

# Cabinet

Date: Thursday 12 November 2020  
Time: 1.45 pm  
Venue: Virtual Meeting Via MS Teams

## 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

5 - 18

To approve the minutes of the meeting held on 8 October 2020

### (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. Council Plan 2020-2025, Quarter 2 Performance Progress Report, Period under review: April 2020 to September 2020

19 - 32

A report that presents Cabinet with an update on the Council's performance set against the targets contained in the Corporate Plan.

Portfolio Holder – Councillor Kam Kaur

**3. 2020/21 Quarter 2 Budget Monitoring Report** 33 - 112

This report provides Cabinet with an update on the Council's financial performance.

Portfolio Holder – Councillor Peter Butlin

**4. Treasury Management Monitoring Report** 113 - 138

A report that provides an update to Cabinet on Treasury Management.

Portfolio Holder – Councillor Peter Butlin

**5. Capital Investment Fund 2020/21 Quarter 3** 139 - 148

A report setting out schemes for support by the Capital Investment Fund.

Portfolio Holder – Councillor Peter Butlin

**6. Emscote Road Corridor Improvements** 149 - 166

This report sets out a series of highway improvements on the Emscote Road in Warwick.

Portfolio Holder – Councillor Jeff Clarke

**7. Warwickshire Safeguarding Annual Report 2019-2020** 167 - 196

Cabinet is presented with the annual Warwickshire Safeguarding report for 2019-2020.

Portfolio Holders – Councillors Les Caborn and Jeff Morgan

**8. Education Sufficiency Annual Update 2020** 197 - 238

This report seeks the approval of Cabinet to the Education Sufficiency Update 2020.

Portfolio Holder – Councillor Colin Hayfield

**9. Warwickshire Youth Justice Service Report 2020/21** 239 - 254

This report asks that the Warwickshire COVID 19 Recovery Plan, which for this year only replaces the more regular Youth Justice Plan, is approved by Cabinet.

Portfolio Holder – Councillor Jeff Morgan

## **10. 5G and Digital Connectivity**

255 - 288

This report concerns the rollout of faster broadband and 5G across Warwickshire.

Portfolio Holder – Councillor Kam Kaur

## **11. Exclusion of the Press and Members of the Public**

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’.

## **12. (Exempt) Minutes of the Meeting of Cabinet held on 8 October 2020**

289 - 292

To consider the exempt minutes of the meeting of Cabinet held on 8 October 2020.

## **13. (Exempt) Update on Commercial Renewable Energy Initiatives**

293 - 308

This report provides an update on plans for commercial renewable energy initiatives.

Portfolio Holders – Councillor Peter Butlin and Heather Timms

## **14. (Exempt) Property Sales - Warwickshire**

309 - 322

This report seeks Cabinet approval for the disposal of County Council properties.

Portfolio Holder – Councillor Peter Butlin

## **15. (Exempt) Property Service Review**

323 - 332

An exempt report concerning the closure and disposal of one of the County Council’s properties.

Portfolio Holders – Councillors Colin Hayfield and Peter Butlin

**Monica Fogarty**  
Chief Executive  
Warwickshire County Council  
Shire Hall, Warwick

To download papers for this meeting scan here with your camera



### **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, 8 October 2020

## Minutes

### Attendance

#### Committee Members

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

Also present.

Councillors Adkins, Bell, Singh Birdi, Boad Chilvers, Cooke, N.Davies, Falp, Holland, Kondakor, Parsons, Roodhouse, Webb

Public Speakers,

Mr Bob Reeve  
Mrs Michele Kondakor

### 1. General

Before the commencement of the meeting Councillor Izzi Seccombe (Leader of the Council and Chair of Cabinet) informed the meeting that Lorna Dirveiks, the wife of Councillor Neil Dirveiks had passed away. She expressed her sympathy to Neil and his family. A minute's silence was held in memory of Lorna Dirveiks

#### (1) Apologies

No apologies were given.

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

Regarding agenda item 13, Councillor Judy Falp declared an interest as District, Town and County Councillor.

#### (3) Minutes of the Previous Meeting

The minutes of the meetings of Cabinet held on 29 September 2020 were agreed as an accurate record.

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

Councillor Izzi Seccombe welcomed two public speakers to the meeting.

1) Bob Reeve, speaking regarding agenda item 2 stated,

Rugby residents, on the whole, welcome the revised parking permit proposals, as detailed in today's Agenda Item 2, but wish to make the following observations/comments:

Para 1.5 States - broad agreement with the move away from paper-based permitting to digital virtual permits. - agreement to control visitor permit misuse through the introduction of online virtual permitting We challenge the accuracy of these two statements as being 'broad agreement', bearing in mind that at paragraph 1.2 you state: with a response rate of close to 15%. (i.e. 85% of those contacted did not respond). No inference of acceptance of the proposed changes is taken from this.

Para 2.3. States Other civil parking enforcement income effectively subsidises the permit scheme. We contend that parking permit schemes in Rugby were introduced to force non-residents to utilise the pay & display car parks / Parking meters in the town itself and therefore the income generated from the parking meter charges should be taken into account when analysing the cost of the parking permit schemes.

Para 2.4. States The proposed price rises should be considered therefore against both local and national charges. .... Likewise at para 2.10 you state.....benchmarking with other Local Authorities, We question as to WHY should other national charges be considered, as this is not mandated in The Government's Guidance for Local Authorities on Enforcing Parking Restrictions.

Para 2.19. States It is proposed to formally consult upon the introduction of the online digital permitting system. The introduction would be from the start of the next financial year 2021/22. Likewise....Proposals – Visitors Permits We would like to know who will be consulted and we question the time-frame in which this can be properly conducted if the proposal to implement this proposal remains as April 2021.

Para 2.25. States We intend to address any concerns over ease of use with detailed communication before the new system goes live. We will also monitor usage of the online and phone systems and review as necessary.

We would like to know how you intend to provide detailed communication, how you intend to monitor usage and how you intend to communicate the findings of any review.

Para 2.26. States The current system of one visitor vehicle at a time will be reflected in the new online virtual permitting process. We seek confirmation that as per current practice in our neighbourhoods, as and when a resident is expecting more than 1 visitor they borrow a visitor's pass/passes from their neighbours, that this can be implemented using the online system?

Para 2.28. States The registration of visitor's vehicle details will go a small way to reducing the misuse of visitor's permits We question the validity of this statement. The online system will not prevent an unscrupulous resident from entering the VRN details of another person's vehicle to whom they currently are supposedly providing a visitors permit to! The actions of an extremely small number of alleged offenders should not be used a sledge hammer to crack a nut! WCC, in conjunction with NSL should be taking proactive measures to identify and cancel any such permits.

Para 2.50. Proposals – Cross-Party Working Group

We request that if the Cross-Party Working Group is formed, that the Rugby Borough Council representative undertakes dialogue with representatives from our group (via Zoom Online) in order that he/she can better represent Rugby residents' views to the Working Group.

2) Michele Kondakor, referencing agenda item 12 welcomed that investment is being made in Nuneaton but counselled that it should be wisely spent. She stated that the proposals for the A444 in Nuneaton that were subject of the report to be considered at the meeting run contrary to government guidance on walking and cycling. The County Council had declared a Climate Emergency but the proposals to be considered would result in little modal shift; missing the target set out in the Local Plan. Cabinet was informed that the local cycling forum had not been consulted on the proposals. The proposal would see the demolition of property currently occupied by businesses. This would cause disruption to them at a time when trading conditions are challenging. Mrs Kondakor noted that severe congestion is encountered at the Asda roundabout and yet there are no proposals to improve the highway at that point. It was noted that there is a need for good public transport in Nuneaton. In closing, Mrs Kondakor observed that the proposals before Cabinet run contrary to the stated objectives of the transport plan.

Councillor Seccombe thanked the speakers for their contributions.

## **2. On-street Parking Management Changes**

Councillor Jeff Clarke (Portfolio Holder for Transport and Planning) introduced this report and summarised its key elements. He explained that the matter of changes to parking management had been under debate since April 2019 and thanked stakeholders, including district and borough councils, for their input.

Councillor Helen Adkins (Leader of the Labour Group) agreed with the public speaker, Bob Reeve. She considered that the process had been rushed and that there had been insufficient consultation undertaken. She also felt that there was not

a strong financial case for increasing charges and that the move to greater online working would result in more problems than it sought to avoid.

Councillor Jerry Roodhouse sought reassurance that the Council would work with communities when developing and implementing the scheme. Engaging with the community sooner would have avoided many of the problems encountered. Councillor Roodhouse suggested that the financial position is now very different to how it was pre-Pandemic. There will be people now who find themselves less able to pay for permits etc than they could before the current crisis.

Councillor Alan Webb considered that the proposal before members eased a lot of peoples' concerns. It was clear that they had been listened to. He observed that any reorganisation of local government would bring parking services under one roof. This would be welcomed but it would also be useful if parking enforcement could be localised and delivered by local people who understood the area in which they worked.

Councillor Keith Kondakor observed that Nuneaton and Bedworth is very different to Stratford on Avon. People's capacity to pay for parking is also different. He suggested that the majority of the funding for parking management should come from those who fail to obey the rules ie in fines.

Councillor Nicola Davies thanked the Portfolio Holder and officers for listening to peoples' concerns. She suggested that any cross-party working group should aim to complete its work prior to the May 2021 election or wait to commence its work after the election.

In response to members' comments Councillor Clarke stated that the working group will engage with district and borough council colleagues. The working group is required to finalise the details. It is important to ensure that parking management is effective if businesses are to be encouraged back into towns. He denied that the process had been rushed adding that consultation had been underway since 2019. Attempts had been made to be equitable and to work as much as possible with residents. He hoped that the working group would be able to complete its work by may 2021.

A vote was held.

**Resolved:**

That Cabinet approves:

- 1) the variation of charges for on-street parking throughout the Civil Parking Enforcement areas of Warwickshire pursuant to section 46A of the Road Traffic Regulation Act 1984 in accordance with the pricing structure proposed in this report.
- 2) drafting and consulting on the necessary variation orders pursuant to sections 45 and 46 of the Road Traffic Regulation Act 1984 throughout

the Civil Parking Enforcement areas of Warwickshire to introduce a virtual permit system and make the other changes to that system proposed in this report.

3) the maintenance of the current permit pricing scheme.

4) establishing a short-duration Cross-Party Working Group as proposed in paragraphs 2.45-2.50 to make recommendations as to the future basis of permit pricing and the opportunities for parking management to promote environmental sustainability and the visitor and general economy.

### **3. Local Transport Plan Refresh**

Councillor Jeff Clarke summarised the published report emphasising the importance of consultation in the development of the new Local Transport Plan.

Councillor Jonathan Chilvers (Leader of the Green Group) welcomed the published timescale for the review adding that he hoped it would be adhered to.

Councillor Keith Kondakor expressed the view that a document such as the LTP needs to be used and not left on a shelf. It should cover the planning of railways and cycling and would benefit if supplemented by more local transport plans.

Councillor Heather Timms (Portfolio Holder for Environment and Heritage & Culture) stated that as the Climate Change Champion for Warwickshire she would welcome a refreshed LTP. It would be good if the County Council and District and Borough Councils could collaborate on it.

Councillor Helen Adkins considered that the timescale for the review is too long. A Climate Change emergency has been declared but too little is being done to address it. Measurable outcomes for the strategy will be required. Overall, however, the strategy is to be welcomed.

Councillor Jerry Roodhouse emphasised the need for the new plan to be aligned with other strategies that exist or are being developed. The Combined Authority and the LEP are already well advanced with their strategies so progress with the LTP will need to be rapid.

Councillor Kam Kaur (Portfolio Holder for Customer and Transformation) challenged speakers on whether they felt progress was too fast or too slow. Conflicting messages were being given. She observed that work on climate change will take time adding that the new performance framework will allow intelligence-led decisions to be made.

Responding to members' comments Councillor Jeff Clarke agreed that it is important to move at the right pace. Work will need to be aligned with that of the District and Borough Councils. He reassured that the LTP would not be ignored; officers are obliged to refer to it. Railways will be included in the LTP as will consideration

around air quality. Consultation will be a key element of the plan's development, but this will take time if it is to be done properly.

A vote was held.

**Resolved:**

That Cabinet:

- 1) endorses the proposals in this report regarding democratic oversight and decision making, timescales, and financing of the Local Transport Plan refresh project.
- 2) approves the further development of the Issues and Opportunities that the next Local Transport Plan could address and authorises the Strategic Director for Communities, in consultation with the Portfolio Holder for Transport & Planning, to approve materials for public consultation at the earliest opportunity in 2021.
- 3) establishes a Cross-Party Working Group to be consulted on the refresh, chaired by the Portfolioholder for Transport & Planning and with other members nominated by the Group Leaders, in accordance with the Terms of Reference attached as Appendix B.

**4. Revenue Investment Funds 2020/21 Quarter 2 Report**

Councillor Peter Butlin (Deputy Leader – Finance and Property) explained that the fund had been set up early in 2020 with four areas of focus and a four-stage approval process. Covid-19 is particularly impacting on young people and it had been identified that more needs to be done to assist them in finding employment. The second element of the report covered climate change.

Councillor Heather Timms welcomed the proposals around climate change stating that it was indicative of the commitment being shown by the County Council in this field. Community groups should be encouraged to come forward and more should be done to change people's minds around climate change.

Councillor Keith Kondakor welcomed the climate change element, stressing the need for high quality climate change schemes to be pursued. He noted that some people may not be good at bidding for funds. They will need additional support if they are not to miss out.

Councillor Izzi Seccombe commented on the role of the digital market place for securing jobs. She recognised that climate change could be a channel for new job creation adding that Warwickshire needs to emerge from the Covid-19 Pandemic in a strong position.

A vote was held.

**Resolved:**

That Cabinet:

- 1) Support the progress made on the Economic Recovery Strategy with a new Digital Marketplace project approved by Corporate Board under the under the authorisation delegated to Chief Executive at a cost of £0.050m.
- 2) Approve the creation of an external Community Investment fund using £1m funds from the Revenue Investment Fund for Climate Change, to be managed by the Climate Change Delivery Group and allocated as per the process detailed in this report.

**5. Adult and Community Learning Proposed Advisory Board**

This report was introduced by Councillor Colin Hayfield (Portfolio Holder for Education and Learning). He recognised that the work of the board would touch on a number of services delivered by the Council. Councillor Ies Caborn (Portfolio Holder for Adult Social Care and Health) welcomed the paper and stressed the need to work to help people lead independent lives.

A vote was held.

**Resolved:**

That Cabinet approves the formation of an Advisory Board to have oversight of, and support the development of, the Council's Adult and Community Learning service.

**6. Education Sufficiency Annual Update 2020**

This matter was deferred to a later meeting.

**7. Warwickshire Education Strategy Update and Refresh**

In introducing this report, Councillor Colin Hayfield drew members' attention to paragraphs 1.4 and 1.5. These highlight the importance of the SEND programme and early years.

Councillor Kondakor expressed concern over the lack of progress in terms of attainment at schools in Nuneaton and Bedworth.

Councillor Roodhouse welcomed that the strategy focused on SEND and early years. However, the key would be to translate the strategy into action on the ground. This is particularly the case at present with the Covid-19 pandemic. Close scrutiny of performance will be required with greater visibility of this being provided by the dashboard.

In response to Councillor Kondakor, Cabinet was informed that the Challenge Board had been set up in Nuneaton to improve the performance of schools there. To Councillor Roodhouse, Councillor Hayfield replied that a task and finish group was being set up to review SEND provision.

A vote was held.

**Resolved:**

That Cabinet notes the updates on the Warwickshire Education (WE) Strategy and endorses the recommendations to refresh it as set out in Appendices 3 and 4.

**8. Integrated Risk Management Plan: Assurance Panel**

Councillor Andy Crump (Portfolio Holder for Fire & Rescue and Community Safety) explained that the establishment of an assurance panel demonstrated the way in which the Fire and Rescue Service was prepared to open itself up to challenge. Cabinet was informed of the recent assessment of the service regarding its response to the Covid-19 Pandemic. What is required now is a cross party group that will complement the critical friend work that is undertaken with two other fire and rescue services.

Councillor Sarah Boad welcome the establishment of a permanent oversight body such as the assurance panel.

A vote was held.

**Resolved:**

1. That Cabinet approve the proposals set out within this paper to oversee the delivery of WFRS' new Integrated Risk Management Plan (IRMP) and to monitor progress against the subsequent annual action plans.

2. That Cabinet establishes an Integrated Risk Management Plan: Assurance Panel as set out in paragraph 2.1 chaired by the Portfolio Holder for Fire and Rescue and Community Safety with nominations to the Panel to be sought from the Group Leaders.

**9. Strategic Framework 2020-2025 - Gypsy, Roma and Traveller Provision in Warwickshire**

Councillor Heather Timms explained the background to the report adding that a number of financial decisions will be required in view of the framework.

Councillor Adkins reminded Cabinet that Roma people, Gypsies and Travellers are part of the Black and Minority Ethnic community. It is important to ensure that communication with these communities is effective, she added.



Councillor Jeff Morgan commented on problems encountered with illegal encampments in Bulkington. He stressed the need to address the issues and for better communication between Travellers and the community.

Councillor Dave Parsons welcomed the proposed priorities but echoed the concerns expressed by Councillor Morgan. He questioned how effective the framework would be given the limited number of staff in the Gypsy and Traveller unit. A number of particular concerns were highlighted at Alvecote.

Councillor Heather Timms assured members that the framework will be used to address inequalities. Regarding problems being encountered around the County, a hub is required that can report into the Safer Warwickshire Partnership.

A vote was held.

### **Resolved:**

That Cabinet:

1) Approve the strategic priorities for Gypsy and Traveller Provision, set out in this report as the Strategic Framework for Gypsies and Travellers 2020-2025.

2) Approve the intention to establish a Warwickshire Multi Agency Gypsy and Traveller Hub which:-

☐ Provides a consistent countywide approach to addressing unauthorised encampments.

☐ Provides a co-ordinated approach to all other forms of management of local authority sites, including welfare, education, employment support, addressing discrimination and the use of enforcement powers to tackle anti-social and criminal behaviour;

☐ Works with planning services and private landowners to provide adequate site provision.

3) Agrees that a policy for long and short term site provision for Gypsies and Travellers together with an allocations policy will be developed with key partners and representatives of the Gypsy, Roma and Traveller community with a view to a further report being presented to Cabinet for approval in the Spring 2021.

### **10. Establishment of a Residents' Panel**

Councillor Kam Kaur thanked Councillor Roodhouse for his contributions to the report. In introducing the report, Councillor Kaur explained that the proposals are linked to the Customer Experience Strategy. Cabinet was informed that the Council wishes to be an intelligence led organisation that uses, amongst other things, a polling approach and workshops to gather data. The panel will inform policy

development and will have a close link with the Council Plan. Any consultation regarding local government reform will be organised by an independent body.

Councillor Roodhouse reminded the meeting of the previous use of MORI and a citizen's panel. He welcomed that the work of the new panel would be regarded as independent.

Councillor Keith Kondakor called for a balance to be sought between demographics and geography. It would be important not to be asking questions just to obtain the answer that is sought.

Councillor Seccombe suggested that the Youth Parliament be used on occasions to feed into the work of the panel.

Councillor Parsons expressed some reservations over the establishment of a standing panel. Such bodies, he suggested, tend to attract a certain type of person who may not be representative of others. To address this, random sampling could be undertaken.

Councillor Timms welcomed the establishment of the panel adding that she looked forward to receiving its feedback on climate change.

In closing Councillor Kaur confirmed that your people will be encouraged to join the panel. Membership will not be static. This may change depending on the topic being reviewed.

A vote was held.

### **Resolved:**

That Cabinet:

1. approves the proposal to develop a standing Warwickshire Residents' Panel to inform the Council's policy making, in order to deliver the action set out in the Customer Experience Strategy;
2. authorises the Strategic Director for Resources to finalise the procurement strategy and any associated procurement and award the contract, in consultation with the Portfolio Holder for Customer and Transformation;
3. notes that costs will be managed through the existing Change Fund where additional spend is required; and
4. agrees, having regard to the resolution of Full Council on 22nd September, to the establishment of a separate Residents' Panel for specific engagement on local government reform proposals for Warwickshire, and notes that the Leader has invited the District and Borough Councils to commission this jointly with the County Council.

### **11.Addition of Capital Scheme at Henley-in-Arden CE Primary School to the Education (Schools) Capital Programme 2020/21**

Councillor Colin Hayfield explained that the proposal before Cabinet was similar to that the proposal before Cabinet was similar to that agreed for Paddox School in Rugby. Members welcomed the proposal stating that it was the right direction of travel for children with special needs.

A vote was held.

**Resolved:**

That Cabinet approves the addition of £572,666 to the education schools capital programme 2020/21 to create specialist resourced provision at Henley-in-Arden CE Primary School funded from existing unallocated Education capital resource.

**12. Transforming Nuneaton (Highway Improvements) CIF Bid**

Councillor Jeff Clarke summarised the key elements of the proposal as set out in the report.

In response to the proposal Councillor Keith Kondakor observed that over time some good highway projects have been undertaken. He cited the Coton Arches scheme as a good example. However, a number of schemes had been poorly executed eg Rugby Western Relief Road and Bermuda Connectivity. Councillor Kondakor stated that the proposals before Cabinet will serve to reduce air quality in some locations. There is no planned provision to improve cycling and walking and little to support the climate change agenda. The project would only serve to draw traffic into town and the location of the bus station should be considered ahead of changes to the road network. Cabinet was called upon to defer its decision.

Councillor Dave Parsons shared some of Councillor Kondakor's concerns noting that the scheme will serve to draw traffic into the town. More consultation with local residents will be needed before any final decisions are made.

Councillor Timms welcomed the investment in Nuneaton adding that increased housing development will require additional infrastructure improvements.

Councillor Peter Butlin noted that up to £35.4m could be invested in Nuneaton town centre. There is a desire to see Nuneaton grow and that growth will bring additional traffic. The solution is to plan how that traffic is managed. Councillor Morgan added that the investment in Nuneaton reflected the Council's commitment to the town.

Councillor Seccombe noted Councillor Kondakor's observations adding that Cabinet is duty bound to look at all options. She reminded the meeting that the proposals are at an early stage and stated that opportunities to promote modal shift will be explored.

In closing Councillor Clarke suggested that public and active transport enhancements can only be brought about as part of the road scheme. He offered the opportunity for members to have briefings on the scheme.

A vote was held.

**Resolved:**

That Cabinet recommend that Council;

1. Approves the investment of £21,704,000 to deliver four highway mitigation schemes along the A444 Nuneaton Ring Road, as detailed in section 1.5, as part of the overall Transforming Nuneaton (Highway Improvements) Project.
2. Subject to the approval of recommendation 1 above, add the overall Transforming Nuneaton (Highway Improvements) scheme to the capital programme at a cost of £29.6M.

That (subject to Council agreeing the above recommendations), Cabinet;

3. Authorise the Strategic Director for Communities to invite tenders and enter into the appropriate contracts and grant agreements on terms and conditions acceptable to the Strategic Director for Resources for the implementation and construction of the highway mitigation schemes.
4. Authorise the Strategic Director for Communities to submit funding applications to support the delivery of the overall Transforming Nuneaton (Highway Improvements) Project subject to acceptable terms and conditions as confirmed by the Strategic Director for Resources.

**13.WCC response to Government "Planning for the Future" Consultation**

Councillor Clarke introduced the report stating that that this marks a major shake up in planning. In his introduction he proposed a further recommendation that would see the response being shared with District and Borough Councils and published on the Council's website.

Councillor Seccombe noted that the proposals have significant implications for the Council. As well as providing highway infrastructure the Council will be required to provide schools.

Councillor Kondakor observed that housing allocations have been reduced for Nuneaton and Bedworth. He stated that he would be concerned if these were increased. With property prices lower in Nuneaton and Bedworth than elsewhere increased building could impact on viability for the builders.

Councillor Seccombe noted that difference in house prices and availability can lead to greater commuting.

Councillor Butlin welcomed the report. He considered that reform in planning policy is long overdue and there is now a need to regard development with more flexibility.

A vote was held.

**Resolved:**

1. That Cabinet agree the proposed response wording in the Appendix.
2. That the Strategic Director for Communities in consultation with the Leader be authorised to finalise the report to government.
3. That the Chief Executive be asked to share the Council's response with District and Borough Councils and also publish it on the County Council's website.

**14.Exclusion of the Press and Members of the Public**

Agreed

**15.(Exempt) Warwickshire Property and Development Company**

Councillor Peter Butlin introduced this item after which there was a discussion. The recommendations were agreed as printed.

**16.(Exempt) Economic Outlook and Warwickshire Recovery and Investment Fund (WRIF)**

Councillor Peter Butlin introduced this item after which there was a discussion. The recommendations were agreed as printed.

**17.(Exempt) Warwickshire Fire and Rescue Service Continual Improvement and Change: Consultation update on Risk management and Mitigation for Day Crewing Plus Arrangements.**

Councillor Andy Crump introduced the report. The recommendations were agreed as printed.

The meeting rose at xxx

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Chair

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## Cabinet

**12 November 2020**

### **Council Plan 2020-2025 Quarter 2 Performance Progress Report Period under review: April 2020 to September 2020**

#### **Recommendations**

Cabinet are recommended to consider and comment on the progress of the delivery of the Council Plan 2020 - 2025 for the period as contained in the report.

#### **1. Report Summary**

- 1.1. This report summarises the performance of the organisation at the Quarter 2 position, 1st April 2020 to 30<sup>th</sup> September 2020.
- 1.2. Key human resources performance measures and the management of high impact risks are also highlighted within this report.
- 1.3. Comprehensive performance reporting is now enabled through the following link to Power BI [Quarter 2 Cabinet Performance Report](#).

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

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

#### **2. Performance Commentary**

2.1 The Council Plan 2020 - 2025 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.**

Delivery of the outcomes is supported by **WCC making the best use of its resources**.

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

Outcome	No. of KBMs	No. of KBMs available for reporting at Quarter 3
<b>Warwickshire's communities and individuals are supported to be safe, healthy and independent</b>	28	23
<b>Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure</b>	12	11
<b>WCC making the best use of its resources</b>	18	14

As the Organisation continues to transform, the Commissioning Intentions Framework continues to evolve and provides a sharpened focus on performance and supports delivery of the Organisation's priorities.

- 2.2 At Quarter 2 there are 48 KBMs available for reporting; 54% (26) KBMs are On Track and 46% (22) are Not on Track, a slight decline in overall performance compared to the Quarter 1 position. Several measures have been impacted by the Covid-19 pandemic and there is little or no sign of improvement in these areas due to the ongoing situation.

Chart 1 summarises KBM status by quarter since the introduction of the Commissioning Intentions Framework. Please note changes to the framework were agreed at Quarter 1 and this report is reporting against that new framework, which was reduced by 6 measures, 64 to 58.

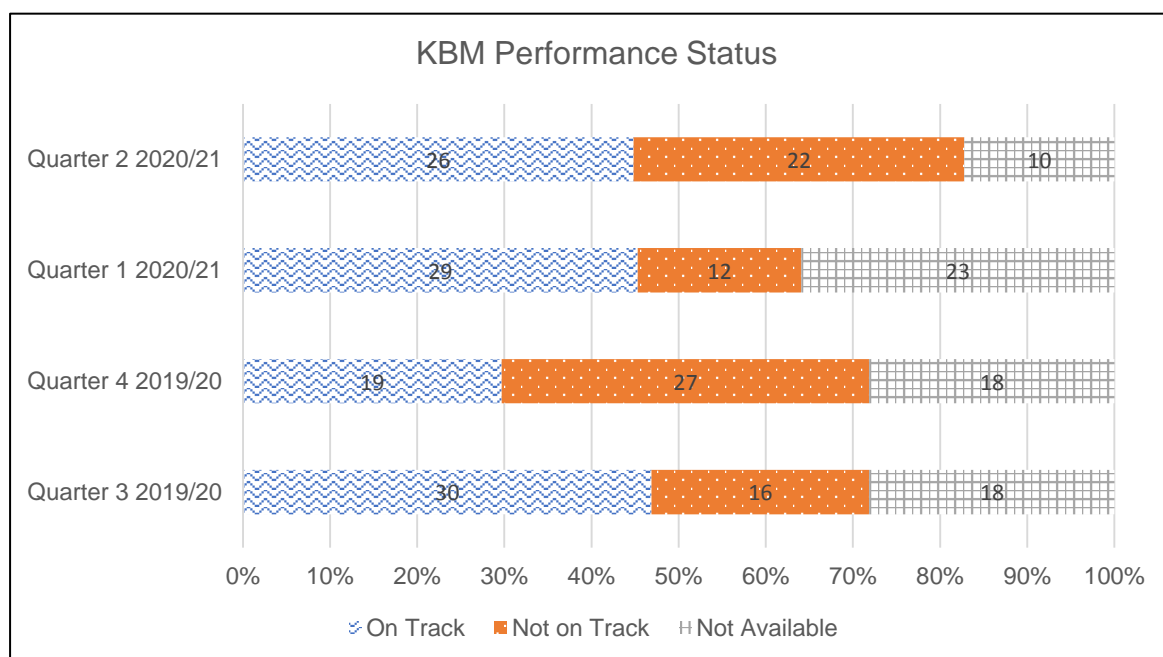


Chart 1

At Quarter 2 there are 10 KBMs which are unavailable for reporting:



- 2 are based on the staff check-in survey, which is scheduled for later this year 2020;
- 1 is an annual measure and not due yet;
- 5 are due to data not being published at this time either due to a time lag or due to Covid-19; and
- 2 are new measures which are under development and being baselined.

In addition, there are 8 measures which are paused from reporting at this time, although they do have a performance status assigned, and for the foreseeable future as they are part of inspection or examination frameworks which have been suspended nationally due to the Covid-19 pandemic:

- % of placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission;
- % of placements in provision (agency foster care or residential) of Good or Outstanding quality as rated by Ofsted;
- % of Warwickshire pupils attending schools (including nursery schools) judged Good or Outstanding by Ofsted;
- % of Children receiving a 6-8 week health check;
- % of Year 6 children (aged 10-11 years) in Warwickshire who are classified as obese;
- % of children and young people seen within 18 weeks (Referral to Treatment Time) amalgamated across the three Clinical Commissioning Group (CCGs)
- % of Warwickshire pupils achieving the expected standard for reading, writing and maths at key stages 1 and 2, and level 4 English and maths at key stage 4; and,
- % of disadvantaged pupils in Warwickshire achieving the expected standard for reading, writing and maths at key stages 1 and 2, and level 4 English and maths at key stage 4.

Improvement activity within these areas remains in place to maintain or improve standards and in preparation for the reinstatement of the inspections and examination frameworks.

In addition, possible proxy school attainment measures are being explored for Quarter 3 reporting to inform Members of levels in Warwickshire in lieu of national data publication.

2.3 Of the 54% (26) KBMs which are On Track and achieving target there are several measures where performance is of note, including:

- No. of people in receipt of an adult social care;
- Suicide rate (Persons);
- No. of Domestic Abuse incidents reported;
- % of care experienced young people (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET);
- Rate of total recorded crime per 1000 population;
- No. of people killed or seriously injured on our roads;
- No. of fire related deaths;
- No. of fire related injuries;
- % of household waste reused, recycled and composted;
- Gross Value Added (GVA) per employee as a % of the England average; and,
- No. of WCC social media followers.

There are 2 KBMs of particular note as they were reported as areas of improvement at Quarter 1 but are now exceeding target and previous years' actuals:

- % 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; and,
- the Number of days sick leave per FTE (rolling 12 months).

It is forecast that of the KBMs currently On Track, 100% (27) are forecast to either remain static or improve over the next reporting period.

2.4 Of the 46% (22) KBMs that are Not on Track at Quarter 2 there are 5 measures which are of note. Table 1 details these measures alongside the current performance narrative, improvement activity and explanation of projected trajectory:

<b>Warwickshire's communities and individuals are supported to be safe, healthy and independent</b>
<b>No. of Children in Care (CiC) excluding unaccompanied asylum-seeking children</b>
<p>Current performance narrative</p> <p>In light of Covid-19 and lockdown restrictions, there has been a delay in court proceedings and assessments being completed, which has led to a delay in discharging children from care, moving children to adoption or rehabilitating children home.</p> <p>The courts have started some hearings and have made some Special Guardianship orders and Adoption orders. However more complex cases that require a number of days to be heard are not likely to be given a court time until 2021.</p> <p>The service has accommodated large sibling groups and have seen an increase in teenage placements during Quarter 1 and Quarter 2. During the last quarter the service has seen a number of young people with challenging mental health issues entering care. Unfortunately, as a result, some children are spending longer in care than they need to. This also causes the overall number of children in care (and the costs) to rise.</p> <p>Improvement activity</p> <p>There is significant oversight and assurance that the right children are in care, these are working effectively. The throughput or flow of children leaving care has increased the number of children in care due to the pandemic.</p> <p>A number of work areas within the Children and Families change programme will help to reduce the number of children in care, for example expanding and increasing Family Group Conferences, improving support to Special Guardians and increasing support to families. These work areas will start to become operational during 2020/21.</p> <p>The Service continues to engage with HM Court Service, Senior Family Judge and has escalated to the DfE due to significant concerns about the impact on vulnerable children of the lack of progress in the courts, which is outside of the County Council's control.</p> <p>Explanation of the projected trajectory: Not on target - remaining static</p> <ul style="list-style-type: none"> <li>• Based on current performance, improvement activity and the current national Covid-19 climate, performance is expected to remain static next quarter.</li> <li>• Although court proceedings are taking place, delays are likely to continue, which will impact the number of children discharged from care. The service expect performance will improve by March 2021.</li> </ul>

## **% times a fire appliance arrives at life risk or property incidents within agreed response standards**

### Current performance narrative

The April to Sept 2020 figure for the percentage of times an appliance arrives at life risk or property incidents within agreed response standards is 65.97% which is a reduction on the year end 2019/20 figure of 70.1%

The Covid-19 epidemic has resulted in a welcome reduction in life risk incidents as people spot potential situations in the home earlier and travel less, resulting in a reduction in serious fires and Road Traffic Collisions (RTC). The epidemic has also had the effect of reducing the support available to On-Call fire stations from Wholtime station as the Service introduced station "bubbles" and had to cancel a programmed recruits course to prevent spread of the virus. Resultant lower availability on rural On- Call stations combined with the usual wide geographical spread of incidents has resulted in significant variations from month to month. For example, performance against targets for RTC's was 100% in May but down to 40% in August. Whilst this statistical variation looks startling it has not been reflected in officer's "real world" qualitative daily performance monitoring within the Service.

From April to Sept 2020 the average time to respond to a life risk incident for the attending appliance is:

9 minutes 1 second for Fire incidents

7 minutes 48 seconds for Road Traffic Collisions

8 minutes 5 seconds for Special Services incidents

For initial appliances which missed the 10 minute target the average time for response was:

13 minutes 17 seconds for Fire incidents

13 minutes 09 seconds for Road Traffic Collisions

12 minutes 51 seconds for Special Services incidents

The Service focuses its attention and short-term remedial measures on the incidents which occurred within the modelled 10 minute response time but at which that target time was missed.

### Improvement activity

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 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.

Unfortunately, with the resurgence of the virus a brief relaxation of the station bubble approach has had to be rescinded but the completion of the first 2020 On-Call recruits course should alleviate some of the crewing pressures.

### Explanation of the projected trajectory

In the longer term the Service Asset Management Plan sets out the intention to relocate some

whole-time response points onto transport nodes across the County with the intention of improving response to emergency incidents outside of the current predicted 10 minute travel time, particularly those on the motorway network. The first of these new locations established will be "Rugby South" for which section 106 funding has been secured and which will provide much improved cover to both the A45 and the new developments to the south west of Rugby.

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

#### **Cost (£) of SEND Home to School transport provision**

##### **Current performance narrative**

There is a forecast overspend of £143,522 against a budget of £11,371,918 (1.25%). This is an improvement on the forecast position from Quarter 1. There has been a focus on forecasting and basing it on the actual cost of transport for the Summer term and the most up to data from the Autumn Term. Previous assumptions regarding higher demand for taxis during Covid-19 did not materialise.

##### **Improvement activity**

Recruitment to a post that will have Strategic oversight of the SEND Transport is in place. There is also now greater rigour in ensuring adherence to transport policy and eligibility, coupled with Local First options for children and young people i.e. school placements that will both see a dampening effect on expenditure. The route optimisation system now in use ensures that a cost effective method for scheduling route plans is in place.

Transport is a key component of the SEND and Inclusion Change programme and it is now planned to move this project into the earliest phase of the programme given the financial imperative.

Explanation of the projected trajectory: Not on track - remaining static

It is expected that with clearer forecasting and tighter monitoring the budget will start to move to a balanced position.

### **% of residents in Warwickshire aged 16 - 64 who are in employment, compared to the England average**

##### **Current Performance narrative**

The Warwickshire employment rate stood at 81.3% for residents aged 16-64 in employment during Quarter 1, this has risen by 0.1% in Quarter 2 to 81.4%. At Quarter 1 it was 5.1% ahead of the England average which is below the 6% target, however in Quarter 2 Warwickshire is now 4.9% ahead of the England average. This is likely due to the implementation of the furlough scheme, keeping individuals in jobs, but also multiple people re-joining or continuing to join the workforce to help fight the impacts of the Covid-19. Quarter 2 saw retired health care staff return to work, businesses realigning their efforts to provide and produce equipment and care against the pandemic.

There are currently (Jul 2019 - Jun 2020, Quarter 2) 278,600 people in employment in Warwickshire, which is 81.4% of those aged 16-64. This is 4.9% higher than the England average (76.5%), though the England average grew more over the last quarter than Warwickshire (0.3% and 0.1% respectively).

Warwickshire statistical neighbours (Quarter 2 2020): Leicestershire 80.8%, Worcestershire 78.9%, West Berkshire 83.0%, Oxfordshire 82.6%, Gloucestershire 81.6% and Northamptonshire 82.6%.

#### Improvement Activity

WCC already works with the Department for Work and Pensions, Education and Skills Funding Agency, Big Lottery and other funders as well as their contracted providers to co-ordinate and promote employment and skills support programmes in Warwickshire.

WCC is working with DWP to look at how these programmes can be scaled up to meet the expected increase in demand. WCC is also working with DWP, the CWLEP Growth Hub, Coventry City Council, Chamber and other partners to develop a co-ordinated sub-regional approach to responding to redundancies.

Explanation of the projected trajectory Not on track - remaining static

Whilst Warwickshire has reached its target employment rate (81%), the gap between Warwickshire and England has reduced meaning that WCC is currently not achieving the target of being 6% above the England average. These targets are to be reviewed given the current situation with Covid-19 which will inevitably mean higher unemployment across the country, particularly as the furlough and job support schemes end. More data is needed to determine the expected impact.

### **WCC makes the best use of its resources**

#### **Value of Revenue Savings Achieved Against Agreed MTFS (Whole Council)**

##### Current performance narrative

74% of individual Medium Term Financial Strategy (MTFS) savings options for 2020-21 are being delivered in full. However, the 25% of options that have been impacted and delayed by Covid-19 represent nearly 50% of the value of the savings. There are three key savings that represent the shortfall:

1. Just under £1.3m relates to delayed capital receipts as a result of the impact of Covid that would have reduced the need for borrowing.
2. Covid-19 delay to Business Support restructure and issues with budget transfers means the £0.88m will be reprofiled within the revised MTFS.
3. Delays due to Covid-19 in initiating work on Contract Management savings have impacted £0.5m of savings and the intention is to recover these savings in 2021/22.

##### Improvement activity

Given Covid-19 has been the main cause of delays in achieving target savings any shortfall for 2020/21 will be off-set by the Covid-19 grants from Government. In terms of each problem area:

1. Work is still on-going to deliver the delayed capital receipts. There is some uncertainty over Covid-19 impact on disposal values, and potentially increased uncertainty about timing of receipts, that may still impact the savings ultimately achieved at a later stage.
2. Revised timescales have been agreed for the delivery of business support savings in future

years.

3. There is now £3m of identified Third Party Spend savings over the 2021-2025 period and the remaining £3.5m has been allocated to individual services to identify as part of the MTFS process. The under-delivery of £0.5m in 20/21 will be mitigated from Covid emergency funding.

Explanation of the projected trajectory: Not on track - remaining static

There has been an improvement in this KBM since Quarter 1. There may be a further slight improvement before the end of the financial year, however, a prudent view at this stage has been taken due to the significant uncertainty created by Covid-19.

Table 1

2.5 Of the remaining 17 KBMs that are Not on Track, forecast performance is projected to improve for 4 KBMs:

- No. of People assisted to live independently through provision of Social Care equipment;
- % of new change projects with measurable benefits identified within the business case;
- % customer satisfaction level with Customer Contact Centre; and
- % of care experienced young people (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET).

12 KBMs will remain Not on Track but static, including:

- No. of journeys on public transport services supported by WCC; and,
- % biodiversity net gain in Warwickshire.

The final KBM has a forecast projection to decline further:

- Value of debt over 35 days old as a % of debt raised in last 12 months - A slight rise in outstanding debt may be expected in the next quarter due to a significant number of bills to Schools having been issued prior to the summer break, and payments may not be received until September / October. There is also a risk about whether there will be a growth in requests from businesses for some level of repayment plans or timing relief due to Covid-19 financial difficulties.

## Management of HR

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

- **Sickness Absence:** The average days sickness per FTE is currently running at 9.15 based on a rolling 12 months. This is a significant reduction from Quarter 1 (10.27). Reporting of absence in Fire and Rescue Services, based on shifts lost to sickness, has positively impacted these numbers alongside the benefits of home working during the pandemic. The main reasons for illness remain consistent with stress and mental health being the primary driver of time lost. To date there continues to be no material Covid-19 related impact on the figures, however this will be kept under review as we move into the winter months. A campaign to encourage colleagues to take up flu vaccinations is also underway. There has been a reduction in both short term and long term absence.
- **Headcount:** Headcount continues to increase in the year to September 2020 with there being more joiners than leavers as vacancies carried through the early months of the pandemic are filled.

- Staff turnover continues to reduce in the last three months from a rolling annualised average from 10.1% to 8.5%. This is likely to be due to the backdrop of continuing economic uncertainty.
- HR headline figures are available in Appendix A.

### **Management of Risk**

2.7 A project to change how risk is identified, evaluated and reported restarted in July. Risk appetite levels across a range of strategic risk areas have been assessed and are being used to inform the update of both the Council's risk assessment criteria and the corporate risk register itself during Q3. The update of the Corporate Risk Register will be completed in time to inform the 2021/22 planning cycle. A Strategic Risk Framework is being developed for the start of 2021-22 setting out the guiding principles of risk management including how risks can be escalated and de-escalated.

2.8 The strategic view of risks and key challenges looking forward, and the Council's response to those challenges, is in the 2019-20 Annual Governance Statement approved by Council on 13 October. Service risks have been updated by Assistant Directors. More detail on net red risks at service level is in Appendix B. Key themes emerging from risks and challenges stated in the draft Annual Governance Statement and Quarter 2 service risk register updates are:

- Heightened economic and political uncertainty due to external factors, including the continuation of the Covid-19 pandemic into 2021, impacting on: the local economy; the Council's future financial sustainability; and the financial health of the pension fund.
- Demand pressures and costs for social care services continue to increase, in particular for disabilities and older people's services. The pandemic has impacted because of additional pressures on market provision, service costs and pent up demand.

2.9 Service areas where risk scores have reduced since the start of the year and are no longer "net red risks" are:

- WFRS capacity and relief pressures, due to additional resources and successful recruitment;
- Ability to manage public perception of the Council's safeguarding of children and vulnerable adults alongside demand and resource pressures. The Council's priority focused Covid response, targeting the most impactful benefits of the Children's Transformation Programme, progressed with minimal delay.

## **3. Financial Implications**

3.1 None specific to this report but please refer to the associated finance performance report, which is reported to Cabinet at this same meeting.

## **4. Environmental Implications**

4.1 None specific to this report.

## Background Papers

None

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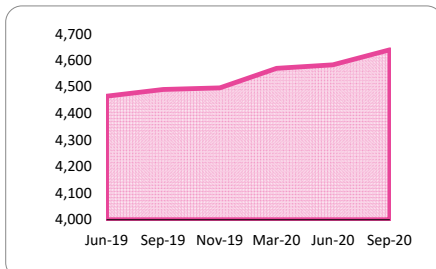


## Appendix A

### Part 2: Headline HR Information

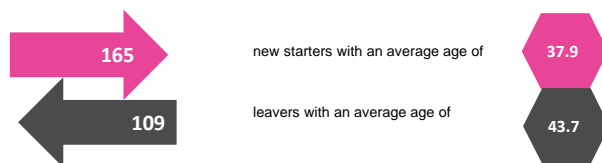
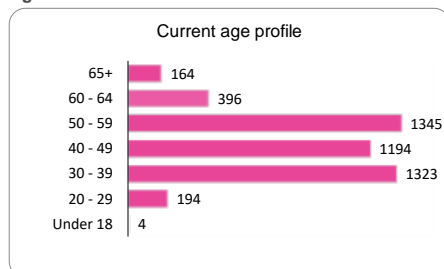
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

#### Number of Employees

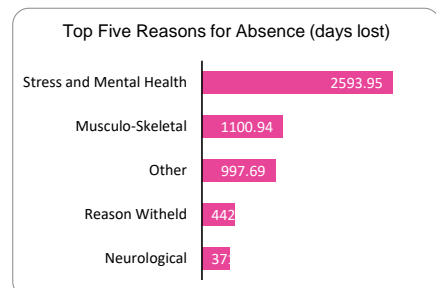


	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21
Headcount	4,464	4,490	4,496	4,569	4,583	4,640		
Full-time Equivalents	3,734	3,756	3,746	3,793	3,784	3,855		
Whole-time Equivalents	3,703	3,724	3,725	3,739	3,746	3,828		
Number of Posts	5,354	5,457	5,488	5,762	5,720			

#### Age Profile of our Workforce



#### Sickness Absence Statistics



	Q1 19/20	Q2 19/20	Q3 19/20	Year End 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21
Days lost through sickness	9,068	9,228	7,408	40,514	7,737	6,632		
... of which short-term	2,962 32.7%	2,806 30.4%	2,802 37.8%	13,584 33.5%	1,774 22.9%	1,627 24.5%		
... of which long-term	6,106 67.3%	6,422 69.6%	4,606 62.2%	26,929 66.5%	5,963 77.1%	5,005 75.5%		

#### Staff Turnover (1st July 2020 - 30th September 2020)



	New Starters	Leavers	% Turnover
Headcount	165	109	8.5% (rolling year) 2.4% (Q2)
Full-time Equivalents	143.3	95.0	
Posts	166	134	

#### Commentary:

**Sickness Absence:** The average days sickness per FTE is currently running at 9.15 based on a rolling 12 months. This is a significant reduction from Q1 (10.27). Reporting of absence in Fire and Rescue Services, based on shifts lost to sickness, has positively impacted these numbers alongside the benefits of home working during the pandemic. The main reasons for illness remain consistent with stress and mental health being the primary driver of time lost. To date there continues to be no material Covid-19 related impact on the figures, however this will be kept under review as we move into the winter months. A campaign to encourage colleagues to take up flu vaccinations is also underway. There has been a reduction in both short term and long term absence.

**Headcount:** Headcount continues to increase in the year to September 2020 with there being more joiners than leavers as vacancies carried through the early months of the pandemic are filled.

**Staff turnover** continues to reduce in the last three months from a rolling annualised average from 10.1% to 8.5%. This is likely to be due to the backdrop of continuing economic uncertainty.

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Risk	Gross Risk Level	Existing Actions(in place or completed)	Risk Level	Further Risk Actions	Net Red Risk Mitigation Strategy	Review Date
<b>Adult Social Care</b>						
<b>Demand for services and current market forces continue to put financial pressure on Disabilities Services and Older People's Services.</b>	12	Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies. A further review of programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. Active Market Management continues.	12	To scope and progress programme activity. Brokerage review. Strategy & Commissioning work plan.  Substantial Insights work into demand, projections and cost of care	<i>Covid Recovery and beyond: Stronger integration with our health partners and strengthening the role of the Community and Voluntary Sector. Re-design of commissioning arrangements for working age adults. The work of the Early Intervention Board will continue to address demand management solutions.</i>	31/12/20
<b>Education Services</b>						
<b>Increased demand for specialist provision/Increase in population of pupils being issued EHC plans</b>	16	High Needs Task and Finish Group looked at alternative models of operating, in light of overspends for 2019/20 and the medium terms. Monitoring in place to reduce placements at independent specialist provision, and commissioners are working with providers to reduce costs. Robust panel process and guidance to support placement decisions.  Three new special schools opened since 2015 creating 210 places; expansion of existing special schools since 2015 creating a further 140 places; 88 places created in resourced provision and partnerships since 2016. SEND & Inclusion Strategy launched in 2019, challenging mainstream schools to promote inclusion.	12	SEND & Inclusion Change Programme agreed July 2020. Key tasks include: - Continue programme of targeted expansion of special schools and resourced provisions/partnerships. Further pipeline and forecasting work is now completed informing resource allocation. - Challenge mainstream schools (particularly secondary) to be more inclusive, with more high needs packages being supported in mainstream settings. - Promote best practice in Inclusion in mainstream schools (eg. audits, SEND awards)	The SEND & Inclusion Change Programme encompasses a range of workstreams to manage demand and deliver the outcomes set out in the SEND & Inclusion Strategy and the further risk actions.	31/3/21
<b>Environment Services</b>						
<b>Deterioration of Highway Network condition</b>	16	The Council agreed an additional £2m a year for the next two years to supplement government capital grant allocations for maintaining roads. Criteria to prioritise maintenance include traffic volumes, types of usage and conditions surveys. The Road Construction Strategy has been updated to reflect the latest Specification for Highways Works and to reflect increased emphasis on safety, sustainability, environment and minimisation of resource use. Highways maintenance contract has been renewed with Balfour Beatty in partnership with Solihull and Coventry Councils. Increased, and ongoing, monitoring and review of Term Contractors operational performance in place, to ensure effective delivery of all revenue and capital investment programmes.	12	Implementation of the new Yotta software to improve effectiveness and efficiency of back office processes and improve asset management.  Additional budget has been allocated by DfT from the Pothole Fund and will be used to supplement capital maintenance programmes.	Effective prioritisation of maintenance and repair work on the network, including more intelligence led processes, underpinned by sound Asset Management principles to deliver value for money solutions.	31/3/2021

Risk	Gross Risk Level	Existing Actions(in place or completed)	Risk Level	Further Risk Actions	Net Red Risk Mitigation Strategy	Review Date
<b>A major flood risk materialises</b>	<b>16</b>	<p>Maximise the opportunities to get funding to deliver schemes to alleviate flooding and publicise all we are doing to manage flood risk (e.g. Flood Summits).</p> <p>Further developing in liaison with CSW Resilience the County Council's procedure for flood events.</p> <p>Working with communities with CSW Resilience to help them better manage local flood risk and be more resilient to flooding.</p> <p>Strategy in place to assist in prioritisation of large workload and accessing funding.</p> <p>Through statutory consultee role, ensuring no increase in flood risk and, where possible, reducing flood risk through development.</p> <p>Identifying third party assets in Trent catchment with high risk of failure (such as old large culverts).</p>	<b>12</b>	<p>Secure funding to undertake work to identify third party assets in Severn catchment with high risk of failure (such as old large culverts). Also, introduce a pro-active CCTV sewer inspection programme in high risk areas.</p> <p>Working with members and FLAG's to identify and secure WCC match funding to enable successful bids for external funding.</p> <p>Regulation of Ordinary Watercourses through Land Drainage Consents and where necessary undertake Enforcement action.</p> <p>Working with external partners, alongside CSW Resilience, to make Warwickshire flood response as joined up as possible.</p>	The Risk is being managed by maximising the opportunities to deliver schemes to alleviate flooding, by working with communities and partners to help better manage local flood risk and be more resilient to it. The Flood Risk Management Team are also ensuring that there is no increase to the risk of flood as part of their statutory consultee role.	31/3/2021
<b>Communities</b>						
<b>Economic downturn as a result of the Covid -19 Pandemic and potential EU Exit outcomes.</b>	<b>16</b>	<p>The Council Plan 2020-25 priority outcome to support Warwickshire's economy to be vibrant and supporting objectives is already driving initiatives to support the development of digital skills and tools for businesses, attract investment and grow skills.</p> <p>Alongside objectives to maintain and develop the county's infrastructure and provide access to high quality education settings for children and young people.</p> <p>We continue to work with regional, sub regional and local partners and networks including accessing funding streams. We have a cross council coordinated approach to contingency planning for EU Exit.</p>	<b>12</b>	<p>The Council's Covid-19 Recovery Plan sets out specific recovery priorities to address the increased risks to the local economy, including:</p> <ul style="list-style-type: none"> <li>-Helping new and existing businesses through pro-active support, advice and finance</li> <li>-Re-purposing town centres and creating conditions for innovation and investment. -with LEP and FE/HE partners, supporting skills, training and re-learning. - investing in regeneration and supporting housing growth, digital infrastructure and sustainable transport.</li> </ul>	Covid-19 Recovery plan objectives alongside our approach to place-shaping and Infrastructure planning are directing our resources and efforts to offset the impacts of the national economic downturn and economic uncertainty.	31/3/2021

**Cabinet****12 November 2020****2020/21 Quarter 2 Budget Monitoring Report****Recommendations**

Cabinet are recommended to:

- a) Note the forecast underspend of £4.784m for the 2020/21 financial year on the Council's revenue budget.
- b) Note there is a forecast under-delivery of the 2020/21 savings requirement to the value of £2.694m.
- c) Note the increases to the approved 2020/21 capital programme of £0.363m since the programme was last reported in Quarter 1.
- d) Approve the carry forward of the reprofiled spend on the capital programme of £7.847m in 2020/21 into future years.
- e) Acknowledge that at the date of writing this report, the National Lockdown commencing on 4 November had not been announced. As such, it is important to note that the inevitability of potentially significant changes to the forecast position. This will be driven by changes to Covid related income and expenditure pressures and also Covid funding changes.

**1. Purpose of the Report**

- 1.1 This report outlines forecast financial position of the organisation at the end of 2020/21 based on the information known at the end of the second quarter. It provides an analysis based on best estimates and assumptions now. It should be noted that there remains significant uncertainty and potential volatility due to Covid which may lead to future movements in the forecast. The current analysis includes:
  - Capital and revenue financial performance;
  - Explanations and, where developed, mitigating actions for variations and the impact on service delivery; and
  - An indication of those areas where the current forecasts carry a risk of change during the year due to demand volatility and assumptions that could change over the course of the financial year.

## 2. Graphical Summary

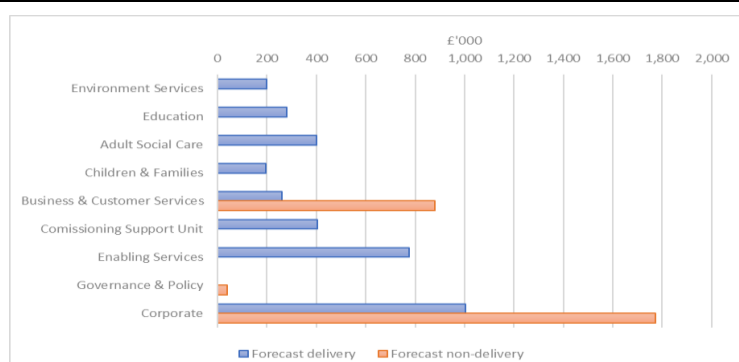
### 2.1 Revenue Forecast 2020/21

Services are forecasting a total underspend of £4.784m for the financial year 2020/21 if all Covid grant funding is used in 2020/21.

This is made up of £4.640m from Covid funding above the 2020/21 forecast spend on response, and £0.144m pressure unrelated to Covid.

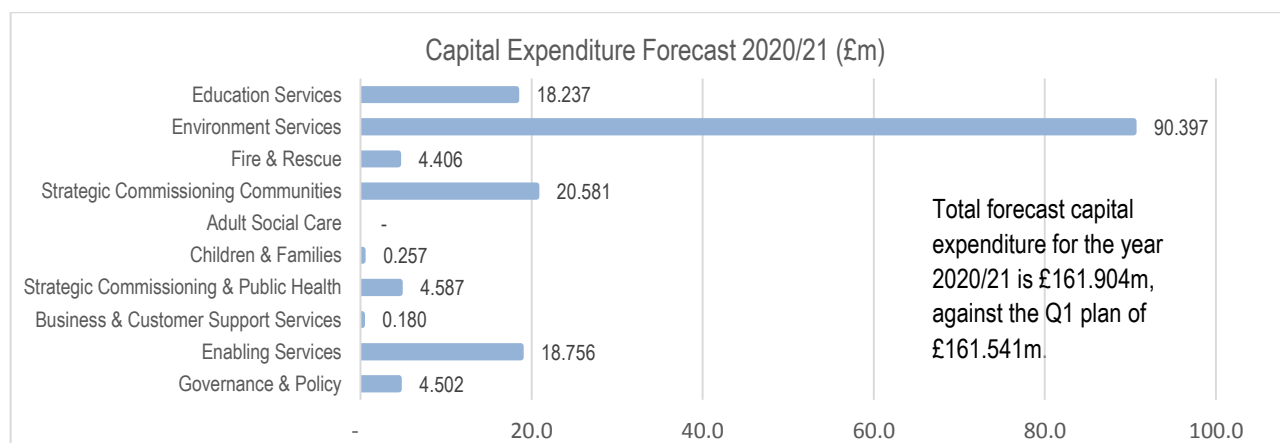
2020/21 Financial Year	£m
Approved Budget	£301.663
Forecast exc. Covid income	£338.357
Over/Underspend	£36.694
Government Covid funding	(£41.478)
<b>Net over/(underspend)</b>	<b>(£4.784)</b>
of which	
Covid funding above Covid pressures	(£4.640)
Non-Covid underspend against core budget	(£0.144)

### 2.2 Savings Achievement

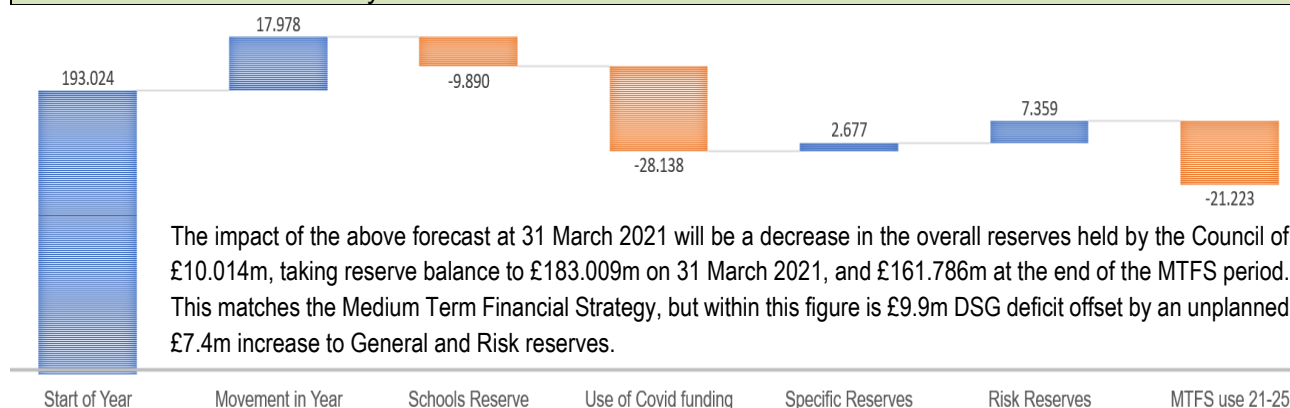


The savings plan for 2020/21 requires the delivery of £6.2m of savings from 19 individual savings initiatives. £3.5m (57%) are forecast to be delivered in line with the plan with £2.7m remaining unachieved mainly due to Covid.

