)
Cumulative Overspend	(£5,240.4)	(£11,587.8)	(£20,144.5)	(£30,895.4)	(£42,275.4)	(£55,251.2)	(£68,186.7)	(£80,444.7)	(£92,539.6)

Annual Incremental Saving	£0.0	£705.9	£3.4	(£4.7)	£0.5	(£2.7)	(£36.4)	(£33.0)
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Description of interventions

Intervention	Description
1. Continued increase in Resourced Provision capacity and utilisation	Placements currently in special schools could be catered for in Resourced Provision, creating capacity in special schools and reducing the need for higher costs independent specialist placements
2. Increase in special school capacity at the Pears site	The 80 place provision for ASD/SEMH needs will reduce need for higher costs independent specialist placements
3. Increase the timeliness of EHC plans issued in early years (ages 0-4)	By ensuring package of support are in place earlier, the demand for special school (more costly) places in Reception Year and Year 1 should be reduced.
4. Align increase in EHC plans with statistical neighbours (eg. Review current SEND Guidance and clarify thresholds for panel decision-making)	Assumed reduction in requests for assessment and fewer placements to be made in specialist provision (state-funded and specialist)
5. Contracts with Independent Specialist Provision to ensure financial discipline	The framework contract limits 1% inflation to stated prices and ensure robust contract management
6. Reduce the use of alternative provision	Placements in alternative provision have increased and now match (or sometimes exceed) special school costs. Packages of support in mainstream settings would be a less costly alternative and will ensure children remain in mainstream settings.

7. Invest to save in supported internships quality assurance	By increasing the number supported internships and ensuring they find employment we can achieve positive outcomes for the young person, the end of an EHC plan and savings for adult social care.
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Further interventions (currently unable to forecast savings):

- **Increase funding to mainstream settings for children with EHC plans:** Through proposed trials with school consortia from the Impower review, more children should be supported to stay in mainstream settings, reducing costs from specialist placements.
- **Service reviews (LA services funded by DSG):** The remaining services delivered or commissioned by the LA from DSG to be reviewed to ensure value for money. Other services may be reviewed to ensure that the system put financial incentives in the right place.
- **Review the special school funding matrix:** Review current funding allocations to different types of specialist provision, within the same funding envelope. Cost neutral.
- **Joint commissioning:** Ensuring that we work with our partners so that the system delivers value for money.

Appendix D - Warwickshire County Council Equality Impact Assessment (EIA) Form

The purpose of an EIA is to ensure WCC is as inclusive as possible, both as a service deliverer and as an employer. It also demonstrates our compliance with Public Sector Equality Duty (PSED).

This document is a planning tool, designed to help you improve programmes of work by considering the implications for different groups of people. A guidance document is available [here](#).

Please note that, once approved, this document will be made public, unless you have indicated that it contains sensitive information. Please ensure that the form is clear and easy to understand. If you would like any support or advice on completing this document, please contact the Equality, Diversity and Inclusion (EDI) team on 01926 412370 or equalities@warwickshire.gov.uk

Service / policy / strategy / practice / plan being assessed	Dedicated Schools Grant (DSG) Recovery Plan
Business Unit / Service Area	Education Services, SEND & Inclusion
Is this a new or existing service / policy / strategy / practice / plan? If an existing service / policy / strategy / practice / plan please state date of last assessment	New (Some activities included in SEND & Inclusion Strategy assessed in March 2019)
EIA Review team – list of members	Jane Carter, Ross Caws, Duane Chappell
Do any other Business Units / Service Areas need to be included?	No (to be picked up within individual projects)
Does this EIA contain personal and / or sensitive information?	No
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and / or employees?	If yes please let your Assistant Director and the Customer Relations Team know as soon as possible

1. Please explain the background to your proposed activity and the reasons for it.

The local authority is required to submit a Dedicated Schools Grant (DSG) Recovery Plan to the Department for Education. This is due to the overspend of the DSG being more than 1% in 2019/20, primarily due to overspend of £7.34m in the High Needs Block in 2019/20. The High Needs Block is for learners with Special Educational Needs and/or Disabilities (SEND).

The High Needs Block is the funding source for provision in Education, Health and Care plans, including the cost of the school placement. It is also the source of funding for some services provided by the Council for children with disabilities.

The DSG Recovery Plan for 2020/21 must be submitted to the DfE 'as and when requested'. The DSG Recovery Plan is to cover the period April 2020 – March 2023 to show how overspend from 2019/20 will be recouped.

2. Please outline your proposed activity including a summary of the main actions.

The 11 actions identified in the DSG Recovery Plan are below. All activity must be in accordance with the SEND Regulations 2014 and the SEND Code of Practice 2015. The DSG Recovery Plan forms part of a wider SEND & Inclusion Change Programme which brings together activities for cultural change as delivery of statutory duties.

- 1) **Continued increase in Resourced Provision capacity and utilization**
Placements currently in special schools could be catered for in Resourced Provision, creating capacity in special schools and reducing the need for higher costs independent specialist placements
- 2) **Increase in special school capacity at the Pears site**
The 80 place provision for ASD/SEMH needs will reduce need for higher costs independent specialist placements"
- 3) **Increase the timeliness of EHC plans issued in early years (ages 0-4)**
By ensuring package of support are in place earlier, the demand for special school (more costly) places in Reception Year and Year 1 should be reduced.
- 4) **Align growth in EHC plans with statistical neighbours and population increase (eg. Review current SEND Guidance and clarify thresholds for panel decision-making)**
Assumed reduction in requests for assessment and slow-down in the increase of EHC plans issued

- 5) **Contracts with Independent Specialist Provision to ensure financial discipline**
The framework contract limits 1% inflation to stated prices and ensure robust contract management
- 6) **Reduce the use of alternative provision**
Placements in alternative provision have increased and now match (or sometimes exceed) special school costs. Packages of support in mainstream settings would be a less costly alternative and will ensure children remain in mainstream settings.
- 7) **Increase funding to mainstream settings for children with EHC plans**
Through proposed trials with school consortia from the Impower review, more children should be supported to stay in mainstream settings, reducing costs from specialist placements.
- 8) **Supported internships**
By increasing the number supported internships and ensuring they find employment we can achieve positive outcomes for the young person, the end of an EHC plan and savings for adult social care.
- 9) **Service reviews (LA services funded by DSG)**
The remaining services delivered or commissioned by the LA from DSG to be reviewed to ensure value for money
- 10) **Review the special school funding matrix**
Review current funding allocations to different types of specialist provision, within the same funding envelope. Cost neutral.
- 11) **Joint commissioning**
Ensuring that we work with our partners so that the system delivers value for money

3. Who is this going to impact and how? (customers, service users, public and staff)

It is good practice to seek the views of your stakeholders and for these to influence your proposed activity. Please list anything you have already found out. If you still need to talk to stakeholders, include this as an 'action' at the end of your EIA. **Note that in some cases, there is a duty to consult, see [more](#).**

The DSG Recovery Plan has been informed by:

- an external review of SEND by Impower
- SEND & Inclusion Strategy
- work over four years with the SEND & Inclusion Board and Workstreams, consisting of key strategic partners across education (including schools, EY and FE settings), health, social care, the Parent Carers Forum;
- recommendations from the Warwickshire High Needs Task and Finish Group

- experiences of other local authorities
- national reports from LGA, NAO, County Council Network and Parliamentary Committees

In terms of stakeholder engagement to date, the actions fall into three groups:

1. Activities derived from the Warwickshire SEND & Inclusion Strategy (ref 1,2,8,11) were consulted upon during November and December 2018. There were two online surveys: one for learners and one for parents, carers, staff, professionals and other stakeholders. The consultation was promoted through social media, by leaflets being shared with all schools and settings and through the Ask Warwickshire consultation hub. In total 274 responses to the survey were received, of which 145 were parents, 88 were staff and 41 were any other type of respondent. 88 young people responded to the learner's survey. Following this, the consultation analysis was considered by:
 - A workshop of head teachers
 - A workshop with the parent carer forum
 - Five workstream stakeholder meetings (representatives of education, schools, health, social care and parents/carers)
2. Additional activities (ref 5) from recommendations from the Warwickshire High Needs Task and Finish Group (school representatives) have been reviewed by stakeholders on the SEND & Inclusion Board (representatives from schools, health services, social care, Parent Carer Forum) and Schools Forum.
3. New activities (ref 3,4,6,7,9,10) have been reviewed by Schools Forum. Further review by stakeholders on the SEND & Inclusion Board is to occur on 1 July 2020 (representatives from schools, health services, social care, Parent Carer Forum).

We will continue to engage with stakeholders as each project is taken forward. The main mechanism for monitoring this is the SEND & Inclusion Board with representation from schools, health services, social care, education, and Parent Carer Forum.

4. Please analyse the potential impact of your proposed activity against the protected characteristics.

N.B Think about what actions you might take to mitigate / remove the negative impacts and maximize on the positive ones. This will form part of your action plan at question 7.

	What information do you have? What information do you still need to get?	Positive impacts	Negative impacts
Age	By law the SEND Regulations cover the age group 0-25. There is age data on all EHC plans by age.	Children in early years (0-4) are more likely to have to have their provision formalized in a legal document (EHC plan) Young people with SEND aged 16-25 are to be supported into employment through the supported internships project.	None. It is clear in the SEND regulations that EHC plans can only be ceased once the outcomes of the plan have been met or when the young person turns age 25.
Disability Consider <ul style="list-style-type: none"> • Physical disabilities • Sensory impairments • Neurodiverse conditions (e.g. dyslexia) • Mental health conditions (e.g. depression) • Medical conditions (e.g. diabetes) 	All learners with an EHC plan will have identified special educational needs and/or disabilities.	The DSG Recovery Plan is based on inclusion through earlier identification and response to SEND. The intention is that by changing current practice, the incentives in the system should support early identification and intervention. This should lead to more children being educated in	There is likely to be a perceived negative impact from parents and schools as systems and services change. With each project it will be important to demonstrate how statutory requirements are being met.

		<p>mainstream or state-funded specialist settings, closer to home and with their peers. As a result needs should be managed earlier, avoiding escalation, and avoiding higher costs.</p> <p>The evidence for inclusion in mainstream settings is set out in the Warwickshire SEND & Inclusion Strategy 2019-2023.</p>	<p>Early intervention will require both system change (release of resources) and cultural change (building confidence and skills in settings to meet learner needs).</p> <p>Service reviews should have further equality impact assessments on any resulting recommendations for service redesign.</p> <p>A communications strategy is required to make clear the intentions of each project and how stakeholder engagement will be achieved.</p>
Gender Reassignment	Data not held.	None	None
Marriage and Civil Partnership	Data not held.	None	None
Pregnancy and Maternity	Data not held.	None	None
Race	Data is not collected by SEND. Action must be taken (below) to ensure data must be triangulated with other datasets to identify any negative impact.	Neutral (subject to further analysis)	Neutral (subject to further analysis)
Religion or Belief	Data not held.	None	None

Sex	Data held. Qualitative evidence highlights a particular issue regarding girls with autism often not being identified.	The DSG Recovery Plan is based on inclusion through earlier identification and response to SEND.	None
Sexual Orientation	Data not held.	None	None

5. What could the impact of your proposed activity be on other vulnerable groups e.g. deprivation, looked after children, carers?

The DSG Recovery Plan is based on inclusion through earlier identification and response to SEND. As a result, SEND learners who have other vulnerabilities should be positively impacted on, by inclusion in their local settings.

The profile of looked after children with EHC plans can be monitored through SEND reporting (action below). Feedback from carers can also be measured through survey feedback (also see action below).

As noted above, service reviews should have further equality impact assessments on any resulting recommendations for service redesign.

6. How does / could your proposed activity fulfil the three aims of PSED, giving due regard to:

- the elimination of discrimination, harassment and victimisation
- creating equality of opportunity between those who share a protected characteristic and those who do not
- fostering good relationships between those who share a protected characteristic and those who do not

[The Warwickshire SEND & Inclusion Strategy 2019-2023](#) sets out the evidence for inclusion – ensuring that children and young people with SEND are, as far as possible, educated with their peers without SEND in their local school. If specialist provision is

required, this should also be close to home. Each EHC plan should be personalised to the learner, to ensure that the learner is supported to achieve outcomes important to them. This is consistent with the SEND Code of Practice 2015.

7. Actions – what do you need to do next?

Consider:

- Who else do you need to talk to? Do you need to engage or consult?
- How you will ensure your activity is clearly communicated
- Whether you could mitigate any negative impacts for protected groups
- Whether you could do more to fulfil the aims of PSED
- Anything else you can think of!