### 2.3 Capital Expenditure Forecast 2020/21



### 2.4 Reserves Summary



## 2.5 Key Risks – Revenue

### **Covid-19**

- 2.5.1 Covid expenditure and income pressure forecasts for 2020/21 currently total £36.838m (£34.087m at Q1).
- 2.5.2 Covid related Government grants and NHS funding totals £41.478m, which offsets the £36.838m Covid response pressures, leaving £4.640m that could potentially be put towards emerging Covid pressures anticipated through a second wave in 2020/21 or funding ongoing pressures in 2021/22+. Of this amount, £0.772m is ringfenced for Test & Trace expenditure in 2021/22. This total grant value includes the additional funding announced for Local Authority eligible lost fees and charges income. Early indications are that the value of this income related claim for 2020/21 is £4.111m and WCC has submitted the first claim for this income. Adjustments to this grant funding, or any other relevant funding will result in further changes to the net forecast Covid position. The figure does not include the £3.696m tranche 4 response grant funding announced late October, as offsetting Covid costs are expected to emerge as we move into Winter.
- 2.5.3 In order to present the gross Covid pressures, the net underspend or overspend for each service area does not include specific grants that Services will receive that will offset Covid pressures in their areas. The total of these grants is within the £41.478m that is presented as being available to offset Covid pressures. Where grant funding is received but “passported” directly to 3<sup>rd</sup> parties or suppliers, and there is a net zero impact on WCC for acting as an ‘agent’, this is not included in the Covid gross pressure and funding figures.

### **Key variances**

- 2.5.4 £12.373m of currently forecast underspends relate to reduced delivery of services, and there is a risk that demand and consequently the cost of delivery may accelerate again through the financial year, effectively reducing the current forecast underspends. See section 3.7. If this occurs, the forecast underspend will decrease.
- 2.5.5 After notionally removing the Covid related pressures within the revenue forecasts, the largest variances not mitigated within the service are:

### **Overspends**

- Dedicated Schools Grant High Needs Block: £11.313m
- Children with Disabilities Care Placements: £3.508m
- Children and Families Placements: £3.039

### **Underspends**

- Adult Social Care £7.670m
- Corporate Services £2.753m
- Enabling Services £1.975m

### **Changes from Quarter 1**

- 2.5.6 The forecast outturn position has reduced by 2.6% (£8.151m) since quarter 1, predominantly through increased Covid funding, reduced demand on Adult Social Care services and management of overspends highlighted in quarter 1, against in year growth in demand and cost for child placements in Education and Children and Families services.

### 3. Revenue Outturn

#### Revenue forecast by service

Service Area	2020/21 Approved Budget £m	2020/21 Quarter 2 Forecast £m	2020/21 (Under)/ Overspend £m	Change from Quarter 1 Forecast £m	Covid-19 Pressures £m	Non- Covid-19 Pressures £m
<b>Communities</b>						
Education Services - Non-DSG	34.344	41.757	7.413	4.402	3.682	3.731
Environment Services	26.500	28.166	1.666	(0.792)	2.442	(0.776)
Fire & Rescue	21.507	22.047	0.540	0.297	0.293	0.247
Strategic Commissioner for Communities	22.523	26.629	4.106	(1.430)	4.104	0.002
<b>Subtotal Communities</b>	<b>104.874</b>	<b>118.599</b>	<b>13.725</b>	<b>2.477</b>	<b>10.521</b>	<b>3.204</b>
<b>People</b>						
Adult Social Care	155.067	157.727	2.660	(5.667)	10.330	(7.670)
Children & Families	64.061	67.810	3.749	1.113	2.959	0.790
Strategic Commissioner for People	34.880	33.505	(1.375)	(1.150)	0.171	(1.546)
<b>Subtotal People</b>	<b>254.008</b>	<b>259.042</b>	<b>5.034</b>	<b>(5.704)</b>	<b>13.460</b>	<b>(8.426)</b>
<b>Resources</b>						
Business and Customer Services	17.723	20.548	2.825	(0.969)	3.214	(0.389)
Commissioning Support Unit	6.349	8.323	1.974	0.502	1.630	0.344
Enabling Services	26.140	25.364	(0.776)	(0.964)	1.199	(1.975)
Finance	6.277	6.167	(0.110)	(0.183)	0.004	(0.114)
Governance & Policy	2.760	3.518	0.758	(0.342)	0.674	0.084
<b>Subtotal Resources</b>	<b>59.249</b>	<b>63.920</b>	<b>4.671</b>	<b>(1.956)</b>	<b>6.721</b>	<b>(2.050)</b>
Corporate Services and Resourcing	(116.468)	(113.094)	3.374	6.049	6.127	(2.753)
DSG expenditure	235.217	245.107	9.890	(1.044)	0.009	9.881
DSG income	(235.217)	(235.217)	0.000	0.000	0.000	0.000
<b>Subtotal Corporate Services and DSG</b>	<b>(116.468)</b>	<b>(103.204)</b>	<b>13.264</b>	<b>5.005</b>	<b>6.136</b>	<b>7.128</b>
<b>Sub-total</b>	<b>301.663</b>	<b>338.357</b>	<b>36.694</b>	<b>(0.178)</b>	<b>36.838</b>	<b>(0.144)</b>
Covid-19 related grants (including NHS funding)		(41.478)	(41.478)	(7.973)	(41.478)	0.000
<b>Total</b>	<b>301.663</b>	<b>296.879</b>	<b>(4.784)</b>	<b>(8.151)</b>	<b>(4.640)</b>	<b>(0.144)</b>



- 3.1 The table above shows the approved budget against the forecasts, including gross Covid pressures, to show the pressure before Covid related government funding is applied. This gives a forecast overspend of £36.694m against the approved budget. This variance is then separated into costs relating to Covid response and those relating to non-Covid pressures. Covid funding from government grants and NHS discharge claims offsets £41.478m of this overspend, leaving £4.640m forecast Covid-19 funding for ongoing Covid pressures in the current and future years alongside a £0.144m non-Covid underspend.
- 3.2 After allocating the Covid grant funding, the position is balanced, but within this are services with material overspends: Education Services (both DSG and non-DSG funded) and Children & Families, offset by services with material underspends: Adult Social Care, Enabling Services and Corporate Services and Resourcing. Further details of the causes of the variation and mitigating actions are listed by service in Appendices A and C.
- 3.3 Several variations in the services shown in the table above impact on specific ringfenced reserves, either underspends transferred to these reserves (£2.913m) or overspends funded from them (£0.236m). Although the net £2.677m does impact on the overall reserve position of the Council, the reserves are held for this specific purpose and it does not impact on the funds available for general use within the General Reserve. See Section 4.
- 3.4 The Dedicated Schools Grant has a pressure of £9.890m forecast over the period April 2020 to March 2021. This pressure cannot be funded by the Council funds outside of the DSG grant, and the blocks cannot fund each other. The pressure on the High Needs Block must be mitigated by future years' underspend in the High Needs Block. Plans to start to reduce the structural deficit have been approved by Cabinet and investment funds allocated to begin work to bring this into effect.

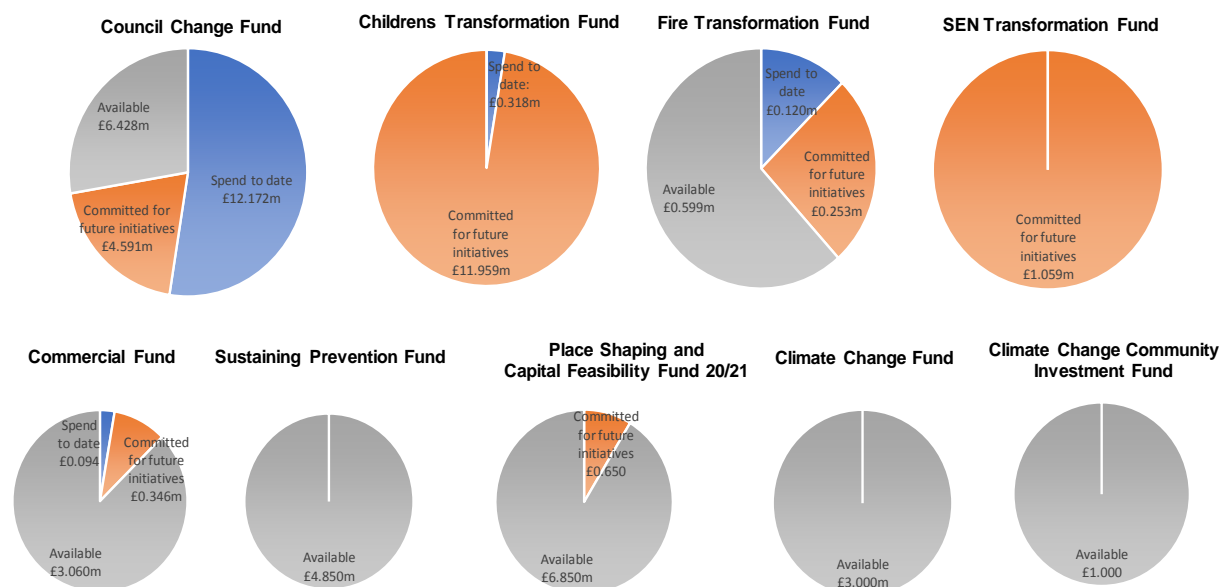
<b>DSG deficit forecast to be carried into 2021/22</b>		<b>£m</b>
Central Block		(0.034)
Early Years Block		(1.312)
High Needs Block		11.313
Schools Block		(0.077)
<b>Total Impact</b>		<b>9.890</b>

- 3.5 There is a £2.719m forecast net underspend across the services which will increase the amount of available funds in the General Reserves. This is made up of £17.617m pressures and £20.336m underspends and will be discussed at Directorate Leadership Team meetings throughout the year. The largest 3 of these are:
- £3.508m overspend in Education, related to Children with Disabilities in Care Placements, with increased numbers and complexity (affecting average unit cost);

- £2.234m overspend in Children & Families due to placements driven by increased demand;
- £7.670m underspend in Adult Social Care due to reduced demand and replacement funding for core services.

3.6 Note that £12.373m of the currently forecast underspend is in key areas of service delivery, predominantly staffing and community equipment in Adult Social Care, and recently announced ringfenced grant income for Home to School Transport. Services may increase spend in these areas to meet delivery requirements, so there is a risk that the forecast in these areas will increase, but the current forecast represents the most likely outturn position.

### Corporate Change Funds



- 3.7 The bidding process and approval for Investment and Change funds was on hold during the Covid response phase but was re-initiated in July, with fast-tracked bids underway for specific economic recovery projects, the development of the Commercial Strategy including the Warwickshire Property and Development Company and to support the Dedicated Schools Grant recovery and sustainability plans. The use of the investment funds is strongly influenced by any recommendations accepted by Cabinet from the Cross Party Covid Recovery working groups.
- 3.8 Cabinet has agreed to the allocation of £1.0m from the Climate Change Fund to a new Community Climate Change Investment Fund. The aim of the new fund is to progress the Council's objectives on climate change mitigation included in its adopted Council Plan 2025, in response to declaring a climate emergency in July 2019.

## Savings Performance

3.9 Performance against individual savings targets are listed in Annexes A to M.

2020/21	No. of Savings Options	Saving Delivered £m	Savings Not Delivered £m
Savings target achieved/overachieved	14	2.266	0
Savings target partially achieved	1	1.249	1.274
No saving delivered against target	4	0	1.420
<b>Total</b>	<b>19</b>	<b>3.515</b>	<b>2.694</b>

3.10 Below are details of those savings which are highlighting forecast under-achievement:

Description	Target £m	Forecast £m	Reason for variance and associated management action
<b>Corporate Services and Resourcing</b> - Material receipts from the sale of strategic sites. Reinvestment of the capital receipts will reduce the Council's borrowing costs.	2.523	1.249	Delays on the sale of two sites as a result of preferred bidders withdrawing offers at the start of the Covid lockdown has impacted on the ability to reduce borrowing costs in line with targets.
<b>Business support</b> - Service wide restructure of business support, including layering of the entire model and reductions in levels of agency spend.	0.880	-	The delay in implementing the Business Support FOM has impacted the Service's ability to deliver the savings this year. A request has been made to reprofile the savings pending the re-engineering of Business Support Service processes coupled with the implementation of digital solutions as appropriate.
<b>Contract Management</b> - Reduction in the cost of contracted services and third party spend through improved contract management at all stages of the procurement process.	0.500	-	Delays in implementation due to impact of Covid response. This saving plan has been reprofiled to future years; this means the under delivery in 20/21 will be mitigated from reserves funding.
<b>Legal Services additional surplus</b> - Additional surplus from external trading with other local authorities and public sector bodies	0.030	-	Unlikely at this stage due to current pressures on income.
<b>Electronic record keeping</b> - Reduced storage requirements as a result of the move to electronic record keeping.	0.010	-	Project delayed due to Covid – work will be recommencing shortly but may delay full recovery in year 1.
<b>Total</b>	<b>3.943</b>	<b>1.249</b>	

## Medium Term Implications

- 3.11 Levels of income and suppressed demand through Covid create one-off relief, while growth in demand and cost for child placements in Education and Children & Families services has an ongoing impact. The impact of these and other pressures and reductions flagged in budget monitoring will be modelled and the need to adjust future years' budgets evaluated as part of the ongoing MTFS refresh.
- 3.12 The impact of the current forecast at 31 March 2021 will be a decrease in the overall reserves held by the Council of £10.014m, taking the reserve balance to £183.009m on 31 March 2021, and £161.786m at the end of the MTFS period. The impact on the general and risk reserves, however, is a further increase of £7.359m.
- 3.13 Alongside the one-off underspend, one-off funding and ongoing pressures, the MTFS will be modelling the impact on the tax-base of the delays in development, the potential rise in unemployment and reduction of interest rates which are all anticipated as a medium term impact of the Covid response.

## 4. Reserves position

£m	Start of Year 20/21	Movement up to Q2	Effect of Outturn	Closing Balance	21-25 Planned Use	Remaining
Schools Reserves	12.142	5.240	(9.890)	7.492	0.000	7.492
Earmarked Reserves	125.296	(15.400)	2.677	112.574	(14.883)	97.691
Risk and General Reserves	55.585	28.138	(20.779)	62.944	(6.340)	56.604
<b>Total</b>	<b>193.024</b>	<b>17.978</b>	<b>(27.992)</b>	<b>183.009</b>	<b>(21.223)</b>	<b>161.786</b>

- 4.1 The reserves closing balance includes all approved use of reserves so far during the year, including carry forwards from 2019/20, use of change funds and use of specific or earmarked reserves up to Quarter 2. Alongside this the Effect of Outturn shows the impact of the current forecast revenue position on the council's funds.
- 4.2 The longer-term impact of Covid on the Council tax and business rates (estimated at £8.178m) is not reflected in the reserves journey above but will be built into the refreshed MTFS.

## 5. Capital

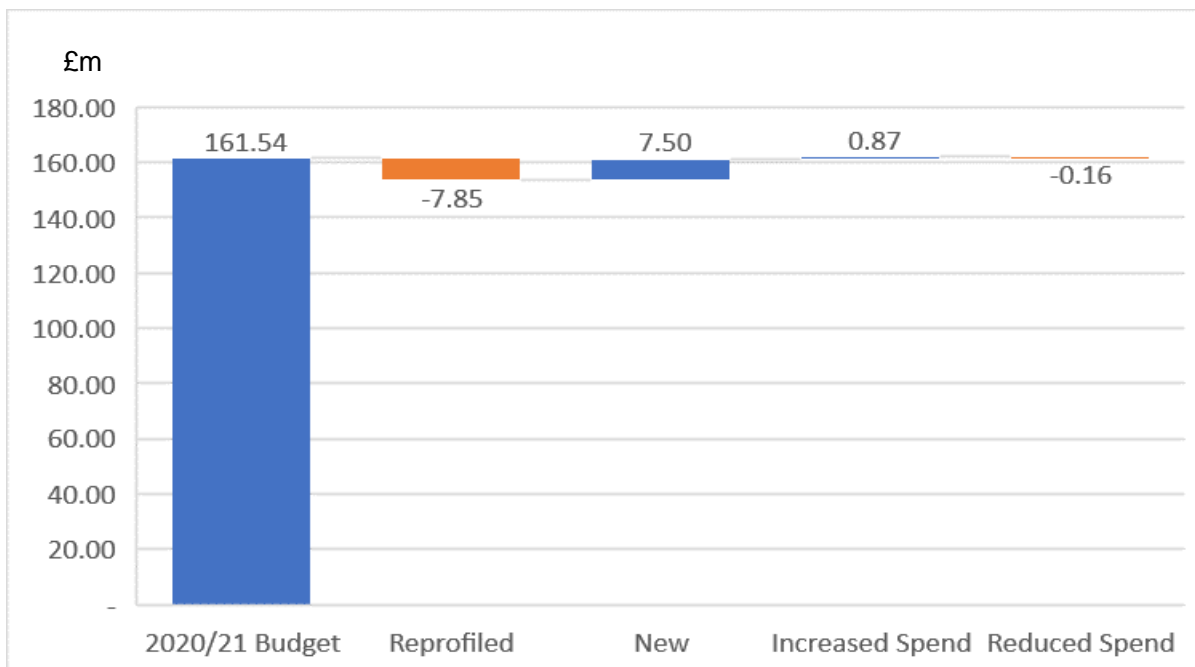
- 5.1 The latest forecast of 2020-21 capital payments is £161.904m, with a further £177.949m of payments forecast over the medium term. The 2020-21 forecast is an increase of £0.363m on the Quarter 1 budget.

- 5.2 This increase is made up of £7.847m (4.9%) of planned spend for 2020/21 now expected to move into future years, an increase in newly approved capital schemes of £7.499m being brought into the programme and a net increase in the overall cost of capital schemes of £0.711m.
- 5.3 The remaining balance on the 2020-21 Capital Investment Fund (CIF) allocation is £13.660 million. When added to the annual CIF allocation of £24.914 million this results in a total remaining amount in the Capital Investment Fund (CIF) over the term of the MTFS of £113.315m.

### Capital Forecast by Service

	2020/21 Approved Budget £m	2020/21 Forecast £m	2020/21 Variance £m	2021/22 to 2024/25 Approved Budget £m	2021/22 to 2024/25 Forecast £m	2021/22 to 2024/25 Variance £m	Total Variance £m
Education Services	15,898	18,237	2,339	16,277	21,861	5,584	7,923
Environment Services	96,100	90,397	- 5,704	83,285	93,055	9,770	4,066
Fire and Rescue	5,347	4,406	- 941	2,734	3,727	993	52
Strategic Commissioning Communities	18,106	20,581	2,476	35,465	44,063	8,597	11,073
<b>Communities</b>	<b>135,452</b>	<b>133,622</b>	<b>- 1,830</b>	<b>137,761</b>	<b>162,705</b>	<b>24,944</b>	<b>23,114</b>
Adult Social Care	0	-	-	313	313	-	-
Children and Families	257	257	-	172	172	-	-
Strategic Commissioning & Public Health	4,587	4,587	-	63	63	-	-
<b>People</b>	<b>4844.221</b>	<b>4,844</b>	<b>-</b>	<b>549</b>	<b>549</b>	<b>-</b>	<b>-</b>
Business and Customer Support Services	168	180	12	1,782	1,770	- 12	-
Enabling Services	16,575	18,756	2,181	9,389	12,907	3,518	5,699
Governance & Policy	4,502	4,502	-	17	17	-	-
<b>Resources</b>	<b>21,245</b>	<b>23,438</b>	<b>2,193</b>	<b>11,188</b>	<b>14,694</b>	<b>3,506</b>	<b>5,699</b>
<b>Total</b>	<b>161,541</b>	<b>161,904</b>	<b>363</b>	<b>149,498</b>	<b>177,948</b>	<b>28,450</b>	<b>28,813</b>

### Capital Variance Analysis



5.4 2020/21 Budget – This is set according to the forecast spend in 2020/21 made on 31st March 2020. The forecast shows the changes in capital programmes since then, made up of:

- i.) Reprofiled projects – these are schemes where there has been a slip in the time scale for delivery. The project is still being delivered and with no material change in cost, but the impact is that the benefits of projects are not realised and available to the taxpayers of Warwickshire in the timeframe originally anticipated. There is £23.71m of project expenditure which has slipped into future years, and work is ongoing to make initial estimates of planned delivery more realistic to ensure slippage only occurs where uncontrollable delays occurs.
- ii.) New projects – these are projects recently added to the capital programme or projects where costs have risen as a result of a substantial change in scope. These schemes have been added through formal governance, with financing made available from CIF or Corporate grants.
- iii.) Projects with Increased Spend – these are schemes where project costs have risen above the level previously expected. This means additional funding has had to be arranged. This may be in the form of a revenue contribution to capital from a Service's revenue budget, the use of basic need funding for education projects or through the collection of additional S278 money from developers. Apart from S278 projects the impact of this is that there is less funding available for other projects/activity.

- iv.) Underspent projects – these are schemes which have been delivered under budget. The impact of this is that funds are no longer required for a specific scheme. This may mean the authority will be able to recycle funds to alternative projects or will borrow less.

5.5 The additional funding available should be noted. For 2020-21, £7.499m of forecast spend has been added to the capital programme, with an additional £20.601m available in 2021-22 onwards. This is as a direct result of new funding from grants, capital investment fund borrowing and S278 contributions.

5.6 Across all years supplementary funding of an extra £0.711m has been added to capital projects where additional funding is required to deliver schemes already in progress. In each case the funding has been identified prior to increase, or secured from the Capital Investment Fund.

5.7 Analysis of 2020/21 highlights:

- i.) Fire & Rescue – £0.513m of funding redistributed between projects within the overarching training scheme and slippage of £0.890m

The Fire Training Capital Scheme is progressing, and tenders have been received via an open market tender for the Kingsbury and Stratford sites. Due to current market conditions and an increase in demand for contractors both tenders exceed the original estimates. Warwickshire Fire and Rescue Service has carried out several value engineering exercises with the design consultant and are unable to reduce the design and specification any further without impacting on their fundamental training requirements. This has necessitated the transfer of funding between individual projects. Works are likely to commence on these two sites during December 2020.

There has been a delay with the Lea Marston site due to additional planning conditions, the Service is hopeful that this site will be presented to the December 2020 Planning Committee, with a view to receiving and evaluating tenders by February 2021.

The Service has taken the decision to temporarily pause the water rescue training provision at the Environment Agency site, until the Lea Marston tender evaluation has been carried out. At this point the Service will be able to review the deliverability of the suite of training schemes within the existing budget, and if necessary, consider alternative funding arrangements. This element of the scheme is nevertheless an important training asset which is linked to the Integrated Risk Management Plan. When compared to other Fire and Rescue Services, Warwickshire has a significant number of rescues from water (per head of population) and this facility directly links to climate change, which is a foreseeable increasing risk for the communities of Warwickshire into the future.

- ii.) Transforming Nuneaton – Preliminary work on the delivery of the new building has been delayed due to issues around gaining vacant possession of the site, which is needed to allow for demolition and a clean site ready for development, and the appointment of the main project management team; expected delivery has been pushed back by 1 year and the forecast adjusted to recognise this.
- iii.) A47 Hinckley - £1.973m has been slipped into later years. This scheme has now been split into two more phases as current estimates based on more detailed design have identified the current budget is insufficient to deliver the full scope of the original project. Phase 2 (cycle provision) will be delivered in 2021/22 with the scope and timescales of further junction improvements dependant on the amount of additional funding being approved.
- iv.) A46 Stoneleigh – delays of £1.135m have been caused as a result of required approvals with Highways England becoming protracted. The timescale around gaining Highways England approvals was a known risk at the outset of the project and as such costs associated with it have been allowed for in the risk budget. The shift in spend from 20/21 to 21/22 presented here will not result in any increased costs that cannot be managed in the available budget.
- v.) Delays in Projects – the £7.847m delays and re-profiling of projects is caused by slippage. The slippage on individual projects is detailed in Appendix B and above.

### **Capital Financing**

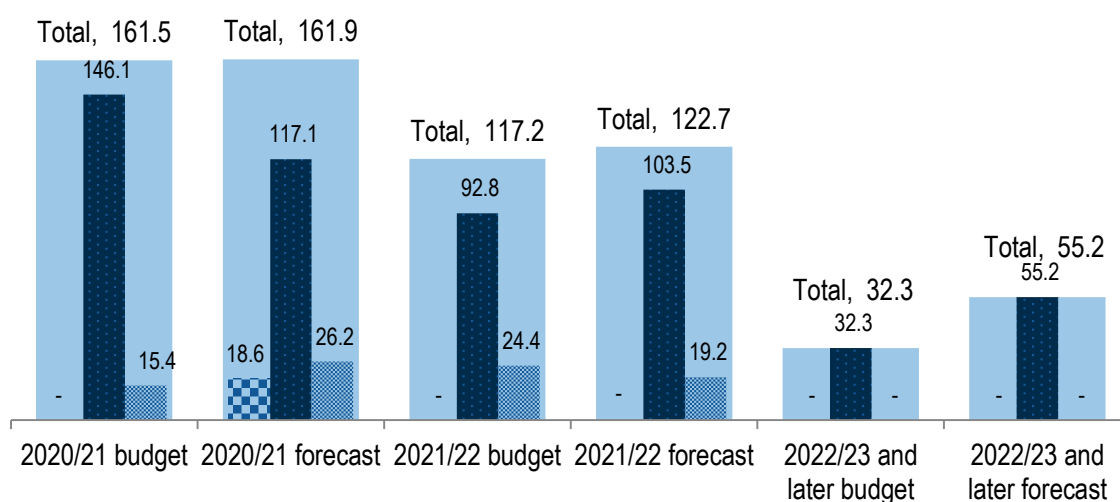
- 5.8 As well as approving the revised spending in the capital programme, Council must also ensure it has funding available to meet its capital payments in each financial year. The chart and table below show how the planned and forecast capital expenditure is to be financed. These figures exclude the remaining unallocated Capital Investment Fund.



	2020/21 budget £m	2020/21 forecast £m	2021/22 budget £m	2021/22 forecast £m	2022/23 and later budget £m	2022/23 and later forecast £m
Corporate Borrowing	0.000	18.614	-	0.000	-	0.000
Self-financed Borrowing	- 1.744	- 1.692	0.995	0.995	-	-
Grants and Contributions #	146.148	117.099	92.771	103.500	32.334	55.201
Capital Receipts	14.527	25.075	23.393	18.246	-	0.000
Revenue	2.610	2.808	0.005	0.005	-	-
<b>Total</b>	<b>161.541</b>	<b>161.904</b>	<b>117.164</b>	<b>122.747</b>	<b>32.334</b>	<b>55.202</b>

### Estimated Financing to 2022/23 & Later Years (£m)

■ Borrowing ■ Grants and Contributions ■ Revenue, Capital Receipts & Self Financing



# The income from grants and contributions includes grants from Government and contributions from developers and other third parties.

WCC manages cash as a whole, so even where borrowing is shown as a form of financing in this graph it does not mean new borrowing will be necessary. The borrowing figure shown is the gap between our spending and the funding available to us which is called the CFR (Capital Financing Requirement).

- 5.9 In addition to the forecast spend in the table the Council has additional spend commitments resulting from Education basic need grants which have been earmarked for educational provision. The grants received for previous years have been used to support other capital spending in earlier years to avoid borrowing in advance of need. These future commitments equal £31.639m and when they occur,

they will increase the Council's Capital Financing Requirement (CFR). The CFR is the annual the gap between our spend and available funding for capital projects. At present the exact profile of the Education spending is unknown as it has not yet been allocated to named or approved projects. It could necessitate additional borrowing to finance the capital programme over the period of the MTFS, however the need to undertake any future borrowing would depend on cash balances at that time.

- 5.10 The most significant variable in financing the capital expenditure is forecasting the timing of the delivery of capital receipts. Forecasts are determined by the Council's programme of disposals and subsequent income from capital receipts is used to avoid the need to incur additional borrowing. Any shortfall in the level of expected receipts will increase the CFR and may require the Authority to borrow sooner than expected.

## **6. Financial Implications**

- 6.1 The report outlines the financial performance of the authority in the year 2020/21. There are no additional financial implications to those detailed in this report.
- 6.2 The key financial issue remains the need for the MTFS to reflect: the need to put sustainable solutions in place for those services reporting material demand-led overspends; the need to ensure the ambitions of the capital strategy are aligned to the capacity to deliver; and that any plans developed to balance the budget going forward are robust so any decisions can be taken promptly.

## **7. Environmental Implications**

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

## **8. Background Papers**

None

## **9. Appendices**

- a. Appendix A – Commentary on service revenue forecasts
- b. Appendix B – Commentary on service capital forecasts
- c. Appendix C – Service level narrative, reserves, savings and forecasts

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

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## Appendix A – Commentary on Service revenue forecasts

Detailed explanation at a Team level within each Service is provided in **Appendix C - Annexes A to M**. Below is a summary of the main variations and potential ongoing impacts from these.

### Communities Directorate

#### Education Services DSG - (£9.890m net overspend; +4%. £0.009m Covid pressures)

- The DSG overspend primarily relates to the excessive growth and demand on services within the High Needs Block of the DSG. Detailed reports on the issues and the required Recovery and Sustainability Plans were presented to Cabinet in June and July with further updates going forward.
- In the summary table in section 3.4, the overall DSG overspend includes the High Needs Block overspend of £11.313m being offset mainly by an Early Years Block underspend of £1.312m (due to a forecast lower than funded uptake of Free Early Years provision and additional in year EY block allocation by DfE ). However, the DfE rules do not allow an actual transfer of funds between the two blocks, hence the requirement of High Needs Recovery and Sustainability plans.
- Overall, the forecast expenditure has not changed since Q1, but the variance has decreased by £1.021m due primarily to additional DSG income following summer census refreshes and adjustments by the DfE.

#### Education Services Non- DSG - (£7.413m net overspend; +21%. £3.682m Covid pressures)

- Covid Pressures consist primarily of £0.420m Early Years Hubs, £2.418m loss of income pressures; £0.673m of Home to School Transport the latter of which WCC has received a specific grant for.
- Within this, the traded income pressures include over £1.708m of pressures relating to Warwickshire Attendance Service, WCC Music Service and Marle Hall. The WCC Music service loss of income has increased significantly since Q1 due to now forecasting less buy back for a longer period of time that initially predicted.
- Of the non-Covid net overspend of £3.731m, £3.508m of this relates to the cost of placements for Children with Disabilities in residential care as well as preventative care & assistance to avoid the costs of taking children into care. This is a forecast increase of £3.228m since Q1. This is because the forecasted purchased weeks has increased by a further 30% (311 weeks – 6 FYE children) for forecast residential placements, coupled with the average unit cost of these additional packages increasing by 30%, from £2,513 per week to £3,270 per week. To avoid an even greater number of Children going into placements, preventative care and assistance expenditure is also being incurred (e.g. direct payments, specialist agency staff/home care, short breaks/respite).
- Delays in the restructure of the staffing arrangements, coupled with additional costs to enable transformation, has resulted in an increased staffing forecast and overspend of £0.500m.
- The remaining £0.278m net under-spend relates to minor variances on operational expenditure.

#### Environment Services - (£1.666m net overspend; +4%. £2.442m Covid pressures of which £1.118m is grant funded)

- The vast majority of this overspend is related to Covid pressures consisting of:
  - Additional spending relating to payments to Bus Operators which is offset by grant funding from the DfT totalling £1.118m.
  - Additional costs relating to emergency Highways maintenance and compensation payments for Highways contracts (£0.190m).

- The requirement to reallocate road space and carry out works in town centres and to enable social distancing (£0.782m).
- Income losses within Forestry, Planning Delivery and Trading Standards and Community Safety (£0.305m).
- There is a Covid-related pressure as a result of additional payments being made within Transport Delivery to voluntary organisations so that operations could continue during Covid. This overspend is partially offset by an underspend in planning delivery due to staff vacancies.
- The underspend of £0.776m after removal of Covid pressures is mostly due to in year staff savings across the service arising from delays in the implementation of the service redesign.
- The reduction in forecast compared to Q1 of £0.792m is due to thorough reviews of Covid related pressures being undertaken and the reduction in forecasts where Covid related costs, such as compensation claims, have not materialised.

Fire and Rescue - (£0.540m net overspend; +3%. £0.293m Covid pressures)

- The forecast overspend includes £0.293m due to Covid related factors where overtime has been required to maintain operational crewing to ensure availability of emergency response and provide additional services to the public during the lockdown phase and under increased new restrictions.
- The overspend after Covid Pressures relates to one-off spend relating to the National Workwear project and cover for long term absence and the Firefighter Recruitment Plan recently approved by Corporate Board.
- The forecast also includes the costs of running a Pilot Citizenship scheme for which Early Intervention Funding has been received. It is likely this will carry forward into 2021/22.

Strategic Commissioning for Communities – (£4.106m net overspend; +18%. £4.104m Covid pressures)

- The most significant part of the forecast overspend is related to Covid pressures consisting of:
  - Losses of income totalling £3.914m split between Parking Services (£2.490m), County Parks (£0.488m), rental income through Business Centres (£0.368m), Waste Services (£0.346m) and Speed Awareness courses (£0.222m).
- Additionally, there is expenditure of £0.190m as a result of Covid for social distance modelling and active travel monitoring.
- The reduction on the forecast overspend from Q1 of £1.430m is due to:
  - Reduced losses of income being forecast within Parking Services and Country Parks as restrictions have begun to be lifted.
  - Reduced spending on legal fees.
  - Savings identified within staff pay budgets following in depth reviews.

**People Directorate**

Adult Social Care - (£2.660m net overspend; +2%. £10.330m Covid expenditure)

- The impact of Covid on the forecasts is:
  - £3.321m financial support to providers to enable them to manage the impact of Covid.
  - Increased package costs following hospital discharge of £6.500m. It is expected that this will be fully reimbursed from the £1.3bn Hospital Discharge Grant via SWCCG.
  - Staffing costs of £0.342m, which are predominantly agency staff.
  - £0.167m of Covid related increases in direct payments to people with disabilities; and increased Mental Health package of care costs.

- After removing the Covid related expenditure, the net variance is a £7.670m underspend. Caution must be taken in analysing this largely non-recurrent position for the following reasons:
  - The £6.500m income from the Hospital Discharge Grant has funded some areas of support which we otherwise would have had to pay for. It has either paid for this activity in totality; or has delayed the point from which the package of care will be paid for from Council budgets. This has a one-off positive impact unlikely to stretch beyond the current financial year.
  - Sadly, excess deaths during Covid have disproportionately impacted the over 65's cohort. This, in financial terms, may see expenditure in this group reduce in year. Conversely, some people have started receiving Adult Social Care sooner, due to Covid. In the short-term there has been net reduced expenditure.
  - During the Covid response period until 1 September the Clinical Commissioning Groups (CCG) have fully funded those people requiring nursing care. Under usual circumstances some of this cohort could have been funded via the council with the CCG giving a minority financial contribution for the nursing funded element. This means that for this financial year the demand for this type of provision is unnaturally suppressed and will increase through the rest of this year, back to normal level of demand for 2021/22 as we complete transition from the initial period of Covid response.
  - Certain areas of Social Care have seen a delay in demand as day and respite activities are impacted by Covid restrictions; while in some cases people have delayed coming to the Council for support as they are reluctant to start their support journey during these uncertain times. All of these factors have suppressed demand in a one-off, short-term way.
  - Whilst significant financial relief has supported Adult Social Care providers (current forecast £3.321m), this has in some instances replaced the expenditure that WCC would have otherwise incurred. Therefore, when the Covid situation recovers, there is an expectation that demand and service delivery will return and therefore this is a one-off rather than permanent underspend. Further, the Council has been awarded funding of £13.404m Infection Control Grant to support Adult Social Care Residential and Community providers with a primary purpose of reducing transmission of Covid. This has been a significant step in supporting the market without which the support to providers funded by WCC could potentially have been significantly higher.
- Other key points to note are:
  - Mental Health is showing a pressure of £1.889m across all services. The pressure is experienced most significantly in residential and supported living services with the greatest pressure in the north of the county.
  - A forecast underspend in Integrated Care Services of £1.228m of which equal amounts are attributed to reduced demand for community equipment and staffing underspends.
  - A forecast underspend in Disabilities of £0.829m due to a reduction in use of and/or closure of day opportunities, short breaks and services such as domiciliary care during the Covid pandemic.
  - Project expenditure has decreased by £0.357m and there are some minor operational underspends.
  - The key changes from the Q1 forecast of £5.666m are due to:
    - Refined forecasts for Disabilities, client contributions and Integrated Care following comprehensive reviews in these areas.
    - Expenditure associated with the Hospital Discharge Grant has now increased as the implications/impact of Covid have grown.
    - Greater analysis and understanding of the wider impacts of Covid on current and future budgets and how funding is being applied.

Children and Families - (£3.749m net overspend; +6%. £2.959m Covid pressures)

- The major Covid pressures include the following:
  - £1.100m additional placement costs.
  - £0.356m for additional staffing costs.
  - £0.211m for Youth Justice Remand placement.
  - £0.128m for loss of income related to the 4 Youth Centres.
  - £0.527m for increased Fostercare/emergency/care leaver and UASC payments.
  - £0.500m for additional costs of Legal Services due to Court delays.
  - £0.137m for Working from Home equipment and Social Distancing equipment for Family meetings.
- After removing the Covid related pressures, the net variance for Children & Families is a £0.790m overspend. This headline overspend has increased by £1.113m since quarter 1, and masks a number of ear-marked funding streams (see reserves table) which, when taken account of, change the variance to an underlying overspend of £2.982m, an increase of £1.707m since Q1.
- The major contributors to this underlying position as well as the increased over-spend position since Q1 are:
  - £3.039m Children in Care / Leaving Care Placements overspend mostly related to increased numbers and complexity (affecting average unit cost as well as market failure) The Children's Transformation Programme, including the objective to address the placement mix, continues – in order to address the overspend; the pressure has been raised as part of the current MTFS refresh. The issue of market failure is a national one which is being addressed through various national forums such as DCS's groups as well as direct with the DfE.
  - There is increasing pressure on the service's legal budget which, excluding the effect of Covid, is forecasting £0.351m over-spend.
  - As the result less face to face contact due to Covid, there is an under-spend on staff travel of £0.360m.

Strategic Commissioner for People - (£1.375m net underspend; -4%. £0.171m Covid pressures)

- The impact of Covid on the forecasts is:
  - £0.101m housing support initiative to keep homeless off the streets.
  - £0.035m overspend on the Meals on Wheels Service.
  - £0.020m contribution towards sub regional Midlands Track & Trace.
  - £0.015m spend for infection control services to the homeless.
- After removing the Covid related pressures, the net variance is a £1.546m underspend.
- The major contributors to this underlying position as well as the increased underspend position since Q1 of £1.150m are:
  - £0.772m underspend on the Test & Trace Grant received in year to be spent in 2021/22. This grant must be carried forward so that the grant can be utilised as intended on Test and Trace activity.
  - £0.161m staffing related underspends.
  - £0.190m underspend on Domestic Abuse due to delays in getting new services commissioned.
  - £0.200m underspend on Housing Support.
  - £0.127m underspends across a range of Health and Wellbeing Contracts due to reduced activity as a result of Covid.



## **Resources Directorate**

### **Business and Customer Services - (£2.825m net overspend; +16%. £3.214m Covid pressures)**

- The Covid related pressure of £3.214m consists of:
  - £1.347m expenditure for Shielding Hubs and the Local Welfare Scheme. This represents an increase of £0.409m due to Estates costs to keep Shielding Hubs open until June 2021 and then revert them to their former use and additional costs of free school meals provision during school holidays.
  - Forecast losses of income within the community hubs area (predominantly weddings and library) income of £0.865m. This has increased by £0.113m following an in-depth review of registration income in the light of continued Covid restrictions.
  - Non-delivery of £0.763m of MTFS savings relating to the business support functional operating model which has been delayed due to Covid.
  - Additional costs of £0.239 being incurred to facilitate remote working, deal with increased call volumes and for the digital mailroom and post redirection.
- The remaining non-Covid related underspend is made up of £0.455m staff underspends due to vacancies, which is offset with a £0.142m overspend forecast within the Local Welfare Scheme, the latter of which is expected to either be refunded or carried forward for use in future years.
- The primary reason for the reduction in forecast overspend compared to Q1 of £0.969m is that a thorough review of the staffing and centralised budget position has been undertaken since the full implementation of the Functional Operating Model and forecasts adjusted accordingly.

### **Commissioning Support Unit - (£1.974m net overspend; +27%. £1.630m Covid pressures)**

- The Covid related expenditure includes £1.450m for PPE expenditure and £0.175m of staffing costs incurred due to Covid.
- After taking account of the Covid pressures, there is a net overspend within CSU of £0.344m. This position requires further investigation and analysis and is likely to be refined following this work which will include identifying the extent to which funding may potentially offset an element of this.
- The increased overspend compared to Q1 of £0.502m is as a result salary reviews taking place as part of the service redesign within the PMO. Work is ongoing to finalise the position once the redesign is complete.

### **Enabling Services - (£0.776m net underspend; -3%. £1.199m Covid pressures)**

- The Covid related expenditure across Facilities Management and Property Construction and Engineering is currently forecast to be £1m related to making offices safe, additional cleaning and security.
- The remaining Covid related pressure is made up of equipment for staff working from home and income losses in Catering, Maintenance and Minor Works, Recruitment and Vetting.
- The underspend within the service is primarily due to a forecast underspend in Digital and ICT of £0.968m which has been calculated as part of the detailed zero-based budgeting exercise. These savings have mostly been incorporated into the refresh of the MTFS.
- Facilities Management is forecasting to underspend by £0.282m largely as a result of savings on utilities.
- Underspends of £0.506m are forecast within the Pears project and the graduate scheme which are likely to be required for carry forward into 2021/22.
- The reduction to the forecast since Q1 of £0.964m is largely related to the Pears project, graduate scheme and additional savings being identified within ICT as a result of the MTFS refresh.

Finance Service – (£0.110m net underspend; -2%. £0.004m Covid pressures)

- The forecast underspend is mainly attributable to staff vacancies which are offsetting some minor operational overspends. This underspend may be partly utilised within year for the use of agency staff to maintain service delivery.

Governance and Policy – (£0.758m net overspend; +27%. £0.674m Covid pressures)

- The Covid related expenditure comprises of £0.240m is as a result of Communications and Marketing Covid related costs, lost income within Legal Service of £0.369m and £0.065m of consultancy costs in Corporate Policy.
- Excluding Covid, there is a staffing pressure of £0.093m in HROD, where agreements to transfer funding between services are to be finalised.
- Legal and Democratic are forecasting a net non Covid pressure of £0.170m due to the use of agency staff to backfill maternity leave (£0.241m) being offset by savings in Democratic Services as a result of a reduction in meetings and travel (£0.071m).
- Due to the numbers of vacancies and delays to service redesign there are staff savings of £0.239m within Strategic Asset Management and Corporate Policy which largely offset these pressures.
- The reduction to the forecast since Q1 of £0.342m is mainly due to reviewing and adjusting the forecasts for staff and consultancy within Strategic Asset Management and small increases in the expected external income within Legal Services.

Corporate Services and Resourcing - (£3.374m net overspend; +3%. £6.127m Covid pressures)

- A number of Covid related pressures are included within this budget area. These relate to:
  - Payment for Mortuary costs of £1.417m.
  - Educaterers potential costs of £0.974m.
  - Loss of income from the Oxygen Finance rebate of £0.240m.
  - Interest on treasury balances pressure of £1.721m (including increased management fees).
  - £1.274m borrowing cost savings unachievable due to cancellation of property sales (offset by capital contingency).
  - £0.500m contract management savings undeliverable during Covid response phase.
- Non-Covid underspends are:
  - Higher than expected grant income (£1.309m).
  - £1.274m of the provision for capital financing costs not required to fund the capital programme in 2020/21 (offsetting under-achievement of saving target due to Covid).
  - £0.110m due to a lower top-up contribution to the Pension Fund deficit being required in the first year of the latest triennial valuation.
  - £0.265m reduction in members allowances and expenses.
  - £0.286mfavourable variance on MRP.
- These are offset by reduced income from Schools using WCC insurance services (£0.521m).
- The increase to the forecast variance of £6.049m is due to the transfer of surplus capital borrowing budget to reserves as agreed in quarter 1 budget monitoring.

## **Risks to Forecasts**

A number of forecasts carry risks, of which the key ones are listed below:

### Education Services

- Although the high needs block is currently showing an overspend of £11.313m this could vary significantly if the savings in the DSG recovery plan are delayed or not achieved this year or if demand increases more than anticipated.

### Adult Social Care

- The key risk to this forecast is the impact on demand from Covid, including any further 'waves' both in the short term and long term and the continuing availability of government/NHS funding for Covid.
- There is a risk to the client contributions forecast as social care assessments continue to be carried out on customers who were discharged from hospital into a care setting.

### Children and Families & Children with Disabilities

- The volatility of both placement numbers and costs within Children and Families can impact forecasts through the year – drivers include complexity and activity levels; market prices and share, social and economic impacts; and Covid.
- Financial plans for transformation funding and grants are reviewed and revised on a monthly basis and can be subject to change. With the effect of Covid, these plans are at risk of not being able to fulfil original plans in year and underspends are transferred to earmarked reserves at year end for use in future years.

### CSU

- Further analysis is required to investigate and refine the non-Covid forecast overspend and to identify the extent to which the current forecast overspend may potentially be funded from other sources.

### Enabling Services

- ICT and Property Services – both services are currently undertaking a zero-based budgeting exercise and so it is possible that the forecast will change dependent on the findings of the exercise.

### Covid related forecasts

- All Covid-related forecasts (expenditure and income pressures; and forecasts relating to grant income) are based on the best data, knowledge, national guidelines and intelligence at a given point in time. As the local and national landscape and impact of Covid evolves; and as restrictions change, it is inevitable that the forecasts will be updated and will also change.

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## Appendix B – Commentary on Service Capital Forecasts

Service	Slippage	New (or net nil)	Over budget	Under spend	Net 2020-21 change
Adult Social Care					-
Business & Customers	12				12
Children & Families					-
Communities Services	- 1,613	4,122		- 34	2,475
Education Services	1,395	325	663	- 44	2,339
Enabling Services	- 268	2,449			2,181
Environment Services	- 6,380	551	204	- 78	- 5,703
Fire	- 993	52	0		- 941
Governance & Policy					-
People Commissioning					-
<b>Grand Total</b>	<b>- 7,847</b>	<b>7,499</b>	<b>867</b>	<b>- 156</b>	<b>363</b>

Detailed explanation at a Service level is provided in **Appendix C - Annexes A to M**. The main reasons for the movement to future years in the quarter compared to the approved budget are:

### Business & Customers - £0.012m scheme brought forward

- A contribution to the Hawkes Point project has meant spend on improving the customer experience has happened sooner than expected (£0.012m).

### Communities Services – Slippage of (£1.613m) caused by: -

- Delays on Transforming Nuneaton (£0.902m). Preliminary work on the delivery of the new building has been delayed due issues around gaining vacant possession of the site, which is needed to allow for demolition and a clean site ready for development, and the appointment of the main project management team; expected delivery has now been pushed back by 1 year and therefore the forecast has been adjusted to recognise this.
- Delays on integrated transport cycling schemes in Leamington to Kenilworth (£0.5m) due to uncertainty around land acquisitions and Nuneaton to Coventry (£0.262m) as a result of delays to the finalisation of the design detail.
- The remainder relates to small changes in time frames on a number of other projects, please see the annex.

### Education Services – £1.395m caused by: -

- Newdigate Primary School expansion £1.405m is completing ahead of schedule.
- The remainder is small changes in time frames on a number of other projects, please see the annex.

### Enabling Services – (£0.268m) slippage caused by: -

- ICT spending has been delayed allowing time to review datacentre related outcomes and spend with the new ICT leadership group (£0.268m).

Environment Services – Slippage of (£6.380m) caused by: -

- £3.649m relates to S278 projects. The time frame for undertaking these is reviewed based on progress around each development.
- £2.262m of area delegated schemes have been brought forward as a result of changes to the use of these funds (see Cabinet report dated 11th June 2020)
- £1.973m delay on the A47 Hinckley. This scheme has now been split into two more phases as current estimates based on more detailed design have identified that the current budget is insufficient to deliver the full scope of the original project. Phase 2 (cycle provision) will now be delivered in 2021/22 with the scope and timescales of further junction improvements to be decided dependant on the amount of additional funding being approved.
- £1.135m delay on the A46 Stoneleigh due to the approval process with Highways England being protracted. The timescale around gaining Highways England approvals was a known risk at the outset of the project and as such costs associated with it have been allowed for in the risk budget. The shift in spend from 20/21 to 21/22 presented here will not result in any increased costs that cannot be managed in the available budget.
- £0.895m of delays on historic bridge maintenance resulting from a re-prioritisation of schemes and the discovery of a protected species at Baginton.
- £0.400m delay relating to A46 Stanks Island where claims are expected to fall in 2021-22.
- The remainder is smaller changes in time frames on a number of other projects, please see the annex.

Fire & Rescue Service – Slippage of (£0.993m) caused by: -

- Leamington Fire HQ - £0.011m of slippage caused by the project being put on pause pending a review of the Local Authority's reinstatement plan for offices post Covid.
- Delayed spending of £0.042m on the Fire Services Network equipment specifically relating to vision upgrade caused by the timescales for tenders.
- £0.050m of delays on expected equipment purchases related to Edraulic rescue tools.
- The training suite of projects (slippage of £0.890m) and £0.513m of funding redistributed between projects within the overarching training scheme and slippage of £0.890m

The Fire Training Capital Scheme is progressing, and tenders have been received via an open market tender for the Kingsbury and Stratford sites. Due to current market conditions and an increase in demand for contractors both tenders exceed the original estimates. Warwickshire Fire and Rescue Service has carried out several value engineering exercises with the design consultant and are unable to reduce the design and specification any further without impacting on their fundamental training requirements. This has necessitated the transfer of funding between individual projects. Works are likely to commence on these two sites during December 2020.

There has been a delay with the Lea Marston site due to additional planning conditions, the Service is hopeful that this site will be presented to the December 2020 Planning Committee, with a view to receiving and evaluating tenders by February 2021.

The Service has taken the decision to temporarily pause the water rescue training provision at the Environment Agency site, until the Lea Marston tender evaluation has been carried out. At this point the Service will be able to review the deliverability of the suite of training schemes within the existing budget, and if necessary, consider alternative funding arrangements. This element of the scheme is nevertheless an important training asset which is linked to the Integrated Risk Management Plan. When compared to other Fire and Rescue Services, Warwickshire has a significantly high number of rescues from water (per head of population) and this facility directly links to climate change, which is a foreseeable increasing risk for the communities of Warwickshire into the future.

The delays on projects means the expected benefits of the schemes will not be realised to the original time frame.

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

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Environment Services	307	307	0	0	0	0	307	307	0	
Trading Standards & Community Safety	2,722	2,596	(126)	(1,098)	(1,020)	78	1,624	1,576	(48)	A reduction in costs across the group relating to salary and related staff costs - due both to delays in Service redesign implementation and COVID 19. Also based on activity to date and predicted activity for the next 6 months. These savings are offset by lost income due to COVID.
County Highways	20,175	20,792	617	(5,550)	(5,347)	203	14,625	15,445	820	The original predicted overspend of £2.04 million for COVID related works have been reduced down to £972k. This is being offset by an in year salary saving as a result of delays in the implementation of the service redesign. There is also an overspend of £114k in Forestry, largely due to lost income.
Planning Delivery	4,344	4,119	(225)	(3,895)	(3,792)	103	449	327	(122)	There is a reduction in staffing costs, due to in year vacancies, delays in the finalisation of Service Redesign and also new working patterns. However, this is offset by a potential reduction in income across the Group. Income levels are being monitored and regularly adjusted but it is too early to establish an accurate costing of how this might affect our overall out-turn. There is concern about construction sites and how developers will react to the current economic situation - again it is too early to predict the effect this may have.
Transport Delivery	36,462	36,474	12	(27,686)	(26,631)	1,055	8,776	9,843	1,067	Forecast includes increased payments for local bus services and to Voluntary Organisations to allow continued operation. CFM is reporting a significant reduction in salary costs and related overheads and also costs relating to internal work. This is mirrored by a reduction in income levels.
Engineering Design Services	7,962	7,088	(874)	(7,405)	(6,581)	824	557	507	(50)	The large reduction in both income and corresponding expenditure is due to a budget containing the Design Services restructure where vacancies have yet to be filled. The delay was due primarily to COVID-19. Further adjustments have been made reflect the change in working patterns and a reduction in staff related costs. The reduced staffing costs are offset by reduced income levels as a direct result of shifts in the establishment. There are also multiple variacnes in Concessionary Travel resulting in an overall underspend.
Emergency Management	273	272	(1)	(112)	(112)	0	161	160	(1)	
<b>Net Service Spending</b>	<b>72,245</b>	<b>71,648</b>	<b>(597)</b>	<b>(45,746)</b>	<b>(43,483)</b>	<b>2,263</b>	<b>26,499</b>	<b>28,165</b>	<b>1,666</b>	

Impact on specific service reserves (from Reserves tab)	40
Impact on risk/general reserves	1,626

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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
<b>Capitalisation of flood prevention works</b> - Contributions to flood prevention schemes to be funded from capital resources as they are about infrastructure investments that are capital in nature and this aligns with the capital funding received from partner organisations as matched funding.	200	0	200	0	
<b>Total</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0</b>	

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

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
Proceeds of Crime	164		(30)	134		We are funding a business crime initiative as part of our contribution to the economic recovery. We will also be funding an intelligence post for 7 months of 2020/21
S38 Developer Funding	350			350		
Domestic Homicide Reviews	88		(10)	78		There is a DHR which has just commenced, and the chair has now been appointed. The estimated costs are £10,000.
Flood Management Reserve	459			459		
<b>Total</b>	<b>1,060</b>	<b>0</b>	<b>-40</b>	<b>1,020</b>	<b>0</b>	

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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,144	0	0	0	59,144	59,144	101	0	0	59,245	101	101	Capital rightsizing budget reinstated as withdrawn in error
10421000	Portobello Bridge	549	204	1,296	10	2,060	549	60	1,296	154	2,060	-144	-0	Design work exploring engineering solutions is on-going. Construction work not planned for this financial year.
11221000	M40 Junction 12	11,868	2	250	0	12,121	11,868	2	250	0	12,121	0	0	
11272000	Rugby Gytratory Improvements	1,563	0	25	0	1,588	1,563	0	25	0	1,588	0	0	
11509000	A444 Coton Arches, Nuneaton	3,549	151	0	0	3,700	3,549	27	10	114	3,700	-124	-0	Project delivered. Post completion monitoring, legacy issues and aftercare costs are only expected.
11510000	A46 Stanks Island, Warwick	2,526	4,064	0	0	6,590	2,526	3,664	400	0	6,590	-400	0	Part 1 claims will be taken into account next year as well as Phase 2 works
11604000	A444 Corridor Improvements - Phase 2	163	300	4,117	20	4,600	163	300	4,117	20	4,600	0	0	Design work is on-going. Design work, procurement and land aquisition to be completed, for construction to start in 2021/22 Q1
11605000	A3400 Bham Road Stratford Corridor Improvements	129	305	3,090	0	3,525	129	305	6,115	0	6,550	0	3,025	Added additional CIF money received £3.025M
11649000	A46 Stoneleigh Junction Improvements	3,500	15,778	17,341	157	36,776	3,500	14,643	18,494	157	36,794	-1,135	18	£1.135m of 20/21 forecast spend moved to 21/22 due to protracted approval process with Highways England influencing the main works start date. Addit £18k to correct S106 included in Budget Resolution ( £1.486m instead of £1.468m)
11669000	Lawford Road / Addison Road Casualty Reduction	59	51	736	0	846	59	51	736	0	846	0	0	
11694000	A47 Hinckley Road Corridor	566	2,039	1,000	0	3,605	566	66	1,758	1,215	3,605	-1,973	0	Scheme now split into two more phases. Phase 2 (cycle provision) will now be delivered in 2021/22 which the junction improvements completed in future years subject to additional funding being approved.
Street Lighting														
11279000	Pump Priming allocation for LED street lighting	4,452	287	0	0	4,740	4,452	388	0	0	4,840	101	101	RCCO INCREASED DUE TON INCREASE ACTUALS
11719000	Street Lighting base budget 19-20	631	0	0	0	631	631	0	0	0	631	0	0	
11818000	Street Lighting Base Budget for 2020 / 2021	0	972	0	0	972	0	1,071	0	0	1,071	99	99	RCCOO INCREASE
Structural Bridge Maintenance														
11382000	Minor Bridge Maintenance schemes 2015/2016	1,679	15	0	0	1,694	1,679	12	0	0	1,691	-3	-3	Reallocation of budgets across projects
11457000	Minor Bridge Maintenance schemes 2016/2017	529	13	0	0	542	529	13	0	0	542	0	0	
11587000	Minor Bridge Maintenance schemes 2017/2018	2,397	135	0	0	2,532	2,397	113	0	0	2,511	-21	-21	Reallocation of budgets across projects
11658000	Minor Bridge Maintenance schemes 2018/2019	1,373	600	0	0	1,973	1,373	679	0	0	2,052	79	79	Reallocation of budgets across projects
11717000	Bridges Base Budget 2019 2020	681	245	0	0	926	681	298	0	0	979	53	53	Reallocation of budgets across projects
11816000	Bridges Base Budget 2020 2021	0	888	0	0	888	0	781	0	0	781	-107	-107	Reallocation of budgets across projects
11833000	Historic Bridge Maintenance	0	2,015	2,055	2,230	6,300	0	1,120	2,950	2,230	6,300	-895	0	Spend reprofiled for following: Works to Bidford brought forward by 12 months to safeguard structure.Works at Cole End moved into next year for resoures to work on Bidford. Works at Bagington moved to spring next year after discovery of protected species.
Structural Maintenance of Roads														
11361000	Highways Maintenance 16/17	15,096	0	0	0	15,096	15,096	0	0	0	15,096	0	0	
11451000	Highways Maintenance 18/19	17,618	0	0	0	17,618	17,618	0	0	0	17,618	0	0	
11720000	County Highways Base Budget 19-20	17,506	71	0	0	17,577	17,506	69	0	0	17,575	-2	-2	
11785000	County Highways Base Budget 20-21	0	21,925	0	0	21,925	0	22,296	0	0	22,296	372	372	Additional budget of £18k on scheme 11785012 from 11720012
11808000	Vehicle Mitigation Barriers (Stratford upon Avon)	0	582	0	0	582	0	582	0	0	582	0	0	
11848000	Replacement bollards in Stratford, Nuneaton and Bedworth	0	0	0	0	0	0	86	344	0	430	86	430	CIF bid approved by Cabinet 10 September 2020.
Traffic Signals														
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	13	0	0	194	0	0	
11657000	Traffic Signals Base Budget 2018-19	291	0	0	0	291	291	0	0	0	291	0	0	
11718000	Traffic Signals Base Budget 2019-20	245	47	0	0	291	245	47	0	0	291	0	0	
11817000	Traffic Base Budget 2020 2021	0	216	0	0	216	0	216	0	0	216	0	0	
Flood management														
10257000	Fisher Brook Flood Alleviation	0	0	0	0	0	0	0	0	0	0	0	0	
11427000	Ladbrooke Flood Alleviation	60	4	0	0	63	60	4	0	0	63	0	0	
11514000	Grendon Property Level	72	0	0	0	72	72	0	0	0	72	0	0	
11550000	Flood modelling	98	5	0	0	103	98	5	0	0	103	0	0	
11574000	Kites Hardwick flood alleviation	103	0	0	0	103	103	0	0	0	103	0	0	
11599000	Cherrington Flood Risk Management Scheme	62	3	0	0	65	62	3	0	0	65	0	0	
11686000	Whiteacre Health Flood Alleviation	56	0	0	0	56	56	0	0	0	56	0	0	
11735000	Grendon Capital Flood Scheme	1	111	0	0	112	1	111	0	0	112	0	0	
11794000	Flood Defence Maintenance 20-21	0	200	0	0	200	0	200	0	0	200	0	0	
11801000	Flood alleviation schemes CIF - Pailton	0	173	0	0	173	0	173	0	0	173	0	0	
11802000	Flood alleviation schemes CIF - Fenny Compton	0	484	0	0	484	0	484	0	0	484	0	0	
11803000	Flood alleviation schemes CIF - Welford on Avon	0	0	105	0	105	0	0	105	0	105	0	0	
11804000	Flood alleviation schemes CIF - Galley Common	0	154	0	0	154	0	154	0	0	154	0	0	
11805000	Flood alleviation schemes CIF - Bermuda	0	230	0	0	230	0	230	0	0	230	0	0	
11806000	Flood alleviation schemes CIF - Brailes	0	115	0	0	115	0	115	0	0	115	0	0	