Action	Timescale	Name of person responsible
Gather and analyse local data on EHC plans by ethnicity.	July 2020	SEND Strategy and Commissioning Lead (Ross Caws)
Feedback from carers can also be measured through survey feedback	Use existing surveys (EHC Plan Survey October-November 2019); and ensure an update survey during September 2020-July 2021; Continued engagement with Parent Carer Forum	SEND Strategy and Commissioning Lead (Ross Caws)
The profile of looked after children with EHC plans can be monitored through SEND reporting	To be set up as a report, and reported in accordance with the agreed performance dashboard	SEND Strategy and Commissioning Lead (Ross Caws)
A communications strategy is required to make clear the intentions of each project and how stakeholder engagement will be achieved.	July-September 2020	SEND Strategy and Commissioning Lead (Ross Caws)

Service reviews should have further equality impact assessments on any resulting recommendations for service redesign.	When service review reports recommendation (across September 2020-July 2021)	SEND Strategy and Commissioning Lead (Ross Caws)
This EqIA to be checked and updated as required following the scoping of each cohort of projects	Expected by end September 2020	SEND Strategy and Commissioning Lead (Ross Caws)

8. Sign off.

Name of person/s completing EIA	Ross Caws, Jane Carter, Duane Chappell
Name and signature of Assistant Director	Ian Budd
Date	01/07/2020
Date of next review and name of person/s responsible	Ross Caws, Duane Chappell

Cabinet

Education (Schools) Capital Programme 2020/21

9 July 2020

Recommendations

That Cabinet:

- 1) Approves the addition of £3,140,587 to the capital programme to deliver the schemes outlined in Section 3
- 2) Authorises, subject to the approval of recommendation 1, the Strategic Director for Communities to invite tenders and enter into the appropriate contracts on terms and conditions acceptable to the Strategic Director for Resources, or (where the scheme is school-led) to make the necessary funding arrangements for these schemes.

1. Key Issues

- 1.1 This report recommends proposals for allocating resources in the Education (Schools) Capital Programme to specific projects set out in Section 3. Some of the proposals include funding from developer contributions.
- 1.2 Where possible, and where economies of scale allow, expansions and building works will also address other factors such as: encouraging infant and junior to become primary, pre-school requirements in an area, providing specialist SEN provision, and any outstanding DDA requirements.
- 1.3 Proposals to increase the number of pupils admitted at schools across a wide area of Warwickshire are explained within this report. Further information relating to how the Council plans for and anticipates the growth in demand for school places is laid out in the [Education Sufficiency Strategy](#) and [Annual Sufficiency Update](#).
- 1.4 Whilst the issue of sufficiency of provision has to take priority, it is important to ensure that schools that are not expanding are able to continue to operate within their existing accommodation. Details of proposed schemes to make improvements to existing schools and settings are set out below. It is also important to recognise that whilst we are committed to offering good or outstanding places and investing in these schools, we are also committed to investing in schools struggling with improvements where the investment

addresses capacity, education delivery, half forms to whole forms of entry and defects.

- 1.5 All proposed education capital projects are considered against independently published third-party data to benchmark the cost to the County Council of providing school places and ensuring effective allocation of resources. The cost per additional mainstream place utilises the Department for Education Local Authority School Places Scorecard, while SEND places utilise the National School Delivery Cost Benchmarking for SEND places report as published by the Local Government Association.
- 1.6 The current available funding is set out in Section 2.
- 1.7 The economic outfall from the Covid-19 pandemic and the potential impact that this might have on school place requirements is as yet unknown and will be kept under review.
- 1.8 WCC major construction projects will follow HM Government guidance document titled 'Working safely during Covid-19 in construction and other outdoor work', dated 11 May 2020, and contractors carry-out site-specific risk assessments for site operating procedures including social distancing and cleaning hygiene. Schools will also consider any construction works as part of their health and safety risk assessments.

2. Available Funding

- 2.1 Allocations of grant funding from the Department for Education for the 2020/21 financial year were notified to the authority in May 2018. Allocations are paid annually and are not available for expenditure until the start of the financial year within which they are received.
- 2.2 To ensure school places are available when needed it is sometimes necessary to temporarily fund capital spend from the DfE Capital Grant in advance of the relevant developer contributions for a project being received. Once the developer contributions are received the DfE Grant funding can be released back into the capital programme.

2.3 Breakdown of Available Funds

Balance of unallocated education capital funds	£26,452,949
Specialist Provision Fund	£1,624,587
Relevant developer funding received	£1,568,656

3. Proposals for addition to the 2020/2021 Capital Programme

Cabinet is asked to allocate the following additional education capital resources to the capital programme:

3.1 Stratford-upon-Avon School, Stratford-upon-Avon

Stratford-upon-Avon School is the only non-selective secondary school in Stratford upon Avon with a priority area that extends into the surrounding villages. The school has an age range of 11-18 and has a Published Admission Number (PAN) for Years 7 to 11 of 290 with capacity for approximately 1700 pupils to be on roll at the school. In order to meet the short, medium, and longer-term demand for school places in Stratford upon Avon a feasibility and master planning exercise is currently underway to explore the options available to increase capacity at Stratford upon Avon School.

Both the current dining and kitchen area are undersized for the school's current PAN and capacity. With the increasing intake in the last couple of years and for September 2020, the school is experiencing significant pressure on their dining and kitchen facilities to be able to effectively offer sufficient meals to all students within the time constraints of the school's lunchtime.

It is proposed to extend the dining and kitchen facilities in order to meet the needs of the school as the pupil numbers increase to capacity. The dining extension will also be sized to support further expansion of the school.

The proposed kitchen layout provides five serving points in the kitchen compared to the current two together with additional food production and storage space. The proposed dining room extension will provide a purpose-built dining facility that can be screened off from the existing dining/hall space creating a space that can be used to provide additional breakfast and after school care.

The total cost for this project as outlined is £1,310,000. It is proposed to fund the project through developer funding that has been collected in the area to facilitate improvements and alterations at Stratford upon Avon School together with an allocation from education capital resources.

Cabinet are asked to agree the proposal to allocate £1,310,000 as follows:

Developer funding	£1,003,839
Education capital resources	£306,161

3.2 Long Lawford Primary School, Rugby

The expansion of Long Lawford Primary School from 420 places (2fe) to 630 places (3fe) was approved by Cabinet in July 2015. Work to deliver a new classroom block has now completed onsite and the school are now operating at 3fe in 4 out of 7 year groups.

In line with Department for Education guidelines a school of this size requires a second hall, or studio hall, and this was factored into the original design and costing of the scheme. The granted planning permission already includes provision for a traditionally constructed studio hall.

The project experienced significant and unforeseen delays at planning in relation to Highways and Road Safety, requiring extensive additional mitigation measures for traffic congestion at pick up and drop off times to be designed and included in the scope of works. This led to a delay in letting the construction contract and placed time pressure on the decision to proceed without the studio hall to ensure the preferred tender remained valid and the main construction elements of the scheme including the new classrooms could be delivered on time. Working practices have since been updated to avoid issues such as this on future schemes with regular discussion and pre-app advice sought from the relevant Highways and Road Safety teams as the project brief is developed.

In addition, following the completion of works to reconfigure the main school entrance and office area the school have highlighted several required amendments to the existing fencing to ensure a secure boundary is maintained between visitors and the adjacent playground and classrooms.

The total cost for this project to deliver the required studio hall and fencing reconfiguration as outlined is £635,000. It is proposed to fund the project through developer funding that has been collected in the area to facilitate the expansion of Long Lawford Primary School together, with the remainder allocated from education capital resources as shown below.

Cabinet are asked to agree the proposal to allocate £635,000 as follows:

Developer funding	£434,227
Education capital resources	£200,773

3.3 Paddox Primary School, Rugby

In July 2015 Cabinet gave funding approval for £300,000 to open a Specialist Inclusion Support Group (SISG) in Rugby. In March 2017, Cabinet approved the request to move the provision to Paddox Primary School. Following a need to change supplier and a change in type of provision from an SISG model to Resourced Provision for up to 10 SEND learners additional funding of £113,819 was approved in April 2019.

Planning approval for the modular build was obtained in August 2019 and contractors started on site December 2019. However, the discovery of asbestos in the land of the site for the modular has halted works. In order to complete ground works and progress the project the asbestos will need to be removed from site at an estimated cost of £283,000. A 10% contingency and new security access gates are also built into this cost. A review of alternative site options on the Paddox school site suggested one possible slightly suitable area however, this was discounted due to the requirement for excessively long service runs, the use of playground space, the need for further planning approval and relocation would leave contaminated land at the previous site.

With this additional funding the total cost of the project is £696,819. This equates to a per place cost of £69,682 which is slightly higher than the national benchmark figure for SEN extension of £65,739.

It is proposed to fund the additional cost from the Special Provision Fund which is capital funding allocated to the local authorities to improve and provide specialist provision for children and young people with special educational needs and disabilities.

Cabinet are asked to agree the proposal to allocate £283,000 as follows:

Special Provision Fund	£283,000
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3.4 **Early Years Settings with the Warwickshire Inclusion Kitemarking Scheme (WInCKs) accreditation, County-Wide**

Warwickshire County Council has statutory duties via the Early Education and Child Care statutory Guidance to secure sufficient childcare for children aged two to five years. In Warwickshire this is delivered via a mixed market, mainly consisting of providers from the private, voluntary and independent sector (PVI).

Early years providers are offering an increasing number of places to pupils with SEND due to increasing needs and reduced special school nursery places. The caseload of the IDS 0-5 team, that support additional support to under 5s with SEND, has increased from 291 to 430 in five years.

The WInCKS project recognises best practice in SEND for our early years settings, with a certificate of recognition. It is a voluntary scheme and has proved itself to be a low-cost initiative raising the level of practice in local settings. It has received recognition regionally as best practice. Where children would once have been transported to special schools at high cost, they are now supported in their local community amongst their peers. Currently 51 settings are accredited with WInCKS.

However, the limitations of some of the buildings are hampering the ability of these settings to meet the changing and increasing needs of children attending early years settings. If children are unable to attend these settings it is likely that children will be supported at home, not known to services which can often lead to late identification and late interventions, resulting in poorer outcomes and a higher cost at school age.

Capital investment is required to make sure settings are appropriately equipped and are accessible. In many cases, small capital investment could have a significant impact on the accessibility to local settings for children with SEND.

The proposal is to allocate £100,000 of capital funding from the Special Provision Fund for early years settings with the WInCKS accreditation. Grants of up to £2,000 would be allocated based on an agreed criteria to support the admission of children with SEND into their local community early years setting. Examples of projects which may be considered by settings include improving access to the building, for example via ramps, flat door sills, widening doors; improving acoustics; improving storage for medical and mobility equipment; and improving changing facilities.

Cabinet are asked to agree the proposal to allocate £100,000 as follows:

Special Provision Fund	£100,000
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3.5 **Burton Green CofE Academy, Burton Green**

Burton Green CofE Academy has a PAN of 15 and are currently at capacity with 107 on roll. The school are looking to create additional space at the school to accommodate in year pressure that is likely to arise as a result of the construction of new houses in the immediate area.

It is proposed to add a two-classroom block with toilets to the school which would allow the school to use the existing space more flexibly and add up to 5 places to each year group as and when the demand for places is sufficient.

One of the classrooms would be initially used by one of the existing classes as their current space is undersized for the number of children currently being taught. The smaller vacated classroom could then be used as a staffroom/planning and preparation area for staff with the current staffroom subsequently being made available for use as an intervention area for children with additional needs.

The second classroom would be used as an additional teaching space for when mixed aged classes need to be split, for music tuition and as a space that could be used as an IT suite. This would allow the school to continue to enrich the children's curriculum, enhance the teaching space for existing

pupils and staff and enable the school to accommodate demand for places from the local area.

The total cost of the project to deliver the two-classroom block is £290,000, with the school making a capital contribution of £30,000 towards this cost. It is proposed to fund the remaining £260,000 through developer funding that has been collected in the area, and an allocation from education capital resources as outlined below. Further developer contributions have been secured which once received can release the education capital resources back into the education capital programme

Cabinet are asked to agree the proposal to allocate £290,000 as follows:

Developer funding	£130,590
Education capital resources	£129,410
School/Academy Trust	£30,000

3.6 New Specialist School, Bedworth

The County Council approved the purchase of the Pears Centre in July 2019 as an opportunity for Warwickshire to develop specialist education and social care provision for children and young people, improving outcomes and reducing forecast spend.

The approved project is to establish an 80 place specialist school for children with Autism (ASD) and/or Social Emotional and Mental Health (SEMH), who are exhibiting behaviours that challenge. The presumption competition for this school is currently live. The project will also establish social care provision on the site.