Community Safety														
11712000	Gypsy & Traveller Services 19-20	0	0	0	0	0	0	0	0	0	0	0	0	0
11789000	Gypsy & Traveller Services 20-21	0	93	0	0	93	0	72	20	0	93	-20	0	Budget moved to future years
Archaeology & Ecology														
11727000	Ford Ranger 4x4	12	0	0	0	12	12	0	0	0	12	0	0	
Area Delegated														
11276000	Rugby Area Committee	416	0	36,204	0	452	416	0	36	0	452	0	0	
11354000	Area Delegated Funding 17-18	21.17965	245.876	26.926	0	294	21	9	283	0	313	-237	19	
11398000	Design Services Area Delegated Funding	153.04751	6.952	0	0	160	153	7	0	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	0	2188.254	0	2,188	0	0	1,671	0	1,671	0	-517	
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian cro	85.50911	11.838	0	0	97	86	12	0	0	97	0	0	
11485000	Delegated Budget 2016-17 Road Safety	500.62854	65.646	0	0	566	501	40	0	0	540	-26	-26	
11487000	Delegated Budget 2016-17 Transport Planning	111.88057	12.852	0	0	125	112	13	0	0	125	0	0	
11488000	Delegated Budget 2016-17 Casualty reduction	160.13398	76.813	0	0	237	160	77	0	0	237	0	0	
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	4.675	0	0	6	1	5	0	0	6	0	0	
11590000	Delegated Budget 2017-18 Road Safety	672.01218	120.713	0	0	793	672	95	0	0	767	-26	-26	
11592000	Delegated 17-18 County Highways	563.62935	36.497	0	0	600	564	30	0	0	593	-7	-7	
11593000	Delegated Budget 2017-18 Transport Planning	41.17852	8.598	0	0	50	41	9	0	0	50	0	0	
11652000	Jo Edwards Delegated Schemes 2018 2019	540.99189	477.447	0	0	1,018	541	500	0	0	1,041	23	23	
11653000	John Grant Delegated Schemes 2018 2019	648.58595	179.448	0	0	828	649	177	0	0	825	-3	-3	
11654000	Gaf Din Delegated Schemes 2018 2019	0	0	0	0	0	0	0	0	0	0	0	0	
11656000	Nigel Whyte Delegated Schemes 2018 2019	71.43633	14.67	0	0	86	71	2	0	0	73	-13	-13	
11721000	Traffic Signals Delegated Budget 2019 2020	0	0	0	0	0	0	0	0	0	0	0	0	
11722000	St Lighting Delegated Budget 2019 2020	0	6	0	0	6	0	6	0	0	6	0	0	
11723000	County Highways Base Delegated Budget 2019 2020	367.72432	276.277	0	0	644	368	276	0	0	644	0	0	
11724000	Traffic Road Safety Delegated Budgets 2019 2020	259.15263	739.238	0	0	998	259	761	0	0	1,020	22	22	
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budgets	82.97895	87.082	0	0	170	83	84	0	0	167	-3	-3	
11799000	Area Delegated Budget 2020-21	0	0	2000	0	2,000	0	0	0	0	0	0	-2,000	
11835000	North Warwickshire Area Delegated	0	0	0	0	0	0	316	0	0	316	316	316	new schemes allocated
11836000	Nuneaton & Bedworth Area Delegated	0	0	0	0	0	0	606	0	0	606	606	606	new schemes allocated
11837000	Rugby Area Delegated	0	0	0	0	0	0	513	0	0	513	513	513	new schemes allocated
11838000	Stratford Area Delegated	0	0	0	0	0	0	480	0	0	480	480	480	new schemes allocated
11839000	Warwick Area Delegated	0	0	0	0	0	0	617	0	0	617	617	617	new schemes allocated
Developer Funded Transport - s106 schemes														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	200	129	0	391	62	50	129	150	391	-150	0	Project is being revived. Development work progressing slower than expected - unlikely to start fully until next year.
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	
11194004	Install CCTV on Emscote Road Warwick ( Tesco Stores)	0	9	0	0	9	0	0	0	0	0	-9	-9	Added to Emscote Rd upgrade Traffic Signals Scheme (11194005) to be implemented as one scheme
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores )	1	74	0	0	75	1	83	0	0	84	9	9	Added from Emscote Rd CCTV Implementation (11194004) to be implemented as one scheme
11194006	Install Variable Message Signs A444 ( Prologis )	0	0	82	0	82	0	0	82	0	82	0	0	
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall ( David Wilson Homes )	0	0	0	0	0	0	0	0	0	0	0	0	
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	0	6	0	6	-6	0	Delay in the works commencing requiring push back to 2021/22
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	0	6	0	6	-6	0	Delay in the works commencing requiring push back to 2021/22
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	21	9	0	0	30	21	0	0	0	21	-9	-9	Project is now complete
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	429	600	679	0	1,708	429	460	679	140	1,708	-140	0	Stage 2 (of 3) of the grant application to the Department of Transport is being prepared but taking longer than expected. Detail design has commenced and will be on-going during this year.
11464000	Clifton on Dunsmore Traffic Calming S106	403	69	0	0	472	403	0	0	0	403	-69	-69	Awaiting further funds from devloper to fund overspend
11618000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	139	0	0	0	139	139	0	0	0	139	0	0	
Developer Funded Transport - Europa Way														
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd. S278	2,928	0	572	0	3,500	2,928	65	507	0	3,500	65	0	RSA 3 not yet complete. Carried over to undertake any works arising from RSA3. Monies spent this year on damage to safety barrier
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	1,408	1,716	884	0	4,008	1,408	1,716	884	0	4,008	0	0	
11636000	A452 Myton Road And Shire Park Roundabouts S106	71	100	3,629	0	3,800	71	100	3,629	0	3,800	0	0	
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout S106	24	0	0	7,476	7,500	24	0	0	7,476	7,500	0	0	
11638000	A452 M40 spur west of Banbury Road S106	12	0	0	7,588	7,600	12	0	0	7,588	7,600	0	0	
11814000	C9878 A452 Europa Way Dualling, The Asps S278	0	50	100	0	150	0	50	100	0	150	0	0	
Developer Funded Transport - s278 schemes														
10010001	Unallocated S278 developer funds	-46	6	1,656	0	1,616	-46	6	1,656	0	1,616	0	0	
10438000	Leamington, Junction Alterations At Former Potterton Works	4	0	0	0	4	4	0	0	0	4	0	0	
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	381	0	0	0	381	381	0	0	0	381	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	0	0	0	27	27	0	0	0	27	0	0	
11195013	S278 Wellesbourne Distribution Park Signs	35	26	0	0	61	35	26	0	0	61	0	0	

11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	0	77	77	0	0	0	77	0	0	
11197000	Ford Foundry	4,697	0	0	0	4,697	4,697	0	0	0	4,697	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	641	230	0	0	871	641	230	0	0	871	0	0	
11326000	Elliots Field Retail Park	816	0	0	0	816	816	0	0	0	816	0	0	
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	199	0	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	478	0	0	0	478	478	0	0	0	478	0	0	
11336000	Ansty Business Park Phase 3	1,521	994	497	0	3,011	1,521	394	1,097	0	3,011	-600	0	Changed to reflect expected delivery.
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	335	329	6	0	0	335	0	0	Project is now complete.
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	20	0	0	451	431	20	0	0	451	0	0	
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crg	504	12	0	0	516	504	12	0	0	516	0	0	
11423000	A423 Coventry Road Southam New Priority Junction S278	508	12	0	0	520	508	12	0	0	520	0	0	
11424000	Snitterfield Emergency Works	0	0	0	0	0	0	0	0	0	0	0	0	
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	868	65	32	0	965	868	65	32	0	965	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	247	26	0	0	273	247	26	0	0	273	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,639	200	0	0	2,839	2,639	200	0	0	2,839	0	0	
11435000	A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	308	12	0	0	320	308	12	0	0	320	0	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	452	52	0	0	504	452	52	0	0	504	0	0	
11437000	B4632 Campden Road /C47 Station Road - New Ghost Island & New Minor Access S278	575	4	6	0	585	575	4	6	0	585	0	0	
11438000	B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	601	20	0	0	621	601	20	0	0	621	0	0	
11439000	B4642 Coventry Rd / Cawston Grange Drive Cawston Construction of 5th Arm at Rdbt S278	1,400	17	0	0	1,417	1,400	17	0	0	1,417	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	45	763	393	0	1,201	45	163	993	0	1,201	-600	0	Changed to reflect expected delivery.
11461000	A47 The Long Shoot, Nuneaton , New Traffic Controlled Junction S278	1,080	108	20	0	1,208	1,080	108	20	0	1,208	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	336	14	10	0	360	336	14	10	0	360	0	0	
11463000	B4451 Kineton Road Southam New Roundabout S278	609	8	10	0	627	609	8	10	0	627	0	0	
11467000	C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	553	10	10	0	573	553	10	10	0	573	0	0	
11505000	A422 Alcester Road, Stratford upon Avon	250	6	6	0	262	250	6	6	0	262	0	0	
11506000	A426 Southam Rd Southam access to quarry at Griffins Farm	307	6	10	0	323	307	6	10	0	323	0	0	
11507000	A428 Lawford Road, Rugby	410	84	0	0	494	410	84	0	0	494	0	0	
11508000	B4429 Ashlawn Road, Rugby	58	54	10	0	122	58	54	10	0	122	0	0	
11511000	A429 Ettington Road, Wellesbourne	1,216	24	10	0	1,249	1,216	24	10	0	1,249	0	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,979	16	0	0	1,995	1,979	16	0	0	1,995	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	699	10	10	0	719	699	10	10	0	719	0	0	
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	116	10	10	0	136	116	10	10	0	136	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	457	13	30	0	500	457	13	30	0	500	0	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	437	9	10	0	456	437	9	10	0	456	0	0	
11527000	A423 Marton Road , Long Itchington - New Footway & Site Access S278	173	10	10	0	193	173	10	10	0	193	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	218	47	20	0	284	218	47	20	0	284	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	4	394	203	0	601	4	394	203	0	601	0	0	
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	298	53	25	0	376	298	53	25	0	376	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	140	151	50	0	341	140	151	50	0	341	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	35	39	16	0	90	35	39	16	0	90	0	0	
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	2	679	1,319	0	2,000	2	679	1,319	0	2,000	0	0	
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	9	252	490	0	751	9	152	590	0	751	-100	0	Changed to reflect expected delivery
11578000	C98 Loxley Road, Tiddington.	15	980	505	0	1,500	15	980	505	0	1,500	0	0	
11579000	D7050 Common Lane Kenilworth Traffic Signal Junction	3,264	785	404	0	4,453	3,264	285	904	0	4,453	-500	0	Changed to reflect expected delivery.
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	3,444	367	189	0	4,000	3,444	367	189	0	4,000	0	0	

11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	32	2,601	867	0	3,500	32	2,601	867	0	3,500	0	0	
11595000	A422 Banbury Road Ettington Ghost Island	292	12	4	0	308	292	12	4	0	308	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	759	144	48	0	950	759	144	48	0	950	0	0	
11598000	A426 Leicester Road Rugby Highway Impt S278	2,712	52	17	0	2,781	2,712	52	17	0	2,781	0	0	
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	19	99	33	0	151	19	99	33	0	151	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	60	67	22	0	150	60	67	22	0	150	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	268	61	20	0	350	268	61	20	0	350	0	0	
11616000	A47 The Long Shoot ( Callendar Farm ) highway alterations S278	4	0	0	0	4	4	0	0	0	4	0	0	
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	139	121	40	0	300	139	121	40	0	300	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	14	327	109	0	450	14	327	109	0	450	0	0	
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	415	980	327	0	1,721	415	980	327	0	1,721	0	0	
11664000	C8 Trinity Road, Kingsbury (St Modwen)	2,281	21	0	0	2,302	2,281	21	0	0	2,302	0	0	
11665000	D538 Station Road, Coleshill (Aldi Stores)	8	42	100	0	150	8	42	100	0	150	0	0	
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	85	0	0	85	0	0	
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	992	8	0	0	1,000	992	8	0	0	1,000	0	0	
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	14	146	439	0	600	14	146	439	0	600	0	0	
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	45	342	114	0	500	45	342	114	0	500	0	0	
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	825	275	0	1,100	0	825	275	0	1,100	0	0	
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 ( CEG)	0	300	100	0	400	0	300	100	0	400	0	0	
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 ( CEG)	636	264	0	0	900	636	200	64	0	900	-64	0	Changed to reflect expected scheme delivery.
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties )	1	187	562	0	750	1	187	562	0	750	0	0	
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	3,080	315	105	0	3,500	3,080	315	105	0	3,500	0	0	
11688000	S278 Highway Impts Rugby Free School	809	324	0	0	1,133	809	324	0	0	1,133	0	0	
11695000	A4023 Coventry Highway, Mappleborough Green.	583	2,187	729	0	3,500	583	2,187	729	0	3,500	0	0	
11696000	A428 Crick Road, Rugby. Developers	1,273	38	0	0	1,311	1,273	38	0	0	1,311	0	0	
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby. Developers	4	897	299	0	1,200	4	897	299	0	1,200	0	0	
11698000	B4632 Campden Road, Clifford Chambers. Developer	23	432	144	0	600	23	432	144	0	600	0	0	
11699000	B5000 Grendon Road, Polesworth. Developer	364	0	0	0	364	364	0	0	0	364	0	0	
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	442	40	10	0	492	442	40	10	0	492	0	0	
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	39	311	100	0	450	39	311	100	0	450	0	0	
11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	35	536	179	0	750	35	536	179	0	750	0	0	
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	19	308	924	0	1,250	19	308	924	0	1,250	0	0	
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	28	622	350	0	1,000	28	622	350	0	1,000	0	0	
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	24	76	900	0	1,000	24	476	500	0	1,000	400	0	Change to reflect scheme delivery
11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	78	100	72	0	250	78	147	25	0	250	47	0	Changed to reflect expected delivery
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	35	765	700	0	1,500	35	765	700	0	1,500	0	0	
11743000	Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	0	1,875	625	0	2,500	0	1,875	625	0	2,500	0	0	
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	90	2,557	852	0	3,500	90	2,557	852	0	3,500	0	0	
11745000	Highways Impt Gallows Hill C9042 Gallagher S278	42	2,594	865	0	3,500	42	2,594	865	0	3,500	0	0	
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop ( C9836 )	1	187	62	0	250	1	187	62	0	250	0	0	
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes ( C9712 )	2	48	200	0	250	2	48	200	0	250	0	0	
11749000	C93 Bisphopton Lane SOA S278 Miller & T.Wimpey (C9163)	23	394	1,182	0	1,600	23	394	1,182	0	1,600	0	0	
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	2	823	274	0	1,100	2	823	274	0	1,100	0	0	

11752000	B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	16	813	371	0	1,200	16	813	371	0	1,200	0	0	
11753000	B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	20	810	270	0	1,100	20	810	270	0	1,100	0	0	
11754000	C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	5	45	200	0	250	5	45	200	0	250	0	0	
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	8	369	123	0	500	8	169	323	0	500	-200	0	Changed to reflect expected scheme delivery.
11757000	A425 Banbury Road and A452 Europa Way	1	50	3,450	0	3,501	1	50	3,450	0	3,501	0	0	
11758000	B4632 Campden Road, Long Marston	19	1,807	674	0	2,500	19	1,807	674	0	2,500	0	0	
11759000	Birmingham Road, A4177 , Hatton.	0	600	0	0	600	0	100	500	0	600	-500	0	Changed to reflect scheme delivery
11760000	SOUTHAM By-pass A423 , Southam.	1	1,799	0	0	1,800	1	799	1,000	0	1,800	-1,000	0	Changed to reflect expected scheme delivery
11767000	A45 Stonebridge Highway / D2201 Rowley Road, Baginton	246	265	88	0	600	246	265	88	0	600	0	0	
11768000	B4029 Severn Road, Bulkington	3	373	124	0	500	3	373	124	0	500	0	0	
11769000	B4632 Campden Road, Quinton	2	375	1,124	0	1,500	2	375	1,124	0	1,500	0	0	
11770000	C33 Bubbenhall Road, Baginton ( Gateway South )	46	416	139	0	600	46	416	139	0	600	0	0	
11771000	D6216 Upper Henley Street, Stratford-upon-Avon	17	25	8	0	50	17	31	2	0	50	6	0	Changed to reflect expected delivery
11772000	M6 Junction 1 /A426 Leicester Road , Rugby	29	166	55	0	250	29	166	55	0	250	0	0	
11774000	C32 Birmingham Road (Farmers Market Roundabout C9670	1	50	200	0	251	1	50	200	0	251	0	0	
11815000	C9802 A46 Stoneleigh Rd (Whitley South) S278	2	98	0	0	100	2	70	28	0	100	-28	0	Changed to reflect expected delivery.
11823000	C9962 - A46 Alcester Road, Stratford-upon-Avon	0	50	0	0	50	0	50	0	0	50	0	0	
11824000	C9964 - B4632 Campden Rd (Freshfields Nursery), Clifford Chambers	0	50	0	0	50	0	50	0	0	50	0	0	
11825000	C9946 - C43 Gallows Hill (Strawberry Fields), Warwick	0	50	0	0	50	0	50	0	0	50	0	0	
11826000	C9973 - D7069 Glasshouse Lane, Kenilworth	0	50	0	0	50	0	50	0	0	50	0	0	
11827000	D1020 - A46/A428 Rugby Road, Binley Woods	0	50	0	0	50	0	50	0	0	50	0	0	
11828000	C9990 - A426 Rugby Road/D3616 The Square (Dun Cow Crossroads), Dunchurch	0	200	300	0	500	0	200	300	0	500	0	0	
11829000	C9991 - A426 Dunchurch Rd/NB4429 Ashlawn Rd (Cock Robin Island), Rugby	0	25	175	0	200	0	50	150	0	200	25	0	Changed to reflect expected delivery.
11830000	C9992 - B4429 Ashlawn Rd/D3394 Barby Rd, Dunchurch	0	50	550	0	600	0	50	550	0	600	0	0	
11831000	C9983 - C93 Bishopton Lane (canal bridge traffic signals), Stratford-upon-Avon	0	600	0	0	600	0	100	500	0	600	-500	0	Changed to reflect expected delivery.
11832000	C9981 - D3948 Falkland Place, Temple Herdewyke	0	300	0	0	300	0	200	100	0	300	-100	0	Changed to reflect expected delivery.
<b>Grand Total</b>		<b>206,847</b>	<b>96,100</b>	<b>65,804</b>	<b>17,482</b>	<b>386,233</b>	<b>206,847</b>	<b>90,397</b>	<b>73,810</b>	<b>19,245</b>	<b>390,299</b>	<b>-5,703</b>	<b>4,066</b>	



Annex B1 DSG Revenue - Education Services - Ian Budd  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

## 20/21 DSG Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Education Services	(8,493)	2,481	10,974	(58)	(58)	0	(8,551)	2,423	10,974	High Needs Block Deficit c/f from 2019/20 and forecasted overall over-spend in the DSG recovery plan for this year after anticipated savings of £0.709m, this has been reduced by £0.532m as the forecast has been moved to the relevant service cost centre. A full report was presented to Cabinet in July. £0.082m reduction in forecast due to less DBS checks due to COVID.
Education & Early Years (Commissioning & Strategy)	34,199	32,745	(1,454)	(86)	(86)	0	34,113	32,659	(1,454)	£0.557m underspend due to updated EY DSG allocation which increased funding £0.788m underspend due to a reduction in hours for EY provision - Grant will be updated based on the January 2021 census data. £0.109m underspends due to staffing vacancies and savings due to reductions in service costs from COVID - proposed staffing restructure from Sept onwards has not happened and is unlikely to take affect until 21/22, therefore there is a further underspend on salaries within this area.
SEND & Inclusion (Commissioning & Strategy)	61,121	61,318	197	(1,829)	(1,655)	174	59,292	59,663	371	£0.029m overspend from the updated allocation for the Vision Support Service £0.067m overspend on IDS Early Years services for Staffing £0.012m underspend on alternative Provision due to reduced activity £0.471m overspend due to updated/realigned costs from the DSG overspend £0.184 underspend from IDS TL Management and savings on STS links, Transitions & Exclusions
<b>Net Education Service Spending</b>	<b>86,827</b>	<b>96,544</b>	<b>9,717</b>	<b>(1,973)</b>	<b>(1,799)</b>	<b>174</b>	<b>84,854</b>	<b>94,745</b>	<b>9,891</b>	

DSG People Strategy & Commissioning	150	150	0	0	0	0	150	150	0	Contribution for the Schools Support part of the CAHMS contract with RISE
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DSG funding provided to maintained schools - Individual Schools Budget (ISB)	143,547	143,547	0	0	0	0	143,547	143,547	0	DSG Funding for maintained schools Individual Schools Budget (ISB)
DSG Central Control	3,367	3,367	0	0	0	0	3,367	3,367	0	£0.227m Resourced provision budget help for Coten End, Paddox and Welford in advance of the units opening £0.426 transfer of additional place funding to special schools £2.631m Schools Block contingency (Usually approved by Schools Forum to transfer to the Growth Fund)
DSG Overheads	3,298	3,298	0	0	0	0	3,298	3,298	0	£2.509m contribution to Resources Services funded by DSG (CEC's on DSG Services) £0.790m Central Services Block spend held in Other Services (formerly funded by Education Support Grant now mainstreamed into DSG funding)

<b>Net DSG Spending</b>	<b>237,189</b>	<b>246,906</b>	<b>9,717</b>	<b>(1,973)</b>	<b>(1,799)</b>	<b>174</b>	<b>235,216</b>	<b>245,107</b>	<b>9,891</b>	
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Impact on specific service reserves (from Reserves tab)	9,891
Impact on risk/general reserves	0

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

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
DSG Reserve - Central Block	241		34	275		
DSG Reserve - Early Years Block	1,848		1,312	3,160		
DSG Reserve - High Needs Block	(5,240)	5,240	(11,313)	(11,313)		
DSG Reserve - Schools Block (Growth Fund)	383			383		
DSG Reserve - Schools Block (other)	(189)		77	(112)		
<b>Total</b>	<b>(2,958)</b>	<b>5,240</b>	<b>(9,891)</b>	<b>(7,608)</b>	<b>0</b>	

Annex B2 Non-DSG Revenue - Education Services - Ian Budd  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

## 20/21 Non-DSG Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Education Services	3,579	4,073	494	(882)	(882)	0	2,697	3,191	494	The reported over-spend is primarily the result of additional staffing costs, transformation overspends and costs for Local Government Staff Pension Expenses •£0.045m PRC Schools Pension •£0.392m additional staffing forecast based on actuals to date •£0.055m additional transformation costs
Education & Early Years (Commissioning & Strategy)	12,306	14,165	1,859	(3,340)	(4,109)	(769)	8,966	10,056	1,090	The reported over-spend is primarily the result of additional COVID related expenditure off -set by additional grant awaiting a decision by the Service. •£0.420m for the provision of COVID Key Workers for the Early Years Hubs. •£0.664 - £0.300m refunds for School Bus Passes due to COVID which has been negated by additional grant funding of £0.964m •£0.673 overspend due to additional costs for Taxi's, bus passes and bus services •£0.064 other COVID Costs (Safeguarding and Intervention, and Statutory Assessments) •£0.070 Losses in income due to COVID •£0.038 underspend on Virtual School to be carried forward into 2021/22 •£0.355 underspend due to staffing vacancies •£0.034 underspend due to additional pupil premium income
SEND & Inclusion (Commissioning & Strategy)	26,716	31,357	4,641	(5,014)	(5,529)	(515)	21,702	25,828	4,126	This reported over-spend is primarily the result of additional COVID related expenditure as well as on-going pressure on Children with Disabilities (CwD) budgets around CIC placements and respite care / Direct payments to CwD Families. •£0.293m Loss of income due to COVID •£0.091m additional COVID costs (this is mainly for Alternative provision and post 16 Funding) •£3.488m overspend for CwD primarily related to high cost of CIC Placements and family support (this is an increase of £1.052m from the previously reported period) •£0.144m budget shortfall in SEN transport •£0.019m overspend in Education Psychology •£0.021 overspend in IDS TL Early Years for a management post •£0.070m overspend for Alternative provision
Education Service Delivery	6,846	6,619	(227)	(5,867)	(3,937)	1,930	979	2,682	1,703	This reported over-spend is primarily the result of losses in income for traded services as a result of COVID. •£1.753m Losses of income due to COVID (Warwickshire Attendance Service, Warwickshire Music and Marle Hall) •£0.019m Additional COVID costs •£0.067m underspends due to reduced travel for COVID and staff vacancies
<b>Net Service Spending (excluding DSG)</b>	<b>49,447</b>	<b>56,214</b>	<b>6,767</b>	<b>(15,103)</b>	<b>(14,457)</b>	<b>646</b>	<b>34,344</b>	<b>41,757</b>	<b>7,413</b>	

Impact on specific service reserves (from Reserves tab)	(38)
Impact on risk/general reserves	7,451

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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
<b>Home to school transport eligibility</b> - Risk assessment and review of eligibility within the home to school transport policy. The first year of this new approach has demonstrated avoided costs, mainly due to reassessment of single-occupancy taxis to multi-occupancy taxis.	209	209	209	0	
<b>Education transport route optimisation</b> - Using route optimisation software to map the most efficient way to transport groups of learners to school will reduce home to school transport costs.	58	58	58	0	
<b>Review of provision of passenger transport assistants</b> - Reduced cost of passenger assistants as a result of their withdrawal from routes except for cases where a learner has an Education and Health Care Plan.	12	12	12	0	
<b>Total</b>	<b>279</b>	<b>279</b>	<b>279</b>	<b>0</b>	

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

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
School Improvement Monitoring & Brokering Reserve	645	(211)	0	434		
Virtual School for children looked after	93	(40)	38	91		
Education management information system	44	0	0	44		
<b>Total</b>	<b>782</b>	<b>(251)</b>	<b>38</b>	<b>569</b>	<b>0</b>	

## 2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Learning - Devolved														
Learning - Non Schools														
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	0	10	0	142	-54	-44	No further project work on Dunchurch to be undertaken - Remaining budget to be returned and projects closed
Learning - Other														
11499000	Bidford Primary & Willow Tree Nursery separation works	26	0	0	0	26	26	11	0	0	37	11	11	Additional costs incurred in 20-21 funded from external contribution and basic need
11630000	Minor Works 18/19	326	0	0	0	326	326	2	0	0	328	2	2	Small additional bill funded from basic need
11682000	Temporary classroom removal	95	55	0	0	150	95	95	0	0	190	40	40	Additional costs incurred 2020-21 funded from basic need (incl £40k for Hilmorton subproject)
Primary - expansion														
11620000	Newdigate Primary School - Expansion and Internal refurb	335	0	1,405	0	1,740	335	1,405	0	0	1,740	1,405	0	Acceleration of scheme from 2021-22 to current year.
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	847	78	0	0	925	847	168	0	0	1,015	90	90	Forecast for 2020-21 increased to match actuals YTD (funded from Basic Need) - review needs to be undertaken before Qtr 3 to ensure actuals are correct compared to previous £78k budget.
Primary - new														
11391000	New school, South Warwick (Heathcote Farm site)	3,806	0	0	0	3,806	3,806	83	0	0	3,890	83	83	Additional costs incurred in 2020-21 to be funded from Basic Need
Primary - other														
11321000	Long Lawford Pri temporary classroom	385	7	0	0	392	385	22	0	0	407	15	15	Increased costs funded from basic needs
School access														
11800000	Schools Access - Investment in school adaptations to reflect pupils access needs	0	400	0	0	400	0	688	0	0	688	288	288	Additional £70K approved from Basic Need and CIF bid of £124k for Harbury Works. This leaves an overspend of £94k, this overspend is due to: 1) Three projects that were not costed in the original forecast. This is a demand led budget; we don't always know of all pupils requiring adaptations at budget setting due to worsening of conditions, new disabilities, new referrals; 2) Hygiene Facilities were under-estimated for when the budget was requested and have proved more expensive; 3) One project was planned to come from the 2019/20 budget but due to overspends on that budget was taken from the 2020/21 budget; 4) Covid factors: some projects have required self-contained welfare facilities and three projects, in order for pupils to start in September, changing beds have had to be hired as there was a delay in getting beds supplied in time.
Secondary - expansion														
11645000	Coleshill Secondary School	2,981	214	0	0	3,194	2,981	251	0	0	3,232	37	37	Slightly increased costs compared to £214k previous budget to be funded from basic need
11842000	Stratford Upon Avon School - Dining Facilities	0	0	0	0	0	0	131	1,179	0	1,310	131	1,310	New project mostly funded from Developer contribution (£1.004m) and the remainder from Schools Basic Need
Secondary - new														
Secondary - other														
SEN - other														
11569000	Paddox Primary SiSG	186	227	0	0	414	186	510	0	0	697	283	283	Additional external funding added to project
SEN - expansion														
11680000	Exhall Grange Modular Pod	981	0	0	0	981	981	3	0	0	984	3	3	Small final bills paid to be funded from Schools Basic Need
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	6,004	0	0	0	6,004	6,004	5	0	0	6,008	5	5	Small final bill to pay - funded from Schools Basic Need
Grand Total		64,903	15,898	10,993	5,284	97,078	64,903	18,237	14,531	7,330	105,001	2,339	7,923	

Annex C Revenue - Fire & Rescue Service - Kieran Amos  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Brigade Management	918	912	(6)	0	0	0	918	912	(6)	
Service Delivery - Operational Response, Prevention, Protection, Control	14,958	14,781	(177)	(608)	(433)	175	14,350	14,348	(2)	There is a significant overspend in Response through crewing pool (overtime) payments which is being masked by a large underspend in on-call payments due to the fact that there has been restricted attendance on training courses as a result of COVID19 restrictions. Much work has taken place to reduce the impact of overtime. For example; WFRS have just recruited 9 personnel to be transferred into the service and are also embarking on the appointment of W/T Firefighters to the 'virtual fire station' meaning that we will have more individuals recruited to use flexibly to fill gaps at flat rate instead of having to use overtime. The retirement of some long term sick personnel will help contribute to the reduction of crewing pool payments. All of this will help, and will be needed for when the on-call budget gets utilised more frequently once on-call training courses get up and running again.
Service Support - Training & Technical	4,130	4,419	289	(113)	(114)	(1)	4,017	4,305	288	This overspend is a combination of issues; National Workwear Project, initial uniform roll-out £60k, additional staffing to cover long term absence £45k, purchase of Smoke Hoods £30k and Operational Training £129k. This is all planned expenditure and the Service had established reserves to fund this, however, these reserves have now been placed into the Directorate Risk Reserve. The Service will continue to monitor the financial position as the year progresses, but would like to identify again at this stage that there may be some dependency upon reserves. In addition to this the Training Delivery Service has forecast a loss of income (£53k) from course cancellations due to COVID. Some of this can be off-set by savings from reduced activity which presents a net loss of £32k.
Service Improvement - Business Transformation & Projects	730	981	251	(25)	(25)	0	705	956	251	The forecast against COVID activity reflects increased activity since the alert level changed to Level 4, and includes forecast for an SM post in the BCCT to pick up the people manager element and the fire marshalling activity.
Service Support - HR, IT, Finance & Pensions	1,517	1,525	8	0	0	0	1,517	1,525	8	
<b>Net Service Spending</b>	<b>22,253</b>	<b>22,618</b>	<b>365</b>	<b>(746)</b>	<b>(572)</b>	<b>174</b>	<b>21,507</b>	<b>22,046</b>	<b>539</b>	

Impact on specific service reserves (from Reserves tab)	16
Impact on risk/general reserves	523

Annex C Reserves - Fire & Rescue Service - Kieran Amos  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
Emergency Service Network	765		0	765		
Pensions Reserve	333		(16)	317		The Q2 forecast includes a provision for 3 ill-health retirements. 1 has been confirmed a further 2 are currently being progressed.
Vulnerable People Earmarked Reserve	84		0	84		
<b>Total</b>	<b>1,182</b>	<b>0</b>	<b>(16)</b>	<b>1,166</b>	<b>0</b>	



Annex C Revenue - Fire & Rescue Service - Kieran Amos  
Strategic Director - Mark Ryder  
Portfolio Holders - Councillor Crump (Fire and Community Safety)

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11726000	Vehicle Replacement Programme 2019/20	933	0	0	0	933	933	0	0	0	933	0	0	
11798000	Vehicle Replacement Programme 2019/21	0	1,142	0	0	1,142	0	1,194	0	0	1,194	52	52	Additional Self-Financed Borrowing requirement for officer cars and replacement service vehicles in 2020-21
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>933</b>	<b>1,142</b>	<b>0</b>	<b>0</b>	<b>2,075</b>	<b>933</b>	<b>1,194</b>	<b>0</b>	<b>0</b>	<b>2,127</b>	<b>52</b>	<b>52</b>	
11544000	Equipment for new Fire Appliances 2019/20	169	0	0	0	169	169	0	0	0	169	0	0	
11797000	Equipment for new Fire Appliances 2020/21	0	207	0	0	207	0	157	50	0	207	-50	0	The Service is currently preparing a Business Case for the provision of Edraulic Rescue Tools across the Service. It is unlikely that this will be completed during 2020/21 hence the £50k slippage into 2021/22.
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>169</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>376</b>	<b>169</b>	<b>157</b>	<b>50</b>	<b>0</b>	<b>376</b>	<b>-50</b>	<b>0</b>	
11601000	Fire & Rescue HQ Leamington Spa	57	60	2,176	0	2,293	57	49	2,187	0	2,293	-11	0	At Q1 expenditure during 2020/21 relating to a refurbishment of the Fire HQ Meeting/Conference facility was forecast. This project has since been paused in light of the Authority's Reinstatement Plan.
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>57</b>	<b>60</b>	<b>2,176</b>	<b>0</b>	<b>2,293</b>	<b>57</b>	<b>49</b>	<b>2,187</b>	<b>0</b>	<b>2,293</b>	<b>-11</b>	<b>0</b>	
11374000	Training Centre - New Build	1,414	700	0	0	2,114	1,414	700	0	0	2,114	0	0	
11600000	WFRS Water Training Facility	0	0	0	0	0	0	0	0	0	0	0	0	
11700000	F&R Training Programme: Lea Marston	99	1,433	0	0	1,533	99	200	720	0	1,019	-1,233	-513	This phase of the scheme is likely to go to the December 2020 planning committee meeting. Additional planning conditions need to be met increasing the budget. Consultants have been frozen on this project to save fees but their services will be required shortly to progress with construction stage drawings. Accurate costs will be available once tenders have been returned which could be around February 2021.
11701000	F&R Training Programme: Stratford	44	157	0	0	202	44	320	0	0	364	163	163	Tenders received with costs exceeding initial estimated budget partly due to the provisional sums assigned to the drill tower works and the current market conditions. This project will be completed in two phases with the office refurbishment proceeding initially. Phase 2 of the project will be the drill tower works which will be confirmed within approximately 2 months. Works are due to commence December 2020.
11702000	F&R Training Programme: Kingsbury	87	861	0	0	947	87	1,212	0	0	1,298	351	351	Tender received and due to current market conditions the tender has come in over the original estimated budget. Works are due to commence December 2020.
11703000	F&R Training Programme: EA Water site	15	200	212	0	426	15	30	382	0	426	-170	0	The water rescue training provision has been temporarily paused. However, planning approval will be sought within the same time frame as the Lea Marston site and design drawings progressed to allow tendering to commence on a stage 3 design and build basis. Once the tender evaluation has been carried out on the Lea Marston site, the Service will be better placed to review the overall affordability of the scheme. It may therefore be necessary to review this provision.
<b>Sub Total - F&amp;R Training Programme</b>		<b>1,659</b>	<b>3,351</b>	<b>212</b>	<b>0</b>	<b>5,222</b>	<b>1,659</b>	<b>2,461</b>	<b>1,101</b>	<b>0</b>	<b>5,222</b>	<b>-890</b>	<b>-0</b>	
11766000	WFRS Emergency Services Network - Phase 1	0	587	346	0	933	0	545	388	0	933	-42	0	Both the Network Upgrade and Mobile Data Terminals are on target for completion during 2020/21. The Service is currently assessing the market place for the Vision Upgrade so this project will definitely slip into 2021/22 along with the Station End project. Until the tender process has been completed final costs are unknown for the Vision Upgrade, the Service should be in a position to update this for Q3.
<b>Sub Total - F&amp;R Emergency Services Network</b>		<b>0</b>	<b>587</b>	<b>346</b>	<b>0</b>	<b>933</b>	<b>0</b>	<b>545</b>	<b>388</b>	<b>0</b>	<b>933</b>	<b>-42</b>	<b>0</b>	
<b>Grand Total</b>		<b>2,817</b>	<b>5,347</b>	<b>2,734</b>	<b>0</b>	<b>10,898</b>	<b>2,817</b>	<b>4,406</b>	<b>3,727</b>	<b>0</b>	<b>10,950</b>	<b>-941</b>	<b>52</b>	

## Annex D Revenue - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Clarke (Transport &amp; Environment), Heather Timms, Isobel Seccombe

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Communities	597	597	0	0	0	0	597	597	0	
Transport & Highways	7,506	7,319	(187)	(8,548)	(5,231)	3,317	(1,042)	2,088	3,130	Anticipated overspend largely comprised of a reduction in expected income for parking charges due to the impact of Covid-19. Combined with the impact of unrealised savings linked to parking within OOP2020, a decision on which is yet to be made by Cabinet.
Infrastructure & Sustainable Communities	3,735	3,526	(209)	(1,409)	(915)	494	2,326	2,611	285	Some temporary savings on vacancies and delayed expenditure, but offset by loss of income and increased costs at Country Parks due to Covid-19. Requesting roll forward of some HS2 time limited budget as result of delays to national project.
Waste & Environment	22,929	22,922	(7)	(3,168)	(2,815)	353	19,761	20,107	346	The forecast reflects a significant reduction in income from trade waste (including royalties and concessions), scrap metal and other recyclables due to Covid-19. Increased costs from implementing the booking at the recycling centres have largely been absorbed in current budgets but are having a service impact. Also, there is some reduction in our costs from not having to dispose of trade waste. Waste collected at the kerbside has increased significantly, but this is balanced by the decrease in waste at the recycling centres. The net position now indicates an overspend mainly from reduced income and increased tonnages in waste streams that have a higher cost to the Council.
Economy & Skills	3,568	3,344	(224)	(2,688)	(2,118)	570	880	1,226	346	Anticipated overspend at the Business Centres due to the three month free rent and service charge period granted to tenants due to Covid-19. Also, additional loss of rent and other revenue, provision for both void rental reduction and NDR, and depreciation & impairment charges at Eliot Park. Forecast changes on Strategic Economic Development are due to the delayed implementation of the service re-design, a large number of ongoing vacancies/ unfilled new roles, some reduction in external delivery costs (due to furloughed staff), increased income, and costs relating to the development of the WRIF now being met corporately.
<b>Net Service Spending</b>	<b>38,335</b>	<b>37,708</b>	<b>(627)</b>	<b>(15,813)</b>	<b>(11,079)</b>	<b>4,734</b>	<b>22,522</b>	<b>26,629</b>	<b>4,107</b>	

Impact on specific service reserves (from Reserves tab)

0

Impact on risk/general reserves

4,107

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

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
Speed Workshops	825			825		
Rural Growth Network	242			242		
Kenilworth Station	552			552		
Skills Delivery for Economic Growth	131			131		
European Match Funding	166			166		
<b>Total</b>	<b>1,917</b>	<b>0</b>	<b>0</b>	<b>1,917</b>	<b>0</b>	

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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Integrated Transport - Cycle Schemes														
10324000	Lawford Road Cycle Route	498	0	0	0	498	498	0	0	0	498	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	161	0	0	0	161	161	0	0	0	161	0	0	
10434000	North West Warwick Cycle Scheme	781	0	0	0	781	781	0	0	0	781	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	232	0	0	0	232	232	0	0	0	232	0	0	
11762000	Nuneaton to Coventry Cycle Route	8	312	692	0	1,012	8	50	954	0	1,012	-262	0	Reflects expenditure for EDS fees only. Awaiting confirmation of scheme, site and road safety constraints (e.g. speed limit), preventing finalisation of designs and delaying progress on site. Significant works costs this financial year are unlikely.
11765000	Hinckley to Nuneaton Cycle Route	16	259	163	0	438	16	259	163	0	438	0	0	
11778000	Cycle Route Leamington to Kenilworth	22	1,000	2,000	1,727	4,749	22	500	2,500	1,727	4,749	-500	0	Uncertainty surrounding land aquisitions and planning permission which has delayed commencement of site works.
11845000	A429 Coventry Road, Warwick corridor improvements CIF	0	0	0	0	0	0	715	3,173	794	4,682	715	4,682	New CIF Funding Approved by Cabinet 10/09/2020
Integrated Transport - Other Schemes														
11456000	Stratford Park & Ride site alterations	86	13	0	0	99	86	13	0	0	99	0	0	
11650000	Electric Vehicle Charging Points	9	0	0	0	9	9	0	0	0	9	0	0	
11710000	Land at Crick Road Rugby (Rugby Parkway)	0	2,637	0	0	2,637	0	2,637	0	0	2,637	0	0	
11773000	CFM New Vehicle Reg No VO17Z1Y Hyundai	8	0	0	0	8	8	0	0	0	8	0	0	
11846000	Measurement equipment to support evidence led decision making in tackling climate emergency CIF	0	0	0	0	0	0	1,968	0	0	1,968	1,968	1,968	This is a new CIF Project approved by Cabinet on 10/09/2020
Integrated Transport - Public Transport														
11193000	Access to Stations - Leamington	212	0	0	0	212	212	0	0	0	212	0	0	
11325000	Stratford Town Station Upgrade	237	0	0	0	237	237	0	0	0	237	0	0	
Economic Development														
10154000	Centenary Business Centre Phase 3	1,889	0	0	0	1,889	1,889	0	0	0	1,889	0	0	
	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	658	35	28	0	720	658	35	28	0	720	0	0	
10258000	Capital Growth Fund Business Loans and Grants	1,887	83	281	450	2,700	1,887	95	275	444	2,700	11	0	
11596000	Eliot Park Innovation Centre - improvements to the car park	458	0	0	0	458	458	0	0	0	458	0	0	
11612000	Capital Investment Fund/ Duplex Fund	900	0	960	140	2,000	900	0	960	140	2,000	0	0	
11613000	Capital Investment Fund/ Small Business Grants	459	339	168	33	1,000	459	879	378	33	1,750	540	750	
11668000	Business Centre Strategy	337	40	0	0	377	337	40	0	0	377	0	0	
11536004	Country Parks Car Parking Area, Ryton	0	0	0	0	0	0	0	0	0	0	0	0	
Economic Development - Transforming Nuneaton														
11611000	Transforming Nuneaton	4,408	3,147	0	0	7,555	4,408	3,147	0	0	7,555	0	0	
11746000	Transforming Nuneaton - Coop Building Purchase	1,500	0	0	0	1,500	1,500	0	0	0	1,500	0	0	
11775000	Transforming Nuneaton - Library & Business Centre	0	1,002	18,124	297	19,423	0	100	1,002	18,321	19,423	-902	0	Preliminary work on the delivery of the new building has been delayed due issues around gaining vacant possession of the site, which is needed to allow for demolition and a clean site ready for development, and the appointment of the main project management team; expected delivery has now been pushed back by 1 year and therefore the forecast has been adjusted to recognise this.
Major Transport Projects														
10362000	Kenilworth Station	13,044	864	0	0	13,908	13,044	864	0	0	13,908	0	0	
10981000	NUCKLE	1,897	0	0	0	1,897	1,897	0	0	0	1,897	0	0	
11339000	Bermuda Connectivity	2,259	1,042	3,899	1,700	8,900	2,259	1,042	3,899	1,700	8,900	0	0	
11841000	Leamington Station infrastructure improvement	0	0	0	0	0	0	250	950	0	1,200	250	1,200	New project approved - £1.2m funding from WDC
11849000	A446 Stonebridge Junction (Coleshill) CIF	0	0	0	0	0	0	520	1,858	0	2,378	520	2,378	This is a new CIF project approved by Cabinet on 10/09/2020
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,529	34	0	0	1,563	1,529	34	0	0	1,563	0	0	
10454000	Lower House Farm	5,596	0	0	0	5,596	5,596	0	0	0	5,596	0	0	
11303000	HWRC Maintenance 2016/17	46	0	0	0	46	46	0	0	0	46	0	0	
11304000	HWRC Maintenance 2017/18	54	0	0	0	54	54	0	0	0	54	0	0	
11450000	HWRC Maintenance 2018/19	25	0	0	0	25	25	0	0	0	25	0	0	
11535000	HWRC Maintenance 2019/20	72	0	0	0	72	72	0	0	0	72	0	0	
11714000	Waste Handling and compaction equipment HWRC	581	0	0	0	581	581	0	0	0	581	0	0	
11784000	HWRC Maintenance 2020/21	0	80	0	0	80	0	80	0	0	80	0	0	New sub-project: repairs to entrance at Lower House Farm
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	98	0	0	0	98	98	0	0	0	98	0	0	
11536000	Countryside Rural Services Capital Maintenance 2019/20 £20k to be removed for Env Svcs	68	78	0	0	146	68	78	0	0	146	0	0	
11788000	Country Parks Maintenance 2020-21	0	183	0	0	183	0	183	0	0	183	0	0	new subproject to improve the security of the shed with cladding at Ryton
11834000	Country Parks Car Parking Facilities - upgrade ticket machines	0	0	0	0	0	0	130	0	0	130	130	130	CIF funding with leader approval on 3/7/20
Developer Funded Transport - s106 schemes														
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	1	0	0	13	0	0	
	Install bollards & associated traffic management - historic spine Stratford	67	0	0	0	67	67	0	0	0	67	0	0	
11194010														
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	19	26	0	0	45	19	0	0	0	19	-26	-26	project completed
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	28	240	39	0	307	28	240	39	0	307	0	0	
11441004	Weddington Road, Nuneaton Implement Toucan Crossing	62	10	111	0	183	62	70	51	0	183	60	0	Scheme implemented earlier than initially planned.
	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	0	20	0	20	-20	0	Anticipated delay to scheme progression until 2021-22 due to protracted time taken to formally adopt road as WCC maintained highway.
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	0	0	0	16	16	0	0	0	16	0	0	
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	11	0	0	16	0	0	

11441011	Heathcote Primary School Puffin Crossing Harbury Ln Nr Nightingale Av Lspa	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11441012	Heathcote Primary School Puffin Crossing Harbury Ln Nr Garrett Drive Lspa	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	22	1	0	0	23	22	1	0	0	23	0	0	0	0	0	0
11441014	Highways improvements to bus stops at land off the Longshoot S106	12	19	0	0	31	12	19	0	0	31	0	0	0	0	0	0
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	9	0	0	0	9	9	0	0	0	9	0	0	0	0	0	0
11552002	Northgate Junction improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11607000	Southbound bus stop on A426 Leicester Road Rugby	15	0	65	0	80	15	0	65	0	80	0	0	0	0	0	0
11614000	Bus Stop Enhancement Works In Alderminster	14	0	0	0	14	14	0	0	0	14	0	0	0	0	0	0
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	10	0	0	0	10	10	0	0	0	10	0	0	0	0	0	0
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in Stratford upon Aon	14	0	0	0	14	14	0	0	0	14	0	0	0	0	0	0
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	13	7	0	0	21	13	7	0	0	21	0	0	0	0	0	0
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	23	60	0	0	82	23	60	0	0	82	0	0	0	0	0	0
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	22	0	0	23	0	22	0	0	23	0	0	0	0	0	0
11704000	Barford Safety Junction	51	8	170	0	228	51	8	169	0	228	0	0	0	0	-0	Forecast adjusted to reflect actuals in 20/21
11782000	Campden Road ( B4035 ), Shipston-on-Stour NEW BUS STOPS	0	38	0	0	38	0	38	0	0	38	0	0	0	0	0	Delivery of Scheme is Ongoing
11783000	Mancetter Road / Camp Hill Road, Nuneaton BUS STOP IMPROVEMENTS	0	16	0	0	16	0	16	0	0	16	0	0	0	0	0	Delivery of Scheme is Ongoing
11821000	Nuneaton/Plough Hill/Puffin crossing and improvements to Bus shelters	0	74	0	0	74	0	74	0	0	74	0	0	0	0	0	0
11822000	Bidford on Avon/ Waterloo Road/Provision of a Bus Stop and shelter	0	27	0	0	27	0	27	0	0	27	0	0	0	0	0	0
<b>Warwick Town Centre</b>																	
11552000	Warwick Town Centre transport proposals	1,078	0	0	0	1,078	1,078	0	0	0	1,078	0	0	0	0	0	0
11809000	Warwick Town Centre	0	0	4,418	0	4,418	0	0	4,418	0	4,418	0	0	0	0	0	0
<b>Integrated Transport - Safer Routes to Schools</b>																	
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	37	0	0	0	37	37	0	0	0	37	0	0	0	0	0	0
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	8	0	0	81	73	0	0	0	73	-8	0	0	-8	0	All schemes completed - budget not needed
11635000	Home to School Routes 17-18	861	936	0	0	1,798	861	1,000	0	0	1,862	64	0	0	64	0	Budget Carried forward from previous year to fund new schemes
11635049	St Faiths Primary School , Alcester. Safer Routes To School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11635048	B'ham Road, Stratford ( Safer Routes to School )	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Integrated Transport - Safety Camera Schemes</b>																	
10192000	Safety Camera Funded Schemes	1,578	16	0	0	1,594	1,578	10	0	0	1,588	-6	0	0	-6	0	Not required due to Covid
11761000	Average Speed Cameras	20	1,744	0	0	1,764	20	1,744	0	0	1,764	0	0	0	0	0	0
<b>Integrated Transport - School safety zones</b>																	
11359000	School Safety Zones 16/17	1,987	0	0	0	1,987	1,987	0	0	0	1,987	0	0	0	0	0	0
11564000	School Safety Zones 17/18 A	700	51	0	0	751	700	0	0	0	700	-51	0	0	-51	0	Surplus budget transferred to current year projects
11585000	School Safety Zones 18/19	588	144	0	0	732	588	136	0	0	724	-8	0	0	-8	0	Surplus budget transferred to current year projects
11586000	School Safety Zones 19/20	337	0	0	0	337	337	1	0	0	339	1	0	0	1	0	Budget transferred from previous year to cover staff costs
<b>Integrated Transport - Casualty Reduction Schemes</b>																	
11355000	Casualty Reduction Schemes 15/16	1,559	230	0	0	1,789	1,559	230	0	0	1,789	0	0	0	0	0	0
11356000	Casualty Reduction Schemes 16/17	274	2	0	0	277	274	0	0	0	274	-2	0	0	-2	0	surplus budget transferred to current years project
11357000	Casualty Reduction Schemes 17/18	19	0	0	0	19	19	0	0	0	19	0	0	0	0	0	0
11453000	Casualty Reduction Schemes 18-19	102	339	0	0	441	102	338	0	0	439	-2	0	0	-2	0	0
11546000	Casualty Reduction Schemes 19-20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme	29	1,572	0	0	1,601	29	1,572	0	0	1,601	0	0	0	0	0	0
11763000	A439 - Southern reduction Scheme	14	486	0	0	500	14	486	0	0	500	0	0	0	0	0	0
11764000	Green Man Coleshill Signalised Junction	3	497	0	0	500	3	497	0	0	500	0	0	0	0	0	0
11635047	Wootton Wawen ( Signs & Lining )	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11786000	Casualty Reduction Schemes 20-21	0	350	0	0	350	0	354	0	0	354	4	0	0	4	0	Previous years surplus budget transferred to current years project
<b>Grand Total</b>		<b>49,684</b>	<b>18,106</b>	<b>31,118</b>	<b>4,347</b>	<b>103,255</b>	<b>49,684</b>	<b>20,581</b>	<b>20,904</b>	<b>23,159</b>	<b>114,328</b>	<b>2,475</b>	<b>0</b>	<b>0</b>	<b>11,073</b>	<b>0</b>	<b>0</b>

Annex E Revenue - Adult Social Care - Pete Sidgwick

Strategic Director - Nigel Minns

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

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Adult Social Care	9,409	13,082	3,673	(200)	(880)	(680)	9,209	12,202	2,993	£4.000m approved additional expenditure for reimbursing Adult Social Care providers for Covid-19 related cost pressures. Of which £0.680m is to be reimbursed from the CCG as it relates to nursing which WCC are administering but is the financial responsibility of the NHS. Project expenditure underspend of £0.357m
Disabilities	82,863	81,419	(1,444)	(9,416)	(8,801)	615	73,447	72,618	(829)	There is expected to be an underspend in Learning Disabilities of £0.827m due to a reduction in use of and/or closure of day opportunities, short breaks and services such as domiciliary care during the covid pandemic. There is an additional £0.724k unspent contingency allocation. As a result of the reduction in use of and/or closure of services during covid there has been a reduction in client contribution income.
Mental Health	11,680	13,734	2,054	(547)	(712)	(165)	11,133	13,022	1,889	Overspend almost entirely due to pressure on all services from increased client numbers, continued funding of clients over 65 years of age and a number of transitions from childrens to adult mental health services. Pressures across both residential and supported living services. There are also staffing related underspends totalling £0.265m.
Older People	78,697	82,196	3,499	(30,001)	(33,527)	(3,526)	48,696	48,669	(27)	Whilst the net position is extremely close to budget there is an overspend predominantly due to pressures in residential and domiciliary care, offset by an underspend on nursing as CCG have responsibility for this during the covid period and growth in client contribution income.
Integrated Care Services	10,612	8,973	(1,639)	(646)	(235)	411	9,966	8,738	(1,228)	£0.592m underspend forecast for community equipment. As a result of Covid the typical group of health patients supported by ICE has reduced e.g. elective surgery has stopped for 6 months and therefore less equipment has been issued in comparison with last year. £0.693m is underspend against staff and associated costs due to high staff turnover and recruitment challenges.
Development & Assurance	3,400	3,293	(107)	(782)	(815)	(33)	2,618	2,478	(140)	Underspend on staffing vacancies within Safeguarding service and Quality assurance service
<b>Net Service Spending</b>	<b>196,661</b>	<b>202,697</b>	<b>6,036</b>	<b>(41,592)</b>	<b>(44,970)</b>	<b>(3,378)</b>	<b>155,069</b>	<b>157,727</b>	<b>2,658</b>	



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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
<b>Suppressing demand in older people services</b> - Implementing multiple activities that are already in projects across adult social care. These include an improved early intervention and prevention offer, further refinement of the in-house Reablement offer and further development of Assistive Technology.	250	63	250	0	n/a
<b>Business support and direct payments</b> - Reduced cost of business support as part of the wider organisation review of support functions and the introduction of the new payments system.	150	150	150	0	n/a
<b>Total</b>	<b>400</b>	<b>213</b>	<b>400</b>	<b>0</b>	



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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11555000	Extra Care Housing	0	0	313	0	313	0	0	313	0	313	0	0	
Grand Total		0	0	313	0	313	0	0	313	0	313	0	0	

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

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Children & Families	3,652	4,157	505	(118)	(511)	(393)	3,534	3,646	112	There is a planned under-spend of £200,000 being held to cover CiC Placement pressures elsewhere in the Service. There is also a forecasted £393,000 contribution from the Asylum Grant for indirect costs held within the C&F Service. This is an increase of £183,000 from Q1 to reflect rising numbers and staff time needed to facilitate this rise. There is also a reduction of £148,000 on community initiatives which is due to delaying planned work, due to Covid-19, as it would not be as effective due to the current circumstances. There has also been an expectation of an increase to spend on Covid-19 related general equipment for aiding family meals of £73,000. There is also an estimation of an increase in weeks purchased across all placements spend due to Covid-19, for looked after children of £1,100,000. Although this is complex to forecast and breakdown over individual teams, the total increase is forecasted in individual teams but offset within the AD service. Legal fees in total are now showing in total an expected over-spend of £851,000 of which £500,000 relates to Covid-19. This is an increase of £551,000 compared to Q1.
Initial Response (MASH, IR, EDT)	4,690	5,496	806	(190)	(256)	(66)	4,500	5,240	740	Salaries in total are forecasting an over-spend of £872,000. This is primarily down into over-spending on Agency workers totalling £913,000. More specifically, £247,000 is for the preparation of likely increase to workloads from the impact of Covid-19. £180,000 is for the new post of an unfunded T3 Manager, this has now been accepted as an MTFS pressure so is a one off pressure this year. These over-spends are offset by the under-spending on single status and Hay of £32,000. Permanent recruitment will impact on the salary forecast. Staff travel is forecasted to under-spend by £53,000. Internal foster-care is underspent by £21,000 of which £1,000 relates to Covid-19.
Early Help & Targeted Support	9,064	8,055	(1,009)	(2,196)	(1,881)	315	6,868	6,174	(694)	Priority Families are £415,000 under-spending which is due to the earmarked grant income being received has now been notified greater than anticipated at budget setting. Youth Centres have forecasted a loss of income due to Covid-19 of £128,000. There is also a planned under-spend of £76,000 within targeted and Family support which is held to cover other pressures in the unit. Salaries are over-spending by £32,000 excluding Priority Families and Syrian Grant with staff travel being £47,000 underspending. Transformation projects in total are reflecting an under-spend of £151,000 due to slippage of the programme due to recruiting staff.
Children's Safeguarding & Support	26,012	28,320	2,308	(1,029)	(1,533)	(504)	24,983	26,787	1,804	Internal foster-care is currently forecasting a £396,000 under-spend of which £71,000 worth of spend relates to Covid-19. External foster-care is over-spending by £543,000 which is a decrease from Q1 of £73,000. There has been a net decrease of 4 children which means numbers in care are currently 116. Average weekly cost for the 0-14 age group stands at £776. Included within the Residential care over-spend of £1,682,000 is a £80,000 forecast on voids for the residential block contract which commenced in May 2019. The forecast has increased by £71,000 since Q1 with a net change in number of 2 meaning that 17 children are currently being cared for. There have been 7 new placements this financial with another place due to start in October. Only 7 out of the current children have contributions from 3 <sup>rd</sup> parties therefore the making the average weekly unit cost of £4,174 per week. Parent and baby placements due to the increasing and the unpredictability of the activity is forecasting an over-spend of £113,000. Allowances have an element of growth built into the predictions making the forecast currently showing an over-spend of £87,000. Salaries in total are under-spending by £96,000 although there are Covid-19 related over-spends on sessional workers of £80,000 and Hay of £22,000. Single status is under-spending by £132,000 (including overtime) due to vacancies and general sessional work is under-spending by £72,000. Staff travel is also predicting a £154,000 underspend. Section 17 related expenditure is currently £28,000 over-spending which is a decrease of £55,000 from Q1. Transformation Program is underspending by £54,000 due to slippage of recruitment.
Corporate Parenting	22,173	25,322	3,149	(5,065)	(5,657)	(592)	17,108	19,665	2,557	Internal foster-care is currently £228,000 over-spending of which £33,000 relates to Covid-19. External Foster-care is £72,000 over-spending which is a £268,000 increase since Q1 with the number of looked after weeks rising by the equivalent 5.55 FTE. Average weekly cost for this 14+ age group is £874. Included within the Residential care over-spend of £1,220,000 is a £60,000 forecast on voids for the residential block contract which commenced in May 2019. The over-spend has increased by £523,000 since Q1 with numbers increasing from 16 to 24. The average weekly unit cost stands at £4,242 per week. The Asylum Grant is showing a net under-spend of £162,000. The Home Office has revised and increased weekly rates for some Leaving Care eligible asylum seekers resulting in current forecasted income exceeding direct expenditure and consequently a contribution to indirect costs can be fully utilised as well as Covid-19 additional costs of £140,000 being met from this surplus. Accommodation costs and allowances for young people aged 16 years and above continue to be an area of growth and despite the investment of budget this area is forecast to over-spend by £939,000 with costs incurred due to Covid-19 being £134,000. Salaries including overtime and allowances are forecast to over-spend by £326,000 (excl Asylum and CMF) with agency costs making up £268,000 of this over-spend. Staff travel is also predicting a £63,000 underspend. It is also the expectation that the boarding school scheme will not be fully utilised and is showing a £26,000 under-spend. Controlling Migration Fund Grant is also at this point not able to fully spend the available balance and therefore is showing a £125,000 under-spend.
Youth Justice	3,799	3,323	(476)	(990)	(629)	361	2,809	2,694	(119)	There are additional costs relating to remand placements as a direct consequence of COVID19 and the postponing of court hearings which totals £211,000. This is offset by an under-spend on salaries of £18,000. There is an under-spend of £141,000 which is pre-dominantly due to the delay in recruiting for Transformation work. Staff travel is underspending by £24,000. Non Covid-19 related remand accommodation has been estimated to be £125,000 under-spend.
Children's Practice Improvement	3,953	3,857	(96)	(94)	(141)	(47)	3,859	3,716	(143)	In light of Covid-19, the Department for Education has made the decision to further suspend NAAS assessments until spring 2021 which this has resulted in an under-spend of £74,000. Staff travel is predicting a £19,000 underspend. Salaries are showing a small £13,000 under-spend and Transformation activity is currently predicting a small £22,000 under-spend.
Adoption Central England	5,692	5,983	291	(5,292)	(6,096)	(804)	400	(113)	(513)	At this point it is anticipated that the volume of buying placements will be much reduced and therefore an under-spend of £385,000 is forecast which is an £82,000 decrease from Q1. Salaries are currently forecasting an overall under-spend of £89,000. This is an increase in spending of £196,000 and is due to vacancies being filled. Staff travel is £35,000 underspending.
<b>Net Service Spending</b>	<b>79,035</b>	<b>84,513</b>	<b>5,478</b>	<b>(14,974)</b>	<b>(16,704)</b>	<b>(1,730)</b>	<b>64,061</b>	<b>67,809</b>	<b>3,748</b>	