The project is funded from the Capital Investment Fund with the business case including an estimated cost for the purchase of the site, revenue costs for maintaining the site prior to occupancy by the provider, start-up revenue costs for school places whilst the school fills to capacity and refurbishment and equipment costs.

The original estimated costs for refurbishment to the school were £500,000. Following due diligence procedures on the purchase and further feedback from potential providers of the school, it is anticipated that further funding will be required.

Design and development work on the site is currently ongoing. The items likely to be required as part of this budget include, replacing fencing on the site, external works to provide additional car parking on site, establishing a

multi-use games area, refurbishments to the school building (including a kitchen and dining area), and refurbishment to the hydrotherapy pool.

Exact costs on the above are still to be quantified but are expected to exceed the current financial envelope of £500,000. As a result, it is proposed to allocate £522,587 from the Special Provision Fund towards the refurbishment budget. Any further requirement for Capital funding for this project will be subject to further reports to cabinet.

Cabinet are asked to agree the proposal to allocate £522,587 as follows:

Special Provision Fund	£522,587
------------------------	----------

4. Financial Implications

- 4.1 Details of currently available capital funding are listed in Section 2 of the report. This available funding is a total of **£29,646,192**
- 4.2 The project costs financed from WCC resources outlined within this report total **£3,110,587**, of which £1,568,656 is from developer funding, £905,587 is from the Specialist Provision Fund, £636,344 is from unallocated Education capital resources. A further £30,000 will be received as a contribution from Burton Green CofE Academy.
- 4.3 This leaves a balance of **£26,535,605** for future education capital projects, of which £25,816,605 is held within unallocated education capital resources and £719,000 is held within the Specialist Provision Fund. All future capital projects would be subject to a separate report to Cabinet. The service has plans for the use of this funding to meet the need for additional places in local development plans.
- 4.4 See **Appendix 1** for breakdown of income and expenditure.
- 4.5 The current approved Education Services Capital Programme is £58,680,098, the proposals in this report totalling £3,140,587 will increase the service's capital programme to £61,820,685
- 4.6 With respect to the SEND provision outlined in this report, per pupil place funding will consist of the nationally agreed per pupil base funding together with top up funding applied in line with the funding system utilised by WCC. Where a local authority is leading on the opening of new specialist provision, it will be responsible for providing funding to support pre opening revenue costs and post opening diseconomies whilst the new school grows up to capacity.

5. Environmental Implications

- 5.1 Environmental risk assessments together with mitigation statements to reduce any potential environmental impacts are required for each capital project. An initial assessment of the proposed schemes considers all elements of the proposed schemes to be of low risk of environmental damage and that measures can be put in place to ensure these risks remain at a minimum throughout the construction process.
- 5.2 Where feasible WCC will look to use modern methods of construction to achieve efficiencies and benefits particularly in terms of time, cost and the environment.
- 5.3 The proposed schemes aim to ensure the sufficiency of, and accessibility to, provision in local settings avoiding the need to travel further afield to access education or childcare provision.

6. Background Papers

Equality Impact Assessment

7. Appendices

Financial Breakdown

	Name	Contact Information
Report Author	Emma Basden-Smith, Bern Timings	emmabasdensmith@warwickshire.gov.uk, berntimings@warwickshire.gov.uk
Assistant Director	Ian Budd	ianbudd@warwickshire.gov.uk
Lead Director	Strategic Director for Communities	markryder@warwickshire.gov.uk
Lead Member	Portfolio Holder for Education & Learning	colinhayfield@warwickshire.gov.uk

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

Local Members:

Cllr Jenny Fradgley
Cllr Jerry Roodhouse
Cllr John Cooke
Cllr Peter Gilbert
Cllr Heather Timms

SCHOOL CAPITAL PROGRAMME - FINANCE BREAKDOWN

APPENDIX 1

		Available Basic Need Resources				
		£				
Balance following November 2019 Cabinet report		27,841,099				
Changes to existing projects and funding received		- 1,388,150				
Total Available Resources		£26,452,949				
Projects Recommended for Support in July 2020 Cabinet Report		Total Cost	Proposed Use of Basic Need Resources	Proposed Use of Special Provision Fund	Proposed Use of Developer funding Resources	Other Funding
		£	£	£	£	£
3.1	Stratford upon Avon School	1,310,000	306,161	-	1,003,839	-
3.2	Long Lawford Primary School	635,000	200,773	-	434,227	-
3.3	Paddox Primary School	283,000	-	283,000	-	-
3.4	Early Years Settings with WInCKs Accreditation	100,000	-	100,000	-	-
3.5	Burton Green CofE Academy	290,000	129,410	-	130,590	30,000
3.6	New Specialist School	522,587	-	522,587	-	-
Total		£3,140,587	£636,344	£905,587	£1,568,656	£30,000
Revised Unallocated/ (Shortfall) in Basic Need Resources		£25,816,605				

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Warwickshire County Council Equality Impact Assessment (EIA) Form

The purpose of an EIA is to ensure WCC is as inclusive as possible, both as a service deliverer and as an employer. It also demonstrates our compliance with Public Sector Equality Duty (PSED).

This document is a planning tool, designed to help you improve programmes of work by considering the implications for different groups of people. A guidance document is available [here](#).

Please note that, once approved, this document will be made public, unless you have indicated that it contains sensitive information. Please ensure that the form is clear and easy to understand. If you would like any support or advice on completing this document, please contact the Equality, Diversity and Inclusion (EDI) team on 01926 412370 or equalities@warwickshire.gov.uk

Service / policy / strategy / practice / plan being assessed	Education (Schools) Capital Programme 2020/21
Business Unit / Service Area	Education Services
Is this a new or existing service / policy / strategy / practice / plan? If an existing service / policy / strategy / practice / plan please state date of last assessment	Additional proposals to be incorporated into an existing programme of works
EIA Review team – list of members	Emma Basden-Smith, Bern Timings
Do any other Business Units / Service Areas need to be included?	Strategic Asset Management
Does this EIA contain personal and / or sensitive information?	No
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

1. Please explain the background to your proposed activity and the reasons for it.

The Capital Programme outlines how funds will be allocated to specific projects, including details of the proposal, costs and timeframes, in order for Warwickshire County Council to undertake their legal duty. Warwickshire County Council has a legal duty to:

- ensure sufficient schools and places in a locality;
- secure sufficient early years & childcare places;
- ensure sufficient post 16 provision;
- provide appropriate education provision for children with special educational needs and disabilities;
- promote high education standards;
- ensure fair access to educational opportunity;
- promote the fulfilment of every child's education potential;
- promote diversity and parental choice.

It is the Council's role to plan, commission and organise school places in a way that raises standards, manages supply and demand and creates a diverse infrastructure. The Capital Programme is in place to ensure public funds are spent in a transparent, objective, cost effective and sustainable way

2. Please outline your proposed activity including a summary of the main actions.

The schemes proposed to be added to the Education Capital Programme include increasing teaching and ancillary space to accommodate additional pupils in both mainstream and specialist provision. The programme also includes proposals to provide funding for adaptations and alterations to education settings to increase the number of children and learners with SEND accessing local early years and mainstream settings

3. Who is this going to impact and how? (customers, service users, public and staff)

It is good practice to seek the views of your stakeholders and for these to influence your proposed activity. Please list anything you have already found out. If you still need to talk to stakeholders, include this as an 'action' at the end of your EIA. **Note that in some cases, there is a duty to consult, see [more](#).**

Schools and school age children (including children within the 0-18 age range, or 0-19 for SEND) in the geographical areas of the proposed projects. Proposals will be associated with and contributing to the wider objectives within various published strategies e.g Education Strategy, Sufficiency Strategy, SEND and Inclusion Strategy. Formal consultation will be used where a statutory process is required as part of a capital project.

4. Please analyse the potential impact of your proposed activity against the protected characteristics.

N.B Think about what actions you might take to mitigate / remove the negative impacts and maximize on the positive ones. This will form part of your action plan at question 7.

	What information do you have? What information do you still need to get?	Positive impacts	Negative impacts
Age	No identified impact		
Disability Consider <ul style="list-style-type: none"> • Physical disabilities • Sensory impairments • Neurodiverse conditions (e.g. dyslexia) • Mental health conditions (e.g. depression) • Medical conditions (e.g. diabetes) 	Adaptations and alterations at identified settings will require specialist knowledge/expertise to ensure needs of learner are met	Adaptation is fit for purpose	None
Gender Reassignment	No identified impact		
Marriage and Civil Partnership	No identified impact		
Pregnancy and Maternity	No identified impact		
Race	No identified impact		
Religion or Belief	No identified impact		
Sex	No identified impact		

Sexual Orientation	No identified impact		
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5. What could the impact of your proposed activity be on other vulnerable groups e.g. deprivation, looked after children, carers?

No specific negative impact on these other vulnerable groups are identified
Proposals within the capital programme can bring educational benefits for both existing and future cohorts of pupils which will include these vulnerable groups

6. How does / could your proposed activity fulfil the three aims of PSED, giving due regard to:

- the elimination of discrimination, harassment and victimisation
- creating equality of opportunity between those who share a protected characteristic and those who do not
- fostering good relationships between those who share a protected characteristic and those who do not

A number of the proposals support the admission and inclusion of SEND learners into local settings and increase the specialist provision offer available to these learners.

7. Actions – what do you need to do next?

Consider:

- Who else do you need to talk to? Do you need to engage or consult?
- How you will ensure your activity is clearly communicated
- Whether you could mitigate any negative impacts for protected groups
- Whether you could do more to fulfil the aims of PSED
- Anything else you can think of!

Action	Timescale	Name of person responsible
Continued consideration of accessibility and needs of SEND learners and vulnerable groups in the design and delivery of capital projects	Ongoing	Education services/Strategic Asset Management/Design and Major Projects (project specific)

8. Sign off.

Name of person/s completing EIA	Emma Basden-Smith
Name and signature of Assistant Director	Ian Budd
Date	22/06/2020
Date of next review and name of person/s responsible	Autumn 2020/Spring 2021 – likely date of next Capital Programme Report Emma Basden-Smith/Bern Timings

Cabinet

Black and Minority Ethnic Communities and Covid-19

9 July 2020

Recommendations

1. To note the main findings from the Public Health England Review of the Impact of COVID19 on Black, Asian and Minority Ethnic (BAME) communities
2. To consider the recommendations included in the report and support their adoption, where the Director of Public Health considers relevant, for Warwickshire and Warwickshire County Council
3. To endorse, using place based JSNA approaches, a review into the relationship between ethnicity and COVID19 in North Warwickshire and Nuneaton and Bedworth.

1. Executive Summary

- 1.1 Evidence from the early stages of the COVID19 pandemic suggested that a significant proportion of critically ill patients with COVID-19 were from Black, Asian and Minority Ethnic (BAME) communities. In addition, the first ten healthcare workers in the UK who died as a result of COVID-19 were all from BAME backgrounds. Rapid reviews of evidence have subsequently shown that in the UK, the highest age standardised diagnosis rates of COVID-19 per 100,000 population were in people of Black ethnic groups (486 in females and 649 in males) and the lowest were in people of White ethnic groups (220 in females and 224 in males).
- 1.2 Even after accounting for the effect of age, gender, deprivation and region, people from BAME backgrounds were significantly more likely to die from COVID19 compared to White British counterparts.
- 1.3 Several explanations have been posited for this association. This includes the finding that risks associated with COVID-19 transmission, morbidity, and mortality can be exacerbated by the housing challenges faced by some members of BAME groups.
- 1.4 The unequal impact of COVID-19 on BAME communities may also be explained by a number of additional factors, ranging from social and economic inequalities, racism, discrimination and stigma, occupational risk, inequalities in the prevalence of conditions that increase the severity of disease including obesity, diabetes, cardiovascular disease and asthma.

- 1.5 Individuals from BAME groups are more likely to work in occupations with a higher risk of COVID-19 exposure. They are more likely to use public transportation to travel to their essential work. Historic racism and poorer experiences of healthcare or at work may mean that individuals in BAME groups are less likely to seek care when needed or as NHS staff are less likely to speak up when they have concerns about Personal Protective Equipment (PPE) or risk.
- 1.6 Public Health England (PHE) subsequently completed and published a rapid review of the evidence. The review includes seven recommendations that are based on stakeholder requests for action across four domains – the need for research and data to deepen our understanding of the wider socio-economic determinants and improve data recording of ethnicity, policy change, communications with community leaders and the use of anchor institutions to scale up prevention services in a targeted way. (Appendix 1).
- 1.7 There is evidence that WCC recognizes the importance of diversity in its workforce. A 2019 diversity and inclusion report shows that the ethnic profile of WCC staff is more diverse than the county profile. In response to the emerging evidence on COVID and its relationship with ethnicity, there is ongoing work within WCC to include BAME status in organisational risk assessments.
- 1.8 Managers and employees will now be required to undertake individual risk assessments if one or more check list criteria is met. This includes a number of equality considerations, one of them being BAME, alongside other considerations (their role, health, household, journey etc.) and will ensure that, in addition to the general risk of infection when returning to the workplace, any potential specific risks to individual employees and their mental wellbeing has been considered and assessed.