Impact on specific service reserves (from Reserves tab)

(1,651)

Impact on risk/general reserves

5,399

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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Business support - Reduced cost of business support as part of the wider organisation review of support functions	194	194	194	0	
Total	194	194	194	0	

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

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Adoption Central England	1,209	(400)	513	1,322		
Various Section 31 Earmarked Grant	391	(391)	230	230		
Priority Families Reserve	907	(300)	415	1,022		
Youth Justice Remand Equalisation	523		125	648		
<b>Total</b>	<b>3,030</b>	<b>(1,091)</b>	<b>1283</b>	<b>3,222</b>	<b>0</b>	

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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11295000	Children and Families property adaptations, purchases and vehicles	209	150	47	0	406	209	150	47	0	406	0	0	
11693000	Adaptation of Sydenham Children's Centre	83	0	0	0	83	83	0	0	0	83	0	0	
11713000	Adaptation of Children's Centres to Children and Family Centres	233	62	0	0	295	233	62	0	0	295	0	0	
11756000	Westgate Children & Family Centre/Westgate Primary School Safeguarding Walkway	0	45	0	0	45	0	45	0	0	45	0	0	
11792000	Adaptations to support child placements 20-21	0	0	125	0	125	0	0	125	0	125	0	0	
<b>Children &amp; Families</b>		<b>524</b>	<b>257</b>	<b>172</b>	<b>0</b>	<b>954</b>	<b>524</b>	<b>257</b>	<b>172</b>	<b>0</b>	<b>954</b>	<b>0</b>	<b>0</b>	

Annex G Revenue - People Strategy & Commissioning and Public Health - Becky Hale  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Strategy & Commissioning People	1,879	1,843	(36)	(134)	(134)	0	1,745	1,709	(36)	Underspend on legal fees (reduced contract tender activity), other underspends re COVID (travel, catering, conferences etc) offset by NHS pension contribution
Director of Public Health	4,547	3,807	(740)	(2,572)	(2,706)	(134)	1,975	1,101	(874)	Full underspend explained by £772k underspend on Test & Trace grant received in year to be spent in 2021/22. There is also Covid related costs of a £20k contribution to Test & Trace for Warwickshire & West Midlands and £15k infection control spend on supporting homelessness in Rugby. Overrecovery of income due to unbudgeted grant income.
Health & Well Being	23,751	23,671	(80)	(6,280)	(6,277)	3	17,471	17,394	(77)	COVID-19 related costs - £35k increase on Apetito meals service. Underspends due to reduced activity as a result of covid - £65k on NHS Health checks, £7k on 'Respect Yourself' campaign, £28k on Sexual Health services.
Integrated and Targeted Support	15,021	15,050	29	(7,024)	(7,119)	(95)	7,997	7,931	(66)	£137k overspend on staffing costs, £190k underspend on Domestic Abuse due to delays in getting new services commissioned.
All Age Specialist Provision	6,389	6,102	(287)	(697)	(732)	(35)	5,692	5,370	(322)	Unplanned covid related spend of £101k on Housing Support in the context of a wider underspend of £200k on Housing Support. Underspends also on staffing of £75k and training provision of £79k underspend on training provision due to reduced activity from COVID-19.
<b>Net Service Spending (excluding DSG)</b>	<b>51,587</b>	<b>50,473</b>	<b>(1,114)</b>	<b>(16,707)</b>	<b>(16,968)</b>	<b>(261)</b>	<b>34,880</b>	<b>33,505</b>	<b>(1,375)</b>	
Impact on specific service reserves (from Reserves tab)										n/a
Impact on risk/general reserves										(1,375)

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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10608000	Mental Health Grant 2010/11	223	3	0	0	226	223	3	0	0	226	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	314	67	63	0	444	314	67	63	0	444	0	0	
11310000	Client Information Systems Review	3,423	0	0	0	3,423	3,423	0	0	0	3,423	0	0	
11420000	Disabled Facilities Capital Grant	17,987	4,517	0	0	22,503	17,987	4,517	0	0	22,503	0	0	
<b>Grand Total</b>		<b>21,947</b>	<b>4,587</b>	<b>63</b>	<b>0</b>	<b>26,597</b>	<b>21,947</b>	<b>4,587</b>	<b>63</b>	<b>0</b>	<b>26,597</b>	<b>0</b>	<b>0</b>	

## Annex H Revenue - Business &amp; Customer Services - Kushal Birla

Strategic Director - Rob Powell

Portfolio Holders - Councillor Kaur (Customers &amp; Transformation)

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	500	393	(107)	(67)	(67)	0	433	326	(107)	Temporary budget allocation which was to support service redesign resulting from the FOM implementation. In 2020/21 it is being used to support budget pressures within the whole Service.
Business & Customer Support	7,116	8,484	1,368	(46)	(615)	(569)	7,070	7,869	799	A full budgetary and service delivery review is being undertaken. A request has been made to reprofile the MTFS pending the re-engineering of the Business Support Service processes coupled with the implementation of digital solutions as appropriate.
Operational Excellence	3,318	4,041	723	(521)	(521)	0	2,797	3,520	723	The Shielding Hubs cost centre is forecasting COVID-19 related expenditure of £803,000 against a budget of nil. Staff vacancies and a reduction in operational costs has offset some of this unbudgeted spend.
Customer Contact - Customer Connect	2,556	3,348	792	(250)	(210)	40	2,306	3,138	832	The forecast overspend of £710,000 can be attributed to COVID-19 for the Welfare Scheme. There is also an increase in telephony software costs in the Customer Service Centre to facilitate remote working for the advisors and the increased call volume (£154,000).
Customer Contact - Community Hub	7,352	6,986	(366)	(2,236)	(1,292)	944	5,116	5,694	578	There is a under achievement of Registration Service income due to COVID-19 restrictions (£691,000), in particular marriage fee income (£593,00). In addition, there is a further shortfall of income resulting from COVID-19 in the Library Service (£140,00) and the Heritage & Environment Service (£93,000). The overall overspend has been reduced due to staff vacancies and a reduction in operational costs.
<b>Net Service Spending</b>	<b>20,842</b>	<b>23,252</b>	<b>2,410</b>	<b>(3,120)</b>	<b>(2,705)</b>	<b>415</b>	<b>17,722</b>	<b>20,547</b>	<b>2,825</b>	

Impact on specific service reserves (from Reserves tab)	236
Impact on risk/general reserves	2,589



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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
<b>Business support</b> - Service wide restructure of business support, including delayering of the entire model and reductions in levels of agency spend.	880	0	0	(880)	The delay in implementing the Business Support FOM has impacted the Service's ability to deliver the savings this year. A request has been made to reprofile the savings pending the re-engineering of Business Support Service processes coupled with the implementation of digital solutions as appropriate.
<b>Customer support</b> - Review and rationalisation of the organisation's approach to customer support.	260	260	260	0	
<b>Total</b>	<b>1,140</b>	<b>260</b>	<b>260</b>	<b>(880)</b>	

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

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
Museum, Records and Libraries Trust Funds and Bequests	336			336		
Warwickshire Local Welfare Scheme	476		(236)	240		
Corporate Customer Journey Programme	210			210		
<b>Total</b>	<b>1,022</b>	<b>0</b>	<b>-236</b>	<b>786</b>	<b>0</b>	

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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10623000	County Records Office Service - Digital Asset Management	95	0	0	0	95	95	0	0	0	95	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	914	0	0	0	914	914	0	0	0	914	0	0	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	204	0	0	0	204	204	0	0	0	204	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	677	168	334	1,449	2,628	677	180	322	1,449	2,628	12	0	Hawkes Point Canopy Expenditure For the Library Mobile Fleet
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	373	0	0	0	373	373	0	0	0	373	0	0	
<b>Grand Total</b>		<b>2,263</b>	<b>168</b>	<b>334</b>	<b>1,449</b>	<b>4,213</b>	<b>2,263</b>	<b>180</b>	<b>322</b>	<b>1,449</b>	<b>4,213</b>	<b>12</b>	<b>0</b>	

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

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Commissioning Support Unit	484	276	(208)	0	0	0	484	276	(208)	The variation relates to a carry forward of funding held to support the funding of the new Portfolio Management Office ahead of it getting up to full strength, as described below.
Business Intelligence	2,488	2,487	(1)	(39)	(59)	(20)	2,449	2,428	(21)	The small underspend is a consequence of delays in recruiting to vacant roles.
Portfolio Management Office	1,855	2,483	628	(594)	(469)	125	1,261	2,014	753	Pressures and new ways of working were required to support the budget gap ahead of the pandemic; the service redesign was postponed but demand across the service escalated due to COVID-19 pressures; project resource has been deployed across the council to support COVID-19 response and recovery, and that continues. As the new service is established from October, we expect to improve our position on income generation, however this is likely to be affected by the ongoing need to deploy resources to COVID-19 chronic response. Some of this overspend will therefore be off set by COVID-19 specific funding, and the Climate Change Fund to cover costs of Programme Management.
Contract Management & Quality Assurance	2,043	3,519	1,476	(997)	(974)	23	1,046	2,545	1,499	This overspend relates to the significant cost of PPE (personal protective equipment) procured in response to COVID-19, and will be met from the COVID-19 specific funding.
Change Management	951	848	(103)	0	0	0	951	848	(103)	Variation is due to a Transformation project agreed in May 2019 no longer proceeding. Funds will be released back into the Transformation Fund.
Transformation	158	212	54	0	0	0	158	212	54	This overspend relates to additional digital hardware purchases, but will be funded by the corporate Transformation Fund.
<b>Net Service Spending</b>	<b>7,979</b>	<b>9,825</b>	<b>1,846</b>	<b>(1,630)</b>	<b>(1,502)</b>	<b>128</b>	<b>6,349</b>	<b>8,323</b>	<b>1,974</b>	

Impact on specific service reserves (from Reserves tab)	n/a
Impact on risk/general reserves	1,974

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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
<b>Project and programme management</b> - Organisation-wide restructure of programme and project support.	395	120	395	0	
<b>Procurement</b> - Service restructure of procurement as part of the organisation-wide service redesign.	10	0	10	0	
<b>Total</b>	<b>405</b>	<b>120</b>	<b>405</b>	<b>0</b>	

Annex J Revenue - Enabling Services - Craig Cusack

Strategic Director - Rob Powell

Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin  
(Finance and Property)

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Enabling Services	461	456	(5)	0	0	0	461	456	(5)	
Facilities Management	7,937	7,479	(458)	(5,504)	(4,490)	1,014	2,433	2,989	556	Additional costs related to asset reinstatement and providing "COVID secure" environments. These may continue to increase. There is a shortfall in income, highlighted in the Q1 forecast as a result of income that is confirmed.
HR Enabling	5,703	5,555	(148)	(2,354)	(2,366)	(12)	3,349	3,189	(160)	There is a carry forward of £146k for the Graduate scheme that accounts for the majority of the underspend. Additional spend may be required to support demand pressures in HROD and Service Centre.
Digital & ICT	17,239	15,887	(1,352)	(5,021)	(4,569)	452	12,218	11,318	(900)	Underspend is predominantly the balance in the legacy CIDE allocation. This is a potential saving in 21/22 as part of the MTFS, but may need to accommodate any pressures to come as a result of Council licence costs.
Property, Construction & Engineering	10,159	9,866	(293)	(2,480)	(2,455)	25	7,679	7,411	(268)	The Pears Centre budget for setup and annual costs is masking the true position. Risk is that additional costs related to asset reinstatement and providing "COVID secure" environments may continue to increase. Without Pears, the net position is a £91k overspend.
<b>Net Service Spending</b>	<b>41,499</b>	<b>39,243</b>	<b>(2,256)</b>	<b>(15,359)</b>	<b>(13,880)</b>	<b>1,479</b>	<b>26,140</b>	<b>25,363</b>	<b>(777)</b>	

Impact on specific service reserves (from Reserves tab)

0

Impact on risk/general reserves

(777)

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

<b>Saving Proposal</b>	<b>Target £'000</b>	<b>Actual to Date £'000</b>	<b>Forecast Outturn £'000</b>	<b>Shortfall/ (Overachievement) £'000</b>	<b>Reason for financial variation and any associated management action</b>
<b>Applications rationalisation</b> - Rationalisation of the ICT applications used to deliver the Council's activities to provide economies of scale and the delivery of enhanced support.	250	250	250	0	
<b>Device savings</b> - Reduction in the cost of lap-tops, mobiles and other devices and part of the delivery of the ICT Strategy.	524	524	524	0	
<b>Total</b>	<b>774</b>	<b>774</b>	<b>774</b>	<b>0</b>	

Annex J Reserves - Enabling Services - Craig Cusack  
 Strategic Director - Rob Powell  
 and Property)

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
HR - Service Improvement Projects	60			60		
<b>Total</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	



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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Structural Maintenance														
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,744	0	0	0	1,744	1,744	-2	0	0	1,742	-2	-2	E2,134 to be transferred to current year 11787000, Capital allocation unused from in year projects
11288000	Schools Asbestos & Safe Water Remedials 2017/18	769	25	0	0	794	769	25	0	0	794	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,409	0	0	0	5,409	5,409	0	0	0	5,409	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	6,999	11	0	0	7,010	6,999	11	0	0	7,010	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	334	0	0	0	334	334	0	0	0	334	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	2,029	30	0	0	2,059	2,029	8	0	0	2,037	-22	-22	E22,096 unspent Capital allocation to be transferred to 11787000 to support current projects
11444000	Schools Asbestos & Safe Water Remedials 2018/19	811	0	0	0	811	811	0	0	0	811	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	7,252	37	0	0	7,289	7,252	36	0	0	7,288	-1	-1	E1,425 unspent budget to be transferred to Block Header 11795000 for use on current years projects.
11538000	Non Schools Asb & Safe Water Remedials 2019/20	10	390	0	0	399	10	-0	0	0	10	-390	-390	No further new expenditure forecast. £389,660 is to be transferred to current years projects allocation 11793000
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	2,088	328	0	0	2,416	2,088	-10	0	0	2,078	-339	-339	No further new expenditure forecast for this allocation. £338,587 remaining balance is to be transferred to Block Header 11787000 to support current year's projects
11540000	Schools Asbestos & Safe Water Remedials 2019/20	435	225	0	0	660	435	16	0	0	451	-209	-209	No further new expenditure forecast for this allocation, transfer remaining balance of £208,839 to current year's project allocation 11791000.
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	6,740	383	0	0	7,123	6,740	74	0	0	6,814	-309	-309	No further new expenditure forecast. Projects programmed for 19/20 which were curtailed due to Covid 19 cancelled and transferred to 20/21. Transfer 309,092 to 11795000
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	101	0	0	0	101	101	0	0	0	101	0	0	
11787000	Non Schools Building Maintenance 2020-21	0	2,122	0	0	2,122	0	2,485	0	0	2,485	363	363	The forecast overspend includes the costs for Burton Dassett (£200k) which is an addition to the original programme. Transfer of unspent budgets of £338,587 from 11539000, £2,134 from 11286000 and £22,096 from 11443000 totalling £362,817 to support 2020-21 projects.
11791000	Schools Asbestos and Safe Water 2020-21	0	746	0	0	746	0	955	0	0	955	209	209	Current year's programme excludes Exhall Grange works which is currently being formed. Transfer of £208,839 from 11540000 to support in year projects
11793000	Non Schools Asbestos and Safe Water 2020-21	0	325	0	0	325	0	715	0	0	715	390	390	Current projects for safe water are still being formed for Q3 & Q4 20/21. Transfer of £389,660 from 11538000 to support in year projects
11795000	Schools Building Maintenance 2020-21	0	6,988	0	0	6,988	0	7,299	0	0	7,299	311	311	Further Engineering projects to be raised post summer. Some projects are for later in the year and are currently forecast on condition survey estimates. Unspent budget transfers of £309,092 from 11541000 and £1,425 from 11445000 to support 2020-21 spend.
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	654	12	0	0	666	654	12	0	0	666	0	0	
11318000	Universal Free School Meals Programme	0	0	0	0	0	0	0	0	0	0	0	0	
Energy														
10400000	Climate Change 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
11136000	Various Properties - Renewable Energy	240	0	995	0	1,235	240	0	995	0	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	5	0	0	9	4	5	0	0	9	0	0	
Information Assets														

11121000	Development of Rural Broadband	23,290	4,335	4,461	3,683	35,769	23,290	6,784	7,643	3,752	41,468	2,449	5,699	The recent approval of the Local Full Fibre Network build (LFFN) has increased expected expenditure in 2020/21 by £2,724,777 and 2021/22 £2,974,163 with a corresponding increase in approved funding from DCMS of £5,698,940. LFFN revenue funding is being reprofiled resulting in reduced internal costs for this financial year. Delays in the Contract 3 programme build due to Covid 19 have, resulted in a reduction in expenditure. The remodel of Phase 3 milestone targets being approved by DCMS is expected to result in reduced outputs and a corresponding reduction in financial outputs in the current year. Remaining funds will need to be reallocated in 2021/22 to meet the revised project milestone targets.
11465000	WCC Information Assets Purchases (multiple years)	1,363	458	0	0	1,821	1,363	189	90	178	1,821	-268	0	No additional spend forecasted on budget 2020/21, to allow time to review datacentre related spend with new ICT senior leadership group
11796000	2020-21 IT Infrastructure	0	150	160	90	400	0	150	160	90	400	0	0	
<b>Strategic Asset management</b>														
11134000	Warwick Shire Hall - Refurb Of Old Shire Hall	1,997	0	0	0	1,997	1,997	0	0	0	1,997	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	220	0	0	0	220	220	0	0	0	220	0	0	
11532000	Saltway Centre Stratford upon Avon	460	5	0	0	465	460	5	0	0	465	0	0	
11844000	2020-21 ICT Software Development	0	0	0	0	0	0	0	0	0	0	0	0	
		62,947	16,575	5,616	3,773	88,912	62,947	18,756	8,888	4,020	94,611	2,181	5,699	

Annex K Revenue - Finance - Andrew Felton

Strategic Director - Rob Powell

Portfolio Holders - Councillor Butlin (Finance &amp; Property), Councillor Kaur (Customers and Transformation)

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Finance	239	237	(2)	(5)	(5)	0	234	232	(2)	
Finance Delivery	2,772	2,593	(179)	(978)	(938)	40	1,794	1,655	(139)	Underspend primarily from a vacancies within the Delivery Team and an increase in grant contribution towards costs. The underspend may be partly utilised in the year by the use of agency staff to maintain service delivery.
Treasury Management, Pension Fund, Internal Audit, Risk and Assurance	1,216	1,284	68	(426)	(556)	(130)	790	728	(62)	Net underspend due to income from the pension fund being increased to reflect the actual costs of the service provided which are higher than the planned charge
Commercialism	887	884	(3)	(15)	(15)	0	872	869	(3)	
Strategic Finance	671	698	27	(32)	(32)	0	639	666	27	Overspend due to the use of agency staff to support the production of the statement of accounts as cover for vacant posts supporting the production of the statement of accounts, residual staffing costs pending the full implementation of the service redesign and insufficient turnover to meet the vacancy factor across the year.
Finance Transformation	3,187	3,414	227	(1,239)	(1,399)	(160)	1,948	2,015	67	Overspend due to: insufficient staff turnover to meet vacancy factor in some areas; cost of essential system upgrades; and additional transaction costs resulting from higher levels of card payments due to Covid.
<b>Net Service Spending</b>	<b>8,972</b>	<b>9,110</b>	<b>138</b>	<b>(2,695)</b>	<b>(2,945)</b>	<b>(250)</b>	<b>6,277</b>	<b>6,165</b>	<b>(112)</b>	

Impact on specific service reserves (from Reserves tab)

0

Impact on risk/general reserves

Annex K Reserves - Finance - Andrew Felton

Strategic Director - Rob Powell

Portfolio Holders - Councillor Butlin (Finance &amp; Property), Councillor Kaur (Customers and Transformation)

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
LA Counter Fraud Fund Grant	16			16		
Schools Absence Insurance Equalisation Account	924			924		
<b>Total</b>	<b>940</b>	<b>0</b>	<b>0</b>	<b>940</b>	<b>0</b>	

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

## 20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	179	116	(63)	0	0	0	179	116	(63)	Main variance due to change of forecast on budget balance line of £69,782. Other minor variances in salary costs due to recent pay settlement, offset by savings across Staff Travel expenses.
Communications	1,145	1,409	264	(712)	(712)	0	433	697	264	£240k of the variance can be directly attributed to WCCs response to Covid 19, and the need for comprehensive sharing of information across Warwickshire. There are also other minor variances relating to the recent pay award.
HROD	830	1,018	188	(24)	(25)	(1)	806	993	187	The overspend relates to core salary costs. The recent move of the Transformation HROD Management budget into G&P has resulted in an additional overspend, also related to staffing resources.
Property Management	1,550	1,451	(99)	(1,051)	(1,057)	(6)	499	394	(105)	Significant in year savings on salary and staff related costs as a result both of the delay in the implementation to the FOM, and different working patterns due to COVID.
Legal & Democratic	7,191	7,351	160	(6,771)	(6,409)	362	420	942	522	The overspend within Legal and Democratic arises largely from a reduction in budgeted surplus within Legal Services - this reduction in surplus stems in large part from the need to use Agency staff to cover a high number of maternity absences and an under recovery of external income which has been impacted by Covid. In addition there has been an increase in hours spent and charged to internal customers on which no surplus is made (internal work aiming only to break even and not generate a profit)
Corporate Policy	423	376	(47)	0	0	0	423	376	(47)	There is an in year underspend on salary costs due to a vacant post and a delayed start for some members of the team. This is partially offset by an on Consultancy costs in support of the Council's work on recovery.
<b>Net Service Spending</b>	<b>11,318</b>	<b>11,721</b>	<b>403</b>	<b>(8,558)</b>	<b>(8,203)</b>	<b>355</b>	<b>2,760</b>	<b>3,518</b>	<b>758</b>	

Impact on specific service reserves (from Reserves tab)	8
Impact on risk/general reserves	750

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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
<b>Legal Services additional surplus</b> - Additional surplus from external trading with other local authorities and public sector bodies	30			(30)	Unlikely at this stage due to current pressures on income
<b>Electronic record keeping</b> - Reduced storage requirements as a result of the move to electronic record keeping.	10			(10)	Project delayed due to Covid - will be recommencing shortly - may delay full recovery in year 1
<b>Total</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	

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

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
One Public Estate	387		(8)	379		
Going for Growth Apprenticeship Scheme	297			297		
<b>Total</b>	<b>684</b>	<b>0</b>	<b>-8</b>	<b>676</b>	<b>0</b>	

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

2020/21 to 2022/23 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Earlier Years £'000	2020/21 £'000	2021/22 £'000	2022/23 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10972000	Planning Consent For Europa Way	756	0	0	0	756	756	0	0	0	756	0	0	
11291000	Rural Services Capital Maintenance 2016/17	623	0	0	0	623	623	0	0	0	623	0	0	
11292000	Rural Services Capital Maintenance 2017/18	391	236	0	0	627	391	236	0	0	627	0	0	
11335000	Rationalisation of County Storage	8,577	998	0	0	9,575	8,577	998	0	0	9,575	0	0	
11440000	Strategic Site Planning applications	1,834	2,075	17	0	3,927	1,834	2,075	17	0	3,927	0	0	
11446000	Rural Services Capital Maintenance 2018/19	196	0	0	0	196	196	0	0	0	196	0	0	
11503000	Planning Consent re the disposal of Dunchurch depot	73	6	0	0	80	73	6	0	0	80	0	0	
11542000	Rural Services Capital Maintenance 2019/20	99	-14	0	0	85	99	-14	0	0	85	0	0	There were some creditors raised in 2019/20 against some of these project codes. On further investigation, these were paid from a different revenue budget in 2019/20 and will therefore not be realised in 2020/21. There has been spend on other projects in 2020/21, so this funding will be re-distributed.
11689000	Maintaining the smallholdings land bank	0	844	0	0	844	0	844	0	0	844	0	0	
11790000	Rural Services Capital Maintenance 2020/21	0	356	0	0	356	0	356	0	0	356	0	0	
<b>Grand Total</b>		<b>12,550</b>	<b>4,502</b>	<b>17</b>	<b>0</b>	<b>17,068</b>	<b>12,550</b>	<b>4,502</b>	<b>17</b>	<b>0</b>	<b>17,068</b>	<b>0</b>	<b>0</b>	



Annex M Revenue - Other Services - Virginia Rennie  
Strategic Director - Rob Powell

20/21 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	Agreed Budget	Forecast	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Government Grants & Business Rates	0	0	0	(152,723)	(154,032)	(1,309)	(152,723)	(154,032)	(1,309)	The £1,309k favourable variation is attributable to a number of different grants, the key variations listed below: - Business Rates Section 31 grant funding is £1,415k higher than budgeted, partially offset by £988k shortfall in the county share and top-up leaving a net favourable variance of £427k relating to business rates - Extended rights to home to school transport funding £350k - Covid-19 funding for Local Resilience Forums £200k - The Fire Pension Grant is now received in full for the financial year and was £165k higher than budgeted - Fire Link Revenue Grant £97k - War Pension Disregards Grant £88k
Central grants to support schools and pupils (excluding central block DSG)			0			0	0	0	0	
Transformation and Investment Funds	3,551	3,551	0	0	0	0	3,551	3,551	0	
0-5 Strategy for Children - Children's transformation	0	0	0	0	0	0	0	0	0	
Capital Financing Costs	32,300	30,849	(1,451)	(6,551)	(3,655)	2,896	25,749	27,194	1,445	The £1,445k adverse variance is the result of: - £1,613k interest income shortfall as a result of Covid-19 - £108k increase in management fees due to Covid-19 - £286k favourable variance on MRP as a result of CFR lower than planned - £1,274k underachievement of property disposal capital financing savings - £1,274k underspend on capital contingency
Strategic Management Team	1,238	1,209	(29)	0	0	0	1,238	1,209	(29)	Reduced cost due to reduction in travel and conference cost due to Covid19
County Coroner	593	653	60	(78)	(97)	(19)	515	556	41	One-off cost pressure on rent cost due to previous year rent charges. Increased pay cost and income forecast is based planned recruitment of a part time area coroner with 50% costs charged to Coventry City Council. Increase in mortuary fees as a result of enhanced risk due to Covid-19.
County Council Elections	250	250	0	0	0	0	250	250	0	
Environment Agency - Flood Defence Levy	250	250	0	0	0	0	250	250	0	
External Audit Fees	143	156	13	0	0	0	143	156	13	Forecast includes additional audit fees for FRC requirements and professional fees for valuers and actuaries
Pensions deficit under-recovery	1,504	1,394	(110)	0	0	0	1,504	1,394	(110)	Reduced cost estimate based on Pension Fund Certificate of Rates.
Members Allowances and Expenses	1,086	821	(265)	0	0	0	1,086	821	(265)	Reduced cost due to reduction in travel and conference cost due to Covid-19
Apprenticeship Levy	1,114	1,055	(59)	0	0	0	1,114	1,055	(59)	There has been a delay through 19/20 in recruiting apprenticeships because of the restructure (making many services areas unsure about recruitment), and the delay has followed on into this financial year with Covid-19 delaying plans to recruit.
Other Administrative Expenses and Income	1,688	4,579	2,891	(766)	(530)	236	922	4,049	3,127	The £3,127k adverse variation is attributable to the following factors: - £1,417k of mortuary cost relating to Covid-19 - £974k Educateres cost to continue to provide school meals during Covid - £500k under-achievement of contract management savings - £240k reducing in oxygen rebate
Insurances	3,297	3,229	(68)	(3,365)	(2,777)	588	(68)	452	520	Net £520k adverse variance on Insurance driven by removal of schools subscribing to RPA.
<b>Net Service Spending (excluding DSG)</b>	<b>47,014</b>	<b>47,996</b>	<b>982</b>	<b>(163,483)</b>	<b>(161,091)</b>	<b>2,392</b>	<b>(116,469)</b>	<b>(113,095)</b>	<b>3,374</b>	

Impact on specific service reserves (from Reserves tab)	1,809
Impact on risk/general reserves	1,565

**Annex M Savings - Other Services - Virginia Rennie**  
**Strategic Director - Rob Powell**

<b>Saving Proposal</b>	<b>Target £'000</b>	<b>Actual to Date £'000</b>	<b>Forecast Outturn £'000</b>	<b>Shortfall/ (Overachievement) £'000</b>	<b>Reason for financial variation and any associated management action</b>
<b>Reinvestment of capital receipts</b> - Material receipts are forecast from the sale of strategic sites. Reinvestment of the capital receipts will reduce the Council's need to borrow for capital investment in the future. If the land is sold and the capital receipts are used as per this savings proposal, the funding will not be available to invest in the delivery of the capital strategy. (Delivery will be the responsibility of the Assistant Director - Governance and Policy.)	2,523	0	1,249	(1,274)	Delays on the sale of two sites as a result of preferred bidders withdrawing offers at the start of the Covid-19 lockdown has impacted on the ability to reduce borrowing costs in line with targets.
<b>Contract Management</b> - Reduction in the cost of contracted services and third party spend through improved contract management at all stages of the procurement process. (Delivery will be the responsibility of the Assistant Director - Commissioning Support Unit.)	500	0	0	(500)	Delays in implementation due to impact of Covid-19 response. Further funding from the Organisational Change Fund to restart the process is in the process of being evaluated to ensure future years' savings remain on track and pick up the savings foregone in 2020-21.
<b>Senior Management Restructure</b> - Reduction in the total cost of senior management across the organisation as part of the move to the new operating model. (Delivery will be the responsibility of the Assistant Director - Finance.)	69	69	69	0	
<b>Optimism bias</b> - Provision for a 10% optimism bias for the benefits from the transformation programme. This is included to mitigate the risk to the sustainability of the MTFS. Any provision not required as the level of savings are confirmed will be released back into the MTFS for allocation in future years. (Delivery will be the responsibility of the Strategic Director for Resources.)	(315)	0	(315)	0	
<b>Total</b>	<b>2,777</b>	<b>69</b>	<b>1,003</b>	<b>(1,774)</b>	

**Annex M Reserves - Other Services - Virginia Rennie**  
**Strategic Director - Rob Powell**

Reserve	Approved Opening Balance 01/04/2020 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2021 £'000	Transfer request (To)/From Reserves £'000	Reason for Request
School Balances	14,162			14,162		
Loans To Schools	14			14		
<b>Total Earmarked School Reserves</b>	<b>14,176</b>	<b>0</b>	<b>0</b>	<b>14,176</b>	<b>0</b>	
NNDR Pool Surplus Reserve	5,532			5,532		
<b>Total Earmarked External Reserves</b>	<b>5,532</b>			<b>5,532</b>		
LATC Operational Reserve	248			248		
Local Resilience Forum - Brexit funding	263			263		
Corporate Apprenticeship Fund	737		59	796		
Redundancy Fund	8,400	(127)		8,273		
Schools in Financial Difficulty	1,822	(70)		1,752		
<b>Total Internal Policy (Annual review)</b>	<b>11,468</b>	<b>(197)</b>	<b>59</b>	<b>11,330</b>	<b>0</b>	
Financial Instruments Reserve	2,334			2,334		
Insurance Fund	9,125		(520)	8,605		
Capital Fund	1,658			1,658		
NNDR Appeals Reserve	7,951			7,951		
Pensions Deficit Reserve	466		110	576		
Quadrennial Elections	686			686		
Audit Fee Reserve	774		(13)	761		
IT Sinking Fund	2,773			2,773		
Interest Rate Volatility Reserve	5,436		(1,445)	3,991		
<b>Total Volatility (Annual Review)</b>	<b>31,202</b>	<b>0</b>	<b>-1868</b>	<b>29,334</b>	<b>0</b>	
Fire Transformation Fund	863	(190)		673		
Childrens Transformation Fund	6,217	(113)		6,104		
Council Change Fund	12,337	(3,441)		8,895		
Unringfenced Government Grants	18,111	(9,027)		9,084		
Revenue Investment Funds	17,500	(534)		16,965		
<b>Total Invest To Save Funds</b>	<b>55,027</b>	<b>(13,305)</b>	<b>0</b>	<b>41,722</b>	<b>0</b>	
Directorate Risk Reserve - Communities	5,647	(515)		5,132		
Directorate Risk Reserve - People	12,844	(280)		12,564		
Directorate Risk Reserve - Resources	4,036	(1,504)		2,532		
Contingency to cover DSG Overspend	12,314			12,314		
General Reserves	21,223	19,088		40,311		
<b>Total Management of Financial Risk</b>	<b>56,065</b>	<b>16,789</b>	<b>0</b>	<b>72,854</b>	<b>0</b>	
Medium Term Financial Contingency	11,834	10,794		22,628		
<b>Total Contingency Reserves</b>	<b>11,834</b>	<b>10,794</b>	<b>0</b>	<b>22,628</b>	<b>0</b>	
<b>Total</b>	<b>185,304</b>	<b>14,080</b>	<b>-1809</b>	<b>197,575</b>	<b>0</b>	

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## **Cabinet**

**12 November 2020**

### **Treasury Management Monitoring Report**

#### **Recommendation**

That the Cabinet notes and comments on Treasury Management activity and performance in respect of the first six months of 2020/21.

#### **1 Executive Summary**

- 1.1 The Treasury Management Strategy sets out that Council delegates to Cabinet responsibility for receiving and reviewing monitoring reports and acting on recommendations in respect of treasury management.
- 1.2 This report provides an update on treasury management activity and performance for the first six months of the year.
- 1.3 The following headlines are detailed in the report:
  - Cash balances have risen by £25.6m.
  - Investment returns have been reducing due to the impact of Covid on interest rates. There will be a significant shortfall in investment returns (estimated to be £1.7m) compared to budget by the year end. This will be covered by the interest rate volatility reserve.
  - Security and liquidity continue to be the priority for investment balances. No credit defaults or liquidity issues have been experienced.
  - £10m of long-term debt has been repaid, and no new debt has been taken out.
  - Borrowing has remained within prudential limits.
  - No changes to strategy are recommended, however a revised Treasury Strategy will be presented to Cabinet for recommendation to Council in December, in relation to new investment options and opportunities.

#### **2. Treasury Management**

- 2.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet cash expenditure. Part of the purpose of treasury management operations is to ensure this cash flow is adequately planned, with

surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

2.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

2.3 Accordingly, Treasury Management is defined by the CIPFA Code of Practice as:

- *“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

2.4 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017). The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Resources and Fire & Rescue Overview and Scrutiny Committee.

2.5 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and includes coverage of the following:

- An economic update for the first half of the 2020/21 financial year (Appendix E);
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy (Section 3);
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators (Section 6 and Appendix H of this report, and capital spending is reported in more detail elsewhere on this meeting's agenda);
- A review of the Council's investment portfolio for 2020/21 (Section 4);
- A review of the Council's borrowing strategy for 2020/21 (Section 5);
- A review of any debt rescheduling undertaken during 2020/21 (Section 5);
- A review of compliance with Treasury and Prudential Limits for 2020/21 (Section 6).

### 3 Treasury Management Strategy and Annual Investment Strategy

- 3.1 The Treasury Management Strategy Statement, (TMSS), and Investment Strategy (IS) for 2020/21 were approved by Council on 23<sup>rd</sup> July 2020. There are no recommended policy changes to the TMSS or IS. The details in this report update the position in the light of the updated economic position and budgets already approved. However a revised Treasury Strategy will be presented to Cabinet for recommendation to Council in December, in relation to new investment options and opportunities.

#### 4. Investments Review

- 4.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short-term basis.
- 4.2 As directed by the Treasury Management Strategy, security and liquidity has been prioritised above the requirement to maximise returns. A cautious approach is taken to lending to financial institutions, and credit quality information regarding the institutions on the Council's approved Lending List is monitored.
- 4.3 The Council's investment portfolio at 30 September 2020 was as follows:

**Table 1: Investment Position at 30 September 2020**

	1st April 2020	Additions (Withdrawals)	30th September 2020
In house deposits	222.012	14.939	135.216
Money Market/External Funds	131.189	4.027	236.951
<b>Total Treasury Management Investments</b>	<b>353.201</b>	<b>18.966</b>	<b>372.167</b>
Cash	21.044	6.681	27.725
<b>Total Cash and Cash Equivalents and Short Term Investment</b>	<b>374.245</b>	<b>25.647</b>	<b>399.892</b>

- 4.4 Balances at the end of September are higher with the following factors having impacted on cash balances:

- An underspend on the 2020/21 capital programme including some slippage to future years.
- A forecast revenue underspend for 2020/21.
- The repayment of £10m of Public Works Loan Board debt in the first half of the year.
- Receipt of Covid related government grant early in the year.
- Changes made to payment terms for suppliers to support their cashflow during the Covid crisis.

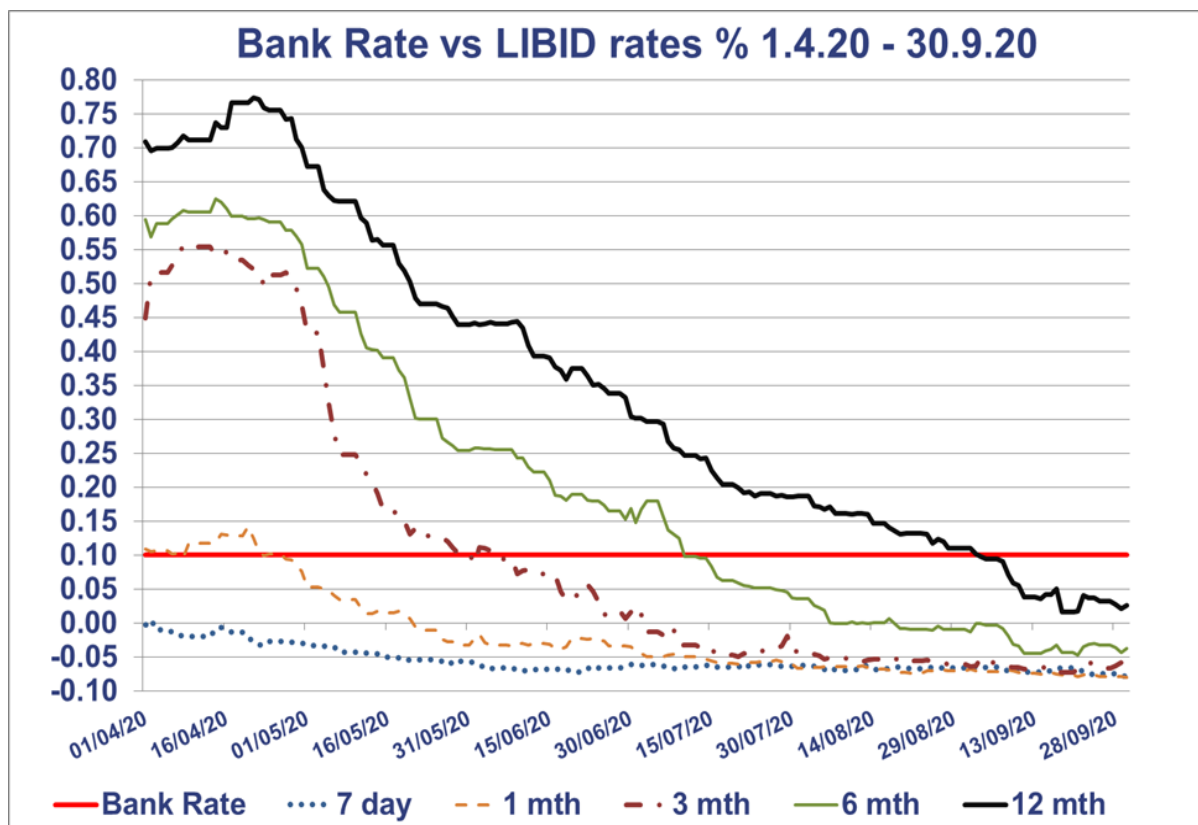
- 4.5 In 2019/20 there had been a planned shift of emphasis away from short term investments to longer term investments with higher returns. However, in the first half of 2020/21 there has been a significant shift from longer-term in-house deposits to shorter term externally managed funds as shown in Table 1. This reflects a change in focus towards maintaining increased liquidity to provide more flexibility and ability to respond to unexpected circumstances driven by the Covid pandemic, which was a new and uncertain situation.
- 4.6 Appendix A illustrates the deposits making up the £372.167m of assets held at 30 September. Investments with counterparties were kept within approved counterparty limits during the period from April to September 2020.
- 4.7 The performance of the Council's internally and external managed investments (weighted) versus the benchmark is set out in Table 2.

**Table 2: Investment Performance to 30 September 2020**

%	Average Interest rate year to date	Target rate : 30 day LIBID + 0.46%	Variance
In house deposits	0.77	0.44	0.33
Money Market/External Funds	0.72	0.44	0.28
<b>Weighted Average</b>	<b>0.74</b>	<b>0.44</b>	0.30

- 4.8 The benchmark was revised for 2020/21 to reflect 30 day London Inter Bank Bid Rate (LIBID) plus 0.46% whereas previously the target was 7 day LIBID. The updated target reflects that funds can be invested for longer than 7 days and that treasury returns had been exceeding LIBID previously. However, the impact of Covid is such that the average 30 day LIBID rate is negative for the first half of 2020/21 (-0.02%) and therefore the target rate is 0.44%
- 4.9 The investment environment in the first half of 2020/21 was dominated by the impact of the Covid pandemic. Economic activity was severely curtailed and the Bank of England base rate, already at a low of 0.75%, was reduced to 0.25% on the 11<sup>th</sup> March and then to 0.1% on the 19<sup>th</sup> March. Inter-bank lending rates reduced over the first half of the year.



**Chart 1 – Bank of England Base Rate and Inter Bank Rates**

4.10 The impact on rates of return on treasury investments varied with each type of investment, but overall investment returns have fallen more slowly than the underlying rates illustrated in Chart 1.

- Fixed term fixed rate loans to other institutions (mostly other Local Authorities) continued to pay at the agreed interest rates until the loans matured. Then as replacement loans have been issued the rates attained on those have gradually reduced.
- Money market fund returns have gradually reduced, following the base rate reduction with a lag of the order of many months in duration.
- The CCLA Property Fund and Threadneedle Social Bond Fund have continued to pay income at similar levels to the start of the year. However the property fund suspended trading (as did a number of property funds) in order to protect investors from excessive withdrawals putting the fund and the majority of its clients at risk by being forced to sell assets at distressed prices. The suspension did not impact on Warwickshire County Council as our investment in the fund is intentionally a small proportion of total cash, and is invested over a long time horizon rather than being expected to provide liquidity.

4.11 The overall mix of investments has changed to become more liquid at the expense of returns. However, now that some of the initial uncertainties of the impact of Covid have reduced, the focus will change back to looking for longer dated investments with higher returns to the extent that the Council's liquidity

requirements allow it. For example in respect of Local Authority loan activity which has been reducing, the treasury service has made arrangements to have access to more deal brokers (3, when previously there was 1), and the current intention is to seek approval in the next TMSS to be able to make loan agreements in advance with other Local Authorities as this will open up significantly more opportunities compared to only agreeing to loans on the same day they are issued.

- 4.12 Appendix B illustrates the mix of treasury management investment returns from the different deposits held at the end of September. Returns vary significantly however risk also varies with return. This analysis excludes cash balances which are not investments and investments that are not held for treasury management purposes. Because interest rates have been falling significantly, for many investments the actual rate of return as at the end of September is significantly lower than the average rate of return for the first half of the year.
- 4.13 The interest earned on the Council's investments has exceeded the benchmark, because the benchmark has reduced over time reflecting the economic situation. However, the budget for treasury investment returns (£3.4m net) was set before the impact of the pandemic was realised and the forecast returns currently anticipate a shortfall of approximately £1.7m against this target. The shortfall for 2020/21 will be funded from the interest rate volatility reserve, which specifically protects against interest rate fluctuations over time. Interest earned to date is summarised in the table below:

**Table 3: Interest Earned to September 2020**

£m	Gross	*Estimated Costs	Net
In house deposits	0.615	n/a	0.615
Money Market/External Funds	0.813	0.193	0.620
<b>Total</b>	<b>1.428</b>	<b>0.193</b>	<b>1.235</b>

- Costs are mid-year estimates – actual costs will be updated at the outturn.

- 4.14 Externally managed funds incur management fees which are noted in Table 3. Internally managed funds do not present fees in the same way, either county council cash is lent to other institutions (e.g. other local authorities) who pay fees as the borrower, or are invested in deposit funds that present net returns rather than gross returns with costs.
- 4.15 Most of the deposits simply provide a return and the deposit value is static. However, some funds are of a nature where the deposit itself has a value which can rise or fall. The changes in the underlying asset value of these investments are not reflected in investment returns above but would be realised upon selling. This issue relates to the CCLA Property Fund and the Threadneedle Social Bond Fund whose values are illustrated in Appendix C. The value of both of these funds has been impacted by Covid but both are held for returns over significantly longer durations than most treasury investments and are not required for liquidity purposes at this time.

- 4.16 Further information about funds held is summarised in Appendix D. This information focuses on treasury management investment returns and so excludes cash balances which are not investments, and long term investments which are not held for treasury management purposes.
- 4.17 Table 4 details our consultant's view on interest rates. With continued uncertainty, for example over the final terms of Brexit and the impact of Covid, the base rate and money market rates are likely to remain at low levels. Further commentary on the wider economic environment and interest rate forecasts from our external advisers (Link) is provided at Appendix E.

**Table 4: Interest Rate Forecast**

Link Group Interest Rate View		11.8.20								
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month average earnings	0.05	0.05	0.05	0.05	0.05	-	-	-	-	-
6 month average earnings	0.10	0.10	0.10	0.10	0.10	-	-	-	-	-
12 month average earnings	0.15	0.15	0.15	0.15	0.15	-	-	-	-	-
5yr PWLB Rate	1.90	2.00	2.00	2.00	2.00	2.00	2.10	2.10	2.10	2.10
10yr PWLB Rate	2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30
25yr PWLB Rate	2.50	2.50	2.50	2.60	2.60	2.60	2.70	2.70	2.70	2.70
50yr PWLB Rate	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.50	2.50

Source: Link Asset Services 11<sup>th</sup> August 2020

### Negative Investment Rates

- 4.18 While the Bank of England has said that it is unlikely to introduce a negative Bank Rate, at least in the next 6 -12 months, some deposit accounts are already offering negative rates for shorter periods. As part of the response to the pandemic and lockdown, the Bank and the Government have provided financial markets and businesses with plentiful access to credit, either directly or through commercial banks. In addition, the Government has provided large sums of grants to local authorities to help deal with the Covid crisis; this has caused some local authorities to have sudden large increases in investment balances searching for an investment home, some of which was only very short term until those sums were able to be passed on.
- 4.19 In respect of money market funds (MMFs), yields have continued to drift lower. Some fund managers have suggested that they might resort to trimming fee levels to ensure that net yields for investors remain in positive territory where possible and practical. Investor cash flow uncertainty, and the need to maintain liquidity in these unprecedented times, has meant there is a glut of money at the very short end of the market. This has seen a number of market operators, now including the government's Debt Management Account Deposit Facility, offer nil or negative rates for very short term maturities. This is not universal, and MMFs are still offering a marginally positive return, as are a number of financial institutions. However when the bank rate goes down there is a degree of lag before the impact affects the returns from MMFs.

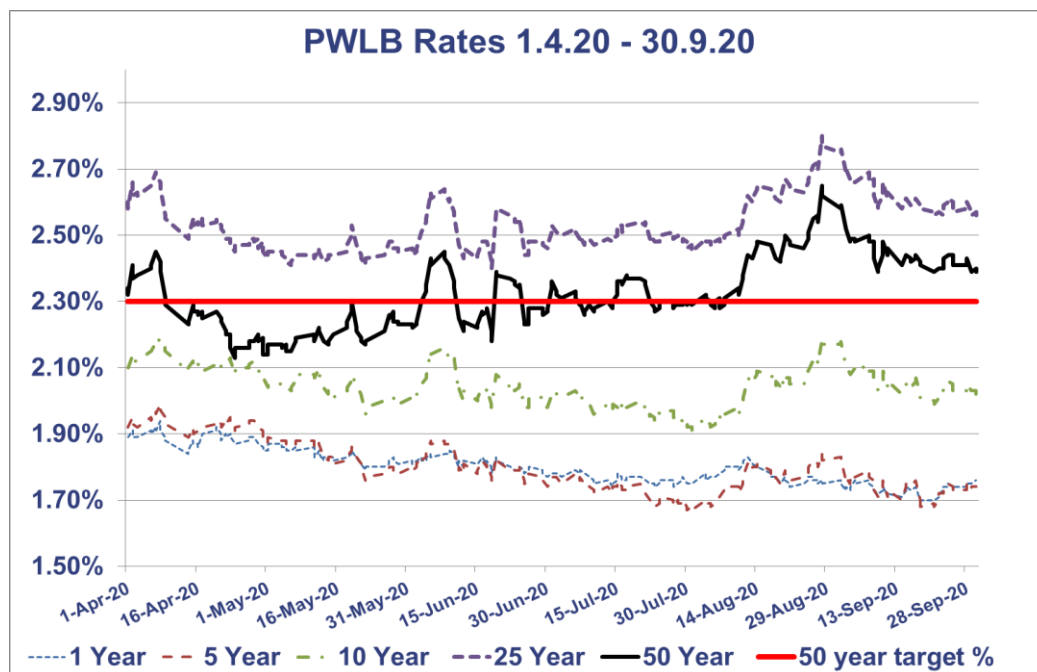
- 4.20 Inter-local authority lending and borrowing rates have also declined due to the surge in the levels of cash seeking a short-term home at a time when many local authorities are probably having difficulties over accurately forecasting when disbursements of funds received will occur or when further large receipts will be received from the Government.

### **Creditworthiness**

- 4.21 Although the credit rating agencies changed their outlook on many UK banks from stable to negative outlook during the quarter ended 30<sup>th</sup> June 2020 due to upcoming risks to banks' earnings and asset quality during the economic downturn caused by the pandemic, the majority of ratings were affirmed due to the continuing strong credit profiles of UK banks. However, during Q1 and Q2 2020, banks made provisions for *expected* credit losses and the rating changes reflected these provisions.
- 4.22 As we move into the quarters ahead, more information will emerge on *actual* levels of credit losses. (Quarterly performance is normally announced in the second half of the month following the end of the quarter.) This has the potential to cause rating agencies to revisit their initial rating adjustments earlier in the current year. These adjustments could be negative or positive, although it should also be borne in mind that UK banks went into this pandemic with strong balance sheets. Indeed, the Financial Policy Committee (FPC) report on 6<sup>th</sup> August revised down their expected credit losses for the banking sector to "somewhat less than £80bn". They stated that in their assessment, "banks have buffers of capital more than sufficient to absorb the losses that are likely to arise under the MPC's central projection". The FPC stated that for real stress in the sector, the economic output would need to be twice as bad as the MPC's projection, with unemployment rising to above 15%. All three rating agencies have reviewed banks around the world with similar results in many countries of most banks being placed on negative watch, but with a small number of actual downgrades.

## **5 Borrowing Strategy and Debt Financing**

- 5.1 As at the end of September 2020 the authority has borrowing held with the Public Works Loans Board (PWLB) of £332m. This is after accounting for the repayment of £10m of principal in September. The weighted average interest payable on the loans during the year to date has been 4.9%. Total interest payable during the year to date is £8.378m. All debt is fixed rate and fixed maturity.
- 5.2 The Council did not undertake any new long-term borrowing during the first half of the year. The Council is currently in an over-borrowed position and does not anticipate taking out any new external borrowing in the remainder of 2020/21 based on the current capital financing requirement. However, the recent trends on PWLB borrowing rates are reproduced for information in the chart below.

**Chart 2 – Trends in Available Borrowing Rates**

- 5.3 Borrowing has remained within the defined prudential limits. The profile of when £332m of remaining debt is due to mature is set out in Appendix F.
- 5.4 No debt rescheduling (paying off more existing debt and replacing it with new debt) has been undertaken as PWLB loan repayments are subject to penalties for early redemption that make early repayments uneconomic.
- 5.5 No changes to the borrowing strategy are recommended.

## **6 Compliance with Treasury Limits and Prudential Indicators**

- 6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the first half year ended 30<sup>th</sup> September 2020, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2020.
- 6.2 Details of capital spending and Prudential Indicators are shown in Appendix G. Explanations of the terminology employed are set out in Appendix H.
- 6.2 A detailed report on capital spending is set out elsewhere on this Cabinet agenda.

## **7 Sensitivity Analysis**

- 7.1 For the purposes of disclosure on Market Risk a sensitivity analysis has been carried out to show the impact of a change in interest rates of + 1% on the debt portfolio.
- 7.2 The following table shows the results of the sensitivity analysis:

**Table 5 Interest Rate Sensitivity Analysis**

	Actual	+1% increase in Base Rate	
	Fair Value at 31.03.2020 £m	Fair Value at 31.03.2020 £m	Difference £m
Debt (new borrowing)	507.529	427.613	-79.916
Debt (early repayment)	738.175	603.420	-134.755

7.3 The above table demonstrates how as interest rates rise the fair value of a given level of debt reduces, i.e. less cash would be required now in order to meet a given future series of cashflows if interest rates rise.

7.4 New borrowing illustrates the fair value of debt if taken out at a certain point in time. Early repayment illustrates the additional premium payable on the portfolio of loans to compensate for loss of interest for the Treasury.

## **8.0 Non-Treasury Management Investments**

8.1 The Council also receives income from longer term investments that are held for service reasons rather than treasury management purposes, including for example the University of Warwick Science Park and Educaterers Ltd. These long-term investments are valued at £2m. On a cash basis dividend income of £11k has been received in the first half of the year.

8.2 The Council has a loan facility with Educaterers Ltd, a wholly owned company. For the first half of the year interest earned was £31k.

8.3 The Council is developing plans relating to potential non-treasury investments over the longer term however any new investment or borrowing in respect of this will require full Council approval of an appropriately revised Treasury Management Strategy Statement and Investment Strategy.

## **9.0 Financial Implications**

9.1 The financial implications of the Treasury Management outturn are set out in the body of the report.

## **10.0 Environmental Implications**

10.1 None.

## **11.0 Supporting Information**

11.1 Supporting information is set out in the body of the report and appendices.

## 12.0 Timescales Associated With Next Steps

12.1 A Treasury Management outturn report will be presented to Cabinet after the year end.

### Appendices

Appendix A – Investment Balances as at 30/9/2020  
 Appendix B – Investment % Returns as at 30/9/2020  
 Appendix C – Asset Value Movements  
 Appendix D – Cash Funds Summary  
 Appendix E – Economics and Interest Rates Update  
 Appendix F – PWLB Maturity Profile  
 Appendix G – Prudential Indicators  
 Appendix H – Prudential Indicators Glossary

### Background Papers

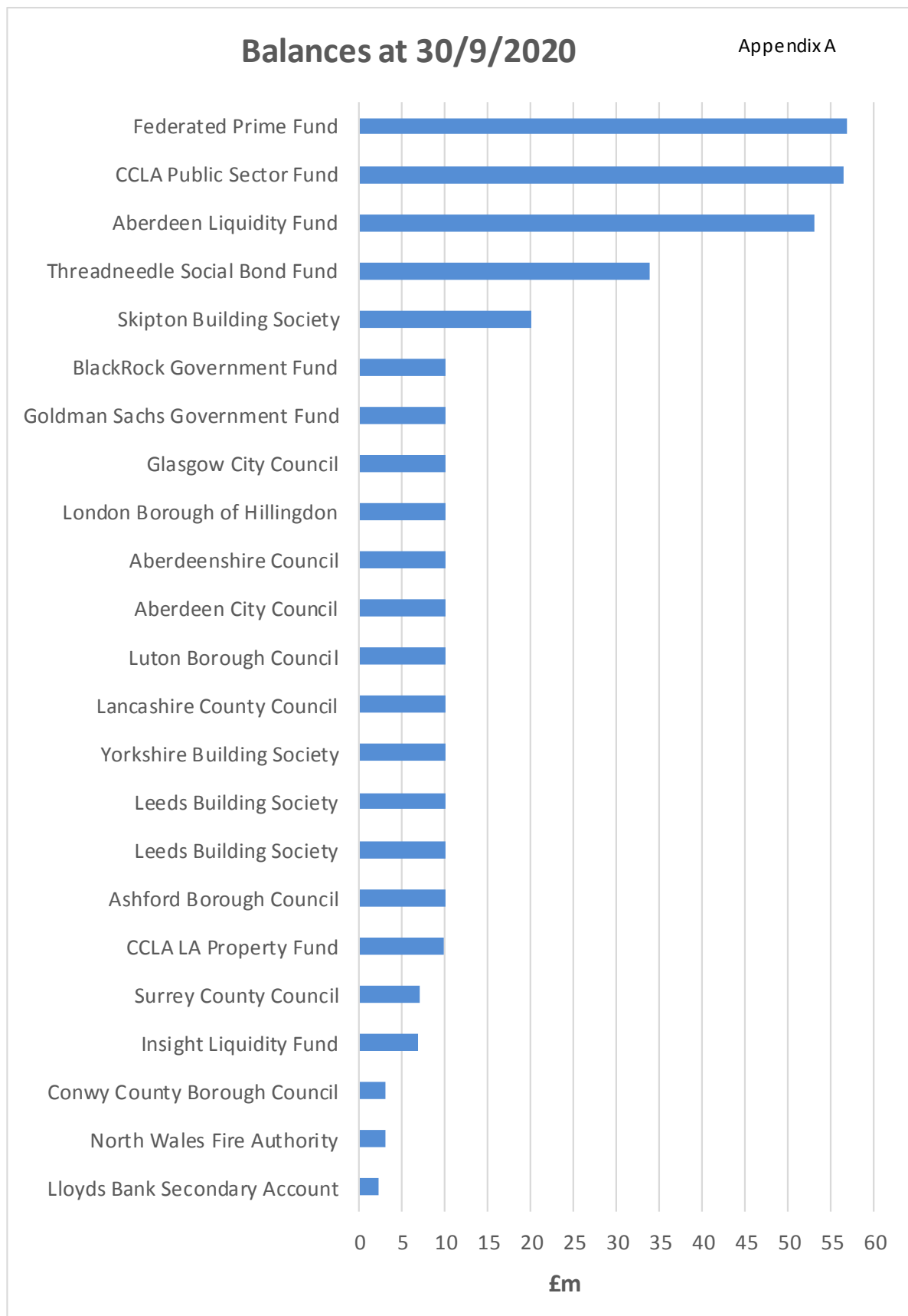
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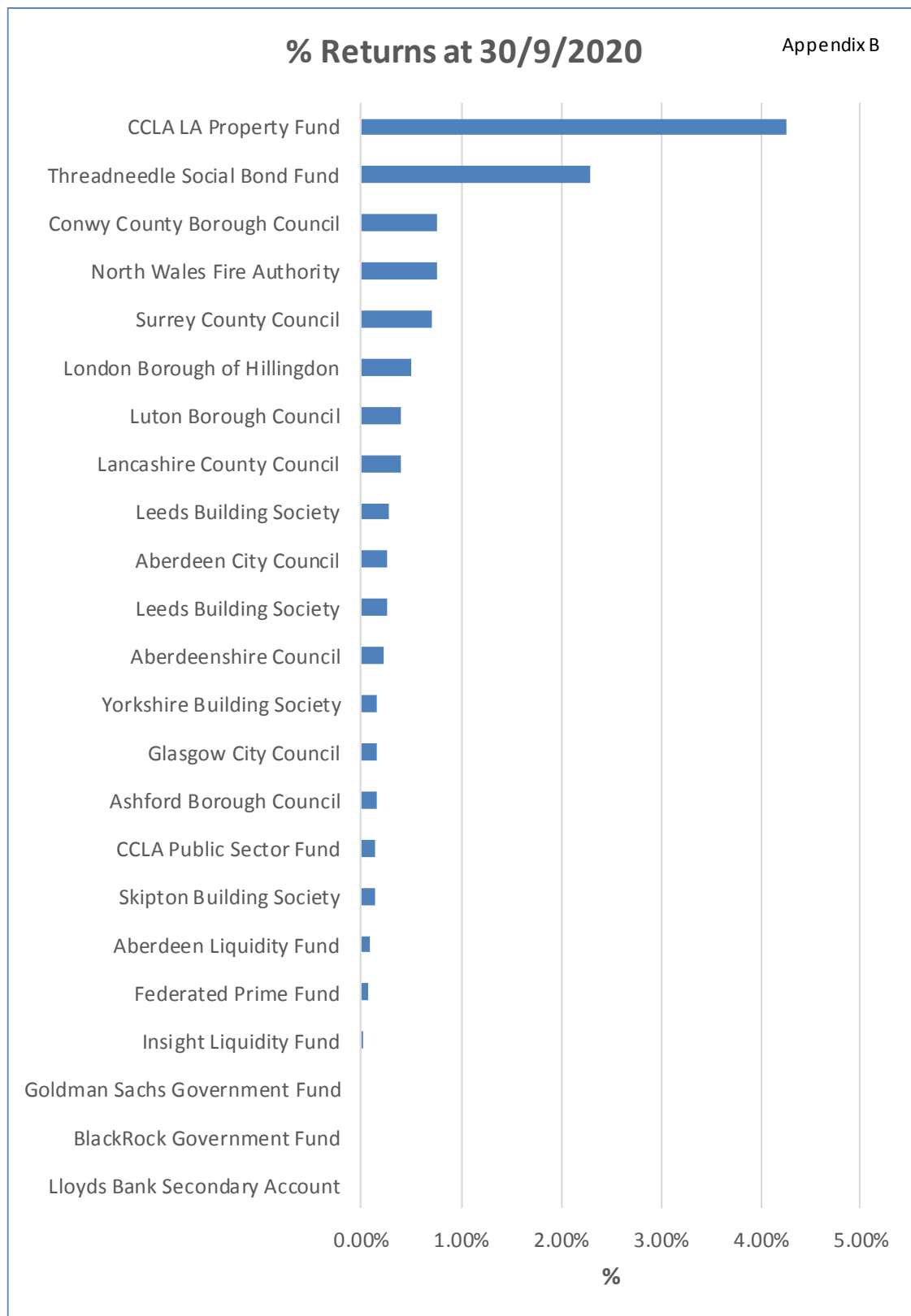
The report was circulated to the following members prior to publication:

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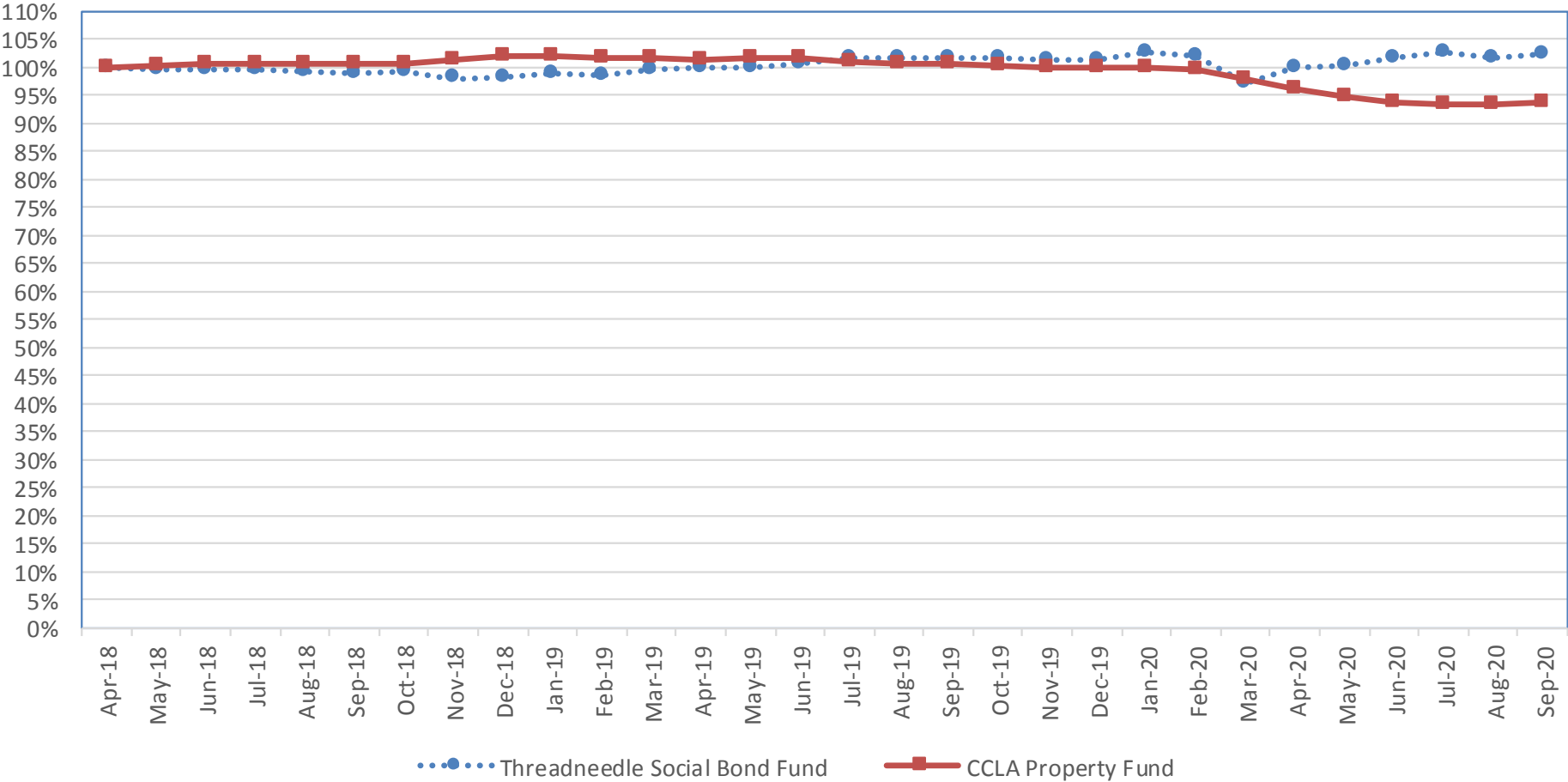
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Asset Value Movements (Indexed to 100% at April 2018)



## Cash Funds Summary

## Appendix D

Internally Managed Funds	£m	Net % Rate at 30/9/2020	Duration (from inception)	Duration (from end of September 2020)	Fitch Long Term Credit Rating
Surrey County Council	7.0	0.70%	183	28	AA-
North Wales Fire Authority	3.0	0.75%	183	28	AA-
Conwy County Borough Council	3.0	0.75%	183	28	AA-
Skipton Building Society	20.0	0.13%	122	82	A-
Ashford Borough Council	10.0	0.15%	184	128	AA-
Leeds Building Society	10.0	0.27%	184	128	A-
Leeds Building Society	10.0	0.25%	184	135	A-
Yorkshire Building Society	10.0	0.16%	185	145	A-
Lancashire County Council	10.0	0.40%	288	197	AA-
Luton Borough Council	10.0	0.40%	318	212	AA-
Aberdeen City Council	10.0	0.25%	273	217	AA-
Aberdeenshire Council	10.0	0.22%	273	230	AA-
London Borough of Hillingdon	10.0	0.50%	364	251	AA-
Glasgow City Council	10.0	0.15%	273	257	AA-
Lloyds Bank Secondary Account	2.2	0.00%	same day	same day	A+
<b>Total</b>	<b>135.2</b>				

Externally Managed Funds	£m	Net % Rate at 30/9/2020	Duration (from inception)	Duration (from end of September 2020)	Fitch Long Term Credit Rating
Aberdeen Liquidity Fund	53.1	0.09%	same day	same day	AAA
CCLA Public Sector Fund	56.5	0.14%	same day	same day	AAA
BlackRock Government Fund	10.0	0.00%	same day	same day	AAA
Federated Prime Fund	56.9	0.06%	same day	same day	AAA
Goldman Sachs Government Fund	10.0	0.00%	same day	same day	AAA
Insight Liquidity Fund	6.8	0.02%	same day	same day	AAA
CCLA LA Property Fund (trading suspended) *estimated return	9.9	4.26%	30	30	
Threadneedle Social Bond Fund *estimated return	33.8	2.30%	4	4	
<b>Total</b>	<b>237.0</b>				

## Economics and Interest Rates – Link Update

### Economics Update

- E1 As expected, the Bank of England's Monetary Policy Committee kept Bank Rate unchanged on 6<sup>th</sup> August. It also kept unchanged the level of quantitative easing at £745bn. Its forecasts were optimistic in terms of three areas:
- The fall in **GDP** in the first half of 2020 was revised from 28% to 23% (subsequently revised to -21.8%). This is still one of the largest falls in output of any developed nation. However, it is only to be expected as the UK economy is heavily skewed towards consumer-facing services – an area which was particularly vulnerable to being damaged by lockdown.
  - The peak in the **unemployment rate** was revised down from 9% in Q2 to 7½% by Q4 2020.
  - It forecast that there would be excess demand in the economy by Q3 2022 causing CPI **inflation** to rise above the 2% target in Q3 2022, (based on market interest rate expectations for a further loosening in policy). Nevertheless, even if the Bank were to leave policy unchanged, inflation was still projected to be above 2% in 2023.
- E2 It also squashed any idea of using **negative interest rates**, at least in the next six months or so. It suggested that while negative rates can work in some circumstances, it would be “less effective as a tool to stimulate the economy” at this time when banks are worried about future loan losses. It also has “other instruments available”, including QE and the use of forward guidance.
- E3 The MPC expected the £300bn of **quantitative easing** purchases announced between its March and June meetings to continue until the “turn of the year”. This implies that the pace of purchases will slow further to about £4bn a week, down from £14bn a week at the height of the crisis and £7bn more recently.
- E4 In conclusion, this would indicate that the Bank could now just sit on its hands as the economy was recovering better than expected. However, the MPC acknowledged that the “medium-term projections were a less informative guide than usual” and the minutes had multiple references to **downside risks**, which were judged to persist both in the short and medium term. One has only to look at the way in which second waves of the virus are now impacting many countries including Britain, to see the dangers. However, rather than a national lockdown, as in March, any spikes in virus infections are now likely to be dealt with by localised measures and this should limit the amount of economic damage caused. In addition, Brexit uncertainties ahead of the year-end deadline are likely to be a drag on recovery. The wind down of the initial generous furlough scheme through to the end of October is another development that could cause the Bank to review the need for more support for the economy later in the year. Admittedly, the Chancellor announced in late September a second six month package from 1<sup>st</sup> November of

government support for jobs whereby it will pay up to 22% of the costs of retaining an employee working a minimum of one third of their normal hours. There was further help for the self-employed, freelancers and the hospitality industry. However, this is a much less generous scheme than the furlough package and will inevitably mean there will be further job losses from the 11% of the workforce still on furlough in mid September.

- E5 Overall, **the pace of recovery** is not expected to be in the form of a rapid V shape, but a more elongated and prolonged one after a sharp recovery in June through to August which left the economy 11.7% smaller than in February. The last three months of 2020 are now likely to show no growth as consumers will probably remain cautious in spending and uncertainty over the outcome of the UK/EU trade negotiations concluding at the end of the year will also be a headwind. If the Bank felt it did need to provide further support to recovery, then it is likely that the tool of choice would be more QE.
  
- E6 There will be some **painful longer term adjustments** as e.g. office space and travel by planes, trains and buses may not recover to their previous level of use for several years, or possibly ever. There is also likely to be a reversal of globalisation as this crisis has shown up how vulnerable long-distance supply chains are. On the other hand, digital services is one area that has already seen huge growth.
  
- E7 One key addition to **the Bank's forward guidance** was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate
  
- E8 The **Financial Policy Committee** (FPC) report on 6<sup>th</sup> August revised down their expected credit losses for the banking sector to "somewhat less than £80bn". It stated that in its assessment "banks have buffers of capital more than sufficient to absorb the losses that are likely to arise under the MPC's central projection". The FPC stated that for real stress in the sector, the economic output would need to be twice as bad as the MPC's projection, with unemployment rising to above 15%.
  
- E9 **US.** The incoming sets of data during the first week of August were almost universally stronger than expected. With the number of new daily coronavirus infections beginning to abate, recovery from its contraction this year of 10.2% should continue over the coming months and employment growth should also pick up again. However, growth will be dampened by continuing outbreaks of the virus in some states leading to fresh localised restrictions. At its end of August meeting, the Fed tweaked **its inflation target** from 2% to maintaining an average of 2% over an unspecified time period i.e. following periods when inflation has been running persistently below 2%, appropriate monetary policy will likely aim to achieve inflation moderately above 2% for some time. This change is aimed to provide more stimulus for economic growth and higher

levels of employment and to avoid the danger of getting caught in a deflationary “trap” like Japan. It is to be noted that inflation has actually been under-shooting the 2% target significantly for most of the last decade so financial markets took note that higher levels of inflation are likely to be in the pipeline; long term bond yields duly rose after the meeting. The Fed also called on Congress to end its political disagreement over providing more support for the unemployed as there is a limit to what monetary policy can do compared to more directed central government fiscal policy. The FOMC’s updated economic and rate projections in mid-September showed that officials expect to leave the fed funds rate at near-zero until at least end-2023 and probably for another year or two beyond that. There is now some expectation that where the Fed has led in changing its inflation target, other major central banks will follow. The increase in tension over the last year between the US and China is likely to lead to a lack of momentum in progressing the initial positive moves to agree a phase one trade deal.

- E10 **EU.** The economy was recovering well towards the end of Q2 after a sharp drop in GDP, (e.g. France 18.9%, Italy 17.6%). However, the second wave of the virus affecting some countries could cause a significant slowdown in the pace of recovery, especially in countries more dependent on tourism. The fiscal support package, eventually agreed by the EU after prolonged disagreement between various countries, is unlikely to provide significant support and quickly enough to make an appreciable difference in weaker countries. The ECB has been struggling to get inflation up to its 2% target and it is therefore expected that it will have to provide more monetary policy support through more quantitative easing purchases of bonds in the absence of sufficient fiscal support.
  
- E11 **China.** After a concerted effort to get on top of the virus outbreak in Q1, economic recovery was strong in Q2 and has enabled it to recover all of the contraction in Q1. However, this was achieved by major central government funding of yet more infrastructure spending. After years of growth having been focused on this same area, any further spending in this area is likely to lead to increasingly weaker economic returns. This could, therefore, lead to a further misallocation of resources which will weigh on growth in future years.
  
- E12 **Japan.** There are some concerns that a second wave of the virus is gaining momentum and could dampen economic recovery from its contraction of 8.5% in GDP. It has been struggling to get out of a deflation trap for many years and to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy. The resignation of Prime Minister Abe is not expected to result in any significant change in economic policy.
  
- E13 **World growth.** Latin America and India are currently hotspots for virus infections. World growth will be in recession this year. Inflation is unlikely to be a problem for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.

## Interest Rate Forecasts

- E14 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its meeting on 6<sup>th</sup> August (and the subsequent September meeting), although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected within the forecast horizon ending on 31<sup>st</sup> March 2023 as economic recovery is expected to be only gradual and, therefore, prolonged.
- E15 **GILT YIELDS / PWLB RATES.** There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was heightened expectations that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.
- E16 Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March. After gilt yields spiked up during the initial phases of the health crisis in March, we have seen these yields fall sharply to unprecedented lows as major western central banks took rapid action to deal with excessive stress in financial markets, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. At the close of the day on 30<sup>th</sup> September, all gilt yields from 1 to 6 years were in negative territory, while even 25-year yields were at only 0.76% and 50 year at 0.60%.

- E17 From the local authority borrowing perspective, HM Treasury imposed **two changes of margins over gilt yields for PWLB rates** in 2019-20 without any prior warning. The first took place on 9<sup>th</sup> October 2019, adding an additional 1% margin over gilts to all PWLB period rates. That increase was then at least partially reversed for some forms of borrowing on 11<sup>th</sup> March 2020, but not for mainstream General Fund capital schemes, at the same time as the Government announced in the Budget a programme of increased infrastructure expenditure. It also announced that there would be a consultation with local authorities on possibly further amending these margins; this was to end on 4<sup>th</sup> June, but that date was subsequently put back to 31<sup>st</sup> July. It is clear HM Treasury will no longer allow local authorities to borrow money from the PWLB to purchase commercial property if the aim is solely to generate an income stream (assets for yield).
- E18 Following the changes on 11<sup>th</sup> March 2020 in margins over gilt yields, the current situation is as follows: -
- **PWLB Standard Rate** is gilt plus 200 basis points (G+200bps)
  - **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)
  - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
  - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
  - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)
- E19 It is possible that the non-HRA Certainty Rate will be subject to revision downwards after the conclusion of the PWLB consultation; however, the timing of such a change is currently an unknown, although it would be likely to be within the current financial year.
- E20 As the interest forecast table for PWLB certainty rates, (gilts plus 180bps), above shows, there is likely to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. Inflation is also likely to be very low during this period and could even turn negative in some major western economies during 2020/21.

### **The balance of risks to the UK**

- E21 The overall balance of risks to economic growth in the UK is probably relatively even, but is subject to major uncertainty due to the virus.
- E22 There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, could impact gilt yields, (and so PWLB rates), in the UK.

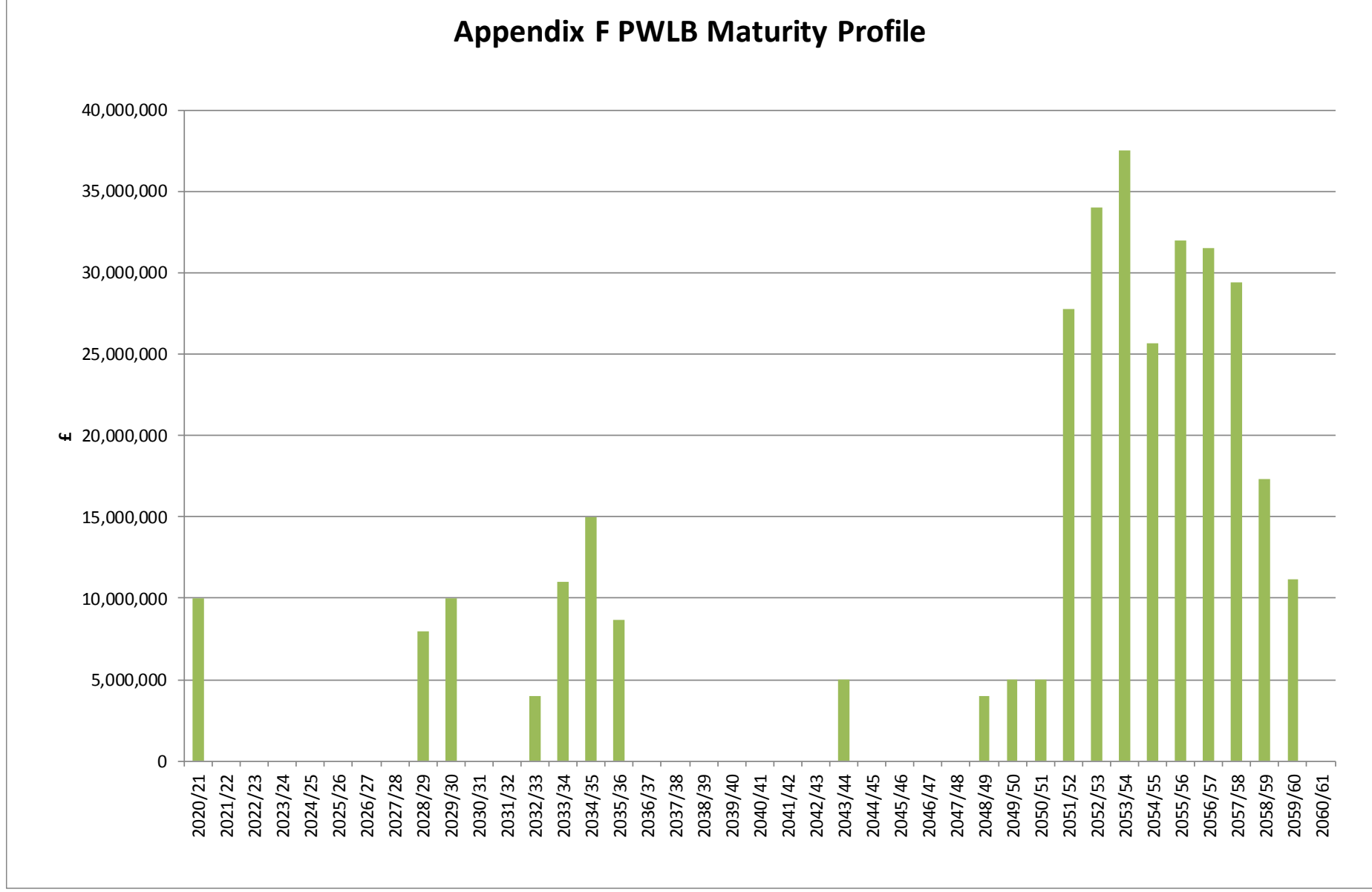


**E23 Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:**

- **UK** - second nationwide wave of virus infections requiring a national lockdown
- **UK / EU trade negotiations** – if it were to cause significant economic disruption and a fresh major downturn in the rate of growth.
- **UK - Bank of England** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis**. The ECB has taken monetary policy action to support the bonds of EU states, with the positive impact most likely for “weaker” countries. In addition, the EU recently agreed a €750bn fiscal support package. These actions will help shield weaker economic regions for the next year or so. However, in the case of Italy, the cost of the virus crisis has added to its already huge debt mountain and its slow economic growth will leave it vulnerable to markets returning to taking the view that its level of debt is unsupportable. There remains a sharp divide between northern EU countries favouring low debt to GDP and annual balanced budgets and southern countries who want to see jointly issued Eurobonds to finance economic recovery. This divide could undermine the unity of the EU in time to come.
- Weak capitalisation of some **European banks**, which could be undermined further depending on extent of credit losses resultant of the pandemic.
- **German minority government & general election in 2021**. In the German general election of September 2017, Angela Merkel’s CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. The CDU has done badly in subsequent state elections but the SPD has done particularly badly. Angela Merkel has stepped down from being the CDU party leader but she intends to remain as Chancellor until the general election in 2021. This then leaves a major question mark over who will be the major guiding hand and driver of EU unity when she steps down.
- **Other minority EU governments**. Austria, Sweden, Spain, Portugal, Netherlands, Ireland and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Austria, the Czech Republic, Poland and Hungary** now form a strongly anti-immigration bloc within the EU. There has also been a rise in anti-immigration sentiment in Germany and France.
- **Geopolitical risks**, for example in China, Iran or North Korea, but also in Europe and other Middle Eastern countries, which could lead to increasing safe haven flows.
- **US – the Presidential election in 2020**: this could have repercussions for the US economy and SINO-US trade relations.

E24 **Upside risks to current forecasts for UK gilt yields and PWLB rates**

- **UK** - stronger than currently expected recovery in UK economy.
- **Post-Brexit** – if an agreement was reached that removed the majority of threats of economic disruption between the EU and the UK.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.



## Prudential Indicators

## Appendix G

(1). AFFORDABILITY PRUDENTIAL INDICATORS	2020/21	2021/22	2022/23
	Estimate	Estimate	Estimate
<b>Capital Expenditure</b>	<b>£'000</b> 169,484	<b>£'000</b> 196,402	<b>£'000</b> 117,548
<b>Ratio of financing costs to net revenue stream</b>	<b>%</b> 6.71	<b>%</b> 7.00	<b>%</b> 7.61
<b>Gross borrowing requirement</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Gross Debt	332,274	332,275	332,275
Capital Financing Requirement as at 31 March	304,496	363,384	408,571
Under/(Over) Borrowing	(27,778)	31,109	76,297
<b>In year Capital Financing Requirement</b>	<b>£'000</b> 14,787	<b>£'000</b> 58,888	<b>£'000</b> 45,187
<b>PRUDENTIAL INDICATOR</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS</b>			
<b>Authorised limit for external debt -</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing	515,485	543,623	560,620
other long term liabilities	12,000	12,000	12,000
<b>TOTAL</b>	<b>527,485</b>	<b>555,623</b>	<b>572,620</b>
<b>Operational boundary for external debt -</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing	429,570	453,019	467,183
other long term liabilities	10,000	10,000	10,000
<b>TOTAL</b>	<b>357,313</b>	<b>326,320</b>	<b>311,976</b>
<b>Upper limit for fixed interest rate exposure</b>			
Net principal re fixed rate borrowing / fixed term investments	100%	100%	100%
<b>Upper limit for variable rate exposure</b>			
Net principal re fixed rate borrowing / fixed term investments	25%	25%	25%
<b>Upper limit for total principal sums invested for over 365 days</b> (per maturity date)	<b>£'000</b> £60,000	<b>£'000</b> £60,000	<b>£'000</b> £60,000
<b>Maturity structure of borrowing during year</b>	<b>upper limit</b>	<b>lower limit</b>	
under 12 months	20%	0%	
12 months and within 24 months	20%	0%	
24 months and within 5 years	60%	0%	
5 years and within 10 years	100%	0%	
10 years and above	100%	0%	

## **Appendix H**

### **Prudential Indicators Glossary**

#### **Ratio of financing costs to net revenue stream**

The ratio of financing costs to net revenue stream shows the estimated annual revenue costs of borrowing, less net interest receivable on investments, plus repayments of capital, as a proportion of annual income from council taxpayers and central government. The estimates of financing costs include current and future commitments based on the capital programme.

#### **Gross Borrowing**

Gross borrowing refers to the Authority's total external borrowing and other long term liabilities versus the Capital Financing Requirement.

#### **Actual and Estimated Capital Expenditure**

Actual and estimates of capital expenditure for the current and future years.

#### **Capital Financing Requirement**

The Capital Financing Requirement (CFR) represents capital expenditure financed by external debt and not by capital receipts, revenue contributions, capital grants or third party contributions at the time of spending. The CFR measures the Authority's underlying need to borrow externally for a capital purpose. The Authority has a treasury management strategy which accords with the CIPFA Code of Practice for Treasury Management in the Public Services.

#### **Authorised Limit**

In respect of its external debt, the Authority approves authorised limits for its total external debt gross of investments. These limits separately identify borrowing from other long-term liabilities such as finance leases. Authorised Limits are consistent with the Authority's current commitments, service plans, proposals for capital expenditure and associated financing, cash flow and accord with the approved Treasury Management Policy statement and practices. The Authorised Limit is based on the estimate of most likely prudent, but not necessarily the worst case scenario and provides sufficient additional headroom over and above the Operational Boundary.

#### **Operational Boundary**

The Operational Boundary for external debt is based on the same estimates as the authorised limit but reflects the Head of Finance's estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for unusual cash movements, and equates to the maximum of external debt projected by this estimate. The operational boundary represents a key management tool for in-year monitoring. Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified.

### **Limits on Interest Rate Exposure**

This means that the Authority will manage fixed and variable interest rate exposure within the ranges. This provides flexibility to take advantage of any favourable movements in interest rates.

**Cabinet****12 November 2020****Capital Investment Fund 2020/21 – Quarter 3****Recommendations**

Cabinet is recommended to:

- 1) Approve £0.238 million from the Capital Investment Fund for the purchase of Waste Containers at the Household Waste Recycling Centres and add to the Capital Programme;
- 2) Approve £0.810 million from the Capital Investment Fund for the replacement of 15 Bus Fleet vehicles (Home to School Transport) and add to the Capital Programme at a cost of £0.885 million, with the remainder funded from capital receipts generated from the disposal of existing vehicles;
- 3) Approve £0.660 million from the Capital Investment Fund to redevelop and upgrade three WCC owned Gypsy and Traveller sites at Griff Hollows, Pathlow and Alvecote, and add to the Capital Programme;
- 4) Approve £0.512 million from the Capital Investment Fund to create office space at Holly Walk, Leamington at a cost of £1.012 million, with £0.500 million funded from CWLEP grant and add to the Capital Programme; and
- 5) Authorise the Strategic Director for Communities to procure and enter into any agreements to give effect to the proposals on terms and conditions acceptable to the Strategic Director for Resources.

**1. Purpose of this report and context**Capital Investment Fund (CIF) Overview

- 1.1. Under existing capital approval rules agreed by Members, all CIF allocations and subsequent additions to the capital programme require approval by Cabinet (and Council if the cost of the scheme exceeds £2 million), unless an urgent decision is required which can be taken by the Leader under delegated powers.

- 1.2. Services were invited to submit detailed bids to the CIF for evaluation by the Fund's Technical Panel. The Panel, consisting of experts from Finance, Legal, Property, Project Management Office and Directorate Service Teams evaluate and score each individual bid out of 100 based on the bid's strengths in each of the following key areas:
  - Delivery of the Council's Strategic Objectives;
  - Alignment with the investment criteria of the capital strategy;
  - Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk; and
  - Sustainability, climate change and environmental impact.
- 1.3. £24.900 million per annum has been added to the 2020-25 Medium Term Financial Strategy for the CIF. The estimated drawdown from the CIF for these proposals can be accommodated within this CIF budget allocation. Detailed expenditure profiles will be spread over multiple years and does not exhaust the available CIF funding in any given year.

## **2. Description of the Schemes and Analysis**

### **2.1. Purchase of Waste Containers at Household Waste Recycling Centres (HWRCs)**

#### Description

The HWRCs require robust containers for the storage and transport of waste. The containers are essential to the safe and efficient operation of the HWRCs. Currently the Council hires the containers as part of the HWRC haulage contract which was a 10-year agreement due to end in 2021/22.

The proposal is to purchase 60 new containers at a cost of £0.238 million. This would be a similar model to other HWRC operations nationally whereby the operator (in this case the Council's in-house HWRC operation) supplies the containers as part of the HWRC operation.

Buying our own containers would save revenue costs of hiring, give better value for money and mean we hold and control our own asset.

The current hire contract ends in Autumn 2021. However, the Council can now reduce its usage of hired containers, and save the hire fee, earlier than the end date at no cost.

The investment will also help the service to be more flexible in terms of haulage provision, supporting the Councils commercial strategy.



### Technical Panel Findings

The Panel scored the bid as follows:

Delivery of the Strategic Objective (out of 10)	8.0
Alignment with the investment criteria of the capital strategy (out of 40)	22.4
Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk (out of 40)	29.0
Sustainability, climate change and environmental impact (out of 10)	8.0
<b>Total Score</b>	<b>67.4</b>

The following key points were raised by the Panel:

- The investment will generate recurring savings of £38,000 per annum that should be incorporated into the Medium Term Financial Strategy;
- The evaluation concluded that the bid delivers well on the savings objective whilst also contributing toward the recycling objective. As long as the containers operate for over 7 years and the savings are delivered then this is considered to be a good investment;
- A warranty agreement should be explored in order to secure the savings; and
- Costs such as insurance, storage, cleaning, Council livery etc. that were not factored should be covered from existing budgets.

## **2.2. Partial Replacement of Bus Fleet (Transport Delivery – Home to School Transport)**

### Description

The Council has an extensive fleet of buses which enables us to meet our statutory requirement to ensure that children meeting the criteria for free home to school transport (H2ST) receive the necessary assistance.

H2ST is a complex mixture of services for SEND and mainstream children using our owned-fleet and contracted services with a wide range of assessed operators. It involves the use of service buses, coaches, specialist vehicles and taxis.

The current owned-fleet consists of 38 buses. A significant portion of the fleet is showing signs of fatigue, they are becoming un-reliable and it is increasingly difficult to source parts. Maintenance of the fleet will require annual expenditure of £420,000 to keep the buses running, as a result it is no longer cost effective to keep them in service. Furthermore, half of this is the cost of fuel, at this age the vehicles are both very fuel inefficient (around 8 mpg) and are too large with the wrong configuration of seating to meet the needs of the service.

The Service is looking to secure £0.810 million from the CIF to replace 15 vehicles at a total cost of £0.885 million, with the remaining cost to be financed via capital receipts from sale of the existing vehicles. The remaining fleet replacement will be addressed through a planned fleet replacement strategy that is currently being developed. The fleet replacement strategy will ensure that vehicles are replaced before they reach the point where they begin to incur additional expenditure and cause problems for service delivery.

Replacement of the 15 buses will help to modernise the fleet and to ensure resilience and flexibility for the academic year 2021/22. Failure to replace these vehicles will result in increased maintenance costs, increased fuel usage and longer downtime, which will put pressure on the service to meet statutory duties.

The delivery of the H2ST is sensitive. Not having vehicles that are reliable, efficient and flexible can mean that we fail to make the best and most efficient transport network that we can. This can potentially mean that children's' journeys are frequently interrupted and costs to hire further transport are procured at spot rates.

#### Technical Panel Findings

The Panel scored the bid as follows:

Delivery of the Strategic Objective (out of 10)	6.6
Alignment with the investment criteria of the capital strategy (out of 40)	32.0
Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk (out of 40)	27.0
Sustainability, climate change and environmental impact (out of 10)	6.4
<b>Total Score</b>	<b>72.0</b>

The following key points were raised by the Panel:

- The bid demonstrated that the investment is financially viable and will help reduce the current structural overspend in the service;
- The investment will also help mitigate further increasing revenue costs;
- Other service delivery options such as leasing vehicles have been considered, in this case owning our own fleet is beneficial from both an operational and cost effectiveness perspective;
- There is still a risk of new bus purchase costs increasing and no contingency to address this, this is further compounded through limited suppliers of the specialist equipment. This can be mitigated through a full procurement plan working within the financial envelope available;
- In response to a challenge about the environmental sustainability of the preferred option the evidence presented to the Panel showed that the current suitability of electric vehicles is not at a well enough developed

stage to convert to fully electric service delivery. The vehicles specified are diesel powered but represent a step forward within the green agenda from the current position through improved emissions and fuel consumption;

- The fleet should include an electric vehicle to assess its long-term suitability as part of the wider fleet management strategy; and
- The longer-term replacement strategy for the remainder of the fleet should aim to keep the fleet on a sustainable footing over the long term.

### **2.3. Redevelopment of Gypsy and Traveller Estates (Griff Hollows, Pathlow and Alvecote)**

#### Description

The County Council is the landlord and operator of three Gypsy and Traveller sites across the county. Each site is used for daily living by members of the Gypsy and Traveller community who are our tenants. The three sites differ in size, quality and services. The Service is requesting £0.660 million to fund significant works within the communal and services areas to bring them back to an acceptable and maintainable standard. These proposals are aligned to the Gypsy, Roma and Traveller Strategic Framework 2020-25 approved by Cabinet on 8 October 2020.

#### **A. Re-development of The Griff Hollows Gypsy and Traveller site**

The Griff Hollows Caravan Gypsy and Traveller site in Nuneaton consists of 25 pitches with a static home. The static homes are nearing the end of their inhabitable life. The proposal is to replace them with smaller purpose-built day room facilities, as provided at the other two Council operated sites. Also, the boundary fencing at the Griff Hollows site needs to be reinstated to protect the Council's asset and reduce the risk of trespass and fly tipping on the adjacent land.

#### **B. Reinstating the boundaries at Pathlow Gypsy and Traveller site**

The legal boundaries of the Pathlow site need to be reinstated to mitigate against neighbouring landowners taking legal action against the Council.

#### **C. Replacing the boundaries and pitch fences at Alvecote Gypsy and Traveller site**

The legal boundaries of the Alvecote site need to be reinstated to prevent unauthorised encampments and associated activity i.e. fly tipping which can significantly impact on the tenants and the surrounding community in Alvecote. Due to a shared access, work is

required with several landowners to ensure an effective solution is designed and implemented.

### Technical Panel Findings

The Panel scored the bid as follows:

Delivery of the Strategic Objective (Out of 10)	10.0
Alignment with the investment criteria of the capital strategy (Out of 40)	33.6
Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk (Out of 40)	29.0
Sustainability, climate change and environmental impact (Out of 10)	6.8
<b>Total Score</b>	<b>79.4</b>

The following key points were raised by the Panel:

- The content of the bid was extensive and shows the sensitive issues around this investment have been thoroughly explored and considered;
- There are numerous legal considerations around this investment given the nature of the service, but evidence has been provided that these have been addressed and experts in Legal are regularly involved in Gypsy and Traveller matters. The Panel noted that prioritisation should be given to address the legal matters first;
- There is a risk that costs could increase given the sensitivity and unique issues on these sites. The project contingency has been set at 30% to cover these unknowns;
- There is a significant risk of a securing a contractor at reasonable cost, a new procurement exercise rather than using an existing construction framework will be required to mitigate this; and
- The project contains several moveable aspects which require careful management. The Service has acknowledged this through the request for a fixed term project manager to be funded as part of the project, the costs of which can be capitalised.

## **2.4. Digital Creative Office Space, Holly Walk, Leamington Spa**

### Description

Leamington Spa is home to the largest cluster of gaming companies (by economic value) outside of London. This is a dynamic and growing sector, and through our Inward Investment Team, we are actively working with a number of gaming businesses that are looking for office space of this type.

Typically, these studios are looking for space between 6,000–10,000 sq. ft open plan in nature. Having undertaken many searches over the last few months the average space available is more in the region of 2,000-3,000 sq. ft

broken up into small offices throughout due to the age and architecture of the existing buildings within the town centre.

The County Council own the property called Holly Walk House and the proposal is to renovate the vacant office accommodation to create new employment space for the growing gaming and digital creative sector in Leamington. This project will provide much needed new office space, aimed more at the medium-sized businesses, to complement and support the smaller office/ incubation space that both exists and should be coming on stream in Leamington in the future.

Two external reports provide evidence of the demand for the type of space that would be created. The 'Coventry and Warwickshire Sub-Regional Employment Market Signals' from July 2019 report identifies a limited supply of suitable accommodation to support these sorts of uses, particularly "mid-spec" office development within town centre locations. A separate report from external property consultants commissioned to undertake a market appraisal and condition report of the Holly Walk property concludes: *"We anticipate that there would be good demand from occupiers, and developer/ investors for this property if it was placed on the open market. It is of a size and in a location within the central core that will appeal to end occupiers."*

Whilst the above analysis and predictions pre-dated the Covid pandemic, market signs suggest that there remains demand for space of this sort. The gaming sector has done well in the current environment with the larger companies still looking for space in the area, although detailed requirements may change (less desks, more collaboration and team working). Agents still report good demand for small office and light industrial space across the region, and particularly so in areas where the market is constrained by lack of space, a particular issue in Leamington.

A contribution of £0.513 million is being requested from the CIF to provide match funding for a grant of £0.500 million already allocated by CWLEP/ MHCLG to support the project as part of the new MHCLG Getting Building Fund. If agreed, the works for the project will be agreed and commissioned by the Council's Strategic Asset Management Service.

### Technical Panel Findings

The Panel scored the bid as follows:

Delivery of the Strategic Objective (Out of 10)	8.8
Alignment with the investment criteria of the capital strategy (Out of 40)	35.2
Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk (Out of 40)	24.0
Sustainability, climate change and environmental impact (Out of 10)	6.0
<b>Total Score</b>	<b>74.0</b>

The following key points were raised by the Panel:

- The score seemed quite high when reflecting the discussion and evaluation - this is due to the weighting within the CIF criteria;
- The bid was light on its options appraisal – there was no comparison to the value of selling the site which had previously been estimated at £0.750 million;
- The bid will generate revenue savings, estimated at £90,000 a year that can be included as part of the Medium Term Financial Strategy;
- Tax advice is that it is highly recommended that the Council opt to tax the site, otherwise there is a risk we will breach our VAT partial exemption limit (at a cost of £1.5m to £2m). The impact of this is that VAT will be charged on the rental, which for smaller businesses that are not VAT registered, would increase their costs;
- Legal advice is that care needs to be taken about how the site is marketed to ensure state aid compliance, as there is a risk of State Aid issues. Key to this is that it is best if the space is not limited to one tenant at a time. Specific feedback will be provided to the Service, but this is not expected to have an impact on the viability of the site;
- There is a risk around the unknowns of how the digital sector will operate going forward and whether they will need permanent office accommodation post Covid-19, given the shift to home working. This can be mitigated if potential tenants are already identified for the site;
- The Service needs to factor in risk around creating Covid-19 secure office space; and
- There is a risk around rules in grant conditions limiting our options for use of the site, with limited evidence as to how this is to be mitigated. Experience of working with LEP is that complicated contract and evidence is required. There could also be problems around LEP's conditions around time limits on the spend.

### **3. Financial Implications**

- 3.1. As part of the 2020/21 Budget Resolution approved by Council in February 2020, £24.900 million per annum was added to the 2020-25 Medium Term Financial Strategy for the CIF. The drawdown from the CIF for these schemes can be accommodated within the existing 2020/21 CIF budget allocation.
- 3.2. The available CIF balance available over the period of the 2020-25 Medium Term Financial Strategy currently sits at £91.6 million and is included in the current Capital Programme, the recommendations in this report result in a call on this pot of £2.2 million. Therefore, the remaining unallocated CIF balance is £89.4 million.
- 3.3. Two of the schemes recommended for approval will generate revenue savings totalling £128,000 a year that will be included in the 2021/22 refresh of the Medium Term Financial Strategy proposals to be brought to Cabinet in December 2020 and the H2ST scheme will contribute to reducing the overspend in the service.

### **4. Environmental Implications**

- 4.1. Environmental implications of these recommendations are:
  - It is recognised that investment in diesel vehicles is not the most environmentally friendly option, but the modernisation of the H2ST fleet, is best we can at the moment and will have a positive impact on sustainability, climate change and the environment. Fuel consumption and hence CO2 production will be greatly improved by using the most modern diesel engines. The higher standard of Euro VI means fuel consumption increasing to c25 mpg, up from c8 mpg from the existing Euro II engines for a large portion of the fleet.
  - By purchasing its own containers for the HWRCs, the Council can also specify bespoke sized containers, which could mean greater payloads and therefore less transport. Greater payloads would have positive environmental benefits by reducing carbon emissions, reducing road congestion, reducing wear on roads and improving air quality.
  - Investment in improving the Council's Gypsy and Traveller sites is anticipated to provide a better environment at sites by reducing fly tipping and the accumulations of waste whilst also contributing to fewer

bonfires/burning of waste.

- The refurbishment of the Holly Walk site will take on board all of the new legislation in relation to the use of materials, where performance of such materials will improve the thermal capacity and efficiency of the buildings that will be completed.

## 5. Background Papers

None

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No members were consulted prior to publication of this report.



## Cabinet

**12 November 2020**

### **Emscote Road Corridor Improvements**

#### **Recommendations**

That Cabinet

1) Recommends that Council:

- Approves the allocation of £6.645m from the Capital Investment Fund to the Emscote Road Corridor Improvements Scheme;
- Adds the scheme to the capital programme at a total cost of £10.239m; and
- Agrees that the allocation from the Capital Investment Fund is reduced by the amount of any alternative external funding secured in the future.

2) Subject to Council approving recommendation 1), authorises the Strategic Director for Communities to invite tenders and award all necessary contracts, on terms acceptable to the Strategic Director for Resources, and secure all necessary consents and take all such other steps as the Strategic Director for Communities considers necessary to deliver the scheme.

#### **1. Description of the Scheme**

- 1.1 The Emscote Road (A445) corridor is a key route between Warwick and Leamington which currently suffers significant congestion during peak hours due to capacity constraints at key junctions. Delays caused to bus services and the inadequacy of current cycling and pedestrian provision make sustainable transport alternatives unattractive.
- 1.2 A further issue on this corridor is Portobello bridge; a listed structure that suffers with a number of long-standing issues. The bridge is structurally weak, and one footway has been closed, narrowing the existing carriageway, and this encumbers both pedestrians and cyclists. Maintenance work to the bridge is essential and can be delivered as part of this scheme.
- 1.3 The Warwick District Local Plan (2011-2029) sets out allocations for over 17,000 new houses and demand for 66 hectares of new employment land. This includes nearly 7,000 new houses and 11.7 hectares of employment land within the Warwick and Leamington urban area. The level of allocated development will increase pressure on the key routes in that area, including

the Emscote Road Corridor, which will increase congestion and journey times if not mitigated.

- 1.4 The Strategic Transport Assessment (STA4, April 2014), produced to support the Local Plan, identified mitigation at several junctions along this corridor, namely Emscote Road/Greville Road and Princes Drive/Warwick New Road junctions, as strategically essential to enable Local Plan growth to come forward. The modelling work underpinning the STA demonstrates that these junctions are under pressure.
- 1.5 The 2015 Warwick and Leamington Transport Strategy, commissioned by Warwickshire County Council and produced by Atkins highlighted how the quality of sustainable transport infrastructure currently acts as a barrier to the use of alternative modes. The Study concluded that comprehensive area-wide improvements to walking and cycling infrastructure to prioritise the movement of pedestrians and cyclists as part of a sustainable transport package would generate a 7% modal shift away from cars during the morning peak hour and deliver 13-20% journey time savings along the Emscote Road Corridor specifically.
- 1.6 The proposed scheme will deliver a segregated cycle superhighway along the Emscote Road Corridor, providing high-quality, safe, direct and continuous cycle and pedestrian provision connecting the town centres of Warwick and Leamington.
- 1.7 The scheme will also deliver improvements to key junctions along this corridor, namely Greville Road, Rugby Road, Princes Drive/Warwick New Road, Warwick Place and Regent Street/A452, along with the essential upgrade to Portobello bridge.
- 1.8 The scheme builds on WCC investment in cycling routes and active travel, for example the recently funded K2L scheme, by improving the quality and connectivity of Warwickshire's cycle network. It also aligns with central government's bold vision for cycling and walking as set out in their 'Gear Change' document published earlier this year.
- 1.9 Designs for the scheme have been drawn up by Sustrans, who have significant experience in delivering similar infrastructure across the UK, and the viability of the scheme designs have been assessed in a bespoke microsimulation traffic model by WCC framework modelling consultants Vectos Microsim.
- 1.10 In July this year central government published Local Transport Note 1/20 setting out standards for Cycle Infrastructure Design. Sustrans were cognisant of the development of this document pre-publication and so the scheme has been designed with the current standards in mind.
- 1.11 Delivery of the scheme will enable a greater modal shift towards active travel modes, capitalising on the increased interest in walking and cycling brought about by the Covid-19 pandemic. This will lead to a reduction in traffic

congestion and increased network efficiency that will reduce journey times for all modes. This, in turn, will reduce transport costs for businesses and improve access to town centres.

- 1.12 The scheme will facilitate the strategic objectives of the Warwick District Local Plan by enabling the allocated housing and employment growth to come forward. Without the scheme, capacity constraints will act as a barrier to economic growth in Warwick District.
- 1.13 The uptake in active travel modes will promote healthier communities and improve sustainable access to leisure facilities such as Warwick Leisure Centre.
- 1.14 The improvements to Portobello bridge will bring the structure to current safety and design standards, reduce ongoing maintenance costs and improve network resilience.

## **2. Capital Investment Fund (CIF) Overview and Evaluation**

- 2.1 Under existing capital approval rules agreed by Members, all CIF allocations and subsequent additions to the capital programme require approval by Cabinet (and Council if the cost of the scheme exceeds £2 million), unless an urgent decision is required which can be taken by the Leader under delegated powers.
- 2.2 Services submit detailed bids to the CIF for evaluation by the Fund's Technical Panel. The Panel, consisting of experts from Finance, Legal, Property, Project Management Office and Directorate Service Teams evaluate and score each individual bid out of 100 based on the bid's strengths in each of the following key areas:
  - Delivery of the Council's Strategic Objectives;
  - Alignment with the investment criteria of the capital strategy;
  - Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk; and
  - Sustainability, climate change and environmental impact.
- 2.3 Technical Panel Findings

The Panel scored the bid as follows:

Delivery of the Strategic Objective (out of 10)	8.4
Alignment with the investment criteria of the capital strategy (out of 40)	32.8
Achievability, quality of evidence base, rational evaluation and challenge of options, financial viability and risk (out of 40)	27.2
Sustainability, climate change and environmental impact (out of 10)	9.0
<b>Total Score</b>	<b>77.4</b>

The following key points were raised by the Panel:

- Overall the business case offers a good solution to an identified problem in the area but there are risks associated with the complexity of the project. It is for this reason and in order for Members to fully understand the risks and implications of the scheme, given its size, complexity and visibility to the public, that is being brought forward to Cabinet/Council as a stand-alone report, rather than as part of the quarterly report on CIF that is elsewhere on today's agenda.
- Contingencies were estimated on a section-by-section basis by Sustrans, who have significant experience in delivering infrastructure of this kind on transport corridors. The cost estimates were checked by the Council's Engineering Design Services (EDS) Team and revised downwards to what is considered to be realistic costs based on their local knowledge. The construction and utility contingencies calculated by EDS were 40% of the scheme cost. The original Sustrans costs and contingencies were considerably higher, over 60%. In light of these differences the Panel carefully scrutinised the robustness of the bid and were satisfied with the information provided. However, the overall financial envelope remains a risk and it is recommended this risk is reflected in the oversight and scrutiny of progress through the Major Schemes Board in Communities Directorate.
- Portobello bridge is a listed bridge. A consequence of this is that the design of proposals and restoration works to the existing listed structure will need to be sensitive to its status and are subject to Listed Building Consent. Archaeological concerns around the listed bridge are a risk, however, significant groundworks are not expected to be undertaken so there will be minimal disruption in the area. The expectation is that there will be a few small piles at specific locations near the existing bridge footings.
- £1.429m of funding for the scheme is expected to be from the Community Infrastructure Levy (CIL). This funding is unsecured. However, Emscote Rd is a top priority scheme for Warwick District Council (who approve the allocation of CIL funding) and is part of the Infrastructure Delivery Plan. Warwick District Council has given a letter of support to the scheme and agreed to £1.660m of CIL funding, but the CIL process requires the Council to apply for this funding every year.

### **3. Financial Implications**

- 3.1 The total cost of the scheme is estimated to be £10.239m. The Council has previously approved £1.5m capital funding towards the upgrading of Portobello bridge and £1.660m of CIL funding has been notionally allocated to the scheme by Warwick District Council. A further £0.434m of developer funding has previously been secured for improvements to Emscote Road and the Rugby Road junction. This leaves a gap of £6.645m in the funding required to deliver the scheme.
- 3.2 The £6.645m allocation from the CIF is requested to meet the shortfall.
- 3.3 This is expected to be the maximum level of County Council funding required. An Expression of Interest (EoI) has been put forward to the Department for Transport (DfT) to their Local Pinch Point Fund. This is the first stage in a two step process: if we are successful with this EoI then a formal bid will be submitted for Pinch Point Funding. Appraisal of this submission by DfT has been delayed due to the Covid-19 pandemic. Any funding received from DfT will be used to reduce the £6.645m of CIF funding required to deliver the scheme.
- 3.4 A contingency, at the level proposed by the EDS Team, has been built into the cost estimates to reflect the current stage of design. As recognised by the CIF Technical Panel, given the complexity of the scheme, the overall financial envelope remains a risk and that this risk should be reflected in the oversight and scrutiny of progress through the Council's Major Schemes Board.
- 3.5 Although allocated in principle, Community Infrastructure Levy funding must be applied for each financial year. £53,000 has already been spent by the Council on preliminary design work and traffic modelling with a further £115,000 secured for financial year 2020/21. The remaining £1.492m CIL from within the overall allocation notionally set aside by Warwick District Council will be applied for in 2021/22. If this funding is not received then the scheme is not fully funded.
- 3.6 The scheme has been designed such that the new infrastructure falls within the bounds of the existing public highway and so there is no requirement for acquisition of third-party land in order to deliver the scheme. The scheme will be delivered using the County Council's powers as Highway Authority under the provisions of the Highways Act 1980.
- 3.7 Prior to the construction works, searches will be need to be undertaken to determine the positions of utilities along the corridor and the relevant utility companies engaged with as necessary during the construction process. As no highway land is to be extinguished or diverted as part of the scheme then it is not expected that there will be any requirement for utility diversions.

- 3.8 As noted above, Portobello Bridge is a Grade II listed structure. A Listed Building Consent will be required from Warwick District Council in order to undertake any demolition or alteration works. A consent was previously given for one of the proposed widening and improvement options. Direct engagement will be undertaken with Warwick District Council's Conservation Team in order to ensure the success of the consent application.
- 3.9 Works on Portobello Bridge will require working within the River Avon. This will require environmental permits to be applied for from the Environment Agency.

#### **4. Environmental Implications**

- 4.1 The scheme will enable a shift towards greener travel modes and a reduction of traffic congestion. Both Warwickshire County Council and Warwick District Council have declared a climate change emergency and are developing strategic action plans to achieve carbon neutrality and promote sustainable transport solutions. The scheme will assist this strategic objective by reducing carbon emissions along the Emscote Road Corridor.
- 4.2 The shift towards more sustainable travel modes and reduced carbon emissions along the corridor will have a positive impact on air quality. Benefit-cost ratio analysis undertaken as part of the scheme modelling assessment showed reductions in three air quality metrics; NOx, PM10 and Total Carbon emissions. This has positive implications for Warwick town centre, which is a designated Air Quality Management Area.

#### **5. Timescales associated with the decision and next steps**

- 5.1 Approval of the CIF funding allocation and the addition of the scheme to the Capital Programme will enable progression of detailed design work and statutory processes necessary to deliver the scheme.