2. Financial Implications

- 2.1 None

3. Environmental Implications

- 3.1 None.

4. Supporting Information

- 4.1 Without explicit consideration of the impact of ethnicity and structural disadvantage in our responses to COVID 19, there remains a risk that health inequalities will continue to worsen. Seven recommendations have been put forward by Public Health England and whilst there's a recognition that addressing the underlying determinants of the poor health outcomes in relation to COVID is beyond the scope of one organisation to influence, WCC needs to consider which of these are relevant, doable and achievable as an organisation with employees from BAME backgrounds.

4.2 There is also a need to explore the possible relationship between ethnicity and COVID19 outcomes in North of the County (North Warwickshire and Nuneaton and Bedworth) where we have consistently observed a higher number of cases and deaths to date.

5. Timescales associated with the decision and next steps

5.1 N/A

Appendix

Beyond the Data: Understanding the Impact of COVID-19 on BAME Communities - 10 Recommendations

Background Papers

Beyond the data: Understanding the impact of COVID-19 on BAME groups. A Public Health England Report. June 2020.

	Name	Contact Information
Report Author	Dr Shade Agboola	Shadeagboola@warwickshire.gov.uk Tel: 01926 731450
Assistant Director	Dr Shade Agboola	
Lead Director	Nigel Minns	
Lead Member	Cllr Les Caborn	

The report was shared with Councillor Les Caborn prior to publication

Appendix

Beyond the Data: Understanding the Impact of COVID-19 on BAME Communities - 10 Recommendations

Throughout the stakeholder engagement exercise, it was both clearly and consistently expressed that without explicit consideration of ethnicity, racism and structural disadvantage in our responses to COVID-19 and tackling health inequalities there is a risk of partial understanding of the processes producing poor health outcomes and ineffective intervention. No work was done to review the evidence base behind stakeholders' comments.

The following recommendations arise from a range of requests for action from stakeholders and point to the areas where commitment, focus, and delivery at scale could make a significant difference in improving the lives and experiences of BAME communities. This is crucially important as we emerge from the first phase of the COVID-19 pandemic and look toward rebuilding communities, restarting services

and local economies, and creating resilient, engaged and cohesive communities capable of withstanding and thriving despite the upcoming challenges.

1. Mandate comprehensive and quality ethnicity data collection and recording as part of routine NHS and social care data collection systems, including the mandatory collection of ethnicity data at death certification, and ensure that data are readily available to local health and care partners to inform actions to mitigate the impact of COVID-19 on BAME communities.

2. Support community participatory research, in which researchers and community stakeholders engage as equal partners in all steps of the research process, to understand the social, cultural, structural, economic, religious, and commercial determinants of COVID-19 in BAME communities, and to develop readily implementable and scalable programmes to reduce risk and improve health outcomes.

3. Improve access, experiences and outcomes of NHS, local government and integrated care systems commissioned services by BAME communities including: regular equity audits; use of health impact assessments; integration of equality into quality systems; good representation of black and minority ethnic communities among staff at all levels; sustained workforce development and employment practices; trust-building dialogue with service users.

4. Accelerate the development of culturally competent occupational risk assessment tools that can be employed in a variety of occupational settings and used to reduce the risk of employee's exposure to and acquisition of COVID-19, especially for key workers working with a large cross section of the general public or in contact with those infected with COVID-19. Beyond the Data: Understanding the Impact of COVID-19 on BAME Communities 11

5. Fund, develop and implement culturally competent COVID-19 education and prevention campaigns, working in partnership with local BAME and faith communities to reinforce individual and household risk reduction strategies; rebuild trust with and uptake of routine clinical services; reinforce messages on early identification, testing and diagnosis; and prepare communities to take full advantage of interventions including contact tracing, antibody testing and ultimately vaccine availability.

6. Accelerate efforts to target culturally competent health promotion and disease prevention programmes for non-communicable diseases promoting healthy weight, physical activity, smoking cessation, mental wellbeing and effective management of chronic conditions including diabetes, hypertension and asthma.

7. Ensure that COVID-19 recovery strategies actively reduce inequalities caused by the wider determinants of health to create long term sustainable change. Fully funded, sustained and meaningful approaches to tackling ethnic inequalities must be prioritised.

[COVID-19: understanding the impact on BAME communities](#)



BAME and COVID

Insights from A PHE review of the evidence

Dr Shade Agboola, DPH, WCC



Background

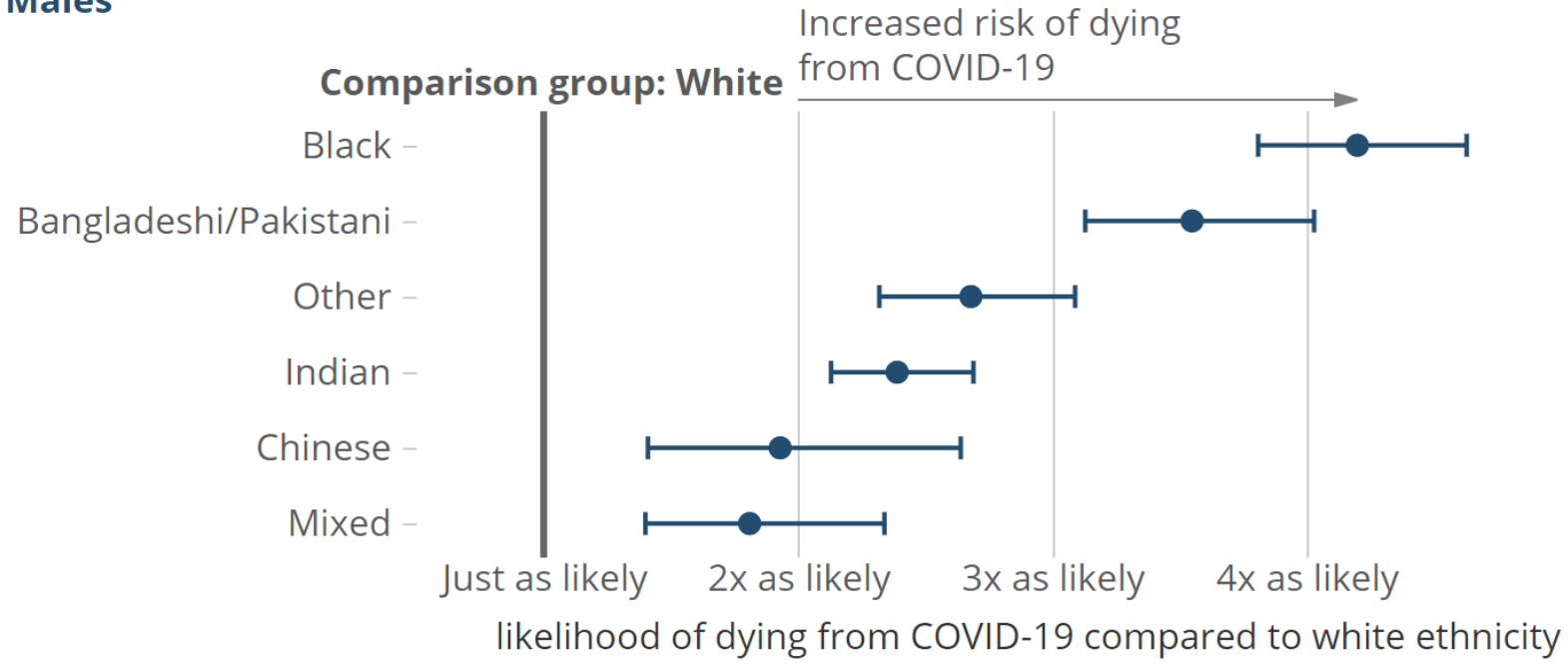
- Evidence from the early stages of the pandemic suggested a disproportionate impact of COVID on BAME groups
- Trend in the UK first came to light when the evidence showed that the first 11 doctors to die from COVID were all from BAME communities
- Various analyses have since been published, with one showing that of 106 COVID-19 fatalities in health workers some two thirds (63%) were in BAME people (up to April 22, 2020).
- The figure was 94% for doctors and 71% for nurses, with the average reduced with the inclusion of other health-care workers (55%).



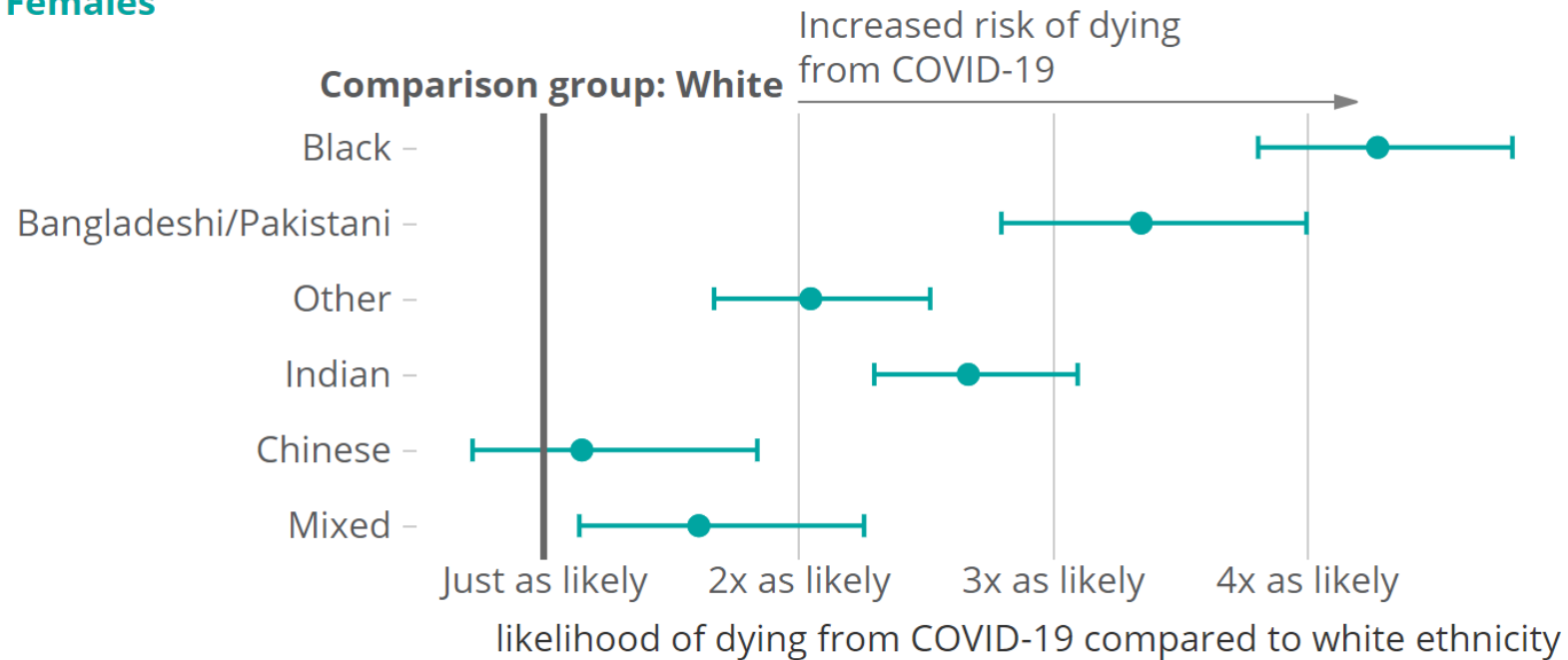
ONS data

- Black males 4.2 times more likely to die from COVID, Black females 4.3 times more likely
- Bangladeshi and Pakistani, Indian, and Mixed ethnicities also had statistically significant raised risk of death involving COVID-19 compared with those of White ethnicity.
- Even after adjustment for socio-demographic characteristics, the association remained statistically significant.

Males



Females





Data limitations

- Ethnicity is not recorded on death certificates
- ONS analysis was linked to 2011 census data, which allowed ascertainment of self-reported ethnicity
- The breakdown of ethnicity used was guided by the number of deaths available for use in analyses and its distribution across ethnic groups
- Data not available at LA level.



Public Health
England

Protecting and improving the nation's health

Beyond the data: Understanding the impact of COVID-19 on BAME groups



PHE review

- In light of emerging evidence, rapid review commissioned
- Aim of review was twofold:
 - To understand if inequalities exist in how BAME groups are affected compared to white population
 - To understand the social and structural determinants of health that may impact on disparities in COVID-19 incidence, treatment, morbidity, and mortality in BAME groups

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892376/COVID_stakeholder_engagement_synthesis_beyond_the_data.pdf



Review Findings

- The results of the PHE data review suggest that people of Black, Asian and other minority ethnic groups may be more exposed to COVID-19, and therefore are more likely to be diagnosed.
- BAME groups appeared to have increased risk of death and complications from COVID.
- Once infected, many of the pre-existing health conditions that increase the risk of having severe infection (such as having underlying conditions like diabetes and obesity) are more common in BAME groups and many of these conditions are socioeconomically patterned

Recommendations

- Seven recommendations included in the report
 - Mandate comprehensive and **quality ethnicity data** collection and recording
 - Support **community participatory research**, in which researchers and community stakeholders engage as equal partners in all steps of the research process, to understand the social, cultural, structural, economic, religious, and commercial determinants of COVID-19 in BAME communities
 - **Improve access, experiences and outcomes** of NHS, local government and integrated care systems commissioned services by BAME communities
 - Accelerate the development of **culturally competent occupational risk assessment tools** that can be employed in a variety of occupational settings and used to reduce the risk of employee's exposure to and acquisition of COVID-19, especially for key workers



Recommendations

- Fund, develop and implement **culturally competent COVID-19 education and prevention campaigns**, working in partnership with local BAME and faith communities to reinforce individual and household risk reduction strategies
- Accelerate efforts to **target culturally competent health promotion and disease prevention programmes** for non-communicable diseases promoting healthy weight, physical activity, smoking cessation, mental wellbeing and effective management of chronic conditions including diabetes, hypertension and asthma



Recommendations

- Ensure that **COVID-19 recovery strategies actively reduce inequalities caused by the wider determinants of health** to create long term sustainable change. Fully funded, sustained and meaningful approaches to tackling ethnic inequalities must be prioritised

What are we doing in Warwickshire?



Ethnicity

Ethnic Group	Number	%	0-15		16-64		65+	
			Number	%	Number	%	Number	%
All Persons	545,474		98,399		347,804		99,271	
White British	482,607	88.5%	84,569	85.9%	304,348	87.5%	93,690	94.4%
White Irish	5,216	1.0%	247	0.3%	3,006	0.9%	1,963	2.0%
Gypsy or Irish Traveller	494	0.1%	171	0.2%	296	0.1%	27	0.0%
White Other	17,371	3.2%	2,774	2.8%	13,529	3.9%	1,068	1.1%
All White	505,688	92.7%	87,761	89.2%	321,179	92.3%	96,748	97.5%
Mixed: White & Black Caribbean	3,090	0.6%	1,569	1.6%	1,440	0.4%	81	0.1%
Mixed: White & Black African	698	0.1%	390	0.4%	295	0.1%	13	0.0%
Mixed: White and Asian	2,606	0.5%	1,388	1.4%	1,154	0.3%	64	0.1%
Mixed: Other	1,555	0.3%	691	0.7%	815	0.2%	49	0.0%
All Mixed	7,949	1.5%	4,038	4.1%	3,704	1.1%	207	0.2%
Asian: Indian	16,435	3.0%	3,539	3.6%	11,521	3.3%	1,375	1.4%
Asian: Pakistani	1,728	0.3%	495	0.5%	1,133	0.3%	100	0.1%
Asian: Bangladeshi	284	0.1%	73	0.1%	204	0.1%	7	0.0%
Asian: Chinese	2,349	0.4%	293	0.3%	1,948	0.6%	108	0.1%
Asian: Other	4,300	0.8%	814	0.8%	3,273	0.9%	213	0.2%
All Asian	25,096	4.6%	5,214	5.3%	18,079	5.2%	1,803	1.8%
Black: African	2,173	0.4%	557	0.6%	1,586	0.5%	30	0.0%
Black: Caribbean	1,733	0.3%	147	0.1%	1,302	0.4%	284	0.3%
Black: Other	537	0.1%	188	0.2%	311	0.1%	38	0.0%
All Black	4,443	0.8%	892	0.9%	3,199	0.9%	352	0.4%
Other: Arab	467	0.1%	119	0.1%	333	0.1%	15	0.0%
Any Other Ethnic Group	1,831	0.3%	375	0.4%	1,310	0.4%	146	0.1%
All other	2,298	0.4%	494	0.5%	1,643	0.5%	161	0.2%

Workforce Demographics - Race (Ethnicity)



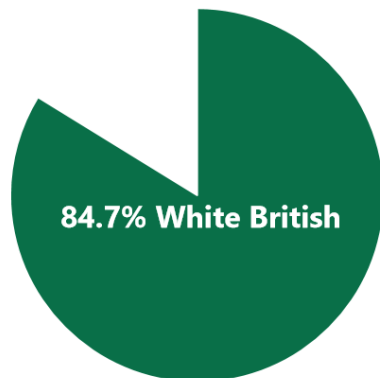
Ethnic Group as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
White British	255,845 (88.2%)	3,295 (84.7%)	1,211 (87.4%)	1,109 (81.6%)	968 (85.1%)
White Irish and White Other	14,269 (4.9%)	189 (4.9%)	82 (5.9%)	64 (4.7%)	42 (3.7%)
Asian and Asian British	13,468 (4.6%)	279 (7.2%)	69 (5.0%)	110 (8.1%)	100 (8.8%)
Black and Black British	2,535 (0.9%)	112 (2.9%)	19 (1.4%)	70 (5.2%)	23 (2.0%)
Mixed	2,704 (0.9%)	9 (0.2%)	4 (0.3%)	5 (0.4%)	0 (0.0%)
Other Ethnic Groups	1,220 (0.4%)	6 (0.2%)	1 (0.1%)	1 (0.1%)	4 (0.4%)
*Not stated	N/A	611 (13.6%)	282 (16.9%)	190 (12.3%)	136 (10.7%)

Race (Ethnicity) - 2017-2019

Warwickshire County Council

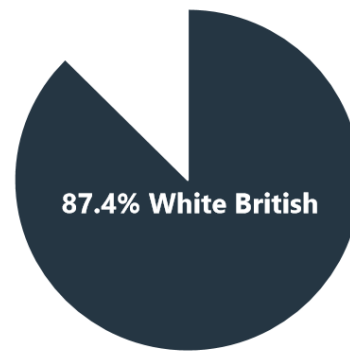
The proportion of employees who are of **Black and Black British** ethnicity has increased from 1.3% in 2017/18 to 2.9% in 2018/19.

The proportion of employees who have stated their ethnicity has improved (81.7% stated in 2016/17 to 86.4% in 2018/19)



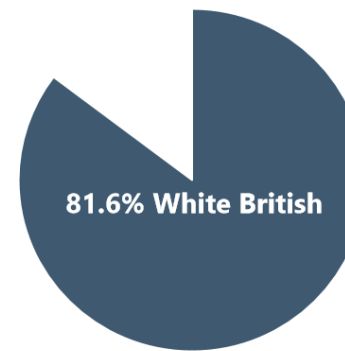
Communities Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 0.3% in 2017/18 to 1.4% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 0.9% in 2017/18 to 0.3% in 2018/19)



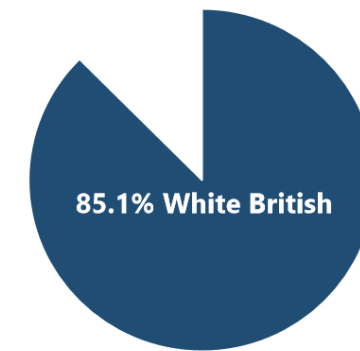
People Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 2.9% in 2017/18 to 5.2% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 1.1% in 2017/18 to 0.4% in 2018/19)



Resources Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 0.7% in 2017/18 to 2.0% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 0.6% in 2017/18 to 0.0% in 2018/19)





Progress

- Meetings with key faith groups at the start of the pandemic.
- Targeted comms messaging via a range of channels in May.
- Messages produced in a range of languages.
- Request from faith groups as lockdown eases for support in completing risk assessments.



WCC approach

- Organizational risk assessments ongoing
- These assessments include sections on support for BAME staff
- Managers and employees will be required to undertake an individual risk assessment if one or more of the employee 'check list' criteria is ticked.
- This includes a number of equality considerations, one of them being BAME, alongside other considerations (their role, health, household, journey etc.)
- Will ensure that, in addition to the general risk of infection when returning to the workplace, any potential, specific, risks to individual employees and their mental wellbeing, has been considered and assessed.
- Plan underway to produce PH guidance on support/risk assessments for BAME staff



PPE

- PPE – Some research suggests that BAME nursing staff are more likely to be affected by PPE shortages
- Based on a survey commissioned by Royal College of Nursing and based on self-report
- Evidence so far is inconclusive but FIT testing now mandatory for BAME staff working in front facing clinical roles.



Discussion

- What else do you think we can do to support BAME communities?
- How can you use your influence to support this?

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Cabinet

Trinity Catholic School

9 July 2020

Recommendations

That Cabinet:

1. Consider the report and the proposed structural solution for Trinity Catholic School including the financial risks, associated with the current position and long-term sustainability.
2. Agree the structural solution put forward for Trinity Catholic Secondary School as an Academy converter based on an options appraisal that includes the implications of doing nothing.
3. Authorise the Strategic Director for Communities in consultation with the Portfolio Holder for Education and Learning to negotiate the conditions that need to be met to enable the structural solution to be achieved including the accumulated deficit budget in line with the protocol for Schools with Deficit Budgets on terms and conditions acceptable to the Strategic Director for Resources.

1. Executive Summary

- 1.1 A proposed structural solution for Trinity Catholic School has been identified with relevant stakeholders including WCC, Birmingham Archdiocese, Our Lady of Lourdes MAC, the IEB and senior leadership in the school. This has been arrived at after an options appraisal.
- 1.2 The recommendation for Trinity Catholic School is that it joins Our Lady of Lourdes MAC. This fits with the Birmingham Archdiocese plan for all its schools to be part of a MAC and is based on the options appraisal in the paper attached. This is deemed by stakeholders to be a positive solution to enable stable education and high-quality provision moving forward. Other options have been considered.
- 1.3 This recommendation has the full support of the Archdiocese of Birmingham.
- 1.4 Academisation would not be as a sponsored academy, as the school is deemed by Ofsted to be a good school. However, the school was served a Warning Notice in December 2017 and subsequently an IEB was put in place in August 2018.
- 1.5 The implications of alternative solutions such as closure or the school continuing to function as it is, are not viable options. Pupil numbers are

needed in the area and closure would incur significant costs to the local authority well in excess of the accumulated deficit.

(Appendix 1 outlines the risks and considerations in more detail).

- 1.6 To continue as it is, would more than likely mean a forced academy position, an increase in the deficit position as sustainable leadership and school improvement support would need to be commissioned, and high quality education, for the children and young people would not be sustained. Having no clear direction of travel for the school and change in vision is likely to mean a continued decline in pupil numbers.
- 1.7 The conversion date proposed is January 2021.
- 1.8 Our Lady of Lourdes MAC have set certain conditions that need to be met for them to continue with the proposal for Trinity Catholic School to join the MAC. These are:
1. The accumulative deficit up until 31st March 2020 to be taken on by WCC. (This deficit is £1,039,274 at the point of end of year budget submission)
 2. Any further in-year debt accrued up until the point of conversion to be dealt with by WCC. The IEB have removed the suspension of the 6th form which will have a positive impact on the in-year budget position. The budget submission shows a projected deficit of £21,941 for 2020/2021. (Any in-year deficit would be what is accumulated over the first 2 terms and not for the whole year)
 3. The resource for an Executive Head to continue post conversion until end of the summer term 2021. A budget has been identified this will be covered through the school improvement budget.
 4. Support from WCC for a Trust Fund Capacity bid and a School improvement fund application (SSIF)

2. Financial Implications

The projected financial implications of each option appraised are as follows

Option	Approximate Financial implications
School remains as it is as a stand-alone maintained VA school	Current deficit plus an increase in costs in year including leadership, staffing, CPD, ICT infrastructure
Move the school to another site	Capital: £24,000,000+ (excluding any new site purchase costs if required)
Closure of the school	Capital: £17,000,000+ Revenue: £3,583,067+

Structural solution as an academy convertor joining a MAC	Revenue deficit: £1,039,274 + any in-year deficit up to the point of conversion
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3. Environmental Implications

None

4. Supporting Information

- 4.1 Cabinet need to agree alongside the Archdiocese, if they support the option put forward to enable a sustainable structural solution for Trinity Catholic School to be put in place for the long-term stability of the school, quality education and continued school places in the area.
- 4.2 The Archdiocese are funding £635k for capital works on the school site.
- 4.3 Cabinet needs to be aware this is a project transition period. As a voluntary aided school there is a need to work with the relevant stakeholders to achieve the best possible solution for the school.
- 4.4 Cabinet needs to agree to the conditions being set by Our Lady of Lourdes MAC to enable Trinity Catholic School to join their academy trust. This includes the Council funding:
- the accumulated deficit budget and any in-year deficit budget up to the point of conversion.)
 - the resource for an Executive Head to continue post conversion until end of the summer term 2021. This would be covered through the school improvement budget which is already planned for.
 - support from WCC for a Trust Fund Capacity bid and a School improvement fund application (SSIF).