#### **Appendices**

1. Preliminary Scheme Drawings
2. Extract from DfT Publication 'Gear Change' illustrating active travel benefits

#### **Background Paper**

Completed CIF Application

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

Local Member(s):

Cllr Birdi  
Cllr P Williams  
Cllr Gifford  
Cllr Davies


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Key:	
	Walking/Cycling Space
	Footway
	Carrageway/Path Resurfacing
	Raised Table
	Green Surfacing
	Red Surfacing
	Planting
	SuDS
	Uncontrolled Crossing Tactile Paving
	Crossing Tactile Paving
	Parking Bay Modification
	Sinusoidal Road Hump
	Quietway Route Alignment
	Proposed Kerb
	Proposed Dropped Kerb
	Existing Kerb
	Yellow Line Marking
	Existing / Proposed Tree
	Sign & Post
	Lamp Column

Guy Street and Cherry Street junctions amended to be continuous footway.			
Wharf Street junction amended to allow for vehicle U turns.			
A	MP	20/09/19	
Rev	Description	Drawn	Date



JOIN THE MOVEMENT

The Walker Building, 58 Oxford Street, Birmingham, B5 5NR  
0121 633 5510 www.sustrans.org.uk

Project:

WARWICK - LEAMINGTON CYCLE CORRIDOR

Title:

SEGREGATED CYCLE SUPER HIGHWAY

EMSCOTE ROAD  
(COVENTRY ROAD - WHARF STREET JUNC)

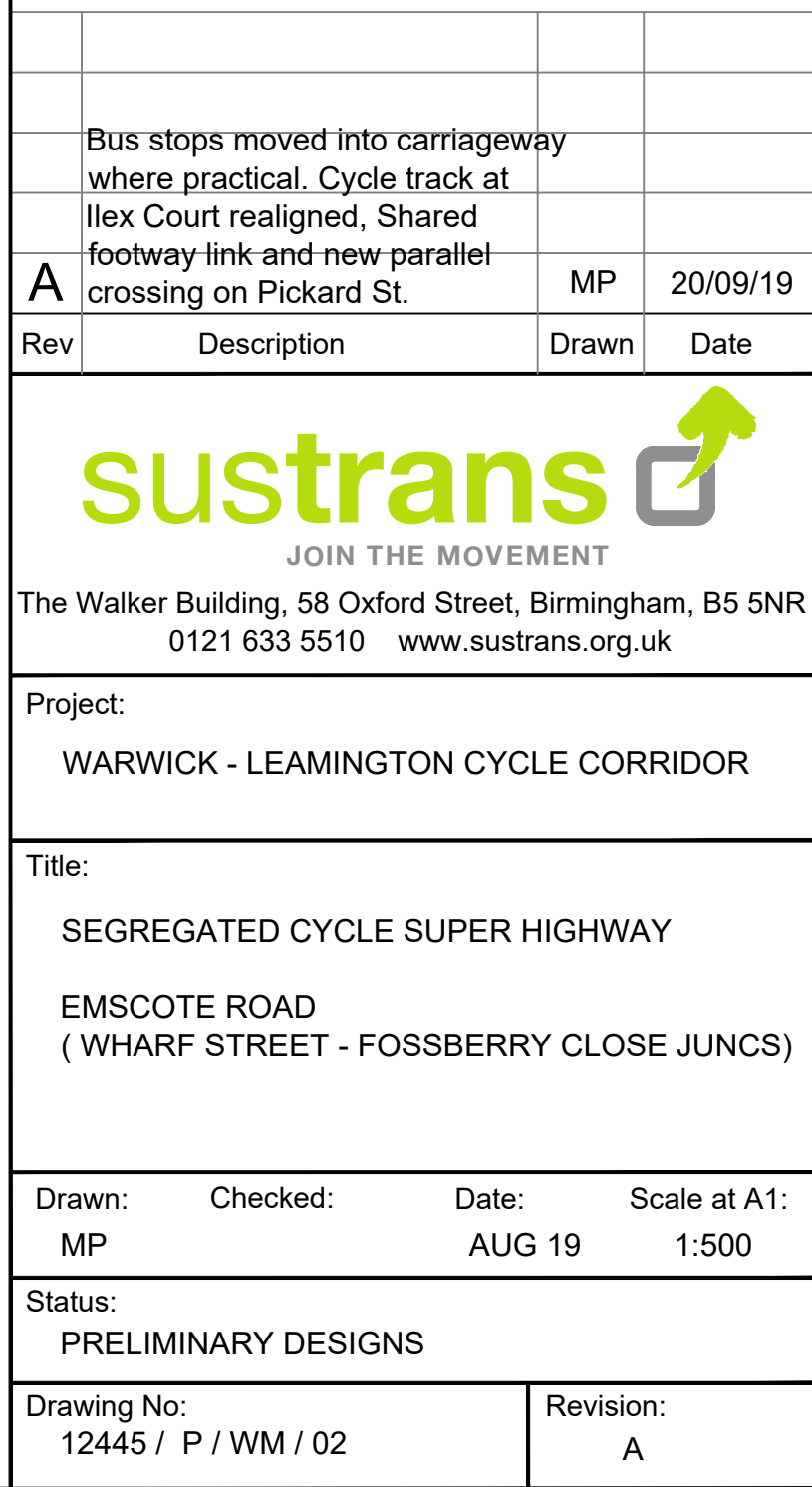
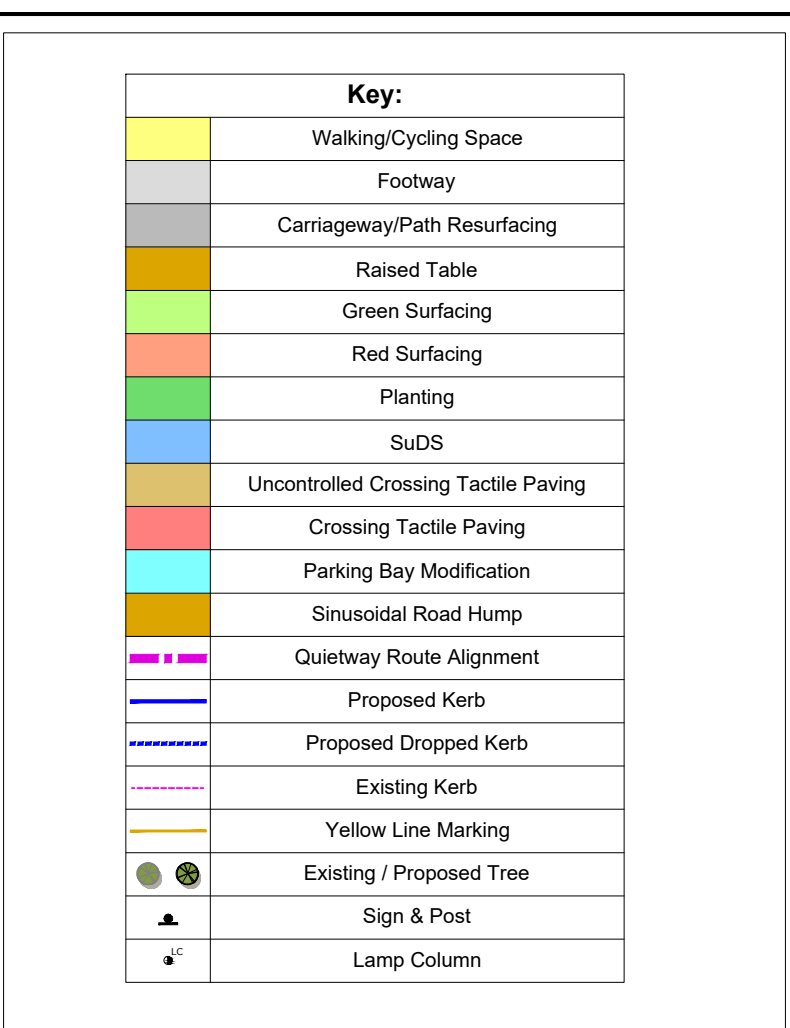
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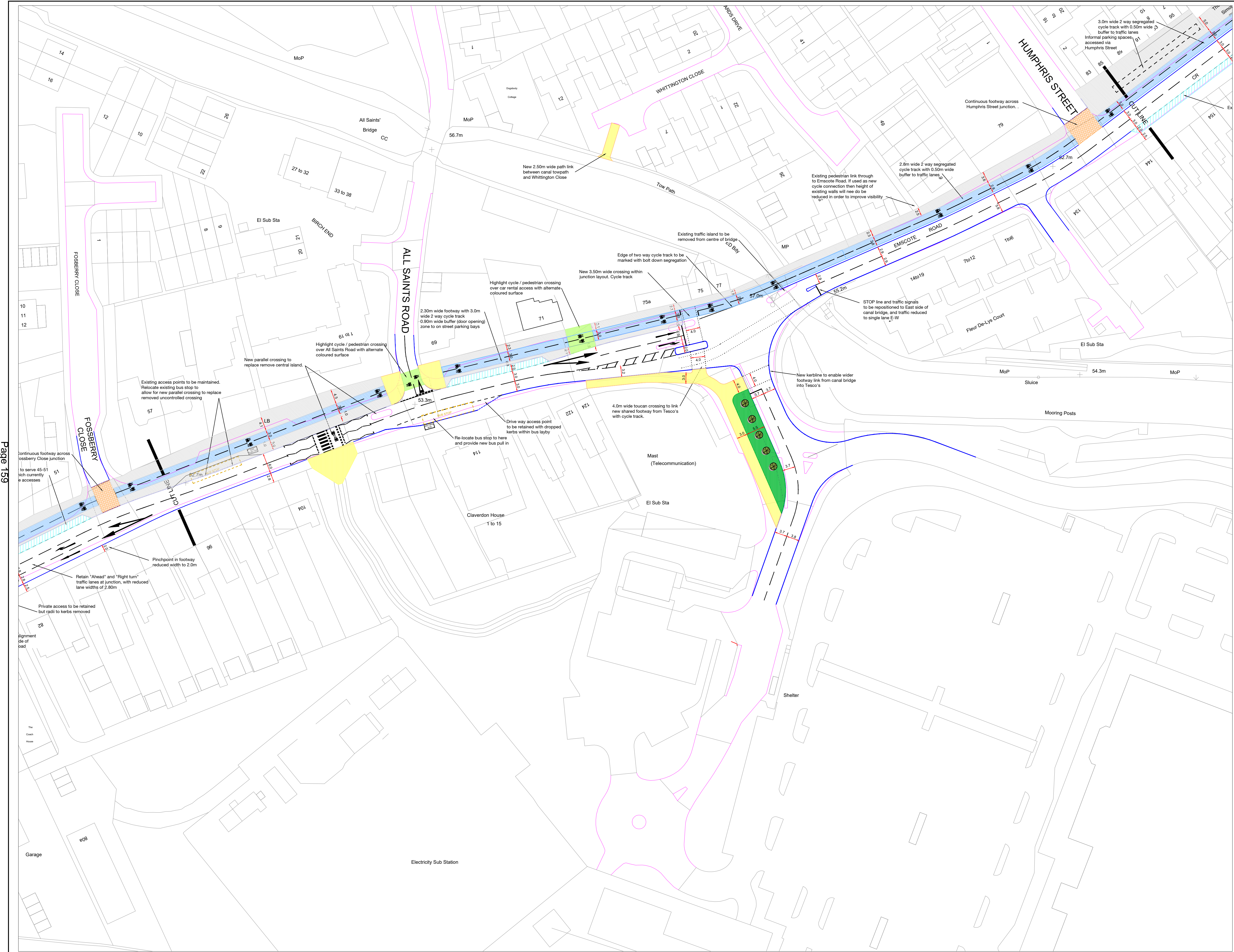
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Drawing No:	Revision:
12445 / P / WM / 01	A









**Key:**

	Walking/Cycling Space
	Footway
	Carriageway/Path Resurfacing
	Raised Table
	Green Surfacing
	Red Surfacing
	Planting
	SuDS
	Uncontrolled Crossing Tactile Paving
	Crossing Tactile Paving
	Parking Bay Modification
	Sinusoidal Road Hump
	Quietway Route Alignment
	Proposed Kerb
	Proposed Dropped Kerb
	Existing Kerb
	Yellow Line Marking
	Existing / Proposed Tree
	Sign & Post
	Lamp Column

B	Tesco link amended	MP	01/08/20
A	Canal link to Whittington Close added, notes added.	MP	20/09/19
Rev	Description	Drawn	Date

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Project:  
WARWICK - LEAMINGTON CYCLE CORRIDOR

Title:  
SEGREGATED CYCLE SUPER HIGHWAY

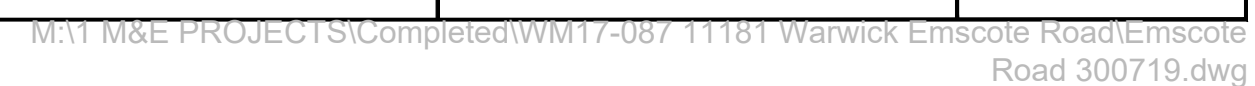
EMSCOTE ROAD  
(FOSSBERRY CLOSE to HUMPHRIS STREET JNCs)


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PRELIMINARY DESIGNS

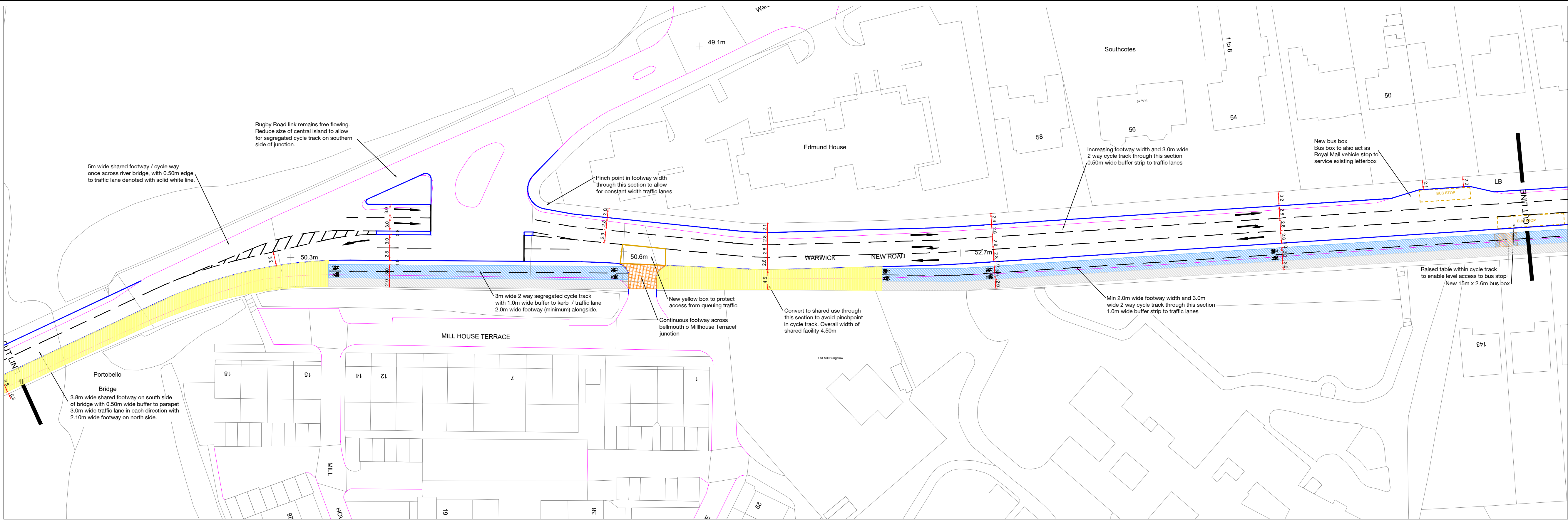
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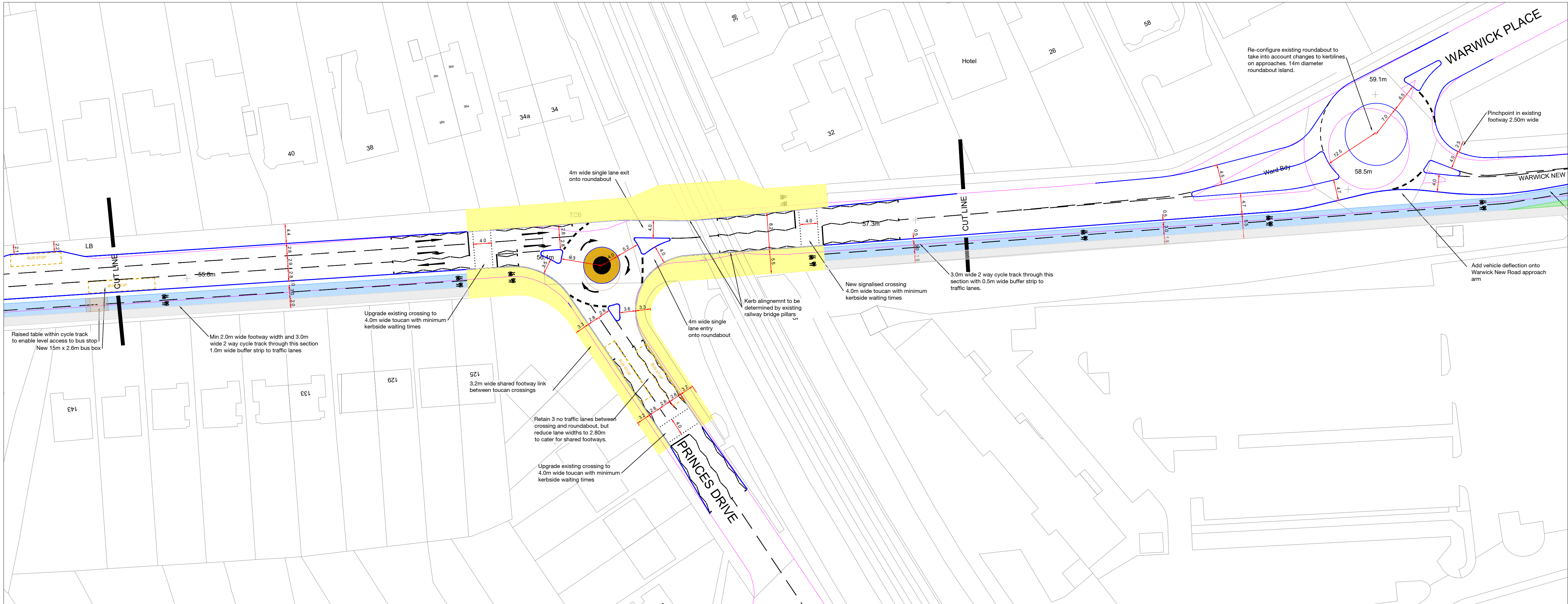


A	Bus stop on Greville Road relocated.	MP	20/09/19		
Rev	Description	Drawn	Date		
 <p>JOIN THE MOVEMENT</p> <p>The Walker Building, 58 Oxford Street, Birmingham, B5 5NR 0121 633 5510    www.sustrans.org.uk</p>					
Project:					
WARWICK - LEAMINGTON CYCLE CORRIDOR					
Title:					
SEGREGATED CYCLE SUPER HIGHWAY					
EMSCOTE ROAD / GREVILLE ROAD JUNCTION					
TRAFFIC SIGNALS OPTION					
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Status:					
PRELIMINARY DESIGNS					
Drawing No: 12445 / P / WM / 07				Revision:	
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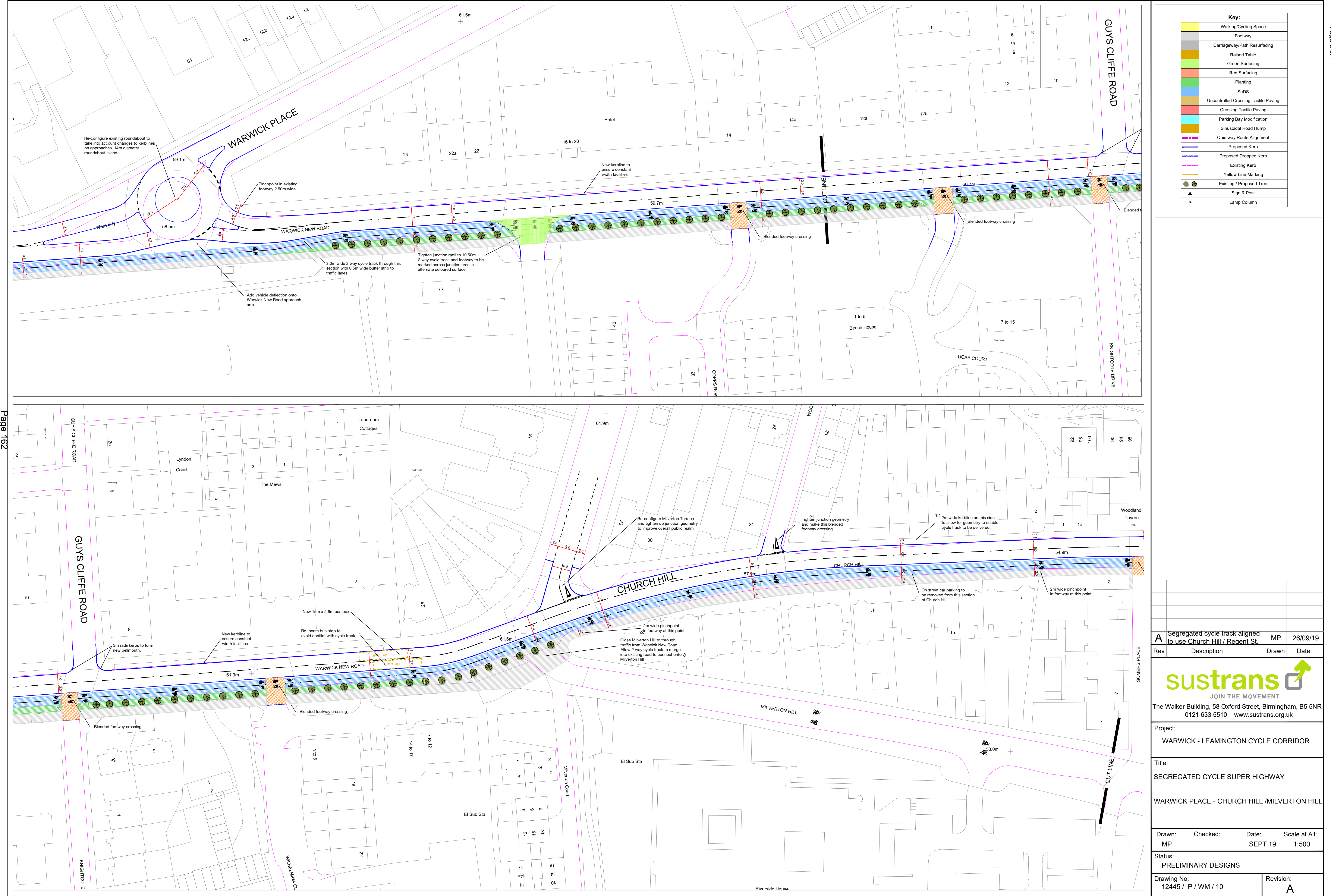


Key:	
	Walking/Cycling Space
	Footway
	Carnageway/Path Resurfacing
	Raised Table
	Green Surfacing
	Red Surfacing
	Planting
	SuDS
	Uncontrolled Crossing Tactile Paving
	Crossing Tactile Paving
	Parking Bay Modification
	Sinusoidal Road Hump
	Quietway Route Alignment
	Proposed Kerb
	Proposed Dropped Kerb
	Existing Kerb
	Yellow Line Marking
	Existing / Proposed Tree
	Sign & Post
	Lamp Column



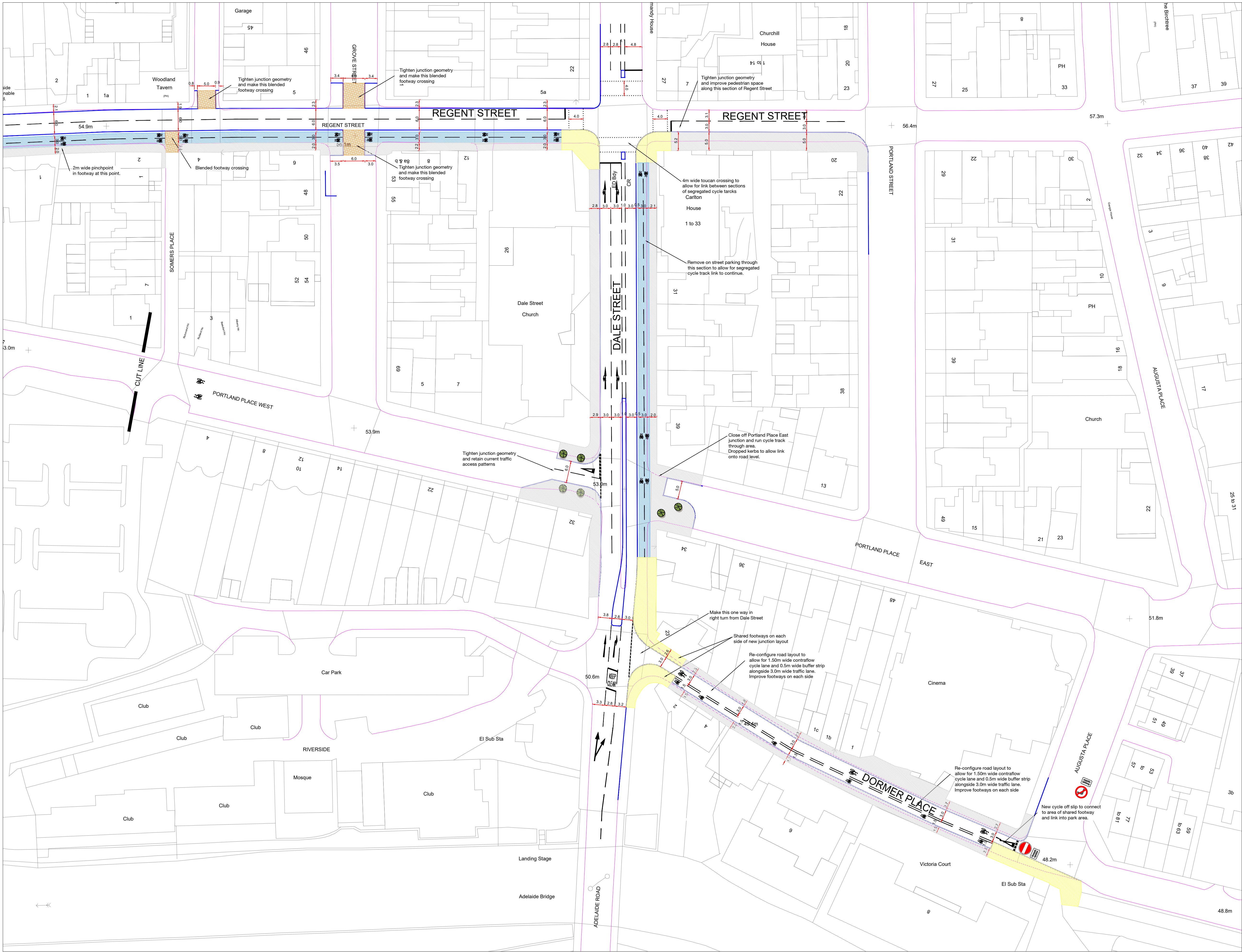
A Continuous footway added to Millhouse Drive access			
Rev	Description	Drawn	Date
sustrans			
The Walker Building, 58 Oxford Street, Birmingham, B5 5NR 0121 633 5510 www.sustrans.org.uk			
Project: WARWICK - LEAMINGTON CYCLE CORRIDOR			
Title: SEGREGATED CYCLE SUPER HIGHWAY			
WARWICK NEW ROAD (PORTEBELLO BRIDGE - WARWICK PLACE)			
Drawn:	Checked:	Date:	Scale at A1:
MP		SEPT 19	1:500
Status: PRELIMINARY DESIGNS			
Drawing No: 12445 / P / WM / 08		Revision: A	







Key:	
	Walking/Cycling Space
	Footway
	Carriageway/Path Resurfacing
	Raised Table
	Green Surfacing
	Red Surfacing
	Planting
	SuDS
	Uncontrolled Crossing Tactile Paving
	Crossing Tactile Paving
	Parking Bay Modification
	Sinusoidal Road Hump
	Quietway Route Alignment
	Proposed Kerb
	Existing Kerb
	Yellow Line Marking
	Existing / Proposed Tree
	Sign & Post
	Lamp Column



A	Dale Street cycle track and link into Dormer Place.		MP	26/09/19
Rev	Description		Drawn	Date
<div><div>sustrans</div><div>JOIN THE MOVEMENT</div><div>The Walker Building, 58 Oxford Street, Birmingham, B5 5NR 0121 633 5510    <a href="http://www.sustrans.org.uk">www.sustrans.org.uk</a></div></div>				
Project: WARWICK - LEAMINGTON CYCLE CORRIDOR				
Title: SEGREGATED CYCLE SUPER HIGHWAY				
REGENT STREET - DORMER PLACE				
Drawn: MP	Checked:	Date: SEPT 19	Scale at A1: 1:500	
Status: PRELIMINARY DESIGNS				
Drawing No: 12445 / P / WM / 11			Revision: A	

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## Health

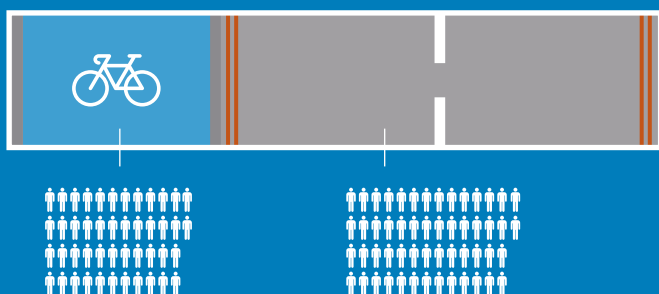
Physical inactivity costs the NHS up to **£1bn per annum**, with further indirect costs calculated at **£8.2bn**

**£8.2bn**



## Congestion

The new east-west and north-south cycle routes in London are moving **46% of the people** in only **30% of the road space**



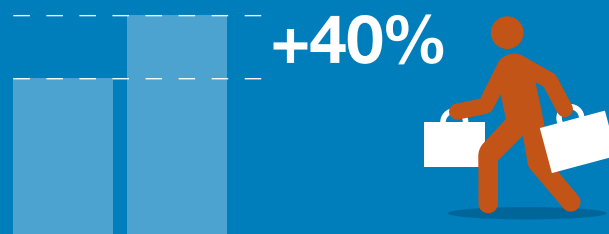
## Wellbeing

**20 minutes** of exercise per day cuts risk of **developing depression by 31%** and increases productivity of workers



## Local businesses

Up to **40% increase** in shopping footfall by well-planned improvements in the walking environment



## Environmental and air quality

Meeting the targets to double cycling and increase walking would lead to savings of **£567 million** annually from air quality alone and prevent **8,300 premature deaths** each year and provide opportunities to improve green spaces and biodiversity<sup>5</sup>.



**£567m**

## Climate change

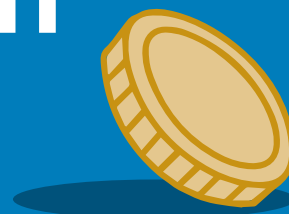
Mode shift to active transport is one of the most cost-effective ways of reducing transport emissions



## Economy

Cycling contributes **£5.4bn to the economy** per year and supports **64,000 jobs**

**£5.4bn**



## What are the health benefits of physical activity?

Regular physical activity reduces your risk of...



Dementia by up to  
**30%**



Hip fractures by up to  
**68%**



Depression by up to  
**30%**



Breast cancer by  
**20%**



Colon cancer by  
**30%**



Type 2 diabetes  
by up to  
**40%**



Cardiovascular  
disease by up to  
**35%**



All-cause mortality by  
**30%**



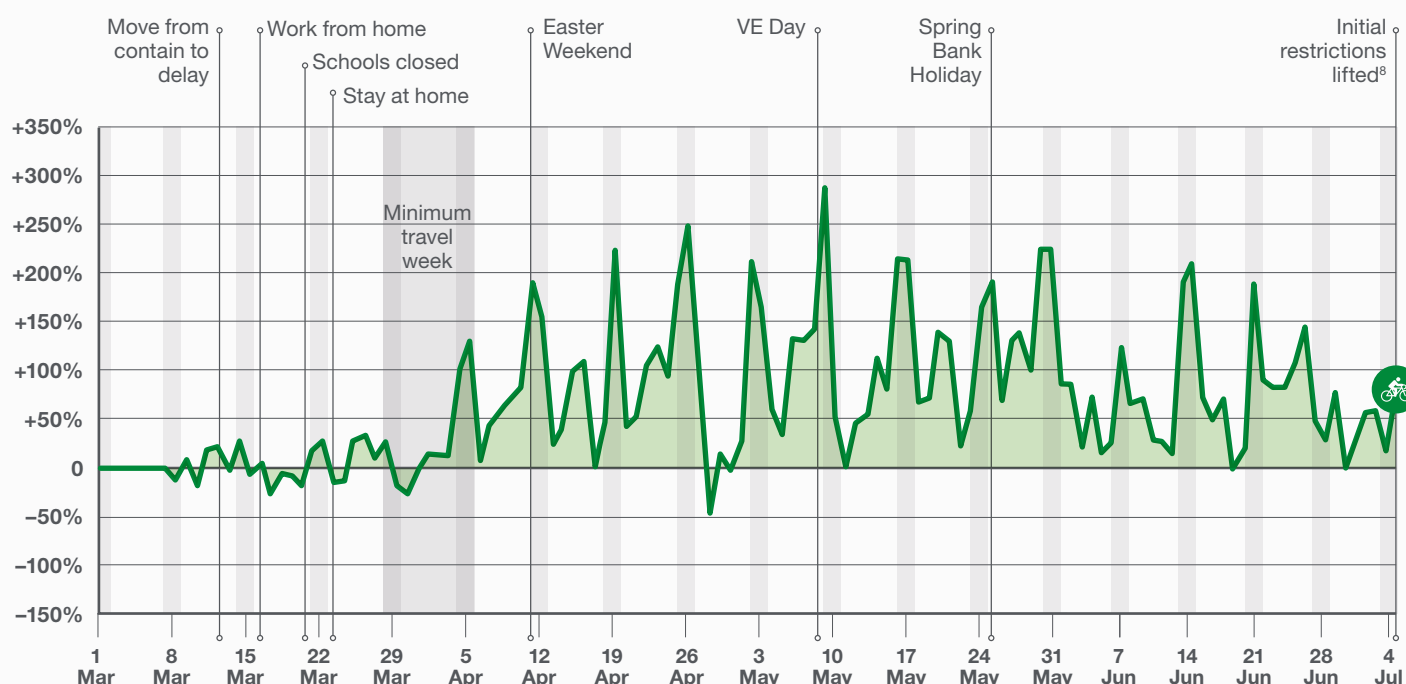
**Figure 2**

The health benefits of physical activity<sup>6</sup>



**Figure 3**

Percentage change in estimated cycling trips from 1 March 2020 to 4 July 2020 when initial restrictions lifted<sup>7</sup>



Despite fewer people travelling overall during this pandemic, we've seen around a 100% increase in weekday cycling. And on some weekends that increase has been around 200%<sup>9</sup>. Cycling activity is influenced by many factors including the weather.

The opportunity is huge, but it is also time limited – without intervention, people will likely slip back to old behaviours. We need to act now.

## Cabinet

12 November 2020

### Warwickshire Safeguarding Annual Report 2019-2020

#### Recommendations

That Cabinet:

1. Receive the Warwickshire Safeguarding Annual Report for 2019-2020 (Appendix) and note the progress that Warwickshire Safeguarding has made in its transition to its new partnership arrangements and the progress that has been made to strengthen assurance activities and learning and development opportunities,
2. Note the progress made against the strategic priorities and how partner agencies have collaborated to support vulnerable members of our communities to be supported to be independent and safe,
3. Asks the Strategic Director for People to implement arrangements for continuing to raise awareness, understanding and ownership of the safeguarding agenda across the Council.

#### 1. Executive Summary

- 1.1 Warwickshire Safeguarding is required to produce and publish an annual report in accordance with the statutory requirements governing its establishment i.e. under the Care Act 2014 (Adults) and Working Together 2018 (Children). This is required to be shared with the Chief Executive and Leader of the Local Authority, as well as, the Chair of the local Health and Wellbeing Board, Police and Health leads and wider membership of the partnership.
- 1.2 The annual report provides a high-level overview of key performance data in relation to safeguarding children, young people and adults, details of work undertaken against each of the strategic priorities; and learning and improvement work conducted throughout the year.
- 1.3 The work of Warwickshire Safeguarding during 2019-2020 has primarily focused on the following four areas; further supporting information against each of these areas is provided in section 4 below:
  - **New ways of working** – Implementing new governance structures
  - **Quality Assurance** – Developing a robust assurance framework
  - **Learning & Improvement** – Developing a learning culture to support improvement in practice

- **Safeguarding Reviews** – Streamlining reviews processes to comply with the requirements of Working Together 2018 and the introduction of 15 Rapid Reviews

- 1.4 Warwickshire Safeguarding is responsible for seeking assurance on the effectiveness of safeguarding practices and compliance with safeguarding policy and procedures from across its partnership. This year's work has focused heavily on putting in place infrastructures that help deliver on this commitment. Information gathered from these assurance activities have helped inform the development of workplans and learning tools.

Moving forward, Warwickshire Safeguarding plans to:

1. Evidence the impact of the introduction of its new quality assurance framework, safeguarding briefings and learning from reviews and demonstrate how this has impacted on service delivery to safeguarding children and adults across the county.
2. Evidence the impact of learning and improved practice resulting from the 'Exploitation of Children and Adults' strategic thematic review.
3. Complete a second strategic thematic review designed to seek assurance around the delivery of core safeguarding practice from a selection of partner agencies.
4. Embed a structure to ensure that case review action plans are reviewed every quarter and reported to the Executive Board on a six monthly basis.

## **2. Financial Implications**

- 2.1 Warwickshire Safeguarding is funded through a pooled budget drawn from across its partner organisations and is reviewed annually by the Executive Board.
- 2.2 The funding largely supports the employment of the Business Team, Independent Chair & Scrutineer and recruitment of Independent Reviewers to conduct children and adults safeguarding reviews, as well as, funding costs associated with the maintenance of the website and the children's safeguarding policy and procedures platform.
- 2.3 Where possible the pooled budget covers the costs associated with completion of Child Safeguarding Practice Reviews and Safeguarding Adult Reviews. The Safeguarding Board Executive is responsible for meeting these costs if the pooled budget proves insufficient.

## **3. Environmental Implications**

- 3.1 None.

## **4. Supporting Information**

### **4.1 New ways of working**

Working Together to Safeguard Children statutory guidance issued in July 2018 required local safeguarding partnerships to review existing partnership arrangements to ensure more equitable and proportionate responsibility for safeguarding children across the three lead partner organisations i.e. Local Authority, Police and Health.

During 2019-2020 the partnership finalised its new governance structure and constitution to enable it to transition into Warwickshire Safeguarding. The new strategic partnership infrastructure to safeguard children, young people and adults came into effect 29 September 2020 with a newly agreed strategic plan setting out its priorities for 2019-2021 which centre around the following:

- Effective Safeguarding
- Prevention and Early Intervention
- Exploitation

The governance structure for the new safeguarding partnership is as follows:

- Executive Board
- Two Safeguarding Partnership Groups (one each for children and adults)
- Four Subgroups focusing on Safeguarding Reviews, Exploitation, Education and Prevention & Early Intervention.

Since September 2019 the Executive Board has continued to meet on a monthly basis to discharge its statutory duties by overseeing, reviewing and agreeing the coordination of local work to safeguard and promote the welfare of children and adults across Warwickshire.

The two Safeguarding Partnership Groups (children and adults) have contributed to the partnership's assurance work through thematic reviews and safeguarding reviews for children and adults.

The newly formed subgroups responsible for the management and oversight of safeguarding reviews and the exploitation of children and adults have put in place new terms of reference for each of their subgroups and continued to develop and execute their respective workplans.

The Education Subgroup meetings have continued to provide opportunities for wider engagement with schools and educational settings to improve understanding and awareness of the new ways of working introduced by Warwickshire Safeguarding; and engage them in the development and delivery of the partnership's strategic priorities.

### **4.2 Quality Assurance**

A new Quality Assurance Framework has been developed and implemented to support the partnership fulfil its statutory responsibility to seek assurance on the effectiveness of safeguarding practices from across its partner agencies.

The 'Exploitation of Children and Adults' was the focus of Warwickshire Safeguarding's new strategic thematic review which sought assurance from a selection of partner agencies on their compliance with Warwickshire's safeguarding policy and procedures, the delivery of safeguarding training; and effective engagement of service users in decision making (children, young people, adults and families). Evidence of the above was gathered through the completion of single agency self-evaluations, on-line surveys with staff, conversations with professionals and service users.

This information was used to formulate an overarching multi-agency action plan for the partnership which has now formed part of the Exploitation Subgroup's workplan. A comprehensive report detailing the findings of this strategic thematic review has been published to support wider understanding and awareness of exploitation across the county.

#### **4.3 Learning & Improvement**

Warwickshire Safeguarding has also introduced new and improved opportunities for sharing learning from Children's Safeguarding Practice Reviews (formerly known as Serious Case Reviews) and Safeguarding Adults Reviews.

The development of 7 Minute Briefings enables the partnership to place the spotlight on specific areas of safeguarding practice to promote awareness and understanding of policy, procedure and application. Lessons Learned Briefings provide a snapshot overview of case specific details with key points of learning for both professionals working with children and adults, and the community at large.

These new resources have been welcomed by the partnership and are actively being used to support single agency learning and development and service improvements.

#### **4.4 Safeguarding Reviews**

The partnership has seen a significant increase in the number of safeguarding referrals being submitted for review of cases where the child or adult has experienced/or is suspected to have suffered abuse or neglect.

Warwickshire Safeguarding has now streamlined its processes to provide a consistent approach for the scoping of safeguarding review referrals for both children and adults, in line with Working Together 2018. This enables the partnership to swiftly gather information from partner agencies to undertake a Rapid Review of the case of the child or adult, review the involvement and role of each partner agency; and identify any key learning which can be shared across the wider partnership to help prevent similar occurrences in future cases. Provided below are total numbers of referrals and rapid reviews conducted:

- No. of referrals received = 21 (11 Adult cases, 10 Children's cases)

- No. of Rapid Reviews conducted = 14 (8 Adult cases, 6 Children's cases)
- No. of referrals progressing to full review = 4 (1 Adult case, 2 Children's cases and 1 joint adult and child case)

## 5. Timescales associated with the decision and next steps

5.1 None

**APPENDIX** Warwickshire Safeguarding Annual Report 2019-2020.

### Background Papers

None.

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This report was considered previously by the Health and Wellbeing Board

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# Warwickshire Safeguarding

Annual Report  
2019-2020



Warwickshire  
Safeguarding



## Introduction by Independent Chair & Scrutineer

Warwickshire Safeguarding came into effect in September 2019 and I am very pleased to introduce this year's annual report which focuses on our New Partnership Arrangements for Safeguarding Children and Adults.

The Warwickshire model replaces the previous Warwickshire Safeguarding Children Board (WSCB) and Warwickshire Safeguarding Adults Board (WSAB) structures with:

- A Safeguarding Executive Board for adults and children.
- A Warwickshire Safeguarding Children's Partnership and a Warwickshire Safeguarding Adults Partnership.
- Quality Learning and Improvement Hubs

Much of this year has been spent developing a culture that supports the collaborative working arrangements needed to safeguard Warwickshire's vulnerable adults and children. It is encouraging to see the development of opportunities for dialogue, growing mutual respect between all organisations, and an increased understanding of each other's roles and responsibilities.

At the time of writing this report Warwickshire, in common with the rest of the country, is managing the impact of the Coronavirus pandemic. All services have had to adapt to ensure services are delivered safely and continue to offer support whilst reducing the risk of COVID-19 transmission. Working through a pandemic will inevitably form an important part of next year's annual report, and the legacy of the pandemic particularly in terms of mental illness, isolation, wellbeing, and safeguarding will be fully explored. In the coming months attention needs to be paid to developing commissioning intentions that reflect these new needs, but for now I would like to thank everyone involved in maintaining high standards of professional practice and care.

With new reforms and legislation transforming the safeguarding landscape, there is a distinct focus not only around protection but also the prevention agenda, exploitation and contextual safeguarding. Warwickshire Safeguarding partners have established effective working practices in these areas and progress has been made in key areas including audit, communicating & information sharing, and challenge & scrutiny.



During the period of this report Warwickshire Safeguarding has seen an increase in the number of referrals for safeguarding reviews from across the partnership in respect of both adults and children. This increase is seen as positive and demonstrates a growing confidence in professionals and a willingness to consider circumstances that might point to abuse or neglect. I would like to commend the business team for their work in developing a wide range of tools to support learning from reviews. The seven-minute briefings and lessons learned briefings have been particularly well received.

The coming year is likely to be challenging. The risk of a resurgence of coronavirus is increasingly real. Warwickshire Partnership has developed a good foundation on which to collectively support each other when ways of working become more challenging and complex –and society is infinitely more complex. The partnership knows itself better and acknowledges that more needs to be done in every area, however it has achieved a lot in its first year and should be congratulated.



**Elaine Coleridge Smith**  
**Independent Chair & Scrutineer**  
**Warwickshire Safeguarding**







## Key Facts (Adults)



**3144**

CONCERNS RECEIVED

(3483 in 2018/19)



**298**

SECTION 42 ENQUIRIES

(192 in 2018/19)

Section 42 Enquiries – Top 3 primary support reasons:

- Physical Support
- Mental Health
- Learning Disability

Top 3 Types of Abuse for concluded Section 42 Enquiries

Financial or Material Abuse	Physical Abuse	Psychological Abuse
36.29%	14.97%	14.21%

Concluded Section 42 Enquiries – Top 2 locations of risks:

- Own Home
- In the community (excluding community services)

Asked what outcome they want  
**64.79%**

(71.24% in 2018/19)

Risk Reduced or Removed  
**68.9%**

(81.62% in 2018/19)

Outcome Fully or Partially Met  
**94.94%**

(94.07% in 2018/19)

**22**

Safeguarding enquiries involved strangers who were unknown to the victim

**231**

Concluded safeguarding enquiries listed the source of risk as an individual known to the victim

**31**

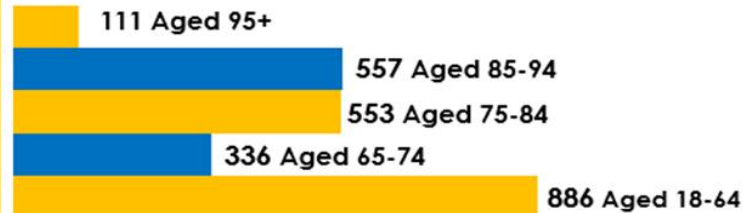
Safeguarding allegations involved abuse by social care staff

## Individuals involved in Safeguarding Concerns

**966 Male**

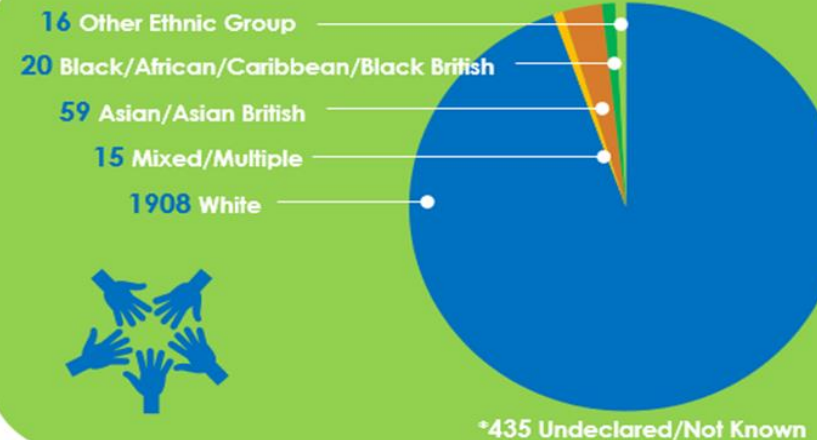
**1482 Female**

\*5 Unknown



\*10 Unknown

### DEMOGRAPHICS





## Key Facts (Children)



Warwickshire has a resident population of approximately **117,720** children ages **0-17 years**, who make up around a fifth of the total population of the county

**18,081**  
CONTACTS RECEIVED  
(19,878 in 2018/19)



**5,046**  
SAFEGUARDING REFERRALS RECEIVED  
(5,351 in 2018/19)

- 754** Looked After Children (722 in 2018/19)
- 673** LAC Missing Episodes (822 in 2018/19)
- 120** Missing Looked After Children (128 in 2018/19)
- 295** Children subject to a CP Plan (345 in 2018/19)

Open to Child Sexual  
Exploitation Team

**68**

(59 in 2018/19)

Domestic Violence most  
prevalent risk factor in  
children

**2728**

(2269 in 2018/19)

Referrals received for  
children with a disability

**1.2%**

(1.3% in 2018/19)

Largest proportion of children subject to a child protection plan were aged **0 to 5**. This is a change to the previous year when the largest cohort was aged **10 to 15**.

In January 2020, **19%** of the school population were classified as being of an ethnic group other than White British, the largest minority ethnic group being 'Any Other White Background' (**6%**) followed by 'Indian' (**4%**).

Top 3 types of abuse for children subject to Child Protection Plans:

Emotional Abuse

**46%**

Neglect

**25%**

Multiple

**22%**

Referrals to Children's Social Care

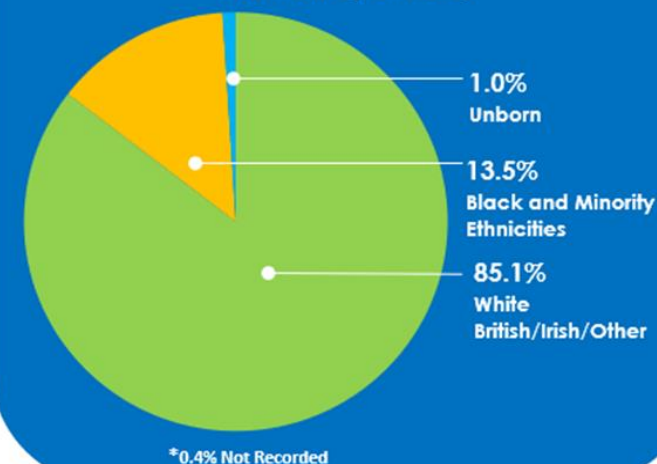
**25.1%**

Received from Police

**22.8%**

Received from Schools

Referrals by Ethnicity





## Governance Arrangements

Warwickshire Safeguarding replaced both former safeguarding partnerships (Warwickshire Safeguarding Children's Board (WSCB) and Warwickshire Safeguarding Adults Board (WSAB)) with effect from 29th September 2019 and established its new governance arrangements to combine the responsibility for safeguarding children and adults under the guidance of Working Together 2018 and the Care Act 2014.

The illustration below provides details of this new structure:







During the course of 2019-2020 the newly formed Warwickshire Safeguarding Executive Board continued to meet on a monthly basis to guide and approve new ways of partnership working and discharging their safeguarding duties. The Warwickshire Safeguarding Children's Partnership Group and Warwickshire Safeguarding Adult's Partnership Group held two meetings and were engaged to participate in the implementation of the new quality assurance framework and evaluation of findings from assurance activities. The Subgroups continued to meet on a regular basis to drive the agenda against each of their remits in respect of safeguarding adults, children, young people and families. The Prevention & Early Intervention Subgroup is yet to be established and work is underway to develop a clear remit for this subgroup, which builds on other prevention and early intervention activities underway across other partnership groups operating across the county.

## Strategic Priorities

Warwickshire Safeguarding's new strategic priorities were agreed as part of the consultation and engagement on the new partnership arrangements replacing the two former safeguarding boards (Warwickshire Safeguarding Children's Board and Warwickshire Safeguarding Adults Board). The focus of the partnership's work has centred around these priorities which are overarching across both adults and children's safeguarding. Warwickshire Safeguarding will seek to gain assurances that safeguarding arrangements across the partnership are effective in helping to keep children, young people and adults with care and support needs safe from abuse and neglect and achieving positive outcomes:

Strategic Priority	What we did..
<b>Effective Safeguarding</b>	<ul style="list-style-type: none"><li>Warwickshire introduced a new integrated governance model for safeguarding children and adults that allows the partnership to develop a family focused approach to working across the wider policy and partnership landscape.</li><li>Introduced new Pathway to Change model to develop shared language and understanding with families and partners agencies, which is in line with the Restorative Practice approach. This approach encourages practitioners to build relationships which should be child centred but also engage and work with the whole family. Recognising that to achieve and sustain change, parents need to be supported to care for their children. Practitioners need to provide practical support and recognise that families are the experts in their lives and their strengths and goals will be central to our approach.</li></ul>



- Delivered a series of workshops to help broaden awareness and understanding of the new 'Pathway to Change' model across the wider partnership.
- The MASH introduced new ways to manage incoming demand as part of the MASH Re-design, including the integration of improved advice/information and early support pathways.
- Ongoing work with partner agencies to ensure consistent understanding and application of thresholds, pathways for support and interventions, including improving the quality of referrals.
- Warwickshire health services have continued to work closely with partners to both identify children , young people and adults at risk and contribute to any ongoing support to reduce harm.
- Warwickshire Police established a new Child Abuse, Trafficking and Exploitation Team Working with statutory and voluntary agencies to:
  - *Manage risk to children*
  - *Investigate offences and prosecute offenders*
  - *Safeguard and protect children and young people from abuse and exploitation*
  - *Work with the Missing team and partners to identify links between missing young people, exploitation and abuse.*
- Warwickshire Police continued to work with partners, to seek to identify and investigate incidents of Child Sexual Exploitation and Child Criminal Exploitation which support the development and introduction of new practices to prevent exploitation and develop the links with missing children by increasing early identification of those most at risk of harm.
- The Missing team, working in partnership with Warwickshire County Council Missing Practitioners continued to work together to identify children who are at risk of going missing and manage those who have multiple missing episodes to reduce risk to them. In Warwickshire last year, 113 children went missing repeatedly, accounting for 643 missing children investigations. The Missing team worked closely with partners to:
  - *Gather intelligence in relation to the missing episode*
  - *Reduce the duration of the episode*
  - *Provide a return home interview for the child to increase knowledge of the causes of the episode*
  - *Share information between agencies*
- A Statutory & Major Crime Review Unit has been established to:
  - *oversee Statutory reviews (DHR, Local Child Safeguarding Practice reviews, Safeguarding Adult reviews, MAPPA Serious Case Reviews)*





	<ul style="list-style-type: none"> <li>○ <i>Identify good practice and organisational learning for cascading in the most relevant format to the wider workforce.</i></li> <li>○ <i>Improve the quality of investigations and working practices that will provide better outcomes and increase the trust and confidence of the community in Warwickshire Police and our Statutory partners.</i></li> </ul>
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Strategic Priority	What we did..
<b>Prevention &amp; Early Intervention</b>	<ul style="list-style-type: none"> <li>• Warwickshire introduced new Early Help Pathway Assessment to make it easier for practitioners to complete the Early Help Assessment with families in line the new Restorative Practice approach.</li> <li>• Warwickshire has developed a stepped approach to Early Help services. This means that families and practitioners can identify what support is available to them at the level that best meets their needs. The help offered to a family can range from signposting to an informative website, right through to working with the family to complete an assessment called the Early Help Pathway to Change Plan. This helps ensure that families receive support from the right service at the right time.</li> </ul>

Strategic Priority	What we did..
<b>Exploitation</b>	<ul style="list-style-type: none"> <li>• Warwickshire Safeguarding has integrated the safeguarding arrangements for children and adults within a single governance model which enables the operational arrangements on the ground to be integrated. Under the new arrangements an all age Exploitation Sub Group was created to provide strategic oversight in relation to the protection of children and adults from harm as a result of criminal and sexual exploitation and abuse, people trafficking, modern slavery and children missing from home, school and care.</li> <li>• The Executive Board decided that the theme of Exploitation would be the subject of the partnership's first strategic thematic review.</li> <li>• Warwickshire commissioned Research in Practice to support the development of Warwickshire Safeguarding's new 'Exploitation Strategy'. Two workshops were held which involved partner representation from across</li> </ul>



Warwickshire's Public, Voluntary and Community sectors the learning gathered from these is helping to inform the new strategy and work plan moving forward.

- Warwickshire has established a dedicated multi agency Child Exploitation Team (CET) which includes members from Warwickshire Police, Social Care & Barnardo's and have a campaign called "Somethings Not Right" which is a positive and well-regarded campaign raising awareness around child exploitation.
- New strategic arrangements have increased partnership working between the exploitation team with Youth Justice, voluntary organisation ROSA who provide victims with counselling and three Cyber Crime Advisors.
- The CCG has worked closely with the missing from education team to identify those young people most at risk.
- Warwickshire continued to support victims of modern slavery and human trafficking. During 2019-2020 **a total of 110 referrals were made into the National Referral Mechanism (NRM)**. This is a framework for identifying and referring potential victims of modern slavery and human trafficking and ensuring they receive the appropriate support. The breakdown of this total number is:
  - **89** Child referrals
  - **21** Adult referrals
- A total of **250 child cases of Child Sexual Exploitation and 32 human trafficking cases** were supported through the safeguarding partnership and a total of 2 adult safeguarding cases related to modern slavery were concluded under s42 Enquiries, as per the criteria in the Care Act 2014.
- A total of **15 County Lines have been identified as operating across Warwickshire**. Work continues to increase awareness of this issue and finding ways to combat the problem working with safeguarding partners from across neighbouring local authority areas and partners from within Warwickshire.

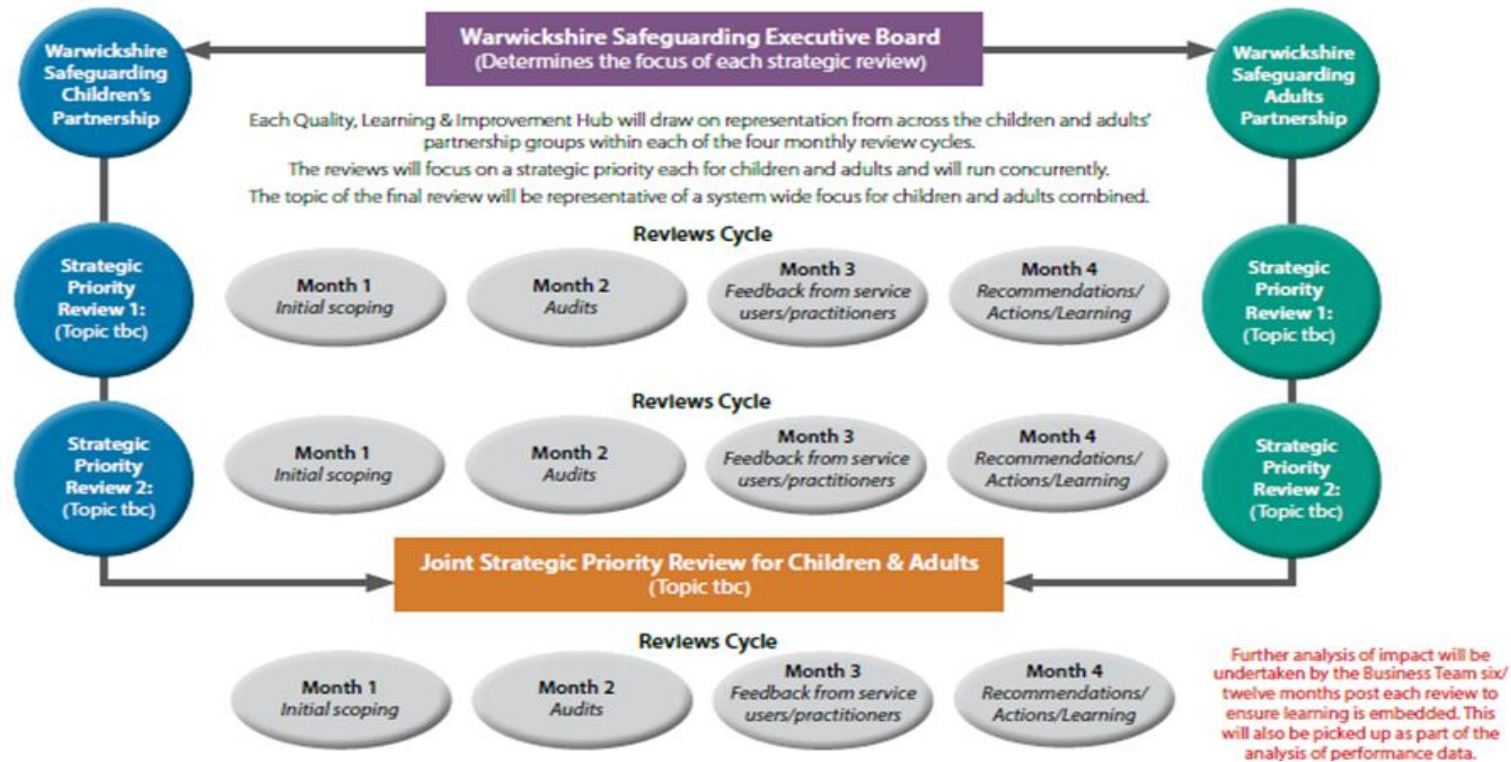
## Quality Assurance Framework

As part of its new ways of working, Warwickshire Safeguarding implemented a new Quality Assurance Framework (*see illustration below*) introducing quality learning and improvement hubs to provide independent scrutiny and assurance of safeguarding practices being adopted across the partnership. A series of tools were developed to support single agency self-evaluations, case file audits, professionals' surveys and conversations with professionals and service users.



## Warwickshire Safeguarding Quality Learning and Improvement Hubs

(Designed to drive the delivery of the Quality Learning and Improvement Framework. The hubs will be convened to examine a range of information from a variety of sources relating to multi-agency practice issues aligned to one of the safeguarding Board's strategic priorities for Children or Adults)

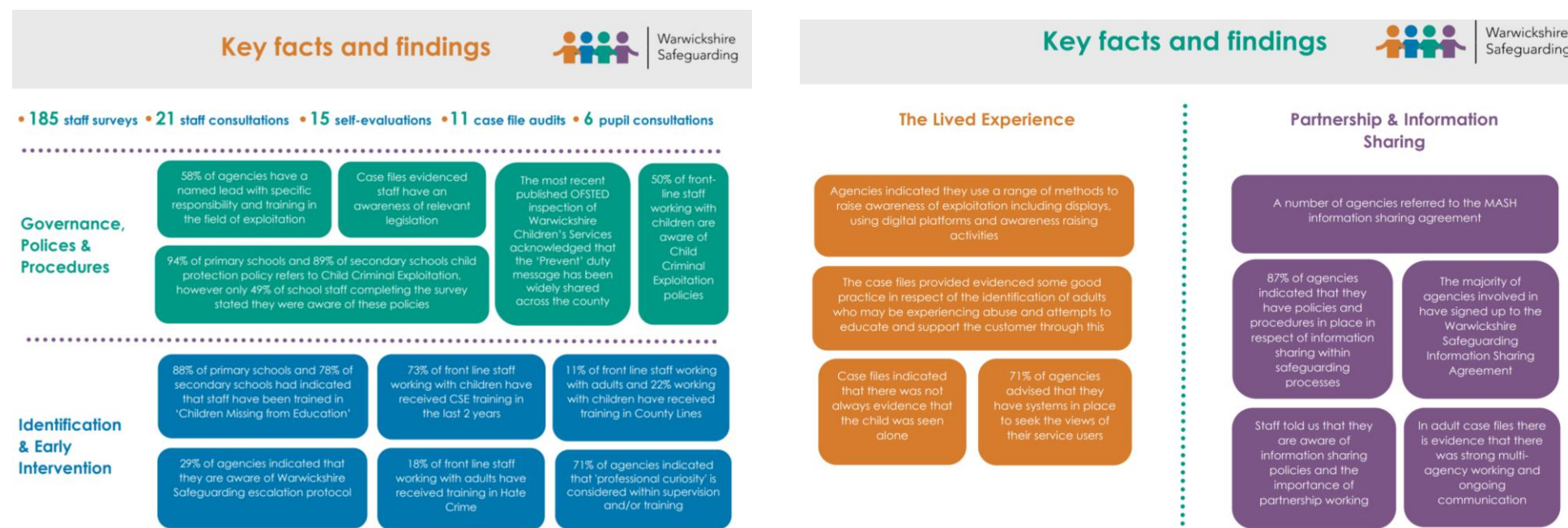


The key lines of enquiry for each thematic review will look to scrutinise the effectiveness of practice across the following four key areas:

- Governance, Policies & Procedures
- Identification & Early Intervention
- The Lived Experience
- Partnership & Information Sharing



Warwickshire Safeguarding Executive Board (WSEB) determined that the focus of the first thematic review would be 'The Exploitation of Children and Adults', in line with the partnership's strategic priorities. This thematic review was completed in January 2020 and the final full report and an executive summary of the findings were published on the website. The report captured learning identified from single agency self-evaluations, case file audits, professionals' surveys, conversations with professionals and service users. This proved to be a very insightful and valuable exercise which helped the partnership to consider successes and challenges, identify learning, make suggestions and recommendations for improvements, both at multi-agency and single agency levels. Detailed below are some of the key findings from this thematic review:



The responsibility for the delivery and oversight of the multi-agency summary action plan developed in response to this thematic review sits with the Exploitation Subgroup, who provide WSEB with regular updates on performance against these actions.



## Learning and Improvement

Over the course of 2019-2020 Warwickshire Safeguarding introduced a number of new initiatives to help to improve the pace of learning and improvement across the safeguarding agenda for both adults and children, young people and families. Provided below are the details of how this has been achieved.