5. Timescales associated with the decision and next steps

- 5.1 Decision to be taken by Cabinet 9th July if this recommendation is supported the following steps will be taken:
- 5.2 Application to the Regional Schools Commissioner week of the 13th July
- 5.3 Consultation with stakeholders September 2020
- 5.4 Proposed academisation 1st January 2021

Appendices

1. Appendix 1- Options summary
2. Appendix 2- Trinity Catholic School Closure LA risk analysis

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The report was shared with the Chair, Vice Chair and Group Spokespersons for the Children and Young People Overview and Scrutiny Committee prior to publication



APPENDIX 1 - Options summary – Trinity Catholic School

01 July 2020

This document summarises the options available for WCC regarding Trinity Catholic School in light of the low pupil numbers and deficit budget position. It outlines some of the potential benefits and risks associated with each option. All options and risk benefits presented are based on moving forward from the current position as at March 2020.

The options reviewed are as follows:

1. Academisation
2. Remain LA maintained
3. Total closure
4. Relocation

The summaries below do not reflect the full process required for each option or the complexities involved to move the school towards that option.

1. School becomes an academy

Benefits	Risks
New leadership arrangements with an established Head/executive leader and clear governance arrangements	Budget deficit falls to the LA
Renewed perception with parents through re-branding	Lack of willingness for the school to join a MAC
Economies of scale are achievable within a trust which will contribute to the long term financial viability of the school	
Collaborative arrangements with other schools in terms of staffing, breadth of the curriculum and post 16 provision	
Additional considerations	
RSC support/agreement for academisation	

2. School remains LA maintained (do nothing option)

Benefits	Risks
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Continuity for current pupils	Budget deficit likely to increase as whilst the budget is projected to get close to a near in-year balance it does not include future costs for leadership, IT developments, curriculum developments etc
	Parental perception of the school is poor as there is no clear vision moving forward. This has an impact on pupil numbers which remain low
	Staffing shortages to cover a broad curriculum
	Lack of investment in the infrastructure as the budget will have no capacity
	Continued low numbers as parental/community perception will not change
Additional considerations	
This is actually not an option as the school will not be sustainable	

3. Total closure of Trinity Catholic School

Benefits	Risks
Capital receipt from disposal of school site	Shortfall in secondary school places in both the short and long term
	Removal of parental choice/ Catholic secondary provision from the area
	Redundancy costs (to be quantified) increase budget deficit
	Secretary of State may direct the transfer of any part of the land to another academy or free school, or to be used for a new free school
	Disruption to education of pupils currently on role at time of closure
	Insufficient capacity to accommodate existing pupils in local secondary schools
	Expansion of existing schools to accommodate the 750 places in 11-16 age range only - likely in the region of £17,000,000 to £34,000,000 depending on the specific project requirements at each existing school – No funding currently available
Additional considerations	



Secretary of state consent unlikely to be granted for disposal of the current site given the predicted need for Secondary places in the area
Capital receipt unlikely to meet funding requirement to re-provide lost capacity

4. Relocation within Leamington area

Benefits	Risks
Possibility of relocating school closer to area of housing growth – dependant on securing a suitable site	Capital cost for relocation likely in excess of £24million (excluding land purchase if required)
Capital receipt from disposal of school site	No capital funding source for relocation identified
	Revenue budget deficit remains and may increase
	Existing parental preference trends and low pupil numbers may continue
Additional considerations	
The only available sites are already allocated for new education provision to meet the expected demand for additional school places in the area – this new provision is required in excess of the existing capacity of the Leamington and Warwick secondary schools and cannot be utilised to re-provide the capacity currently at Trinity School.	
Secretary of state consent unlikely to be granted for disposal of the current site given the predicted need for Secondary places in the area	

Appendix 2 - Trinity Catholic School closure LA risk analysis - costs and considerations

01 July 2020

Closure of Trinity Catholic School is not currently proposed as a viable option.

This document outlines some of the potential risks to the Local Authority if the school were to close in the near future and is theoretical only at this time.

Education Sufficiency

The Education Sufficiency Strategy Annual Update 2019 outlines the Warwick and Leamington Secondary School planning area is expected to be over capacity from September 2019 onwards. As larger primary cohorts continue to transfer through to secondary school and housing development within the area progresses this shortfall is expected to increase rapidly and is expected to support the opening of a new secondary school in the area as early as September 2023.

Planning Area	Academic Year	Year 7 Places Available - PAN	Year 7 Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Warwick and Leamington	2019/20	1051	1056	0%	5255	4823	8%
	2020/21	1051	1057	-1%	5255	5012	5%
	2021/22	1081	1158	-7%	5405	5301	2%
	2022/23	1081	1182	-9%	5405	5578	-3%
	2023/24	1081	1313	-21%	5405	5935	-10%
	2024/25	1081	1284	-19%	5405	6131	-13%
	2025/26	1081	1304	-21%	5405	6322	-17%

Table 1: Pupil number forecasts, source: Annual Education Sufficiency Update 2019

In this context the capacity provided by the five existing secondary schools in Leamington and Warwick is integral to ensuring the Local Authority is able to meet the statutory duty to provide sufficient school places. In addition, Trinity Catholic School serves an additional function of ensuring the parental choice exists in the area.

Education Capital costs

Trinity Catholic School currently provides 750 possible places across the 11-16 age range with a further 300 places available for 6th form students.

As outlined above the expected increase in secondary school pupils is such that the capacity Trinity School provides is essential to ensure the provision of sufficient places. Therefore, there would be the requirement to re-provide the capacity of Trinity School in its entirety within the Leamington and Warwick area. Based on national benchmark data the current cost estimates for a new 750 place secondary school, plus 6th form, are in the region of **£24,000,000**.

The full cost of re-providing this capacity would lie with WCC, with any Basic Need Grant funding received from central government would be lagged by up to three years after the removal of capacity was reported to the DfE via the annual SCAP return.

It is important to note the per place funding received via Basic Need Grant funding would not cover the full costs of delivering completely new provision.

This is in excess of the estimated £30,000,000+ required to deliver the proposed All-through provision in South Leamington. In addition, the site secured for this new All-through provision is directly related and sized according to the expected need for places as a result of housing development in this area. Any decision to re-provide any, or all, of the secondary school places lost through the potential closure of Trinity School on this site would require a substantial change to the existing planning permission and may cause conflict with the legal agreement under which the new site has been secured.

An alternative to wholesale re-provision of capacity as a new school, could be expansion at the remaining existing secondary schools in the area. However this approach presents significant challenges in terms of physical site capacities and capital cost and would require detailed feasibility studies to be undertaken at each school to assess the viability of expansion and may severely limit the ability to meet future need in the area should the demand for places continue to grow.

Current benchmarking data suggests a 150 place (1fe) secondary school expansion with costs in the region of £3,400,000, however similar projects currently in feasibility stage are suggesting realistic costs of double this figure. Therefore, the total capital costs associated with expansion of existing schools to accommodate the 750 places in 11-16 age range only could be in the region of £17,000,000 to £34,000,000 depending on the specific project requirements at each existing school.

Secretary of State approval and intervention

Local authorities wanting to dispose of school land require consent from the Secretary of State under Schedule 1 to the Academies Act 2010. This extends the requirement to ask for Secretary of State consent to dispose of community school land to include all land in which a freehold or leasehold interest is held by the local authority and which has been used for any school (including any academy) in the last 8 years.

When a voluntary school is closed and being discontinued, those persons holding land for the purposes of the school need to apply to the Secretary of State to decide what should happen to any land used by the school that has been provided, acquired or enhanced at public expense. This legislative requirement is contained in Part II of Schedule 22 to the School Standards and Framework Act 1998 (as amended by Schedule 4 of the Education Act 2006).

In this context the Secretary of State's powers enables them to:

- require the land to be transferred to the school's maintaining local authority,
- allow the governing body, foundation body or trustees to retain the land,
- require the land to be transferred to another maintained school

The Secretary of State also has the power to require the payment of compensation wherever this is considered appropriate.

In relation to the need for places as outlined it is important to note that should the school close the governing body, foundation body or trustees of a foundation, trust or voluntary school are also able to dispose of land and buildings they hold on trust for use by their school. However, they are required to give notice to the Secretary of State of their intention to dispose of their freehold interest in educational land. The Secretary of State may then decide to exercise powers under Schedule 1 to the Academies Act 2010 to direct the transfer of any part of the land to an academy or free school or be used for a new free school or academy.

In addition to all the above and assuming the existing pupils have been accommodated elsewhere, should the Trinity School site remain vacant there is a risk the Secretary of State may not approve the opening of the proposed new all-through school in South Leamington.

Challenge to Education Sufficiency planning

Following a lengthy process to secure planning permission for the new all-through school, including significant local objection, the closure of Trinity Catholic School prior to the construction and opening of the new school may risk WCCs ability to effectively plan for sufficient school places being called into question.

Any decision to negatively affect the sufficiency of secondary school places in an area with an established increasing need for additional places may also open WCC to challenge regarding the strategic approach to Secondary school sufficiency, not least from housing developers expected to provide funding to deliver new school places.

Redundancy revenue costs and deficit budget position

Redundancy costs related to a whole school closure are still to be quantified but expected to be significant.

All redundancy costs would be funded from the school's revenue budget, leading to an increased deficit position which ultimately would revert to the Local Authority upon closure of the school.

Pupil Growth revenue costs

Should the need to re-provide the full capacity of Trinity School in a stand-alone new school there would be the requirement for diseconomies of scale revenue funding to support the new school both pre and post opening. This funding is paid from the DSG Pupil Growth Fund and currently the maximum expected to be paid to a new secondary school is £762,000.

Alternatively, if the expansion at the remaining existing secondary schools in the area is considered the current Pupil Growth funding paid to each Secondary School for each additional 30 places offered per year group in the 11-16 age range totals £64,047. Therefore, the total Growth Funding associated with expansion of existing schools to accommodate the 750 places in 11-16 age range could be £1,601,175.

Cabinet

Children & Families Change Programme Update

9 July 2020

1. Recommendation

That Cabinet endorse the Children and Families Change and Investment Plan 2020-2023, with further work to continue on validating the benefits of the programme.

2.0 Executive Summary

- 2.1 £12m of additional one-off funding will be invested into the Children and Families service across all areas of work between 2020/21 to 2022/23 (a small amount of funding was received in 2019/20). The council has been successfully awarded £3.993m from the Department for Education (DfE) and the remainder of the £12m is provided by the Council's Children Transformation fund (sourced from two years of social care grants and residual Children and Families Transformation funds) agreed by the Council in February 2019 and 2020.
- 2.2 Through this investment the service will continue to improve outcomes for children and families and to build an outstanding Children and Families service. All the improvement work identified within the programme is evidence based from national and local initiatives that have shown the areas of investment do work and result in improved outcomes for children and families. These changes will result in some teams in the service being expanded, some new teams/services will be created, and additional training and resources will be made available to practitioners and partners.
- 2.3 The money will be spent across an ambitious 29 different work areas and has been structured into a new Children and Families Change programme; the work areas have been grouped into four key projects focusing on the child's journey through services. The Change Programme is a 24+ month programme.
- 2.4 The report outlines the Children and Families Change Programme and work completed to date.
- 2.5 This report was considered and supported by the Children, Young People Overview and Scrutiny Committee on 23 June 2020.

3.0 Children and Families Change Programme

3.1 Evidence base

- 3.1.1 The DfE funded element of the programme is part of the national ‘*Strengthening Families, Protecting Children programme*’ (SFPC), which includes three different evidence-based models. The Children and Families service have adopted the ‘*Leeds Family Valued*’ model. The service is working with Leeds City Council and the DfE to implement this model. Leeds City Council designed this model and were judged to be outstanding by Ofsted in 2018.
- 3.1.2 The other work areas in the Children and Families Change Programme are funded by Warwickshire County Council. These work areas complement the DfE funding and reflect the other models in the SFPC programme, specifically the ‘*Hertfordshire family safeguarding*’ model, which focuses on meeting the needs of children and adults (parents and carers).
- 3.1.3 All the work areas create a programme that supports the development of a child-centred and family focused approach across the whole service.
- 3.1.4 These different projects are aligned to construct a single Programme of becoming “Child-Friendly Warwickshire”. This is the strategic core that drives forward the outputs of each project. All the projects have a clear focus on enabling services, continuous improvement and sustainability.
- 3.1.5 The programme is underpinned by Restorative Practice. Restorative Practice is about creating and maintaining respectful and trusting relationships with children and families, staff, partners and communities. Restorative Practice aims to build on the existing strengths of families to help them solve issues themselves and take responsibility for agreed solutions.

3.2 Programme overview and structure

- 3.2.1 The “Child-Friendly Warwickshire” Change Programme (Appendix 1) is structured into the following Projects:
- Early Help (including Community / Partners)
 - Child in Need / Child Protection
 - Children in Care / Care Leavers
 - Workforce, training and programme resources
- Each of these Projects has a range of work areas.
- 3.2.2 The governance of the Programme is through a 6-weekly Programme Board chaired by Nigel Minns, Strategic Director, and Steve Walker, Director of Strengthening Families, Protecting Children Improvement Programme at Leeds City Council. This Programme Board is informed by highlight reports from the four Project Boards and attended by Service Managers.

3.2.3 Delivery groups have been established for each work area to further plan, refine and review progress. Appendix 2 provides an overview of each work area and outcomes.

3.3 Outcomes and evaluation

3.3.1 The DfE have commissioned the What Works Centre (Research Institute) to evaluate the Leeds Family Valued model element of the programme, which will inform success of the programme. WCC is one of five local authorities (LAs) implementing the Leeds Family Valued model. The model will be evaluated across all five LAs and a final evaluation report will be published nationally after all the LAs have implemented the model. To support WCC's internal evaluation an interim report will be provided two years following implementation.

3.3.2 The whole programme will also be evaluated internally to understand impact. This evaluation will be used to consider if and how these work areas should be continued once the programme has ended. Key deliverables and measurable benefits are being identified for each work area. In addition, collectively the work areas will support and contribute to a key set of programme level outcomes. Appendix 2 details the programme level outcomes.

3.3.3 The programme level outcomes reflect and support the Council's priority children outcomes detailed in the Council Plan 2025, these include;

- More children will live safely at home with their families.
- There will have sufficient, high quality foster care and residential placements to meet the needs of our children in care.
- Children and young people will be able to access new technologies in non-educational environments.
- Provision of year-round access to learning and educational opportunities.
- Children and young people will have access to the support they need to maintain their emotional health.

3.4 How we will work?

3.4.1 The programme will engage and work with children, young people, families, internal and external partners, communities, schools and business to achieve improved outcomes for children and families. Key stakeholders are being identified for each of the work areas and projects. The programme also supports and reflects wider outcomes detailed in the Council Plan 2025, these include;

- There will be a noticeable improvement in mental health and well-being, and individuals will be able to access community support if they have mental health issues, dementia or are feeling lonely.
- Individuals will live in a safe environment that is connected to their community, with good air quality and opportunities for physical activity.

- There will be a decrease in youth crime, and young people will have the opportunity to take responsibility for their behaviour whilst being supported into constructive and positive lives.
- Individuals and young people will have the skills they need to find the work that they want within the county.
- More of our 16 and 17 year olds will be in education, employment or training.
- There will be more supported routes into employment for our more vulnerable learners, with an increase in supported internships.
- There will be better understanding of behaviours in schools, leading to a reduction in the number of fixed-term exclusions for children in care and care leavers.
- Children, young people and families will experience trained, skilled and knowledgeable staff at the first point of contact.
- Individuals will have a positive customer experience.

4.0 Financial Implications

- 4.1 The Change Programme is a 24+ month programme. Planning and preparation work started on the programme in January 2020 towards an official start date on 1 April 2020.
- 4.2 The programme briefly paused due to the Council’s Ofsted inspection and Covid-19. The programme was reviewed, and the work areas were re-prioritised.
- 4.3 Programme and Project Management resource have been attached to the programme and work has re-established.
- 4.4 Implementation dates vary across the different work areas within the programme, as some services are being expanded and some are being created. Covid-19 is also impacting work areas differently. As such the benefits (financial and non-financial) of the programme will continue to be reviewed and updated accordingly and any additional financial savings achievable from investment in the programme, over and above those already identified, will be factored into the refreshed MTFS. Given the length of the programme an annual update will be provided to Cabinet and Children & Young People Overview and Scrutiny on progress and benefit realisation.
- 4.5 It is currently envisaged the programme will end in August 2023.
- 4.6 The programme will be funded by DfE earmarked grant and Warwickshire County Council, the table below details the current forecasted spending profile. It should be noted that as plans for each of the work areas are developed in more depth, the figures in the table below may change.

£m	2019/20	2020/21	2021/22	2022/23	Total
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Current estimated spending profile	£0.107	£4.614	£6.049	£1.238	£12.008
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- 4.7 As mentioned in paragraph 2.1 the planned expenditure of £12.008m is funded by the County Council and the DfE. The exact funding shares are highlighted in the table below.

	Total £m
Successful bid for DfE Funding	3.933
2019/20 & 2020/21 Social Care Grant	6.666
Contribution from Children's Transformation reserve	1.409
Total	12.008

- 4.8 A sum of £0.199m of the remaining funds within the Children's Transformation reserve has been assigned for an Education Services Early Years project. This leaves a small residual contingency in the reserve of £0.070m.
- 4.9 The DfE grant is payable for the use of specific work areas set out in the original DfE bid application, although there is some flexibility to switch between these various areas. There is a stringent reporting requirement.
- 4.10 It should be noted that the funding is one off. The programme is designed to evaluate effectiveness, and this will be used to consider how effective work areas could be funded in the future through existing or new budgets. A full evaluation report including financial analysis for how the money has been spent and how successful elements may be continued in the future will be provided.
- 4.11 As established in the finance agreement agreed by Full Council on 13.02.2020, the Children & Families Service has indicative future savings of £3.425m by 2024-2025. The investment will create savings predominantly by helping the service to manage demand for children's social care. This will be completed through the increase in early help, through the new culture of restorative practice and increased whole family support which will keep children within their families and reduce the need for children to become looked after. When children do come into care increased support to parents, family members caring for children and increased support for care leavers will enable children to achieve permanency sooner.

Indicative budget balancing plan for 2020-2025 for Children's Social Care is listed below:

What the change entails	Reduction	Indicative Additional Future Reduction			
	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Children and Families					
House project - Further investment and expansion of the House Project countywide to provide accommodation for care leavers	0	0	0	(200)	0
Development of effective local provision of children's placements - Facilitate the market to develop local provision that more effectively meets needs through the improved efficiency and effectiveness of the Placement Hub	0	0	0	(500)	(500)
Integrated commissioning and delivery arrangements with NHS partners - Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated System Plan	0	0	0	0	(667)
Restorative practice and early help - Through restorative practice and an improved early help offer the impact will be to reduce demand on children's social care	0	0	(250)	(250)	(500)
Prevention and self-care - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support	0	0	0	(167)	(167)
Business support - Reduced cost of business support as part of the wider organisation review of support functions	(194)	0	0	0	0
Customer Support - Reduced cost of customer support as part of the wider organisation review of support functions	0	(30)	0	0	0
Total Reductions - Children and Families	(194)	(30)	(250)	(1,117)	(1,834)

5. Additional improvement activity

5.1 This funding does not include separate proposals being planned regarding children's placement sufficiency. These are being considered separately but are intended to assist with quality of care for children in local authority care and avoid children requiring care by the local authority through increased whole family support.

6. Environmental Implications

6.1 Environmental implications are limited.

6.2 The use of virtual tools will be used to minimise travel as appropriate.

7. Background Papers

7.1 None

8. Timescales associated with the decision and next steps

8.1 The Children and Families service will continue to work with colleagues from the Commissioning Support Unit to manage the programme.

8.2 Quarterly updates on progress will be provided to the DFE.

Appendices

1. Children and Families Change Programme - overview
2. Children and Families Change Programme - work areas and outcomes

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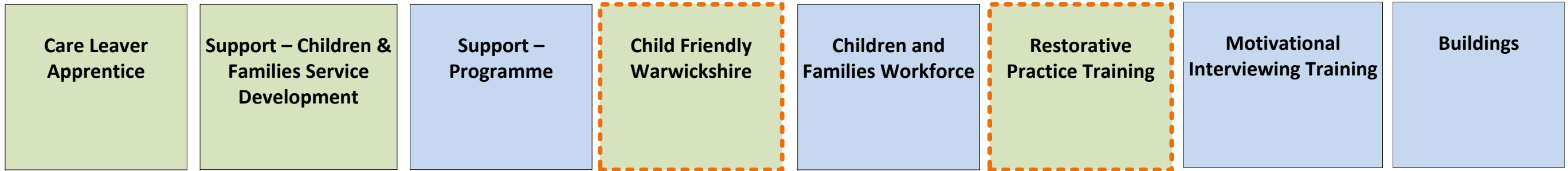
The report was circulated to the following members prior to publication:

Children and Young People Overview and Scrutiny Committee
Councillor Jeff Morgan

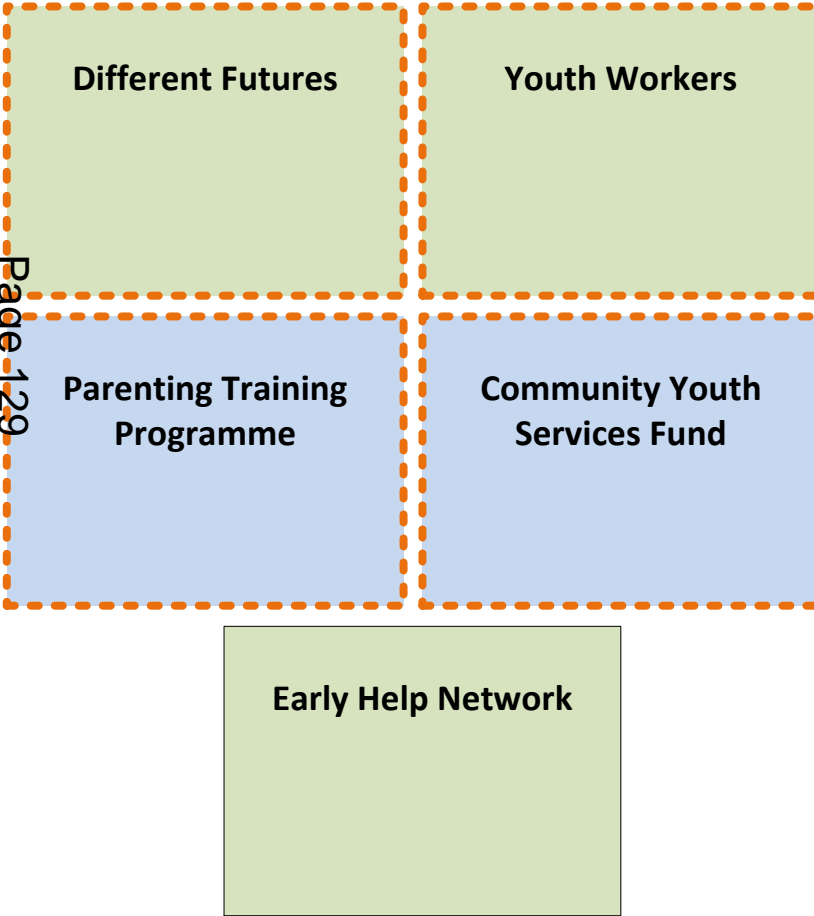
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CHILD FRIENDLY WARWICKSHIRE