### Safeguarding Reviews

Adults	Children
<p><i>The Care Act 2014 places a statutory duty on local Safeguarding Adults Boards (SABs) to arrange Safeguarding Adults Reviews (SARs)</i></p> <ul style="list-style-type: none"><li><i>• When an adult, with needs for care and support, (whether or not the local authority was meeting any of those needs) in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult; OR</i></li><li><i>• If an adult in its area has not died, but the SAB knows or suspects that the adult has experienced serious abuse or neglect and there is concern that partner agencies could have worked more effectively to protect the adult. 'Serious Abuse' is considered to be life threatening which requires intervention to prevent death and/or where there is significant psychological impact of the abuse on the individual.</i></li></ul>	<p><i>The Children and Social Work Act 2017 places a duty on safeguarding partners to make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. They must commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.</i></p> <p><i>Serious child safeguarding cases are those in which:</i></p> <ul style="list-style-type: none"><li><i>• Abuse or neglect of a child is known or suspected; and</i></li><li><i>• The child has died or been seriously harmed.</i></li></ul> <p><i>Serious harm includes (but is not limited to) serious and/or long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It should also cover impairment of physical health.</i></p>

Warwickshire Safeguarding has continued to receive a high volume of referrals from across the partnership in respect of both adults and children's cases where the referrer considers the circumstances of the abuse or neglect caused to the individual could have potentially been managed differently and where lessons can be learned and improvements to practices identified and implemented.





Working Together 2018 introduced a new requirement for undertaking Rapid Reviews. The aim of the rapid review being to enable safeguarding partners to:

- *Gather the facts about the case, as far as they can be readily established at the time*
- *Discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately*
- *Consider the potential for identifying improvements to safeguard and promote the welfare of children; and*
- *Decide what steps they should take next, including whether or not to undertake a child safeguarding practice review.*

Warwickshire Safeguarding decided to extend this process to the management and overview of safeguarding adult's referrals to ensure a consistent approach to the consideration of Safeguarding Adults Review referrals.

Warwickshire Safeguarding's Safeguarding Reviews Subgroup is responsible for ensuring that Safeguarding Adult Reviews and Local Child Safeguarding Practice Reviews in Warwickshire are carried out appropriately and effectively so that issues and lessons are identified, disseminated and acted upon.

The table below provides an overview of the number of safeguarding reviews referrals received during 2019-2020 and how many of these converted into formal reviews, or progressed as alternative learning reviews:

<b>Safeguarding Adults Reviews (SARs)</b>	<b>Serious Case Reviews (SCRs) / Child Safeguarding Practice Reviews (CSPRs)</b>
<i>No. of referrals received = 11</i>	<i>No. of referrals received = 10</i>
<i>No. of Rapid Reviews conducted = 8</i>	<i>No. of Rapid Reviews conducted = 6</i>
<i>No. of referrals progressed as a full review = 1, plus 1 joint with Children's</i>	<i>No. of referrals progressed as a full review = 2, plus 1 joint with adults</i>
<i>No. of referrals progressed as alternative learning reviews = Nil</i>	<i>No. of referrals progressed as alternative learning reviews = 2</i>
<i>Types of abuse reported in referrals = Organisation Abuse, Self-Neglect and Physical Abuse</i>	<i>Types of abuse reported in referrals = Organisational Abuse, Neglect, Sexual Abuse, Physical Abuse, Exploitation</i>
<i>No. of reports published = Nil</i>	<i>No. of reports published = 2 (Amy and Child:K)</i>
<i>No. of lessons learned briefings published = 3 (Rose, Noel and Chris)</i>	<i>No. of lessons learned briefings published = 1 (Amy)</i>



## Alternative Learning Reviews

Warwickshire Safeguarding conducted two alternative learning reviews for cases which did not meet the statutory criteria for a Child Safeguarding Practice Review however, presented areas of key learning which would benefit partner organisations working with children in similar circumstances in the future. Partner agencies were invited to participate in tabletop reviews to identify any learning or improvements to practice in order to better safeguard children and young people with a focus on the following topics:

- *Communications*
- *Information Sharing*
- *MASH Processes*
- *The Voice of the Child*
- *Escalations*
- *Partnership Working*

## Joint Learning Events across Children and Adults (AMY)

To reflect its new ways of working, Warwickshire Safeguarding introduced opportunities for reviewing safeguarding review referrals which offered cross cutting learning across the children's and adults partnership landscape. In March 2019 a joint learning event was commissioned to provide the partnership with the reassurance that if given a similar set of circumstance the current response from the relevant services would be robust enough to prevent a similarly poor outcome for the child and family concerned.

The case of AMY highlighted a number of failings in terms of:

- *Recognising and respond to the issue of coercive and controlling behaviour*
- *Putting the child first*
- *Recognising anger as an appropriate and healthy response to trauma*
- *Providing effective advocacy for children*

Agencies were asked to focus on the frequently faced challenge of controlling and coercive men joining vulnerable families. Amy's voice was captured as part of the learning event through statements provided by her during a visit to her home by the Independent Reviewer and Business



Manager. This provided a powerful presentation of her own feelings about the way agencies managed her safeguarding situation and how this could be improved when dealing with similar cases in the future.

Although Adult Social Care were not directly involved in this case, it provided an opportunity for them to identify learning from this case that could be applied to the services they deliver.

Both the full report and Lessons Learned Briefing were published on Warwickshire Safeguarding's website and cascaded to the wider partnership to support improvement in practice.

### Lessons Learned Briefings

Warwickshire Safeguarding introduced new Lessons Learned Briefings to help improve the communication of lessons being drawn from safeguarding reviews, which help to ensure the learning is being shared widely and more rapidly so that it can impact positively on future case management. These are produced following the completion of a Local Child Safeguarding Practice Review (LCSPR) or a Safeguarding Adults Review (SAR), or in those cases where the criteria for a formal review was not met however; the initial scoping process identified key areas of practice which highlighted the need to promote awareness.

The Lessons Learned briefings are structured to provide a summary overview of the story of the child or adult, what we learned and advice for professionals and the community. During the course of 2019-2020 Warwickshire Safeguarding published the following 4 Lessons Learned Briefings on its website:

- *Rose (Adult)*
- *Noel (Adult)*
- *Chris (Adult)*
- *Amy (Child)*

### 7 Minute Briefings

In order to encourage continuous learning and maintain a skilled workforce, Warwickshire Safeguarding introduced 7-Minute Briefings as a quick and simple way to share learning on a range of safeguarding topics. These are often related to areas of key learning identified through reviews work, or





the introduction of new changes to local/national policy, procedures and practice. The briefings act as a catalyst to help teams and their managers to discuss and reflect on their practice and systems.

Warwickshire Safeguarding encourages all agencies to record or evidence how they have used the 7-Minute Briefings on the 7-Minute Briefing Action Plan Template, which will be reviewed as part of Warwickshire Safeguarding's regular quality assurance audits. During 2019-2020 Warwickshire Safeguarding published briefings on the following topics:

- *Joint Target Area Inspections (JTAI)*
- *Local Child Safeguarding Practice Reviews*
- *New Partnership Arrangements - Warwickshire Safeguarding*
- *Rapid Reviews*
- *Children moving across Local Authority boundaries*
- *Financial and material abuse*
- *Reporting an adult safeguarding concern*
- *Role of Special Guardians*
- *Safeguarding Adult Review (SAR)*
- *Section 42 Adult Safeguarding Enquiry*

### Schools Annual Audit – 2018/2019

Warwickshire schools/education settings completed their annual audit of their safeguarding arrangements to enable the partnership to gather structured information to facilitate effective monitoring of safeguarding practice in the education sector. As part of the 2018/2019 academic year, **280** schools/education settings submitted a return of their safeguarding audit. Initial analysis of the returns has provided the following overview of findings:

- *There was evidence of significant progress in arrangements for DSLs to receive reflective supervision*
- *The audit provided an encouraging picture of movement towards more trauma informed practice in response to children's behaviour in most schools/settings.*
- *A number of primary schools highlighted the lack of suitable curriculum materials for engaging children about issues such as exploitation, grooming and radicalisation.*



- *There is growing evidence from successive audits of increasingly robust governance arrangements in relation to safeguarding. However, this audit highlighted vulnerability when there are changes of governance arrangements including moves to multi-academy trusts, federations, de-federating, temporary governance arrangements and departure of experienced governors.*
- *The audit highlighted that a great deal more work was needed to raise the education sector's awareness of child criminal exploitation.*
- *The number of reported uses of the escalation process was surprisingly very low. Warwickshire Safeguarding should monitor closely whether its updated escalation process improves the recorded evidence of the process being used.*
- *Self-harm in education settings is clearly a safeguarding issue. This was the first year that the audit included questions about self-harm. The overall number of incidents was high but again a large number of schools reported no incidents at all, which could suggest the need for greater vigilance and reporting and more robust recording.*
- *Another theme was children's mental health and self-harm and the associated challenges of ensuring that teachers and other staff working directly with children are confident and equipped to deal with children experiencing these difficulties and to support other children who may witness distressing incidents.*
- *There were many references to the expectations upon schools and education settings to safeguard children from serious risks such as domestic abuse, homelessness and parental mental ill-health and drug misuse by means of early help, often without engagement by services working with adults in respect of those issues.*

## Voice of the Adult/Child

### MSP

Making Safeguarding Personal requires agencies to ask individuals and/or their representatives what outcomes they would like to achieve from their safeguarding intervention. During the course of 2019-2020 Warwickshire concluded **284** s42 safeguarding enquiries of these **184** individuals/their representatives were asked for their views and desired outcomes, out of which

- **178** individuals/their representatives **expressed their views and desired outcomes**
- **6** individuals/their representatives **did not wish to express their views and desired outcomes**
- **100** of the concluded s42 enquires recorded that **the individual's outcomes had been fully achieved**



- **69** of the concluded s42 enquiries recorded that **the individual's outcomes had been partially achieved**
- **9** of the concluded s42 enquiries recorded that **the individual's outcomes had not been achieved**

## Advocacy Support/Views of the Child

local authorities have a duty to arrange for an independent advocate to be available to represent and support certain persons (Children and adults) for the purpose of facilitating those persons' involvement in the exercise of functions by local authorities. Advocacy is a process of supporting and enabling people to:

- *Express their views and concerns*
- *Access information and services*
- *Defend and promote their rights and responsibilities; and*
- *Explore choices and options*

During 2019-2020 a total of **52 adults with care and support needs** were supported by an advocate to help them with their safeguarding issues.

A further **197 referrals for Children's Advocacy** service were supported by Barnardo's which involved:

- *going to meetings with a young person where decisions are made – for example, meetings about foster placements*
- *writing letters on their behalf*
- *helping to get all the information the young person might need and help them understand what their rights are*

## Partnership Funding

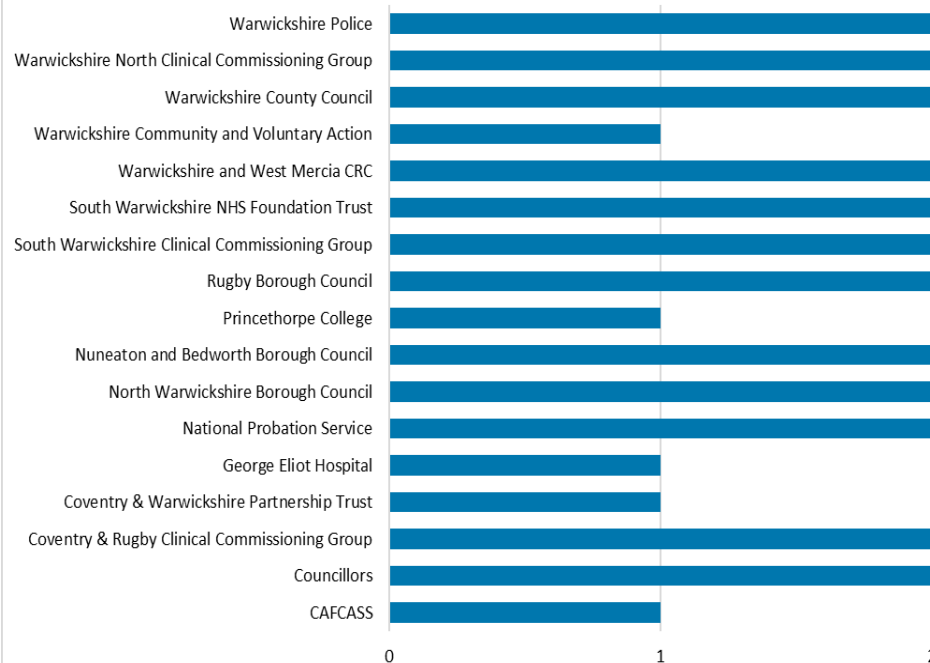
Warwickshire Safeguarding has been funded through a pooled budget from across the partnership including the County Council, District and Borough Councils, CCGs, Police and others which covers all aspects of the partnership's work and commitments, including the cost of the Business Team, commissioning of independent reviewers for safeguarding reviews, maintenance of procedures platforms and website development. The budget for 2019-20 was £371,161.



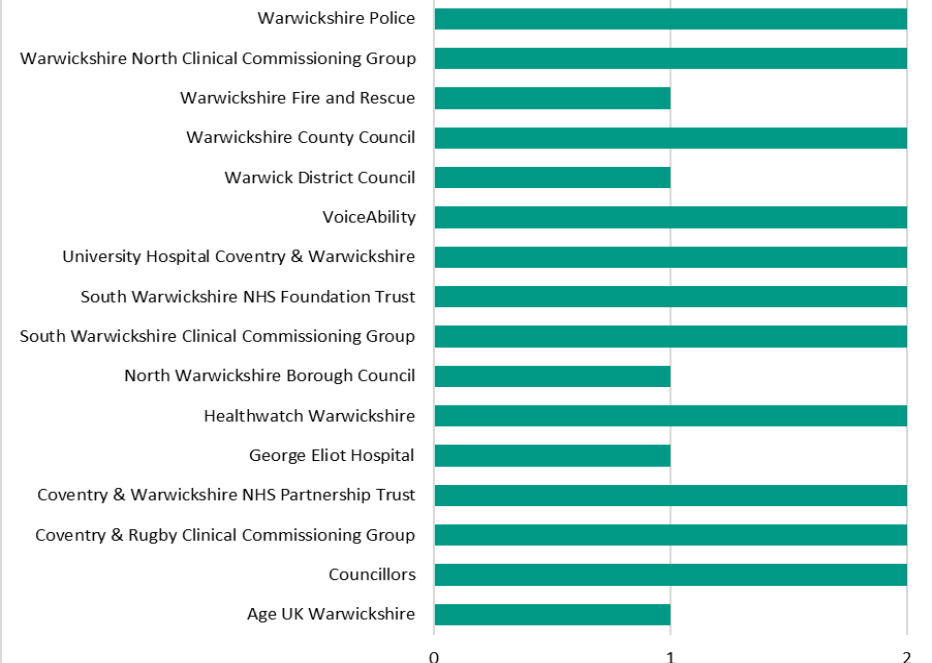
## Member Attendance

The following tables provide an illustration of partners' attendance at meetings throughout 2019-2020. During April to July 2019, the partnership operated under the former governance of two separate safeguarding boards namely Warwickshire Safeguarding Children's Boards and Warwickshire Safeguarding Adults Board. The first two tables below illustrate member attendance at either of these two former boards. The third table provides an illustration of partner attendance under the new Warwickshire Safeguarding governance structures which came into effect from 29 September 2019.

WSCB Membership Attendance  
April - July 2019

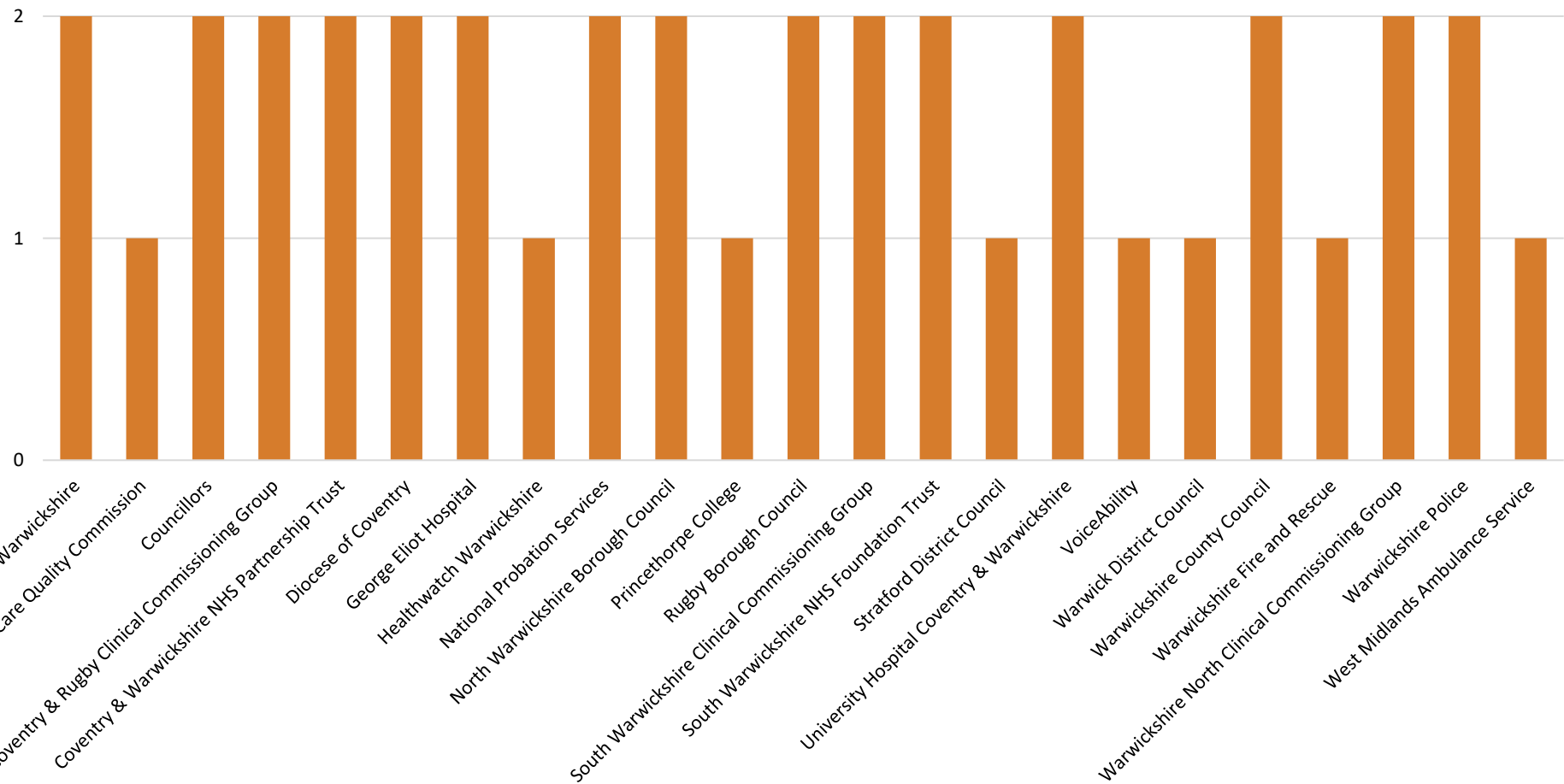


WSAB Membership Attendance  
April - July 2019





## Warwickshire Safeguarding Membership Attendance Sept 2019 - March 2020





## Conclusion

In conclusion, this report demonstrates the continued development and increased awareness of safeguarding children and safeguarding adults' issues within the partnership. The year has provided an opportunity to develop the innovative new arrangements currently being introduced which has supported Warwickshire Safeguarding's 'Think Family' approach.

Warwickshire Safeguarding has continued to respond to the rapid national and local pace of change whilst maintaining focus on the delivery of its strategic priorities. A lot of groundwork has been undertaken to ensure the right infrastructures are in place to support the management of known and emerging safeguarding risks such as Modern Slavery, Human Trafficking, County Lines, Cuckooing and Domestic Violence. The partnership has opened itself to external challenge to ensure its approach to handling exploitation of children and adults is focused and deliverable.

The introduction of the new strategic thematic reviews as part of the partnership's new Quality Assurance Framework has enabled much broader partner engagement in assurance activities. The voice of the professionals working with vulnerable children and adults and the service users themselves has been a welcomed addition and has helped the partnership to understand the impact of its work, policy and practices from the frontline.

Moving forward, Warwickshire Safeguarding will continue to build on the work it has started in 2019-2020 and ensure new safeguarding practices are fully embedded and support the achievement of positive outcomes for children, young people and adults.



Warwickshire  
Safeguarding



North Warwickshire  
Borough Council



Police and Crime  
Commissioner  
Warwickshire



The Polesworth School  
ENSURING EXCELLENCE



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## Cabinet

8 October 2020

### Education Sufficiency Annual Update 2020

#### Recommendation

That Cabinet endorse the Annual Education sufficiency Update 2020 and the proposed schemes to ensure sufficiency of school places in Warwickshire.

#### 1. Executive Summary

- 1.1 The update attached as Appendix A, outlines pupil number forecasts from September 2020 covering a 5 year period for primary phase and a 7 year period for secondary phase and provides an overview of the forthcoming pressures expected during that period.
- 1.2 Details of how any expected pressures will be met, including current planned or proposed capital schemes, are outlined in each section. All proposals are subject to change in response to relevant changes in housing developments in the area and the impact on expected need for places.
- 1.3 Demand for school places is expected to continue to increase across many parts of the county, predominantly in line with housing growth. It is expected the significant pressures will be at secondary age level as larger primary cohorts move through to secondary school. Increased demand at primary level could continue where there is expected housing growth in line with current housing trajectories. However, the economic effect of COVID-19 could result in a reduction in housing growth impacting on the level and timing of any potential new provision or expansion of existing provision.
- 1.4 Pupil forecast data indicates significant pressure on Secondary school places will arise in Atherstone, Nuneaton, Rugby, Leamington and Warwick, Shipston and Stratford upon Avon.
- 1.5 In addition, it is expected there will be pressure for in year places as primary cohorts' progress through the academic year in the Baddesley Grendon, North and East Nuneaton, South Leamington, Bidford, and Kineton Primary planning areas. This is likely to be localised affecting the most popular schools while capacity remains available at alternative primary schools in neighbouring planning areas in the local area.
- 1.6 Where an increase in pupil numbers is expected parental preference dictates not all schools will see a uniform increase in demand. The strategy aims to retain a minimum of 4% capacity in each year group across any given

planning area to ensure places remain available to accommodate additional pupils as new families that move into an area. Work will be required to assist and encourage all schools to be proactive in their approach to attracting pupils in order to prevent large disparities between schools that are at capacity and those that are significantly under capacity. This will be undertaken as a proactive approach alongside the ongoing work to assist schools with deficit budgets.

- 1.7 Pressure on SEND places will initially be addressed by supporting and equipping mainstream schools to ensure a greater proportion of learners with EHC plans at school age are supported in their local mainstream setting, developing the second phase of 'resourced provision', establishing a new special school on the former Pears site and completing existing expansion projects. Improving the commissioning of high needs places, to ensure sufficiency of local specialist provision, sits within the SEND & Inclusion Change Programme
- 1.8 Pupil forecast data factors in the expected impact of housing developments across the county, the timescales for delivery of which are reliant on the data produced by the local planning authorities. The expected demand for in year places particularly may not be fully realised where this data deviates from the reality of the delivery of new housing.

## **2. Financial Implications**

- 2.1 The full extent of the financial implications are yet to be quantified and detailed costing will be provided once design and feasibility work has been undertaken for each individual project outlined in this update.
- 2.2 Initial cost estimates relating to additional provision, particularly new schools, have been produced utilising national benchmarking data. Work is ongoing to identify the expected capital requirements and funding profile for all future Education Capital projects over the short to medium term.
- 2.3 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.
- 2.4 There is the likelihood that the consideration of any Carbon Neutral build methods will increase overall costs beyond the existing benchmarks.
- 2.5 Basic Need grant funding is provided by the DfE to deliver the expected requirement for mainstream places across the 4-16 age range. This grant is calculated on a per pupil basis for mainstream places and excludes those places as a result of housing growth which are expected to be funded via developer contributions.
- 2.6 Available Basic Need capital resources currently total £26,452,000. However, as outlined there are multiple demands expected on this funding to deliver

Education Capital projects across the county to ensure sufficient school places are available.

- 2.7 Warwickshire's Basic Need grant funding allocation to be received in 2021 has been confirmed at £24,136,000
- 2.8 Basic Need grant funding for 2022 and beyond is not yet known.
- 2.9 The need to forward fund education infrastructure before receipt of developer contributions together with competing demands to utilise Basic Need capital resources for education provision such Early Years sufficiency, SEND provision and condition of the school estate will put significant pressure on the funding requirements to provide sufficient school places.
- 2.10 Developer contributions will continue to be sought to provide the new provision needed as a result of housing growth and funds secured relevant to each individual scheme will be utilised where appropriate to deliver the schemes proposed.
- 2.11 The initial revenue costs for the new schools and additional classes at existing schools will need to be met utilising Dedicated Schools Grant, Pupil Growth Funding.

### **3. Environmental Implications**

- 3.1 Following the County Council's declaration of a Climate Change Emergency the design brief for all Education Capital projects will require the consideration of Carbon Neutral build methods to ensure the environmental impacts of delivering and operating the new provision are reduced where possible.
- 3.2 Environmental risk assessments together with mitigation statements to reduce any potential environmental impacts are required for each capital project. Where a risk of environmental damage is identified measures will be required to ensure these risks remain at a minimum throughout the construction process.

### **4. Supporting Information**

- 4.1 Section 3 in the Annual Update outlines the key sufficiency challenges which provide the context to the practical implementation of sufficiency proposals.
- 4.2 Housing growth in line with current housing trajectories across the county is expected to increase the long-term demand for school places as new families move into the county. This is by far the biggest challenge in ensuring sufficiency of school places and the expected impact of this housing growth is included in the pupil forecast data presented. However as new families move into Warwickshire over the next academic year the level of short term demand for places will vary depending on the age of the children and availability of places in the relevant year groups at local schools. Where possible the

available capacity in areas with housing growth should exceed the 4% target to account for these variances

- 4.3 There can often be pressure for school places when families apply late or part way through the academic year and schools are already at capacity. The allocation of school places is administered in line with the School Admission Code published by the Department for Education (DfE) and all processes must be undertaken in line with this legislation. In order to overcome this issue the target is to maintain 4% capacity in any given year group across each planning area, however there is no provision within the code that would allow schools or Local Authorities to hold places at any school to accommodate those late or in year applicants.
- 4.4 All school places offered are done so in line with the relevant admission arrangements for that school. For academies the responsibility for setting the schools admission policy, including oversubscription criteria, lies with the academy trust. Warwickshire County Council works in partnership with all of the Warwickshire family of schools, however it is not always the case that the admission arrangements set by an academy trust will give full consideration to the Local Authorities strategic approach to ensuring sufficiency of school places.
- 4.5 To support the sufficiency planning it is important the Admission Service operates effectively as possible, ensuring places are offered in line with the relevant policies and legislation. For children starting school in reception or transferring to junior or secondary school Central Government have set out a national timeline for processing applications but for in year applications minimising the time taken for a child to be offered and start at a new school is a key priority for Education Services. A full detailed review of all aspects of the admission service is being undertaken over the coming months and work is already being undertaken to immediately improve the service and associated processes where possible. Any changes to the approved policies required as a result will be subject to a further report to cabinet at a later date.

## **5. Timescales associated with the decision and next steps**

- 5.1 Proposed schemes outlined in the sufficiency update will be worked up through the initial feasibility stages via the Education Capital Access and Organisation Working Group.
- 5.2 Following confirmation of the availability of funding, the appropriate consultations, and feasibility studies all projects require agreement by the Education Capital Access and Organisation Board.
- 5.3 Once agreed by the Board all individual capital projects outlined will be subject to future reports to Cabinet for funding approval.

## **Appendix**

1. Annual Education Sufficiency Update 2020

## Background Papers

None

## Supporting Paper

1. Education Sufficiency Strategy 2018-2023 [Link](#)

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The report was considered by the Children and Young People OSC.

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**Warwickshire County Council  
Education Services**

**Annual Education Sufficiency Update**

**September 2020**

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## 1. Introduction

**1.1.** This annual sufficiency update is published to provide the current context for the delivery of the Warwickshire County Council (WCC) Education Sufficiency Strategy 2018 - 2023.

**1.2.** This update outlines pupil number forecasts from September 2020 covering a 5 year period for primary phase and a 7 year period for secondary phase, and provides an overview of the forthcoming pressures expected during that period.

**1.3.** All pupil forecasts include all currently approved housing developments as at time of publication. WCC Education Services work collaboratively with the five District and Borough planning authorities and the progress of proposed and approved housing development across the county is continually monitored. The underlying data relating to housing trajectories is subject to change.

**1.4.** Details of how any expected pressures will be met, including current planned capital schemes, are outlined in each section. These may change in response to relevant changes in housing developments in the area and the impact on expected need for places. All individual projects are subject to the availability of funding and the appropriate consultations, feasibilities, and approvals.

**1.5.** Full analysis of Early Years sufficiency across the county is outlined in the Early Years and Childcare Sufficiency Assessment 2020 [link](#).

**1.6.** The most up to date pupil yield figures used when assessing likely additional pupils generated by new housing development are included within this update as Appendix 3.

**1.7.** Details of WCC's approach to meeting need arising from housing development and requests for financial contributions from developers is available in WCC Developers' Guide to Education Contributions 2019 [link](#).

**1.8.** From publication in September 2020 this sufficiency update will cover the academic year 2020/2021 and will be followed by an update on an annual basis.

## 2. Covid-19 Pandemic Impacts

**2.1.** At the time of publication in September 2020 the economic outfall from the Covid-19 pandemic and the potential impact that this might have on school place requirements is not yet known. Changes in demand will be kept under review and subsequent years pupil forecast data will be adjusted to factor in and shifts in demand for school places or disruptions to housing developments across the county if required.

**2.2.** Financial impacts related to Covid-19 cost increases and related time frame extensions required on future education capital projects will be assessed at the feasibility stage for the individual proposed schemes.

**2.3.** Delivery of capital schemes is ongoing during the pandemic with WCC major construction projects following relevant government guidance and contractors carry-out site-specific risk assessments for site operating procedures including social distancing and cleaning hygiene. Schools will also need to consider any construction works as part of their health and safety risk assessments

## 3. Key sufficiency challenges

**3.1. Housing development** - Housing growth across the county is expected to increase the long-term demand for school places as new families move into the county. This is by far the biggest challenge in ensuring sufficiency of school places and the expected impact of this housing growth is included in the pupil forecast data presented in this document. However as new families move into Warwickshire over the next academic year the level of short term demand for places will vary depending on the age of the children and availability of places in the relevant year groups at local schools. Where possible the available capacity in areas with housing growth should exceed the 4% target to account for these variances.

**3.2. In year applications** - There can often be pressure for school places when families apply late or part way through the academic year and schools are already at capacity. The allocation of school places is administered in line with the School Admission Code published by the Department for Education (DfE) and all processes must be undertaken in line with this legislation. In order to overcome this issue the target is to maintain 4% capacity in any given year group across each planning area, however there is no provision within the code that would allow schools or Local Authorities to hold places at any school to accommodate those late or in year applicants.

**3.3. Admission arrangements** - All school places offered are done so in line with the relevant admission arrangements for that school. For academies the responsibility for setting the schools admission policy, including oversubscription criteria, lies with the academy trust. Warwickshire County Council works in partnership with all of the Warwickshire family of schools, however it is not always the case that the admission arrangements set by an academy trust will give full consideration to the Local Authorities strategic approach to ensuring sufficiency of school places.

## 4. North Warwickshire

### 4.1. Primary

#### 4.1.1. Pupil forecasts

Planning Area	Academic Year	Reception Capacity - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Capacity	Total Forecast Number On Roll	Available Capacity (4% target)
Arley	2020/21	65	53	18%	455	360	21%
	2021/22	65	45	31%	455	361	21%
	2022/23	65	54	17%	455	365	20%
	2023/24	65	43	35%	455	348	23%
	2024/25	65	47	27%	455	349	23%
Atherstone	2020/21	150	123	18%	1050	934	11%
	2021/22	150	136	9%	1050	973	7%
	2022/23	150	144	4%	1050	988	6%
	2023/24	150	113	25%	1050	979	7%
	2024/25	150	132	12%	1050	970	8%
Baddesley Grendon	2020/21	30	35	-17%	210	214	-2%
	2021/22	30	38	-28%	210	219	-4%
	2022/23	30	31	-4%	210	216	-3%
	2023/24	30	32	-6%	210	224	-7%
	2024/25	30	35	-15%	210	218	-4%
Coleshill	2020/21	212	207	2%	1484	1358	8%
	2021/22	212	185	13%	1484	1369	8%
	2022/23	212	199	6%	1484	1394	6%
	2023/24	212	183	14%	1484	1375	7%
	2024/25	212	189	11%	1484	1357	9%
Kingsbury	2020/21	105	88	16%	735	621	15%
	2021/22	105	92	12%	735	640	13%
	2022/23	105	72	32%	735	631	14%
	2023/24	105	69	35%	735	603	18%
	2024/25	105	78	26%	735	602	18%

Planning Area	Academic Year	Reception Capacity - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Capacity	Total Forecast Number On Roll	Available Capacity (4% target)
Polesworth	2020/21	157	135	14%	1099	1105	-1%
	2021/22	157	143	9%	1099	1108	-1%
	2022/23	157	161	-3%	1099	1124	-2%
	2023/24	157	145	7%	1099	1119	-2%
	2024/25	157	147	6%	1099	1110	-1%
North Polesworth	2020/21	32	25	23%	224	182	19%
	2021/22	32	29	9%	224	192	14%
	2022/23	32	26	18%	224	196	12%
	2023/24	32	20	36%	224	186	17%
	2024/25	32	26	19%	224	192	14%

#### 4.1.2. Commentary and Sufficiency Proposals

4.1.3. Current pupil forecasts for North Warwickshire show the majority of planning areas are predicted to have available capacity in excess of the 4% target.

4.1.4. Polesworth primary planning area is currently forecast a possible overall in-year pressure due to the popularity of the schools with children from outside of the area. This will be monitored closely although available capacity is expected in the neighbouring North Polesworth planning area.

4.1.5. Baddesley Grendon planning area is expected to have pressure for reception entry moving forward. The level of need is not expected to sustain a viable expansion of the only school in this planning area, Woodside C of E Primary School, as sufficient capacity exists at schools in the neighbouring Atherstone primary planning area to accommodate the expected increase in need.

## 4.2. Secondary

#### 4.2.1. Pupil forecasts

Planning Area	Academic Year	Year 7 Capacity - PAN	Year 7 Forecast Pupil Numbers	Available Capacity (4% target)	Total Capacity	Total Forecast Number On Roll	Available Capacity (4% target)
Atherstone	2020/21	120	134	-12%	600	699	-17%
	2021/22	120	150	-25%	600	735	-22%
	2022/23	120	179	-50%	600	786	-31%
	2023/24	120	172	-44%	600	822	-37%
	2024/25	120	190	-59%	600	862	-44%
	2025/26	120	176	-47%	600	900	-50%
	2026/27	120	163	-35%	600	910	-52%

Planning Area	Academic Year	Year 7 Capacity - PAN	Year 7 Forecast Pupil Numbers	Available Capacity (4% target)	Total Capacity	Total Forecast Number On Roll	Available Capacity (4% target)
Coleshill	2020/21	210	209	1%	1050	1070	-2%
	2021/22	210	209	1%	1050	1058	-1%
	2022/23	210	210	0%	1050	1056	-1%
	2023/24	210	209	0%	1050	1050	0%
	2024/25	210	209	1%	1050	1048	0%
	2025/26	210	208	1%	1050	1045	0%
	2026/27	210	208	1%	1050	1042	1%
Kingsbury	2020/21	126	127	-1%	630	701	-11%
	2021/22	126	127	-1%	630	678	-8%
	2022/23	126	127	-1%	630	668	-6%
	2023/24	126	127	0%	630	649	-3%
	2024/25	126	127	0%	630	616	2%
	2025/26	126	127	0%	630	614	2%
	2026/27	126	127	0%	630	614	3%
Polesworth	2020/21	240	245	-2%	1200	1255	-5%
	2021/22	240	247	-3%	1200	1260	-5%
	2022/23	240	248	-3%	1200	1283	-7%
	2023/24	240	244	-2%	1200	1280	-7%
	2024/25	240	243	-1%	1200	1264	-5%
	2025/26	240	240	0%	1200	1236	-3%
	2026/27	240	240	0%	1200	1213	-1%

#### 4.2.2. Commentary and Sufficiency Proposals

4.2.3. Current forecasts for North Warwickshire show that in contrast to the primary, the majority of secondary planning areas are predicted to be over capacity. It is expected that there will be in-year pressure in the Atherstone area due to slightly higher primary cohorts and the build out of approved housing development in the area.

4.2.4. To accommodate demand in the Atherstone planning area the Queen Elizabeth Academy have proposed a new classroom block and will admit an additional 30 pupils for Year 7 entry in September 2021. The academy trust are undertaking delivery of this project which will enable the school to expand by a form of entry. A further form of entry will also potentially be needed over the next 5 to 7 years and will need further consideration alongside plans for additional capacity in neighbouring planning areas and the timing of housing development in the local area.

4.2.5. The Coleshill planning area is expected to be at or slightly over capacity for both Year 7 and across other year groups. The school increased its PAN to 210 from September 2017, increasing capacity by an additional 150 places across the school

over the following 5 years. This increase will enable the school to accommodate demand from both in and out of county children. An additional classroom block has been delivered for the 2020/21 academic year to allow the school to accommodate the increased pupil numbers as they roll out across all year groups.

4.2.6. Kingsbury planning area is expected to be at capacity moving forward. This is a result of the schools popularity with families resident outside of Warwickshire and Kingsbury School have admitted above the published admission number to accommodate demand.

4.2.7. The Polesworth planning area is currently expected to be slightly over capacity owing to the ongoing popularity of the school with pupils from outside of Warwickshire for Year 7 entry. Given this fact, there may be pressure for in-year applications if pupils move into the area and the school is at capacity. and places allocated at the next nearest school with available space likely requiring the provision of home to school transport.

4.2.8. A review of the accommodation at The Polesworth School will be undertaken to inform future expansion proposals, ensuring the school is able to meet the expected need from approved and future housing development in the area. This follows the construction of a replacement classroom block under the Priority School Building Programme project currently being undertaken by the Department for Education (DfE) at the school.

## 5. Nuneaton and Bedworth

### 5.1. Primary

#### 5.1.1. Pupil forecasts

Planning Area	Academic Year	Reception Capacity - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Capacity	Total Forecast Number On Roll	Available Capacity (4% target)
Bedworth South West	2020/21	240	205	15%	1680	1421	15%
	2021/22	240	187	22%	1680	1408	16%
	2022/23	240	205	15%	1680	1406	16%
	2023/24	240	202	16%	1680	1410	16%
	2024/25	240	201	16%	1680	1392	17%
Wolvey and Bulkington	2020/21	90	86	4%	630	558	11%
	2021/22	90	92	-2%	630	553	12%
	2022/23	90	93	-3%	630	565	10%
	2023/24	90	75	17%	630	550	13%
	2024/25	90	87	3%	630	551	13%

Planning Area	Academic Year	Reception Capacity - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Capacity	Total Forecast Number On Roll	Available Capacity (4% target)
Bedworth North East	2020/21	270	261	3%	1906	1849	3%
	2021/22	270	227	16%	1906	1812	5%
	2022/23	270	224	17%	1906	1766	7%
	2023/24	270	255	5%	1906	1769	7%
	2024/25	270	235	13%	1906	1741	9%
Nuneaton North West	2020/21	259	247	5%	1837	1742	5%
	2021/22	259	219	15%	1837	1748	5%
	2022/23	259	265	-2%	1837	1771	4%
	2023/24	259	248	4%	1837	1773	3%
	2024/25	259	251	3%	1837	1768	4%
Nuneaton West	2020/21	450	404	10%	3270	2875	12%
	2021/22	450	407	10%	3270	2857	13%
	2022/23	450	391	13%	3270	2789	15%
	2023/24	450	372	17%	3270	2765	15%
	2024/25	450	391	13%	3270	2748	16%
Nuneaton North and East	2020/21	490	526	-7%	3430	3465	-1%
	2021/22	520	500	4%	3640	3546	3%
	2022/23	520	519	0%	3640	3626	0%
	2023/24	520	516	1%	3640	3682	-1%
	2024/25	520	535	-3%	3640	3739	-3%

### 5.1.2. Commentary and Sufficiency Proposals

5.1.3. Bedworth South West and Bedworth North East primary planning areas are currently expected to have sufficient capacity to meet need in the area. This includes increased capacity at Newdigate Primary School from 1.5fe to 2fe from September 2018, creating an additional 105 places across the school over the next 7 years.

5.1.4. There is likely to be some overall pressure from the 2020 academic year onwards in the Nuneaton North East planning area. This is primarily as a result of new families moving into the area in line with housing development. The schools in this area are popular and often oversubscribed from reception entry. Where necessary, in-year applications would be accommodated in neighbouring Nuneaton schools where sufficient places exist to meet this need.

5.1.5. Lower Farm Academy opened in September 2019 with 30 places in Reception to meet the forecast need in the North of Nuneaton; this additional Reception capacity is included in the data above. The school is being delivered as part of the Central Government Free School programme and will grow to 60 places per year group to help meet the longer term need for places in line with housing development in this area of Nuneaton. The school is currently in temporary accommodation while the permanent



build is completed and will offer a total of 420 additional primary school places once fully opened. Work will be undertaken with the academy trust to open additional places across other year groups should there be the need following the delivery of the permanent school buildings.

5.1.6. In order to build some capacity into the Nuneaton North and East planning area of for the 2019/20 academic year an additional class was opened in Year 2 (current Year 3 2020/21) at Weddington Primary School, providing an additional 30 places in that year group.

## 5.2. Secondary

### 5.2.1. Pupil forecasts

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)
Hartshill	2020/21	210	198	6%	1050	1011	4%
	2021/22	210	197	6%	1050	1030	2%
	2022/23	210	221	-5%	1050	1055	0%
	2023/24	210	218	-4%	1050	1080	-3%
	2024/25	210	219	-4%	1050	1082	-3%
	2025/26	210	210	0%	1050	1075	-2%
	2026/27	210	213	-1%	1050	1076	-2%
Bedworth	2020/21	470	411	13%	2350	2023	14%
	2021/22	470	476	-1%	2350	2119	10%
	2022/23	470	478	-2%	2350	2231	5%
	2023/24	470	459	2%	2350	2279	3%
	2024/25	470	471	0%	2350	2275	3%
	2025/26	470	457	3%	2350	2304	2%
	2026/27	470	445	5%	2350	2260	4%
Nuneaton	2020/21	956	958	0%	4780	4519	5%
	2021/22	956	1015	-6%	4780	4737	1%
	2022/23	956	1069	-12%	4780	4947	-3%
	2023/24	956	1014	-6%	4780	5018	-5%
	2024/25	956	1040	-9%	4780	5093	-7%
	2025/26	956	1020	-7%	4780	5136	-7%
	2026/27	956	1027	-7%	4780	5130	-7%

### 5.2.2. Commentary and Sufficiency Proposals

5.2.3. The Hartshill planning area is expected to see a decrease in the available capacity at Year 7 in the next few years with a shortfall for Year 7 intake expected by September 2022. This will be monitored and bulge classes may be required to accommodate the shortfall. The academy trust is undertaking a review of the schools existing accommodation, and working in partnership with the LA, proposals for redevelopment are being considered.



5.2.4. The Bedworth planning area is currently predicted to have available capacity in both Year 7 entry and overall in the next 5 years. However, there is expected to be a slight pressure for Year 7 entry in September 2021 and September 2022. This situation will need careful monitoring particularly if any of the current strategic housing allocations are approved which could require additional capacity at Ash Green School.

5.2.5. Ash Green School has admitted over PAN for the last 3 years to accommodate localised demand from within the school's priority area. Further work will be undertaken with the Academy Trust to review of the accommodation on site to meet expected need from approved and future development in the Bedworth area.

5.2.6. The Nuneaton planning area is currently forecast to have an overall shortfall of places available from 2021. The expected shortfall in neighbouring Hartshill may compound this issue with any available in-year capacity at Nuneaton schools being utilised by children from the Hartshill planning area. In-year applications will be monitored closely and will require close working with the existing secondary schools to ensure all children moving into the area can be accommodated.

5.2.7. Across Nuneaton we will work with schools to ensure space in existing buildings is being utilised to accommodate any in-year pressure or for Year 7 entry should there be a need for additional classes as the academic year progresses.

5.2.8. Etone College admitted an additional 30 pupils for Year 7 entry in September 2020 to accommodate demand in the Nuneaton planning area. It is expected this increase will be required permanently, providing an additional 150 places in the area over the next 4 years. Proposals to provide additional accommodation from 2022 to support a sustained increase in pupil numbers are currently being progressed with the academy trust.

5.2.9. At the time of publication in September 2020 the outcome of the Central Government Free School Wave 14 is still unknown. Warwickshire County Council provided supporting information and evidence of need to the DfE and a number of multi academy trusts have submitted bids to operate a new secondary school in the North of Nuneaton. It is expected this new provision will meet the longer term demand for places in Nuneaton and delivery of this new school is not dependant on the DfE but will be undertaken by the Council if no trust is successful in their free school bid with the DfE.

5.2.10. Assessment of the potential to expand Higham Lane School will be undertaken to inform expansion to accommodate demand from the initial phases of housing growth in the North of Nuneaton. Timing of any potential expansion of this school is dependent on the outcome of the above Free School Wave and associated expected delivery of the new school should any bid be successful.

## 6. East Warwickshire

### 6.1. Primary

#### 6.1.1. Pupil forecasts

Planning Area	Academic Year	Reception Places Available - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Rugby North Central	2020/21	405	368	9%	2859	2905	-2%
	2021/22	405	360	11%	2859	2948	-3%
	2022/23	405	400	1%	2859	2997	-5%
	2023/24	405	355	12%	2859	3016	-6%
	2024/25	405	395	3%	2859	3054	-7%
Rugby North of the Railway	2020/21	240	230	4%	1560	1580	-1%
	2021/22	240	202	16%	1560	1638	-5%
	2022/23	240	225	6%	1560	1636	-5%
	2023/24	240	205	15%	1560	1599	-3%
	2024/25	240	215	10%	1560	1573	-1%
The Revel	2020/21	45	47	-4%	315	303	4%
	2021/22	45	38	15%	315	296	6%
	2022/23	45	45	1%	315	293	7%
	2023/24	45	44	3%	315	288	8%
	2024/25	45	42	6%	315	292	7%
Dunchurch	2020/21	78	66	16%	498	472	5%
	2021/22	78	64	17%	498	467	6%
	2022/23	78	60	24%	498	458	8%
	2023/24	78	46	41%	498	437	12%
	2024/25	78	57	27%	498	429	14%
Rugby Rural	2020/21	137	110	19%	959	857	11%
	2021/22	137	113	18%	959	832	13%
	2022/23	137	119	13%	959	811	15%
	2023/24	137	111	19%	959	784	18%
	2024/25	137	115	16%	959	769	20%
Rugby South Central	2020/21	210	179	15%	1470	1409	4%
	2021/22	210	165	21%	1470	1388	6%
	2022/23	210	179	15%	1470	1381	6%
	2023/24	210	161	23%	1470	1344	9%
	2024/25	210	175	17%	1470	1355	8%
Rugby West	2020/21	240	228	5%	1660	1691	-2%
	2021/22	240	211	12%	1660	1707	-3%
	2022/23	240	227	5%	1660	1690	-2%
	2023/24	240	179	25%	1660	1604	3%
	2024/25	240	199	17%	1660	1548	7%

Planning Area	Academic Year	Reception Places Available - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Long Lawford	2020/21	90	72	20%	630	521	17%
	2021/22	90	70	22%	630	530	16%
	2022/23	90	68	25%	630	508	19%
	2023/24	90	59	34%	630	502	20%
	2024/25	90	66	27%	630	496	21%

### 6.1.2. Commentary and Sufficiency Proposals

6.1.3. The increased housing development and migration into Rugby town over recent years has seen the need for expansions and bulge classes at primary schools across the town. The result is forecast capacity above the 4% target across the majority of planning areas, particularly for Reception entry moving forwards. There may be pressure for in-year applications towards the north of the town but sufficient capacity is expected at other schools across Rugby to accommodate those families moving into the area.

6.1.4. Significant housing development in Rugby North of the Railway is expected to lead to an increase in demand for primary school places longer term to meet this need a new 1fe primary school is planned as part of the Rugby Gateway development. In addition, there is an historical mismatch in capacity at infant and junior level in this area. Work is ongoing in partnership with the infant and junior schools in this area to undertake a strategic review of current and future provision in this area to ensure the short and long term need for places is met.

6.1.5. St Gabriel's C of E Academy opened from September 2018 on the housing development at Houlton in the east of Rugby to accommodate demand for primary school places from the new housing. The new school has opened as a 1fe (210 places) primary school offering places in all year groups. Longer term the site provides the option to expand to 3fe (630 places) as the housing development at Houlton progresses. Localised pressure may be experienced for in year applications as the housing continues to build out and new families move to the development, however it is expected sufficient capacity will be available at other local primary schools to accommodate this in year movement.

## 6.2. Secondary

### 6.2.1. Pupil forecasts

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)
Rugby South	2020/21	1042	1163	-12%	5210	5302	-2%
	2021/22	1072	1169	-9%	5360	5468	-2%
	2022/23	1072	1254	-17%	5360	5721	-7%
	2023/24	1072	1221	-14%	5360	5853	-9%
	2024/25	1072	1193	-11%	5360	5970	-11%
	2025/26	1072	1281	-20%	5360	6071	-13%
	2026/27	1072	1256	-17%	5360	6149	-15%
Rugby North	2020/21	220	243	-11%	1100	1288	-17%
	2021/22	220	254	-16%	1100	1366	-24%
	2022/23	220	287	-30%	1100	1419	-29%
	2023/24	220	289	-31%	1100	1461	-33%
	2024/25	220	286	-30%	1100	1490	-35%
	2025/26	220	300	-36%	1100	1537	-40%
	2026/27	220	298	-35%	1100	1580	-44%

### 6.2.2. Commentary and Sufficiency Proposals

6.2.3. Current forecasts include all approved housing developments and show secondary schools in Rugby are expected to be over capacity for Year 7 entry from September 2020. This includes the additional capacity provided by Rugby Free Secondary School which opened from September 2016 towards the south of the town providing an additional 6fe per year group.

6.2.4. Rugby Free Secondary School, Bilton School and Ashlawn School admitted an additional 30 pupils each for Year 7 entry in September 2020, in addition to an additional 55 places admitted at Harris C of E Academy for Year 7 entry in September 2020, as temporary bulge classes to accommodate demand in the Rugby area.

6.2.5. In order to meet the expected shortfall in Secondary places across Rugby the proposed secondary school on the Houlton development will be opened from September 2021. The new school will open as 6fe (900 places plus 6th form) initially to meet the demand expected across Rugby as well as that from the Houlton development, with further expansion expected longer term beyond the current forecast period in line with growing need. This school will be delivered in partnership between the developers of Houlton and ESFA and will be operated by the Transforming Lives Educational Trust. This new school is not included in the capacity data shown above at this time but will provide an additional 180 places for year 7 entry in 2021.

6.2.6. Lawrence Sherriff School admitted an additional 30 places from September 2020 and have officially increased the admission number to 150 from September 2021

following a successful bid to secure funding from the DfE to expand Grammar provision. This will increase capacity by an additional 150 places across the school over the next 5 years. Given the selective nature of Grammar schools it is likely not all of these places will be offered to children from the Rugby area in any given year, however the school have altered the admission arrangements for 2021 onwards to further support the offer of places to children in Rugby and the local area.

6.2.7. Following the opening of the new secondary school on Houlton there is still a slight pressure expected on secondary school places across Rugby. Options to meeting this shortfall are currently being reviewed including discussions with the developer of Coton Park East in the North of Rugby for a new secondary school to be located on that development.

## 7. Central Warwickshire

### 7.1. Primary

#### 7.1.1. Pupil forecasts

Planning Area	Academic Year	Reception Places Available - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Kenilworth	2020/21	275	259	6%	2009	1961	2%
	2021/22	275	232	16%	1979	1935	2%
	2022/23	275	259	6%	1949	1946	0%
	2023/24	275	210	24%	1949	1896	3%
	2024/25	275	234	15%	1949	1866	4%
North Leamington	2020/21	360	307	15%	2520	2338	7%
	2021/22	360	334	7%	2520	2329	8%
	2022/23	360	355	1%	2520	2366	6%
	2023/24	360	346	4%	2520	2370	6%
	2024/25	360	350	3%	2520	2390	5%
South Leamington	2020/21	478	457	4%	3346	3376	-1%
	2021/22	478	495	-4%	3346	3642	-9%
	2022/23	478	546	-14%	3346	3868	-16%
	2023/24	478	558	-17%	3346	4017	-20%
	2024/25	478	550	-15%	3346	4096	-22%

Planning Area	Academic Year	Reception Places Available - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Radford Semele	2020/21	30	33	-9%	210	252	-20%
	2021/22	30	34	-14%	210	267	-27%
	2022/23	30	30	0%	210	264	-26%
	2023/24	30	27	10%	210	250	-19%
	2024/25	30	28	6%	210	237	-13%
Southam	2020/21	208	182	13%	1456	1360	7%
	2021/22	208	185	11%	1456	1378	5%
	2022/23	208	163	21%	1456	1373	6%
	2023/24	208	170	18%	1456	1364	6%
	2024/25	208	177	15%	1456	1332	9%
Napton	2020/21	38	38	0%	266	280	-5%
	2021/22	38	37	3%	266	274	-3%
	2022/23	38	36	5%	266	267	0%
	2023/24	38	30	22%	266	255	4%
	2024/25	38	35	8%	266	256	4%
Warwick	2020/21	395	329	17%	2765	2501	10%
	2021/22	395	345	13%	2765	2508	9%
	2022/23	395	350	11%	2765	2499	10%
	2023/24	395	325	18%	2765	2450	11%
	2024/25	395	343	13%	2765	2428	12%

### 7.1.2. Commentary and Sufficiency Proposals

7.1.3. The Leamington area is facing significant pressure over the coming years due to housing development. It is expected that South Leamington primary planning area will be over capacity for Reception entry from September 2021 onwards with possible in-year pressure from 2020. However, this need for additional school places is disproportionate across the town with significant short falls expected across the South Leamington planning area and sufficient capacity expected to continue across schools in the North Leamington primary planning area.

7.1.4. Design and development is underway on a new All-Through School to the South of Leamington/ Warwick, with a currently proposed opening date of September 2023, offering an additional 30 reception places in the first year. This school will grow to provide 2fe additional primary provision, or 420 additional places, in the South Leamington primary planning area.

7.1.5. Heathcote Primary School opened from September 2017 as 1fe (210 places) and has proved popular with residents in the surrounding area. The school admitted and an additional 30 Reception places in September 2019 and has permanently

expanded the Reception intake to 60 places from 2020. Work is currently underway to deliver the additional accommodation needed to support this permanent expansion to 2fe (420 places).

7.1.6. Whitnash Primary School has admitted additional children to offer 60 places for reception entry and work is underway to deliver the accommodation needed once the school reaches capacity for 2fe from September 2022. This has increased capacity by an additional 105 places across the school over 7 years and ensures the school is supported and grows alongside the proposed new schools in the Warwick and South Leamington primary planning areas.

7.1.7. Radford Semele primary planning area is currently forecast to have a pressure on places from the 2020 academic year onwards, this is primarily as a result of housing development and in-year applications would be accommodated in neighbouring Leamington schools.

## 7.2. Secondary

### 7.2.1. Pupil forecasts

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	2020/21	1051	1032	2%	5255	4942	6%
	2021/22	1051	1127	-7%	5255	5230	0%
	2022/23	1081	1169	-8%	5405	5501	-2%
	2023/24	1081	1248	-15%	5405	5808	-7%
	2024/25	1081	1219	-13%	5405	5981	-11%
	2025/26	1081	1187	-10%	5405	6051	-12%
	2026/27	1081	1255	-16%	5405	6118	-13%
Kenilworth	2020/21	270	283	-5%	1350	1411	-5%
	2021/22	270	293	-8%	1350	1440	-7%
	2022/23	270	286	-6%	1350	1462	-8%
	2023/24	270	291	-8%	1350	1467	-9%
	2024/25	270	286	-6%	1350	1452	-8%
	2025/26	270	296	-10%	1350	1460	-8%
	2026/27	270	283	-5%	1350	1439	-7%
Southam	2020/21	270	281	-4%	1350	1428	-6%
	2021/22	270	275	-2%	1350	1434	-6%
	2022/23	270	274	-1%	1350	1423	-5%
	2023/24	270	275	-2%	1350	1417	-5%
	2024/25	270	277	-2%	1350	1401	-4%
	2025/26	270	286	-6%	1350	1411	-5%
	2026/27	270	278	-3%	1350	1416	-5%

## **7.2.2. Commentary and Sufficiency Proposals**

7.2.3. Current forecasts show secondary schools in the Warwick and Leamington planning area are expected to be over capacity from September 2021. 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 will likely support a new secondary school as early as September 2023.

7.2.4. From September 2019, Campion School is increasing capacity from just over 5fe to 7fe, with the published admission number (PAN) increasing from 155 to 210 with each incoming Year 7 cohort, meaning the overall capacity of the school will gradually rise from 775 to 1,050 pupils. Work is currently ongoing with the school to ensure this increased intake is phased from September 2019 to address expected shortfalls in the Warwick and Leamington secondary planning area.

7.2.5. Myton School as an academy are reviewing options for future site redevelopment that would enable the school to offer additional 6th form provision and in turn provide capacity for additional places per 11-16 year group to help ensure there are sufficient places across the Warwick and Leamington secondary planning area to meet future demand. Work will be undertaken to support the Academy's proposals ensuring they align with the wider need for additional education provision across Leamington and Warwick.

7.2.6. A new All-Through school is planned for South Leamington, proposed to open in September 2023. This will provide an additional 6fe (900 places plus 6th form), to meet the expected shortfall in places across the Warwick and Leamington secondary planning area. Design and development is currently underway with the new school expected to offer an additional 180 secondary places for each year 7 intake from 2023.

7.2.7. The Kenilworth planning area is currently expected to be over capacity owing to increasing primary cohorts and the popularity of the school with pupils from outside the area. Given this fact there may be pressure for in-year applications if pupils move into the area. In addition, proposed housing development will increase this pressure further.

7.2.8. Kenilworth School is currently expected to relocate to a new site within the town from September 2022. As part of the relocation project additional capacity will be provided to accommodate the expected growth in secondary pupil numbers as a result of approved and proposed housing development in Kenilworth town.

7.2.9. In addition to the relocation and expansion of Kenilworth School there are proposals for a new 6fe secondary school as part of the proposed development to the north of Kenilworth on the Coventry border, known as King's Hill. The impact of this development is likely to be towards the end of the current forecast period. Initial Secondary age children generated as result of this development may need to be



accommodated via temporary arrangements which would require collaboration with existing local secondary schools.

7.2.10. The Southam planning area is expected to experience some in year pressure as a result of the housing development in the local area. This will be monitored closely and in turn may also place additional pressure on the neighbouring planning area of Warwick and Leamington.

7.2.11. Working with the academy trust a review of accommodation and site capacity at Southam College has been undertaken to inform any future requirements for expansion of the school to accommodate demand from proposed additional housing in the Southam area.