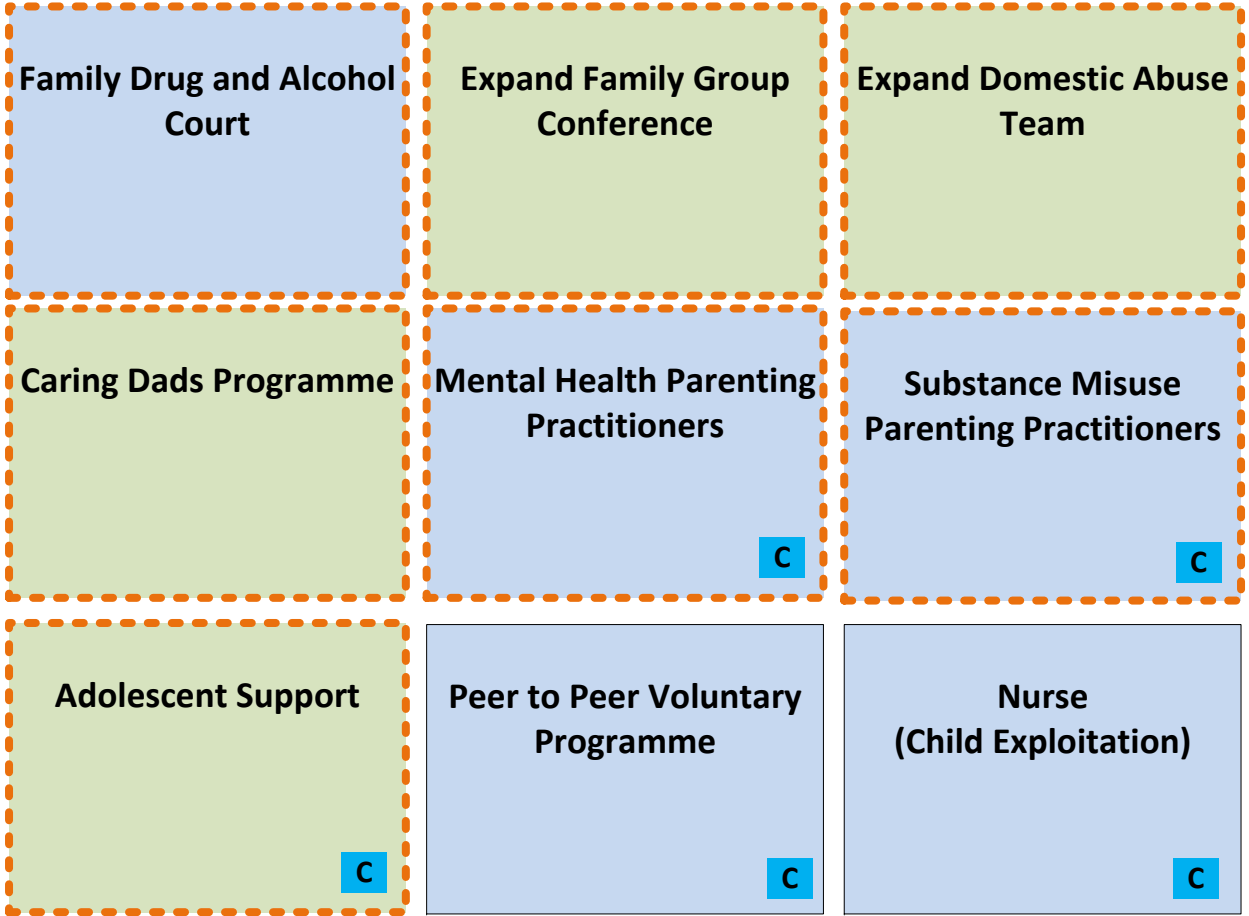
Workforce, Training and Programme Resources



Community /Early Help/Partners



Child In Need/Child Protection



Children in Care/Care Leavers



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Projects	Work area	Funding	Description	Contributing to the following outcomes
Early Help (including Community / Partners)	Different Futures	DFE	Invest in expansion of Different Futures with and funding for therapeutic support for parents who have had multiple children removed from their care and mental health social worker embedded in the team.	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Improved feedback scores - satisfaction
	Early Help Network	DFE	Funding to increase communications and network events to increase support and supervision of early help network.	<ul style="list-style-type: none"> Reduction in the No. of contacts Reduction in the rate of referrals Reduction in the percentage of cases that escalated to social care
	Youth Workers	DFE	Support delivery of the Youth Service approach by employing additional youth workers focussed on reducing alcohol misuse and knife crime across Warwickshire.	<ul style="list-style-type: none"> Reduction in admission episodes for alcohol-specific conditions - Under 18s Reduction in the anti-social behaviour rate Reduction in the 'possession of weapons' crime rate Improved feedback scores - satisfaction
	Parenting Training Programme	WCC	Support delivery of the Warwickshire Parent Development Plan by investing in evidence based parenting programmes and Parent Trainers to train practitioners and community members as well as delivering a series of groups to citizens.	<ul style="list-style-type: none"> Reduction in Early Help helpline calls Reduction in the percentage of cases that escalated to social care Increase in the percentage of children stepping down from social care Improved parent satisfaction score
	Community Youth Services Fund	WCC	Create a Community Youth Services Fund of £1m for community and voluntary organisations to apply for funding for projects tackling local and county issues. Includes additional Youth Service post to build relationships with statutory and voluntary youth service provision across Warwickshire.	<ul style="list-style-type: none"> Reduction in admission episodes for alcohol-specific conditions - Under 18s Reduction in the anti-social behaviour rate

Projects	Work area	Funding	Description	Contributing to the following outcomes
Child In Need / Child Protection	Expand Family Group (FGC) Conference	DFE	Expansion of the Family Group Conference Team, to provide access at an early help level and train community leaders in FGC.	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Reduction in the No. of children subject to care proceedings Reduction in the Child Protection rate Reduction in the Child in Need rate Reduction in the percentage of cases that escalated to social care
	Family Drug & Alcohol Court (FDAC)	WCC	Extend the Family Drug & Alcohol Court to include Warwickshire. Providing substance misuse support to parents through interventions led and overseen by the Family Court Judge with the objective to keep children safely with parents.	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Reduction in the Children Looked After rate Improved feedback scores
	Expand Domestic Abuse Team	DFE	Expand the Domestic Abuse team to lead a new cultural approach to domestic abuse.	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Reduction in the Child in Need rate Reduction in the Child Protection rate Reduction in the No. of children subject to care proceedings Reduction in the percentage of Domestic Violence being the reason for children becoming Child In Need Reduction in the percentage of Domestic Violence being the reason for children starting a Child Protection Plan Improved feedback scores - satisfaction
	Caring Dads Programme	DFE	Implement a perpetrator programme for fathers (Caring Dads)	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Reduction in the Child in Need rate Reduction in the Child Protection rate Reduction in the No. of children subject to care proceedings Reduction in the percentage of Domestic Violence being the reason for children becoming Child In Need Reduction in the percentage of Domestic Violence being the reason for children starting a Child Protection Plan Improved feedback scores - satisfaction
	Substance Misuse Parenting Practitioners	WCC	Substance Misuse Parenting Practitioners to be embedded and work together with Children and Families Social Workers.	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Reduction in the Child in Need rate Reduction in the Child Protection rate Reduction in the No. of children subject to care proceedings Reduction in the percentage of parents abuse alcohol or drugs being the reason for children becoming Child In Need Improved feedback scores - satisfaction Reduction in the percentage of cases that escalated to social care
	Mental Health Parenting Practitioners	WCC	Integrate Mental Health Parenting Practitioners to be embedded and work together with Children and Families Social Workers.	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Reduction in the percentage of parents abuse alcohol or drugs being the reason for children becoming Child In Need Reduction in the Child in Need rate Reduction in the Child Protection rate Reduction in the No. of children subject to care proceedings Improved feedback scores - satisfaction
	Adolescent Support	DFE	Adolescent support to young people in crisis	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Increase in the percentage of Children in Care (CiC) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption Reduction in the percentage of children in care with 3 or more placements in the last 12 months
	Peer to Peer Voluntary Programme	WCC	Develop a peer to peer voluntary programme for parents supporting other parents with parenting and behaviour issues.	<ul style="list-style-type: none"> Reduction in the No. of children who start to be looked after in the year Reduction in the Child in Need rate Reduction in the Child Protection rate
	Nurse (Child Exploitation)	WCC	A nurse to be embedded in the Child Exploitation Team to provide additional support to children at risk or who have experienced sexual exploitation.	<ul style="list-style-type: none"> Reduction in the rate of conceptions per 1,000 females aged 15-17 (teenage pregnancies) Improved feedback scores - satisfaction

Projects	Work area	Funding	Description	Contributing to the following outcomes
Children in Care / Care Leavers	Special Guardian Orders (SGO)	DFE	Increase support to special guardians and connected others by increasing capacity in SGO support team to work further and deeper to find connected others and provide more peer to peer support to those caring for children to keep them within their own extended family.	<ul style="list-style-type: none"> Reduction in the children looked after rate
	Fostering Recruitment and Retention	WCC	Support delivery of the Fostering Recruitment and Retention Strategy through the implementation of a new marketing strategy and campaign for recruiting foster carers.	<ul style="list-style-type: none"> Increase in the percentage of Children in Care (CiC) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption Reduction in the percentage of children in care with 3 or more placements in the last 12 months Reduction in agency foster care spend
	Educational Outcomes for Children in Care	WCC	Improve education attainment and support for children in care. Includes: join the Book Trust for children in care to receive free books and additional tuition for children in care.	<ul style="list-style-type: none"> Increase in the percentage of Looked After Children pupils achieving the Expected Standard in Reading, Writing and Maths (key stage 2) Increase in the percentage of Looked After Children pupils achieving Grade 5+ (strong pass) in English and Maths GCSEs Reduction in the percentage of Warwickshire Children Looked After (CLA) aged 16-17 who are Not in Education, Employment or Training (NEET) Reduction in the percentage of Care Leavers (Relevant and Former Relevant 16-21) who are Not in Education, Employment and Training (NEET)
	Careers Officer	WCC	Employ an additional careers officer in the leaving care team.	<ul style="list-style-type: none"> Increase in the percentage of former relevant young people aged 16-21 who were in education, employment or training (EET) Reduction in the percentage of Care Leavers (Relevant and Former Relevant 16-21) who are Not in Education, Employment and Training (NEET)
	Virtual Schools Officer for adopted children	WCC	Pilot a virtual schools officer for adopted children.	<ul style="list-style-type: none"> Reduction in the percentage of Care Leavers (Relevant and Former Relevant 16-21) who are Not in Education, Employment and Training (NEET)
	Care Leaver Offer	WCC	Extend the Care Leaver offer providing increased support with council tax and fuel payments during the winter.	<ul style="list-style-type: none"> Reduction in the percentage of Care Leavers (Relevant and Former Relevant 16-21) who are Not in Education, Employment and Training (NEET) Increase in the percentage of Care Leavers (Relevant and Former Relevant 16-21) in suitable accommodation
	Life Story Work	WCC	Expand life story support to children in care and care leavers to ensure they understand their identity and their experiences.	<ul style="list-style-type: none"> Improved feedback scores - satisfaction Increase in the percentage of Children in Care (CiC) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption Reduction in the percentage of children in care with 3 or more placements in the last 12 months

Projects	Work area	Funding	Description	Contributing to the following outcomes
Workforce, training and Programme Resources	Restorative Practice Training	DFE	Implement Restorative practice across the council and partner agencies. Train practitioners in restorative practice. Includes specific support to schools to change their culture to restorative practice.	<ul style="list-style-type: none"> Reduction in the Child in Need rate Reduction in the percentage of cases that escalated to social care Reduction in the No. of children who start to be looked after in the year Reduction in the percentage of children in care who have had a fixed term exclusion in the previous school term Reduction in the percentage of all children who have had a fixed term exclusion in the previous term Improved feedback scores - feeling listened to Improved feedback scores - satisfaction
	Motivational Interviewing Training	WCC	Motivational Interviewing training for parenting practitioners.	<ul style="list-style-type: none"> Improved feedback scores - satisfaction Reduction in the percentage of cases that escalated to social care
	Child Friendly Warwickshire	DFE	Child Friendly Warwickshire - partnership engagement and restorative working across the County, incudes partnership with businesses to become child friendly.	<ul style="list-style-type: none"> Reduction in the percentage of Care Leavers (Relevant and Former Relevant 16-21) who are Not in Education, Employment and Training (NEET)
	Children's and Families Workforce	WCC	Investment in the Children and Families workforce in the areas of Learning and Development; Health and Well-being; and Performance and Accountability	<ul style="list-style-type: none"> Reduction in staff turnover Reduction in the No. agency social workers Reduction in the percentage of time lost due to sickness Increase in the percentage of agreeing they have access to 'the appropriate learning and development I need to do my job' Increase in the percentage of agreeing they have 'the skills and knowledge for the challenges ahead at work' Increase in the percentage of agreeing that 'Employee Wellbeing is promoted at work' Increase in the percentage of agreeing that 'Health and safety is taken seriously where I work'
	Care Leaver Apprentice	DFE	Care Leaver Apprentice	N/A
	Project Support - Children's Transformation	DFE	Project Support - Children's Transformation, to include Implementation / Performance and Evaluation Managers and Development Officers.	N/A
	Buildings	WCC	Feasibility of buildings occupied by Children and Families and delivering Children and Families services differently.	N/A
	Project Support - Programme	WCC	Project Support - Programme, to include Programme and Project Managers and Business Analyst support.	N/A

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