## 8. South Warwickshire

### 8.1. Primary

#### 8.1.1. Pupil forecasts

Planning Area	Academic Year	Reception Places Available - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Alcester	2020/21	131	104	21%	917	850	7%
	2021/22	131	103	22%	917	856	7%
	2022/23	131	101	23%	917	855	7%
	2023/24	131	100	24%	917	846	8%
	2024/25	131	109	17%	917	851	7%
Bidford	2020/21	90	95	-6%	630	650	-3%
	2021/22	90	89	1%	630	677	-7%
	2022/23	90	70	23%	630	676	-7%
	2023/24	90	99	-10%	630	686	-9%
	2024/25	90	82	9%	630	669	-6%
Henley	2020/21	66	48	27%	462	321	30%
	2021/22	66	41	38%	462	306	34%
	2022/23	66	40	39%	462	283	39%
	2023/24	66	43	35%	462	278	40%
	2024/25	66	41	38%	462	275	41%
Tanworth	2020/21	30	38	-26%	210	206	2%
	2021/22	30	29	4%	210	200	5%
	2022/23	30	30	-1%	210	203	3%
	2023/24	30	30	1%	210	199	5%
	2024/25	30	30	1%	210	200	5%

Planning Area	Academic Year	Reception Places Available - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Claverdon	2020/21	30	29	3%	210	210	0%
	2021/22	30	25	18%	210	208	1%
	2022/23	30	28	8%	210	211	0%
	2023/24	30	19	38%	210	198	6%
	2024/25	30	24	21%	210	192	8%
Kineton	2020/21	118	117	0%	826	792	4%
	2021/22	118	114	3%	826	819	1%
	2022/23	118	125	-6%	826	847	-2%
	2023/24	118	129	-10%	826	890	-8%
	2024/25	118	139	-18%	826	938	-14%
The Dassett	2020/21	45	46	-1%	315	225	28%
	2021/22	45	33	27%	315	230	27%
	2022/23	45	36	21%	315	230	27%
	2023/24	45	35	22%	315	226	28%
	2024/25	45	37	18%	315	231	27%
Ettington	2020/21	30	32	-5%	210	219	-4%
	2021/22	30	37	-24%	210	229	-9%
	2022/23	30	32	-7%	210	230	-9%
	2023/24	30	21	31%	210	220	-5%
	2024/25	30	31	-3%	210	220	-5%
Tysoe	2020/21	30	19	36%	210	131	38%
	2021/22	30	22	27%	210	133	37%
	2022/23	30	21	32%	210	140	33%
	2023/24	30	12	58%	210	131	38%
	2024/25	30	18	39%	210	132	37%
Ilmington	2020/21	15	17	-14%	105	120	-15%
	2021/22	15	18	-23%	105	119	-14%
	2022/23	15	17	-13%	105	121	-15%
	2023/24	15	15	-2%	105	119	-13%
	2024/25	15	16	-10%	105	118	-12%
Welford	2020/21	30	25	17%	210	219	-5%
	2021/22	30	27	9%	210	213	-2%
	2022/23	30	31	-2%	210	213	-2%
	2023/24	30	24	19%	210	204	3%
	2024/25	30	28	7%	210	199	5%
Shipston	2020/21	75	65	14%	525	528	-1%
	2021/22	75	63	17%	525	537	-2%
	2022/23	75	67	10%	525	521	1%
	2023/24	75	45	40%	525	486	7%
	2024/25	75	55	27%	525	455	13%

Planning Area	Academic Year	Reception Places Available - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Total Places Available	Total Forecast Number On Roll	Available Capacity (4% target)
Stratford Town	2020/21	345	322	7%	2415	2178	10%
	2021/22	345	291	16%	2415	2225	8%
	2022/23	345	279	19%	2415	2225	8%
	2023/24	345	291	16%	2415	2262	6%
	2024/25	345	309	10%	2415	2320	4%
Stratford Rural	2020/21	97	98	-1%	679	604	11%
	2021/22	97	94	3%	679	616	9%
	2022/23	97	87	10%	679	616	9%
	2023/24	97	73	25%	679	597	12%
	2024/25	97	85	13%	679	588	13%
Studley	2020/21	107	85	20%	749	671	10%
	2021/22	107	94	12%	749	671	10%
	2022/23	107	80	25%	749	642	14%
	2023/24	107	82	23%	749	622	17%
	2024/25	107	86	20%	749	617	18%
Compton and Brailes	2020/21	25	23	7%	175	157	11%
	2021/22	25	26	-6%	175	163	7%
	2022/23	25	23	8%	175	164	6%
	2023/24	25	22	11%	175	167	5%
	2024/25	25	23	7%	175	164	6%
Warwick Rural	2020/21	60	55	8%	420	374	11%
	2021/22	60	58	4%	420	380	9%
	2022/23	60	54	10%	420	373	11%
	2023/24	60	53	11%	420	365	13%
	2024/25	60	53	11%	420	370	12%
Quinton	2020/21	60	59	1%	420	305	27%
	2021/22	60	55	9%	420	346	18%
	2022/23	60	70	-16%	420	404	4%
	2023/24	60	66	-10%	420	450	-7%
	2024/25	60	74	-24%	420	500	-19%

### 8.1.2. Commentary and Sufficiency Proposals

8.1.3. The majority of primary planning areas across South Warwickshire are expected to have sufficient capacity to accommodate the need in the area. However, several areas may have very slight pressures for both Reception entry and overall capacity; these areas will be closely monitored as the academic year progresses.

8.1.4. Bidford Planning Area is forecast to experience to be slightly over capacity for September 2023 and experience some in year pressure as a result of housing in the

local area. Birth cohorts will continue to be monitored to ensure any requirement for permanent additional capacity in the area is sustainable.

8.1.5. In Kineton primary planning area there is currently forecast to be a slight in-year pressure on Reception and overall capacity from September 2021, increasing towards the end of the current forecast period. This is due to the reported build out of housing development at Gaydon Lighthorne Heath. This will be monitored and options reviewed to provide additional accommodation at the existing Lighthorne Heath Primary School, prior to the relocation and expansion of the school beyond the current forecast period as part of the development.

8.1.6. Ettington primary planning area is expected to have short term pressure on Reception places for September 2020 and longer term pressure on in-year places overall. This will be monitored closely as the academic year progresses.

8.1.7. Ilmington primary planning area is forecast to have pressure for Reception entry and overall capacity. This situation will be monitored closely due to the rural nature of the planning area.

8.1.8. Quinton primary planning area is currently forecast to have a shortfall from September 2022 due to housing development at Long Marston Airfield and Meon Vale.

8.1.9. Tudor Grange Primary Academy, Meon Vale opened in September 2019 to provide an initial 30 places in Reception in the Quinton primary planning area. ESFA are currently progressing construction of the new school. The school opened as 1fe for Reception only, intended to grow organically by one year group each academic year. Once the permanent school building is complete discussions will be held with the Academy Trust to explore the opportunity of opening additional classes if required to meet demand in the area. It is also expected this new school will meet the need for primary places from the initial phases of the neighbouring development at Long Marston Airfield, prior to additional new primary provision opening beyond the current forecast period.

## 8.2. Secondary

### 8.2.1. Pupil forecasts

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)
Alcester and Studley	2020/21	570	577	-1%	2850	2873	-1%
	2021/22	570	580	-2%	2850	2916	-2%
	2022/23	570	606	-6%	2850	2991	-5%
	2023/24	570	614	-8%	2850	3036	-7%
	2024/25	570	619	-9%	2850	3022	-6%
	2025/26	570	636	-12%	2850	3072	-8%
	2026/27	570	621	-9%	2850	3105	-9%

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)
Henley	2020/21	140	139	1%	700	669	4%
	2021/22	140	140	0%	700	704	-1%
	2022/23	140	139	1%	700	716	-2%
	2023/24	140	139	1%	700	716	-2%
	2024/25	140	139	1%	700	704	-1%
	2025/26	140	139	1%	700	705	-1%
	2026/27	140	137	2%	700	702	0%
Kineton	2020/21	180	170	5%	900	824	8%
	2021/22	180	170	6%	900	833	7%
	2022/23	180	182	-1%	900	868	4%
	2023/24	180	185	-3%	900	913	-1%
	2024/25	180	186	-3%	900	922	-2%
	2025/26	180	187	-4%	900	951	-6%
	2026/27	180	187	-4%	900	977	-9%
Shipston	2020/21	120	149	-25%	600	668	-11%
	2021/22	120	146	-22%	600	720	-20%
	2022/23	120	155	-29%	600	763	-27%
	2023/24	120	141	-17%	600	770	-28%
	2024/25	120	161	-34%	600	793	-32%
	2025/26	120	140	-17%	600	778	-30%
	2026/27	120	150	-25%	600	774	-29%
Stratford	2020/21	497	511	-3%	2485	2404	3%
	2021/22	497	494	1%	2485	2455	1%
	2022/23	497	532	-7%	2485	2547	-3%
	2023/24	497	543	-9%	2485	2630	-6%
	2024/25	497	544	-9%	2485	2677	-8%
	2025/26	497	548	-10%	2485	2729	-10%
	2026/27	497	570	-15%	2485	2816	-13%

## 8.2.2. Commentary and Sufficiency Proposals

8.2.3. Pupil forecasts for Alcester and Studley planning area currently suggests pressure across the area however this is likely to be centred on Alcester town rather than Studley. Pressure from in-year applications will need to be monitored closely owing to the selective nature of Grammar schools in this area and the popularity of schools in this area with out of county children at Year 7 entry.

8.2.4. Kineton High School has increased the PAN from September 2018 onwards offering an additional 150 places across the school over the next 5 years. It is likely there will be a shortfall as a result of housing development across the area towards the end of the forecast period. This may initially be presented as increasing in-year pressure as the academic year progresses and ultimately this will likely require expansion of Kineton High School beyond the forecast period to meet this demand.

8.2.5. The Shipston planning area is currently forecast to be over capacity moving forward as a result of housing development within the planning area. This situation will

be monitored closely and again may initially be presented as increasing in-year pressure as the academic year progresses.

8.2.6. Bulge classes may be required to accommodate potential additional children ahead of a permanent expansion of Shipston High School, before a new secondary school is opened (beyond the current forecast period) as part of proposed large-scale Garden Village development at Long Marston. Work will be undertaken with Shipston High School to identify the additional accommodation needed for future.

8.2.7. Stratford planning area is expected to have pressure on places moving forward, this is due in part to the popularity of the Grammar schools with children from outside of the Stratford area.

8.2.8. Stratford upon Avon School admitted an additional 25 pupils for Year 7 entry in September 2019 and September 2020 to accommodate demand in the Stratford area. This is in advance of permanent expansion of the school by at least 1fe. Proposals to provide additional accommodation from 2022 to support a sustained increase in pupil numbers are currently being progressed with the academy trust.

## 9. Special Educational Needs (SEN) Provision

### 9.1. Special School Growth

9.1.1. In 2017, special schools in Warwickshire supported 1,271 learners with SEND. The needs assessment at that time forecast, based on population growth, increasing prevalence and growing demand for specialist provision that by 2022/23 an additional 259 spaces (additional 20%) would be required taking the total requirement to 1,530. As a result, a number of expansion projects in local special schools have taken place in the period 2017-2020.

9.1.2. In January 2020, special schools in Warwickshire supported 1,558 learners with SEND. Nationally, there has been significant growth in demand for specialist provision as an alternative to mainstream provision at school age recognised in national reports by the [Public Accounts Committee](#) and [National Audit Office](#). The table below shows the proportion of learners in different types of settings between 2017 and 2020.

Year Area Name	Number of children and young people for whom the authority maintains a statement of SEN, or EHC plan	%						
		Mainstream	Special	ISP - School Age	ISP - Post 16	AP	FE	Other
2017 ENGLAND	287,290	44.0%	36.0%	5.2%	1.1%	0.8%	9.7%	3.3%
2017 WEST MIDLANDS	32,257	40.1%	43.3%	4.1%	1.2%	0.4%	7.7%	3.2%
2017 Statistical Neighbour Average	3,113	43.5%	39.5%	4.9%	0.8%	0.4%	7.5%	3.4%
2017 Warwickshire	3,260	45.8%	37.3%	8.6%	0.4%	0.0%	6.6%	1.3%
2018 ENGLAND	319,819	40.9%	34.8%	4.9%	1.3%	0.7%	12.5%	2.7%
2018 WEST MIDLANDS	36,320	34.9%	43.5%	4.3%	2.3%	0.4%	11.0%	2.7%
2018 Statistical Neighbour Average	3,450	41.1%	38.0%	4.7%	0.7%	0.5%	11.5%	2.3%
2018 Warwickshire	3,509	37.9%	40.1%	7.4%	0.9%	0.0%	10.3%	2.8%
2019 ENGLAND	353,995	39.8%	33.6%	5.0%	1.4%	0.8%	14.1%	5.3%
2019 WEST MIDLANDS	39,570	32.5%	41.3%	4.1%	2.8%	0.4%	13.5%	5.3%
2019 Statistical Neighbour Average	3,794	40.4%	36.0%	4.8%	1.0%	0.4%	12.6%	4.8%
2019 Warwickshire	3,848	33.3%	37.8%	6.6%	1.2%	0.0%	16.0%	5.0%
2020 ENGLAND	390,109	39.6%	32.1%	5.0%	1.6%	0.8%	14.4%	6.4%
2020 WEST MIDLANDS	41,897	32.3%	40.6%	4.2%	2.6%	0.5%	13.9%	5.9%
2020 Statistical Neighbour Average	4,139	40.1%	34.4%	4.8%	1.3%	0.4%	13.3%	5.8%
2020 Warwickshire	4,299	29.7%	34.6%	6.1%	1.2%	0.0%	18.9%	9.5%

*Proportion of learners in different types of settings between 2017 and 2020*

*ISP= Independent Specialist Provision, AP = Alternative Provision, FE= Further Education*

9.1.3. The Warwickshire SEND & Inclusion Change Programme (implementing the SEND & Inclusion Strategy) commits Warwickshire to:

- Supporting and equipping mainstream schools to ensure a greater proportion of learners with EHC plans at school age are supported in their local mainstream setting
- Developing the second phase of 'resourced provision' or specialist partnerships – as a bridge between mainstream and specialist placements, focussing on social, emotional and mental health needs (SEMH)
- Establishing a new special school on the Pears site to accommodate needs that cannot currently be met through the local offer of specialist provision (and therefore result in placements in more expensive independent alternative provision)
- Completing existing expansion projects within the local offer of provision.

9.1.4. Admissions to local specialist provision are approved through the Warwickshire SEND Provision Panel.



## 9.2. Sufficiency Proposals

9.2.1. The table below sets out existing projects for ensuring sufficiency of specialist placements and proposals under development.

Education Area Served	Expanding or establishing specialist provision	Developing resourced provision or specialist partnerships
North Warwickshire	<p><b>Under development:</b> Proposal to transfer the Packington Lane site to <b>Woodlands School</b> (part of <b>Unity Academy Trust</b>) to facilitate reconfiguration of existing provision and some expansion of capacity.</p>	<p><b>In progress:</b> Installation of SEND base at <b>The Coleshill School</b> for up to 10 pupils to facilitate partnership arrangement with Woodlands School</p> <p><b>Under development:</b> Development of specialist nurture provision at <b>Woodlands School</b> to provide short term intervention for learners experiencing mental health difficulties impacting on their ability to access learning in the school environment.</p> <p><b>Under development:</b> Phase 2 resourced provision in North/Nuneaton &amp; Bedworth as part of the SEND &amp; Inclusion Change Programme</p>
Nuneaton & Bedworth	<p><b>In progress:</b> Increased classroom space for additional learners in last two years at <b>Oak Wood Primary and Oak Wood Secondary</b>. Further capacity to be completed Autumn 2020</p> <p><b>In progress:</b> New 80-place specialist school for children with ASD/SEMH who are exhibiting behaviours that challenge at <b>the Pears site</b>. Opening September 2021</p>	<p><b>Under development:</b> Phase 2 resourced provision in North/Nuneaton &amp; Bedworth as part of the SEND &amp; Inclusion Change Programme</p>
East Warwickshire	<p><i>No current projects for further expansion of specialist provision in East Warwickshire (NB. Quest Academy opened in new premises in Rugby in September 2019)</i></p>	<p><b>In progress:</b> Implementation of resourced provision at <b>Paddox Primary School</b> (during academic year 2020/21)</p> <p><b>Under development:</b> Phase 2 resourced provision in East as part of the SEND &amp; Inclusion Change Programme</p>



Education Area Served	Expanding or establishing specialist provision	Developing resourced provision or specialist partnerships
<b>Central Warwickshire</b>	<b>Completed:</b> Amalgamation of Round Oak School and Ridgeway School received Cabinet approval May 2020 for implementation September 2020. Therefore, from September 2020 Ridgeway School will extend their age range to 19, provide additional special school places and re-name the school <b>The Evergreen School</b> .	<b>Under development:</b> Phase 2 resourced provision in Central/South as part of the SEND & Inclusion Change Programme
<b>South Warwickshire</b>	<i>No current projects for further expansion of specialist provision in South Warwickshire</i>	<b>In progress:</b> Implementation of resourced provision at <b>Welford on Avon Primary School</b> (during academic year 2020/21)  <b>Under development:</b> Phase 2 resourced provision in Central/South as part of the SEND & Inclusion Change Programme
<b>Countywide Provision</b>	<i>No current projects for further expansion of countywide specialist provision (NB. Expansion works at Exhall Grange School completed in 2019)</i>	

**9.3.** As part of the SEND & Inclusion Change Programme, 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.

10. Appendix 1 – Primary Planning Areas



Primary Planning Area	Schools
Arley	Arley Primary School
	Bournebrook C of E Primary School
Atherstone	Outwoods Primary School
	Racemeadow Primary Academy
	St Benedict's Catholic Primary School
Baddesley Grendon	Woodside C of E Primary School
Coleshill	Coleshill C of E Primary School
	Curdworth Primary School
	High Meadow Community School
	St Edward's Catholic Primary School
	Shustoke C of E Primary School
	Water Orton Primary School
North Polesworth	Austrey C of E Primary School
	Newton Regis C of E Primary School
Polesworth	Birchwood Primary School
	Dordon Primary School
	The Nethersole C of E Academy
	Warton Nethersole's C of E Primary School
Kingsbury	Hurley Primary School
	Kingsbury Primary School
	Wood End Primary School
Bedworth North East	All Saints Bedworth C of E Primary School
	The Canons C of E Primary School
	Race Leys Infant School
	Race Leys Junior School
	St Francis' Catholic Primary School
	St Michael's C of E Primary School
Bedworth South West	Exhall Cedars Infant School
	Goodyers End Primary School
	Keresley Newland Primary Academy
	Newdigate Primary School
	St Giles Junior School
	Wheelwright Lane Primary School
Wolvey and Bulkington	Arden Forest Infant School
	St James' C of E Junior School
	Wolvey C of E Primary School
Nuneaton North West	Camp Hill Primary School
	Galley Common Infant School
	Michael Drayton Junior School
	Nathaniel Newton Infant School
	Nursery Hill Primary School
	St Anne's Catholic Primary School

Primary Planning Area	Schools
Nuneaton West	Park Lane Primary School
	Abbey C of E Infant School
	Chilvers Coton Infant School
	Croft Junior School
	Glendale Infant School
	Middlemarch Junior School
	Queen's C of E Academy
	St Paul's C of E Primary School
	Stockingford Primary School
Nuneaton North East	All Saint's C of E Primary School
	Chetwynd Junior School
	Lower Farm Academy
	Milby Primary School
	Our Lady and St Joseph Catholic Academy
	St Joseph's Catholic Junior School
	St Nicolas C of E Academy
	Weddington Primary School
	Wembrook Primary School
	Whitestone Infant School
Rugby North of the Railway	Boughton Leigh Infant School
	Boughton Leigh Junior School
	Brownsover Community Infant School
	Riverside Academy
	Rugby Free Primary School
Rugby North Central	Abbot's Farm Infant School
	Abbot's Farm Junior School
	Eastlands Primary School
	English Martyrs Catholic Primary School
	Hillmorton Primary School
	Northlands Primary School
	Paddox Primary School
	St Andrew's Benn C of E Primary School
	St Gabriel's C of E Academy
	Clifton-upon-Dunsmore C of E Primary School
Rugby South Central	Oakfield Primary School
	Rokeby Primary School
	St Marie's Catholic Primary School
	St Matthew's Bloxam C of E Primary School
	St Oswald's C of E Primary School

Primary Planning Area	Schools
Rugby West	Bawnmore Infant School
	Bilton Infant School
	Bilton C of E Junior School
	Cawston Grange Primary School
	Henry Hinde Infant School
	Henry Hinde Junior School
Dunchurch	Dunchurch Infant School
	Dunchurch Boughton C of E Junior School
	Leamington Hastings C of E Infant School
Rugby Rural	Binley Woods Primary School
	Knightlow C of E Primary School
	Our Lady's Catholic Primary School
	Provost Williams C of E Primary School
	Wolston St Margaret's C of E Primary School
The Revel	The Revel C of E Primary School
Long Lawford	Long Lawford Primary School
Kenilworth	All Saints' C of E Primary School
	Burton Green C of E Primary School
	Clinton Primary School
	Park Hill Junior School
	Priors Field Primary School
	St Augustine's Catholic Primary School
	St John's Primary School
	St Nicholas C of E Primary School
	Thorns Infant School
North Leamington	Brookhurst Primary School
	Cubbington C of E Primary School
	Lillington Primary School
	Milverton Primary School
	Our Lady & St Teresa's Catholic Primary School
	St Paul's C of E Primary School
	St Peter's Catholic Primary School
	Telford Infant School
	Telford Junior School

Primary Planning Area	Schools
South Leamington	Bishop's Tachbrook C of E Primary School
	Briar Hill Infant School
	Clapham Terrace Primary School
	Heathcote Primary School
	Kingsway Primary School
	Shrubland Street Primary School
	St Anthony's Catholic Primary School
	St Joseph's Catholic Primary School
	St Margaret's C of E Junior School
	St Patrick's Catholic Primary School
	Sydenham Primary School
	Whitnash Primary School
Radford Semele	Radford Semele C of E Primary School
Southam	Bishop's Itchington Primary School
	Harbury C of E Primary School
	Long Itchington C of E Primary School
	Southam Primary School
	Southam St James' C of E Primary School
	St Mary's Catholic Primary School
	Stockton Primary School
Napton	St Lawrence C of E Primary School
	The Priors School
Warwick	All Saint's C of E Junior School
	Aylesford School (Primary)
	Budbrooke Primary School
	Coten End Primary School
	Emscote Infant School
	Newburgh Primary School
	St Mary Immaculate Catholic Primary School
	Westgate Primary School
	Woodloes Primary School
Alcester	Coughton C of E Primary School
	Great Alne Primary School
	Tudor Grange Primary Academy, Haselor
	Our Lady's Catholic Primary School
	St Nicholas' C of E Primary School
Bidford	Bidford-On-Avon C of E Primary School
	Dunnington C of E Primary School
	Salford Priors C of E Primary School
	Temple Grafton C of E Primary School
Claverdon	Claverdon Primary School

Primary Planning Area	Schools
Henley	Henley-in-Arden Primary School
	St Mary's Catholic Primary School
	Wootton Wawen C of E Primary School
Tanworth	Tanworth-in-Arden C of E Primary School
The Dassett	The Dassett C of E Primary School
	Temple Herdewyke Primary School
Ettington	Ettington C of E Primary School
Kineton	Kineton C of E Primary School
	Lighthorne Heath Primary School
	Moreton Morrell C of E Primary School
	Wellesbourne C of E Primary School
Tysoe	Tysoe C of E Primary School
Compton and Brailes	Acorns Primary School
	Brailes C of E Primary School
Ilmington	Ilmington C of E Primary School
Quinton	Quinton Primary School
	Tudor Grange Primary Academy, Meon Vale
Shipston	Newbold and Tredington C of E Primary School
	Shipston-on-Stour Primary School
Stratford Rural	Barford St Peter's C of E Primary School
	Hampton Lucy C of E Primary School
	Loxley C of E Primary School
	Snitterfield Primary School
	Wilmcote C of E Primary School
	Wolverton Primary School
Stratford Town	Alveston C of E Primary School
	Bishopton Primary School
	Bridge Town Primary School
	Shottery St Andrew's C of E Primary School
	St Gregory's Catholic Primary School
	Stratford-upon-Avon Primary School
	Thomas Jolyffe Primary School
	Holy Trinity C of E Primary School (formerly The Willows)
Welford	Welford-on-Avon Primary School
Studley	Mappleborough Green C of E Primary School
	St Mary's Catholic Primary School
	Studley St Mary's C of E Academy
	Studley Infant School
Warwick Rural	The Ferncumbe C of E Primary School
	Lapworth C of E Primary School

## 11. Appendix 2 – Secondary Planning Areas





Secondary Planning Area	Schools
Atherstone	The Queen Elizabeth Academy
Coleshill	The Coleshill School
Kingsbury	Kingsbury School
Polesworth	The Polesworth School
Bedworth	Ash Green School
	Nicholas Chamberlaine School
Hartshill	Hartshill School
Nuneaton	Etone College
	Higham Lane School
	St Thomas More Catholic School
	The George Eliot School
	The Nuneaton Academy
Rugby South	Ashlawn School
	Bilton School
	Harris C of E Academy
	Lawrence Sheriff School
	Rugby High School
	Rugby Free Secondary School
Rugby North	The Avon Valley School
Warwick and Leamington	Aylesford School
	Campion School
	Myton School
	North Leamington School
	Trinity Catholic School
Kenilworth	Kenilworth School
Southam	Southam College
Alcester and Studley	Alcester Academy
	Alcester Grammar School
	St Benedict's Catholic High School
	Studley High School
Henley In Arden	Henley In Arden School
Kineton	Kineton High School
Shipston	Shipston High School
Stratford	King Edward VI School
	Stratford Girls' Grammar School
	Stratford Upon Avon School

## 12. Appendix 3 – Pupil yield figures

The following pupil yield figures are currently used when calculating the expected additional pupils generated by new housing development.

Area	Current pupil yield per year group, per 100 new homes
North Warwickshire Borough	2.75
Nuneaton and Bedworth Borough	2.97
Rugby Borough	4.83
Stratford on Avon District	3.56
Warwick District	4.54

## **Cabinet**

**12 November 2020**

### **Warwickshire Youth Justice Service Report 2020/21**

#### **Recommendation**

That the Warwickshire COVID 19 Recovery Plan, which for this year only replaces the more regular Youth Justice Plan, is approved by Cabinet.

#### **1.0 Key Issues**

- 1.1 The Youth Justice Board for England and Wales (YJB) requires the submission of an annual Youth Justice Plan and this is a condition of the government grant Warwickshire receives towards the provision of Youth Justice Services. However, for the period 2020/21, the YJB has recognised the pressures faced by Youth Offending Services during the COVID 19 pandemic. In response to this pressure, the annual requirement to prepare a full Youth Justice Plan was changed to the expectation that a full COVID recovery plan was prepared. This is attached to this report as an appendix and was submitted alongside the overarching Directorate Risk Assessment previously approved by WCC Corporate Board.
- 1.2 This Recovery Plan outlines approaches to managing service delivery during the pandemic. This Plan was prepared and a shared for approval with the multi-agency Youth Justice Chief Officer Board before it was submitted to the YJB.
- 1.3 The Youth Justice Chief Officer Board is a multi-agency group chaired by the Warwickshire County Council Strategic Director for People, Nigel Minns. Within statute this Board is responsible to the YJB for the overview and implementation of the relevant plan, progress re performance and financial reports. The Youth Justice Service work is also aligned with other strategic bodies including the Warwickshire Safeguarding Board and the Local Criminal Justice Board.
- 1.4 An Equality Impact Assessment is being undertaken in respect of our COVID Recovery Plan, and of course the concerns and issues arising from the Black Lives Matter have featured as part of our ongoing planning and responses. As part of the response within Children and Families Directorate, the Youth Justice Service is working with EQUIP to review any local disproportionality in the Youth Justice System.

- 1.5 The current statutory Youth Justice workload has been impacted by major delays in the processing of work through local Youth and Crown Courts. Warwickshire Youth Justice Service has worked hard with Her Majesty's Courts Service to plan for their business reinstatement and aligning resources to appropriately respond to an expected increase in work as efforts are made to resume normal services and the consequent increase in work. In terms of pre-court work, the volume of Warwickshire Out of Court Disposals has remained comparable to the previous year and does not appear impacted in quantity by the pandemic. Out of Court Disposals provide significant opportunities to work with children upstream of their involvement with the Courts and work to divert them from future Criminal Justice involvement.
- 1.6 In terms of the three key performance areas that are monitored nationally, First Time Entrants, Reoffending and Use of Custody, those figures that are derived from the National Police Computer are currently unavailable as it is understood that it has not been possible to maintain this on a timely basis during the pandemic. Given this circumstance, figures on recent Reoffending Rates are not currently available. The Warwickshire rate of First Time Entrants continues to be favourable against statistical comparators, as this figure is provided by the Youth Justice Board. Recently several Warwickshire young people have been sentenced to custody on very serious and impactful offences, but this was preceded by a long period when no local young people were serving prisoners. An internal Service review is routinely undertaken on all custodial sentences imposed to ensure that best efforts were made to provide relevant child centred options to the Courts
- 1.7 Local Youth Justice practice has long been embedded in principles of Restorative Practice and also an understanding of youth offending behaviour within a trauma-based approach. Both these approaches to working with young people are now a fundamental way of working within the wider Children and Families Directorate.

## **2.0 Financial Implications**

- 2.1 At the end of the Recovery plan there is the outline of the Warwickshire Youth Justice Budget for 2020/21. The YJS gross budget is £2,477,329. It can be seen that, all statutory partners within the Youth Justice partnership are sustaining a contribution, albeit there has been a reduction in contribution from the National Probation Service this year, in accordance with their national decision making.
- 2.2 The level of Youth Justice Board grant of £492,704 for 2020/21 and this represents a small increase on that of last year.

## **3.0 Environmental Implications**

None

## 4.0 Timescales associated with the decision and next steps

- 4.1 The objectives outlined in the Recovery Plan will be formally reviewed on a quarterly basis by the Youth Justice Chief Officer Board. The COVID Recovery Plan is being moderated by the National Youth Justice Board and whilst this process is yet to formally occur, tentative indications to the Chief Officer Board indicates the plan far exceeds minimum requirements.
- 4.2 This report is being presented to Cabinet in November 2020.

## 5.0 Background papers

None

## 6.0 Appendix

Warwickshire Youth Justice COVID Recover Plan 2020/21

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

Local Member(s): Councillor Morgan and Councillor Crump

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*"Working in partnership to support young people, families and victims to prevent offending and reduce re-offending to build a safer and stronger community."*



## **WARWICKSHIRE YOUTH JUSTICE SERVICE**

### **COVID-19 RECOVERY PLAN**

This recovery plan is prepared in accordance with Youth Justice Board guidance which has recognised the pressures face by YOTs during the COVID-19 Pandemic. In response to this pressure the annual requirement to prepare a full Youth Justice Plan has been modified to the expectation of a high level COVID Recovery Plan which will, for the year of 2020/21 satisfy Youth Justice Board Conditions of Grant.

Warwickshire Youth Justice Service (YJS) is managed by the County Council and the recent provision of improved hardware and software facilities greatly assisted the whole response to the Pandemic both operationally and strategically.

#### **A. SUMMARY OF COVID-19 IMPACT AND CONTEXT OF THIS RECOVERY PLAN**

##### **1. Governance And Strategic Alignment**

- 1.1 Since the imposition of lockdown arrangements in March 2020, the Youth Justice Chief Officer Board has continued with its work and has met virtually in accordance with the cycle of dates that were already in place. The meeting early in June 2020 was well attended by the range of statutory partners and other colleagues. As well as reviewing the YJS Business Continuity plan, the June Board received a spotlight report from a YJS Social Worker on the realities of working with young people in the COVID-19 context, approved the budget for the forthcoming year, discussed the latest quarterly performance report and reviewed the recently prepared 'Standards for Youth Justice' audit and its implications. A key feature in our development of the Strategic Board has been to ensure that there is an awareness and engagement with practice, and this is also enhanced by Board members taking the opportunity to sit alongside Operational Managers in a case audit process and 'visit'/shadow practice.

The Chair of our Board is the local Director of Children's Services and at all times through the pandemic there has been a strategic drive to ensure the safety and well-being needs of our children and young people, staff, volunteers and our partners are considered as paramount.

- 1.2 Strategically the YJS has continued to attend and contribute to local partnerships and initiatives. The Service Manager for Youth Justice has continued to chair the Local Criminal Justice Board, attend the Safeguarding partnership, contribute to the Parliamentary Inquiry into Child Sexual Exploitation, enhanced local drives to address concerns about the impact of domestic abuse during the COVID pandemic, YJS has actively participated in the development of the Tactical 'Serious and Organised Crime Joint Action Group' which seeks to drive improvements in the response to youth violence and other concerns such as County Lines. This trend and concern had been recognised in our Chief Officer Board as part of performance reports, and these developments are a welcome part of the move forward to a more effective partnership approach.

## **2. Operational Service Delivery**

- 2.1 The Warwickshire YJS COVID Business Continuity Plan set out the risk assessed and realistic ways of operational working, with the aim of retaining contact and oversight of some of the most challenging and vulnerable children and young people in our County. In accordance with early guidance, staff became less office based and worked remotely from home with the emphasis on retaining contact with young people either virtually or in person on a socially distanced basis. Where face to face contact was deemed necessary, these events regularly occurred in open public spaces eg parks, in gardens, or on neighbourhood walks. The early issue of Personal Protective Equipment facilitated those contacts that were deemed necessary in person, and these decisions were led by a risk and need led assessment in accordance with pre-existing ASSETplus assessments, which were refreshed in response to any significant changes in circumstances and aligned in



accordance with safe COVID-19 practice. The YJS worked to increase and enhance its resource library of software based working resources to facilitate remote working with young people. Experience found that most young people responded positively to remote working and utilising software resources to review their thinking and behaviour.

- 2.2 A key challenge for the YJS was the impact of COVID-19 on Court listings and workflow. The partnership is aware of the continued backlog of work in the Courts system and there is concern about the number of alleged young offenders awaiting Court hearings or Released Under Investigation by the Police. The local YJS nominated a single point of contact (SPOC) to negotiate with the local HMCTS regarding listings and developments in the roll out of modified Court Services. A key feature locally is an appreciation of the efforts to accommodate and prioritise listings in dialogue with YJS, but the impact of the pandemic on Court efficiency remains quite profound. It is also of note that local Courts did respond to any urgent request for Warrant or Breach proceedings, which has meant that risk and safety management has remained a key joint endeavour. As HMCTS move towards greater throughput of cases in the Court, the local YJS has plans in place to address the anticipated surge in demand created by the backlog.
- 2.3 COVID-19 lockdown coincided with the development of the Black Lives Matter movement. Staff meetings and checking discussions have provided opportunities for team members to share thoughts, feelings and experiences, but also reflect on Service Delivery to our small BAME population. As part of the C&F Directorate response to BLM, YJS is contributing to a study, the first component of which will look at disproportionality in our system. This reflects both the recent BLM developments but also the drive for change in our SFYJ audit and action planning

- 2.4 Given the size of the County, the very low level of new demand in the early stages of the pandemic and the demograph of our Referral Order Panel members, there was a need to modify our Panel process during the pandemic. The start of the pandemic coincided with the appointment of a Coordinator post designed to focus on the development and oversight of our Panel work. Substitute arrangements are in place to oversee the very limited existing demand, and those involved are appropriately trained to comply with requirements. This required temporary change provides an opportunity to review and improve the work moving towards business reinstatement.
- 2.5 Following the publication of our HMIP report in February 2019, the YJS at both strategic and operational level has worked hard to improve Out of Court Disposals (O OCD) delivery. The improvements and stability achieved have been well tested since lockdown. The throughput of O OCD during the pandemic has reflected previous performance with an increasing emphasis on the higher end Youth Conditional Cautions. The multiagency approach to O OCD decision making has been maintained during the pandemic and assessments and interventions offered to all young people. This has been a key area of demand during the pandemic.
- 2.6 During the time of the pandemic, Warwickshire YJS has had no serving prisoners in the Secure Estate. However, our Secure Remanded population, whilst comparatively small, has represented some very challenging and serious offences and behaviour. YJS has worked hard to retain contact with young people in custody during lockdown and has strongly advocated locally with institutions but also through regional meetings with the National Prison and Probation Service to ensure best possible service and facilities for young people who have been very isolated during this time. The use of the Court Virtual Platform for hearings can be extremely challenging for young people and their parents when they are held in the Secure Estate. A nationally recognised impact of the COVID-19 pandemic has been the longer Secure Remand periods of detention for young people awaiting trial and sentence.

This has produced a fiscal pressure on the local partnership which has been escalated in the regional Youth Justice Board meetings.

- 2.7 A further key area in our Standards for Youth Justice framework is the impact on transitions on young people who offend. Local relationships with the National Probation Service are strong, and despite the national resourcing decisions to decrease their contribution, the local partnership is working hard to sustain meaningful delivery and contribution. Within our wider partnership Transitions, including those within the Health Services, Education and Children's Services, the local partnership recognises we have a continuous improvement agenda, and most of the focus on this has been on an individual case by case basis during lockdown, but as Services work towards a more 'business as usual' type approach, the local partnership will need to invest energy and effort into improving bespoke transitions. A key area for continuous improvement will be the engagement of service users in Education, Training and Employment (ETE), and it is nationally recognised that lockdown has probably most severely impacted on our most vulnerable young people in respect of their education and training. The YJS continues to purchase bespoke Educational Psychologist time to facilitate services to those with SEND and those whose behaviour or offending impacts on their engagement with ETE.
- 2.8 During the lockdown period, there have been continued negotiations about the staffing and delivery from CAMHS and we are moving towards recruitment of a member of staff which will undoubtedly enhance delivery particularly in the OOCD and prevention levels of intervention. We are working to improve communication and align delivery with the local Liaison and Diversion Scheme to ensure seamless services for young people. Our substance misuse partner services provided by 'COMPASS', funded by the local Office of the Police and Crime Commissioner, have continued to offer services to those with specific drug offending but also to the wider underlying needs of

those young people for whom substance misuse is a feature of their behaviour and offending,

- 2.9 A key development area identified by our 'Standards for Youth Justice' audit is the alignment with Early Help Services within Warwickshire County Council. Corporately, YJS is located and managed within the Children and Families directorate which significantly supports these developments. The Operational Manager for Targeted Youth Support regularly attends and contributes to the OOC Panel, and the local Pathway to Change assessment and intervention approach has incorporated the risk and vulnerability of the propensity to offend. Through the summer of 2020, the YJS has supported the Targeted Youth Support prevention programme, through referral and the sharing of resources.

### **3. Staff Care**

- 3.1 Throughout the pandemic the safety and welfare of staff has been paramount. The previous issue of modern equipment and software facilitated immediate and sustained remote working. Within WCC there was prompt issue of PPE for those who needed to retain personal contact with service users. Staff supervisions and 1-1 sessions have been sustained, as have regular virtual team meetings and weekly check-ins for staff. All of these events provide the opportunity for colleague sharing and support, alongside information dissemination and practice guidance. This type of contact has been based on our Restorative Practice/Justice principles and has been a key feature of maintaining contact and caring for staff. At Corporate level within WCC there have been regular email and virtual briefings to keep staff up to date with guidance and safe practices.
- 3.2 Partner organisations have sought proper reassurance about care and arrangements for their staff which have been promptly attended to with satisfactory outcomes.

- 3.3 Within the YJS there have a number of staff who have needed to shield or take extra precautions to ensure the safety of themselves and their families. A flexible approach has been offered to staff whenever necessary. A range of services has been available to staff to assist them cope with the operational challenges of COVID-19 including, Occupational health support, the provision of office standard equipment in the home environment where required and increased mobile technology. It is greatly to the credit of staff that YJS has sustained the more challenging services such as providing Appropriate Adult Services in the cell block and also maintaining contact with high risk service users including at weekends.
- 3.4 The provision of some in house reparation services e.g Art and music workshops, woodworking and life skills were temporarily suspended during lockdown and a key part of business reinstatement will be the reintroduction of practical reparation provision to support existing online and virtual approaches.

#### **4. Service User Voice**

- 4.1 A key component of systematically obtaining service user voice has been through a Software programme and this has not been realistically viable during lockdown where face to face contact with offenders (which facilitates completion) has been limited. Young people continue to express their views through the use of ASSET plus and risk reviews, and a key reinstatement priority will be to re-introduce the systematic use of feedback from young people and parents.
- 4.2 The Chief Officer Board routinely receives feedback in relation to service user voice via the quarterly performance report, and the reinstatement of this facility will be a key component moving forward. As part of the importance of the Service User voice, our work moving forward inspired by BLM will of course seek to take account of the experience of our BAME young people.

- 4.3 Warwickshire YJS was an early adopter of the Trauma informed approach to Youth Justice practice. This has been sustained through lockdown and is a key feature in Risk Safety and Well Being meetings. The service recognises that the whole COVID-19 experience, with such potential for negative impact on families is a further important feature in our understanding of the Child's journey and trauma informed practice.

## **B. WARWICKSHIRE YOUTH JUSTICE RESOURCING**

- 1.1 All statutory partners mandated by the Crime and Disorder Act 1998 continue to actively contribute resources and energy into the Warwickshire Youth Justice partnership. Partners seconding staff or contributing resources to the partnership all responded to the finance submission that was part of the Youth Justice Board return on 31<sup>st</sup> July 2020. This table is replicated as appendix A of this document. At a national level a decision was made to change the funding formula for Probation contributions for YJS and this has resulted in a reduction in contribution for Warwickshire, and this is reflected in appendix A. However, the change in that resourcing was locally and responsibly negotiated with YJS to best fit in the circumstances for both organisations. The only other small but noted budget reduction was the natural cessation of a European Social Fund grant that was designed to support the engagement of our service users in post 16 year ETE.
- 1.2 The budget for YJS has been approved locally and at the end of quarter one was on target. The identified financial pressure for the YJS is the overspend on Secure Remand accommodation which is undoubtedly impacted by COVID-19.

**C. BUSINESS RECOVERY PRIORITIES****1. Staffing and Resources**

- 1.1 In accordance with Corporate Requirements, business reinstatement risk assessments are being undertaken on each member of staff which recognise individual needs and risks. This is all with a view to business reinstatement that will potentially involve a greater level of presence in office buildings within COVID secure parameters. Buildings assessments have been undertaken on office and resource centre venues which address a range of issues including increased cleaning and hygiene schedules, social distancing and 'Track and Trace' regimes. A copy of the overarching and corporately approved Children and Families business recovery risk assessment can be found at appendix B of this document.
- 1.2 Work is being undertaken with staff to continue to learn, review and develop the best approach to a 'Restore, Reinvent and Retain' (YJB 2020) approach. This is an ongoing and dynamic process which is subject to constant revision in accordance with best practice and Government and local Public Health guidance.

**2. Governance**

- 2.1 The work of the COB will continue and as a new cycle of audit and quality assurance is introduced in Autumn 2020, the involvement of Strategic Board members will continue to be actively encouraged. Practice spotlights in COB will continue to bring alive operational delivery and challenges.
- 2.2 YJS COB will continue to monitor performance and resourcing at the quarterly meetings
- 2.3 YJS will continue to be represented and actively participate in a variety of partnership fora, all of which are seeking business recovery as appropriate

**3. Operational Priorities for Business Reinstatement**

- 3.1 Completion and ongoing dynamic risk assessment for individual staff, premises and activities.
- 3.2 Continued staff care and flexibility balanced with operational need and priority.
- 3.3 Continued adherence to COVID-19 secure working practices and provision of safe premises and PPE.

**4. Court cells**

- 4.1 Continued provision of COVID-19 secure Appropriate Adult services and PACE transfers where possible.

**5. Out of Court Disposals**

- 5.1 Continuation and development of multiagency approach to OOCDD
- 5.2 Continued provision of escalations up or out of Court
- 5.3 Work with Police re levels of RUI

**6. Court work**

- 6.1 Continue to engage with local Court re priority listings
- 6.2 Continue to support the CVP process
- 6.3 Continue to advocate for the increase in personal, local court appearances for young people supported by their parents and carers
- 6.4 Continue to obtain sentence feedback in relation to our services as per Standards for Youth Justice audit



## **7. Referral Orders and YRO Orders**

- 7.1 Embark on a Panel training refresh and recruitment of a more representative volunteer workforce
- 7.2 At earliest safe opportunity look to reinstate face to face panel work
- 7.3 Revisit the utilisation of COVID-19 safe community venues
- 7.4 Increase the face to face contact with young people in accordance with COVID-19 secure guidance , whilst ensuring that relevant virtual resources and interventions are proportionately utilised
- 7.5 Revisit local case and risk management guidance to ensure it reflects the approach of Restore, Retain and Reinvention
- 7.6 Reinstall QA and audit cycles on routine basis via refreshed performance meeting

## **8. Custody**

- 8.1 Work to ensure best risk and need management practice in accordance with COVID-19 Secure practice.
- 8.2 Continue to offer and continuously improve robust packages to the Courts as alternatives to Secure Remand and Sentencing.

## **9. Transitions**

- 9.1 Refresh work with key partners in education, social care and health to improve communication and the experience of the range of transitions in the child's journey

- 9.2 Adapt YJS audit tools to ensure transitions are actively audited and reported on

## APPENDIX A

### B5: YOT budget Costs and Contributions

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	352,707		139,997	492,704
Local Authority	1,129,671		456,824	1,586,495
Police	108,372		66,480	174,852
Police and Crime Commissioner	74,494			74,494
Probation	40,784		5,000	45,784
Health				0
* Welsh Government				0
Other - (RISE/CAMHS)	103,000			103,000
<b>Total</b>	<b>1,809,028</b>	<b>0</b>	<b>668,301</b>	<b>2,477,329</b>

## APPENDIX B

### [WCC COVID19 - Children and Families Risk Assessment](#)

## **Cabinet**

**12 November 2020**

### **Digital Connectivity and 5G**

#### **Recommendations**

That Cabinet:

- 1) Agrees that there is a need to extend and improve gigabit digital connectivity across Warwickshire and approves and adopts the Digital Infrastructure Strategy (at Appendix C) to support the Council Plan 2020 – 2025, the Council's Covid-19 Recovery Plan and the Warwickshire Place Shaping Programme.
- 2) Agrees to establish a Digital Connectivity Board supported by a Digital Infrastructure Team (as set out at paragraph 5.2 and subject to funding being available) to develop and promote a Digital Infrastructure Programme for and to coordinate and manage the deployment of full fibre connectivity and 5G mobile networks across Warwickshire.
- 3) Authorises the Strategic Director for Resources to develop the governance and project management arrangements for the Digital Infrastructure Programme in line with the objectives of the Digital Infrastructure Strategy and the Council Plan 2020 – 2025 and the requirements of the constitution.

#### **1.0 Purpose of the Report and Context**

- 1.1 In July 2018 the Government published the 'Future Telecoms Infrastructure Review' (FTIR) as part of its Digital Strategy and Industrial Strategy, highlighting its aspirations for creating a 'world-class digital connectivity that is gigabit-capable, reliable, long-lasting and widely available across the UK – and to do so at pace'. The Government set out the scale of the task of creating a full fibre future for the United Kingdom with the aim to see 15 million premises connected to full fibre by 2025, with coverage across all parts of the country by 2033, and 5G coverage for the majority of the population by 2027. If this is to happen, it will be necessary to speed up both Fibre and 5G deployment, with Fibre being a key enabler for 5G. In this scenario, any improvement in the availability of Fibre will, in turn, provide 5G more quickly and potentially at lower cost.

1.2 At its June meeting, Cabinet agreed that the Place Shaping priorities for Warwickshire would include Digital and 5G and that access to fast high speed and reliable internet is now an important consideration for residents and businesses when considering living, working or investing in Warwickshire. Our local economy depends on our digital infrastructure delivering the necessary connectivity for everyone, both now and in the future. Fast and reliable broadband connections will enable community hubs, public services, and businesses to grow and develop as well as opening up the possibilities of new services for individuals.

1.3 Digital connectivity will play a central role in helping the economy recover. Recent reports suggest that the Covid-19 crisis is accelerating the adoption of digital services by 2 to 5 years, including remote working, remote learning, telehealth and e-commerce. It is critical that Warwickshire seizes this opportunity to transform our economy digitally to power economic and social recovery. Warwickshire County Council's Covid -19 Recovery Plan recognises the need to progress the use of digital technologies and that connectivity to fibre broadband, gigabit capable wireless and mobile connectivity (including 5G) are essential foundations for economic growth and prosperity, helping to establish the region as a digital county and destination for investment, jobs, new housing and business infrastructure. Priority 7 of the plan, outlines the need to invest in regeneration and a sustainable future and commits:

'To support businesses to trade online, people to buy online goods, children and young people to learn online, and people to work from home we will address issues of poor connectivity by accelerating development of digital infrastructure and improved coverage (fibre, 5G and 4G, mobile).'

1.4 The Council Plan 2020 – 2025 further recognises the need for good digital connectivity:

'We will continue to support the roll-out of a faster broadband service and 5G to all communities, which will support residents and businesses in both rural and urban areas.'

1.5 The Capital Strategy contains the following within its drivers for investment:

"The West Midlands has been selected as the preferred partner for the government's Urban Connected Communities project which will develop a large-scale, 5G pilot across the region, with a hub in Coventry. 5G mobile connectivity is expected to revolutionise the digital environment, with benefits to business, public services and society; attracting investment and talent to the region. It will also provide opportunities for locally based businesses to

contribute to the innovation ecosystem and improve connectivity to support small and social enterprises particularly the digital and creative and SME sectors.”

- 1.6 There is a significant opportunity to build on the County’s existing strengths in digital and gaming through development of the 5G network, broadband and connectivity, as well as increasingly using digital to support Council services to business and communities.
- 1.7 The Government is committed to supporting the deployment of gigabit broadband across the country and is investing £5 billion by means of the ‘Outside-In’ programme to deliver gigabit speeds to the hardest-to-reach communities in the UK. In addition, the Government have announced a £1 billion ‘Shared Rural Network’ deal with the mobile networks companies to extend 4G mobile coverage to the most rural parts of the country. Warwickshire needs to be in a position to take advantage of this investment funding.
- 1.8 In addition to financial investment, the Government is working to remove the barriers that slow down or prevent deployment of infrastructure, through a range of measures including legislative reform, regulatory reform, and the provision of new digital services.
- 1.9 The Government considers Local Authorities will play a critical role in delivering gigabit broadband. The deployment of these networks is complex and requires strong collaboration not only between telecommunications operators, councils and third parties (such as contractors), but also internally within the council. It is crucial that in order for councils to most effectively meet this challenge, all relevant teams - highways, planning, legal, estates and housing - work towards an agreed goal: bringing digital connectivity, along with faster economic growth and greater social inclusion, to local businesses and residents within the appropriate legal and regulatory frameworks. Councils are in an excellent position to support investment and roll-out by ensuring that effective policies and procedures are in place to promote engagement with industry. The letter addressed to all Local Authorities from DCMS/ MHCLG is attached as a background paper – Appendix A.

## **2.0 Superfast Broadband and Full Fibre Connectivity**

- 2.1 The BDUK Superfast Broadband programme started in 2010 and saw Warwickshire lead a partnership with Coventry, Solihull and our five Districts and Boroughs to establish the Coventry Solihull and Warwickshire (CSW) Superfast Broadband delivery team. The team has co-ordinated and managed the programme and the investment funding from a range of partners and

stakeholders including Government departments, DCMS and BDUK, the European Regional Development Fund (ERDF) and Coventry and Warwickshire Local Enterprise Partnership. This programme of work has proven very successful in that it has exceeded the target by achieving 98% Superfast coverage across Warwickshire. However, in the 10 years since the start of this programme, it has become necessary to reset connectivity targets to gigabit speeds (1000Mbps). The new target set by Government is to connect the majority of premises with full fibre connectivity by 2025 and all premises by 2033.

- 2.2 The following table indicates the present level of full fibre connectivity for premises across Warwickshire, with national and local comparisons:

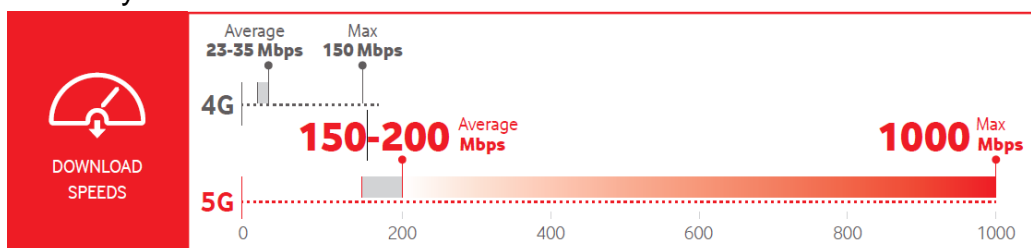
	Warwickshire	Coventry	Oxfordshire	Worcestershire	England
Full Fibre Connectivity (FTTP) to Premises	8.18%	53.75%	14.10%	9.12%	15.37%

Warwickshire's relatively low level of full fibre coverage reflects the fact that it is more difficult and more expensive to deploy fibre connectivity into rural areas.

- 2.3 The Warwickshire CSW team has been successful in bidding for £5.7m from the Government's Local Full Fibre Network (LFFN) Challenge Fund. This will deliver gigabit full fibre network connections into 320 of our public buildings including schools, libraries and fire and rescue sites. More importantly, this will bring the gigabit full fibre network into the communities surrounding these buildings ensuring that residential and business premises are also able to access gigabit services. This LFFN programme will extend the gigabit fibre network into businesses and homes across Warwickshire, is critical in that it will also lay the foundations for the fibre backhaul circuits necessary for future deployment of 5G mobile connectivity.
- 2.4 The combination of the LFFN programme of work, together with the completion of Contract 3 of the Superfast BDUK programme will help to increase the overall full fibre coverage for Warwickshire. However, at the completion of these programmes, in September 2021, overall full fibre coverage across Warwickshire is estimated to be 20%. A strategic intervention programme will be necessary to ensure that Warwickshire can significantly increase full fibre coverage above 50% by 2025, leading to 90% by 2030.

### 3.0 Mobile Connectivity - 4G and 5G

- 3.1 4G was launched in 2012, introducing a new wave of faster mobile broadband. In the coming years 4G will continue to improve but the move to 5G will provide a step change in the quality and reliability of mobile internet connections.
- 3.2 Government investment in the 'Shared Rural Network' will help solve most rural network coverage issues – extending 4G coverage to 95% of the UK landmass. In the UK, at least initially, 5G is being built on top of the existing 4G network infrastructure. This means that the improvements being made through the 'Shared Rural Network' will form the basis for future 5G rollout.
- 3.3 5G is not just the next generation of mobile network technology. It is a step-change in both speed and capacity. Offering speeds up to 10 times faster than 4G and a huge boost to network capacity, the benefits will be felt across the economy.



- 3.4 One very positive development of our work is the proposed partnership between Warwickshire County Council, Warwick University and BT. The focus of this work will be to establish a 5G Accelerator in Leamington Spa. This will support Warwickshire businesses and SMEs to better understand 5G technologies. Furthermore, this enterprise will help local tech companies to exploit the advantages that 5G networks will bring to the market and develop new products and services.

#### 5G & Health Concerns

- 3.5 A small number of people have expressed concerns about the potential harmful effects on human health of 5G. There is nothing fundamentally different about the physical characteristics of the radio signals that will be produced by 5G to previous technologies like 3G and 4G. The Government has developed guidance to help councils and local politicians deal with queries from the public, counter misinformation and explain the facts about 5G. This will help support the Council's role in facilitating the roll-out of next-generation infrastructure, and prevent misleading claims becoming a barrier to roll-out. This guidance document is attached as a background paper - Appendix B.

## 4.0 **Future Requirements**

- 4.1 The Government is committed to supporting the deployment of gigabit digital connectivity and is investing £5 billion through the 'Outside-In' programme to deliver gigabit speeds into our rural communities. In addition, the government is investing over £1 billion into the 'Shared Rural Network' which will extend 4G mobile coverage to the most rural areas of the UK. This funding will be available to Local Authorities over the next three years, according to need, and with the proviso that each Local Authority has a clear ambition and commitment to achieve full fibre gigabit connectivity and 5G coverage over the next 5 – 10 years.
- 4.2 Government recommends that authorities create a Digital Connectivity Board to drive forward the Digital Infrastructure Strategy. This Board should include a Council member to act as Digital Ambassador, a Senior Council Officer to act as a Digital Champion and a Council Officer to act as Digital Co-ordinator to facilitate and co-ordinate activities. The Board will be responsible for the overall Digital Infrastructure Strategy and will promote effective collaboration, not only between telecommunications operators, councils and third parties (such as contractors), but also internally within the council. The Board will also be able to support investment and roll-out by promoting appropriate and effective policies and procedures to advance the programme.
- 4.3 It is recommended that the Board is supported by a Digital Infrastructure Team which will:
- a. Develop and promote Warwickshire's Digital Infrastructure Strategy
  - b. Support and coordinate activities across all relevant teams necessary to support the Strategy
  - c. Ensure that effective policies and procedures are in place to support the delivery of the strategy
  - d. Support the 'Digital Ambassador', and 'Digital Champion' to ensure a cohesive digital infrastructure strategy
  - e. Work with the Government's Barrier Busting Task Force to identify and remove local barriers to deployment
  - f. Secure and manage funding from Government and partner stakeholders and agencies, together with investment from industry
  - g. Investigate the use of 4G mobile technologies to deliver improved Superfast connectivity to business and vulnerable people where existing connectivity is poor, as an interim measure until full fibre connectivity can be delivered. This will build upon the improvements in 4G mobile coverage brought about by investment in the 'Shared Rural Network'.



- 4.4 In order to achieve our ambition to deliver this connectivity ‘at a pace’ and to ensure that Warwickshire has an effective response to Government, it will be necessary to accelerate our planning for the future. To that end, a draft Digital Infrastructure Strategy for Warwickshire has been proposed for consideration. This is fully aligned with and supports the Council Plan 2020 – 2025 and is attached as Appendix C.

## 5.0 **Proposals**

- 5.1 Develop and adopt a Digital Infrastructure Strategy to support the Council Plan 2020 – 2025, the Council’s Covid–19 Recovery Plan and the Warwickshire Place Shaping Programme. This will formalise a plan to extend and improve gigabit digital connectivity across Warwickshire.
- 5.2 Establish a Digital Connectivity Board to develop and promote a Digital Infrastructure Programme for Warwickshire. The Board will be responsible for the overall Digital Infrastructure Strategy and will promote effective collaboration, not only between telecommunications operators, councils and third parties (such as contractors), but also internally within the council. Furthermore, it is proposed that this Board should be formulated by Councillor Kam Kaur acting as Digital Ambassador, David Ayton-Hill acting as Digital Champion and a Senior Council Officer to act as Digital Co-ordinator. It will be important to include representation from each of the Districts and Boroughs.
- 5.3 Establish and support a Digital Infrastructure Team to deliver the Digital Infrastructure Strategy and coordinate the deployment of full fibre connectivity and 5G mobile networks across Warwickshire.

## 6.0 **Financial Implications**

- 6.1 The proposed Digital Infrastructure Team would be an extension of the existing CSW Superfast Broadband Team and should ideally consist of four FTE staff to cover strategic engagement with Government to access funding for 5G and Fibre deployment, to engage with Mobile Network Operators and Fibre Network Operators, Data Analysis, GIS and Mapping, commercialisation of Warwickshire assets for macro cell and small cell builds and the application of mobile technologies as an interim solution for gigabit connectivity until full fibre can be deployed. The team would work closely with the Districts and Boroughs to liaise strategically across, planning, property, highways
- 6.2 Estimated funding needed to support this team is £240,000 per annum. It is proposed that initially the team is set up on a time-limited basis for up to two years. An application to the Place Shaping and Capital Feasibility Fund will be

made to provide the funding for the team. If the Team is required beyond this initial fixed term period then a proposal for funding will be brought forward through the annual refresh of the Medium Term Financial Strategy.

- 6.3 Digital Connectivity is an essential element of the Place Shaping agenda. but the general expectation is that priority outcomes should come forward with specific bids to the Place Shaping Fund or the Capital Investment Fund depending on whether the spend is capital or revenue in nature.
- 6.4 Government funding in the form of the 'Outside-In programme' amounts to £5bn in total. The Digital Infrastructure Team would submit a business case to access this funding. Initial estimates of Government funding for Warwickshire is £15m - £20m.
- 6.5 The Digital Infrastructure Team will also support inward investment from Mobile Network Operators and there will be income from the commercialisation of public assets for installation of small cell and macro cell antennas. The scope of this funding can only be determined following negotiation with Mobile network Operators and their agents.
- 6.6 The proposed Digital Connectivity Board will work in conjunction with the Digital Infrastructure team determine any additional financial investment required to deliver the Digital Infrastructure Strategy over time. Further submissions, detailing financial requirements to deliver the Digital Infrastructure Strategy, will be made to Cabinet for their consideration.

## **7.0 Environmental Implications**

- 7.1 The speed, capacity and connectivity of 5G will provide many opportunities to protect and preserve the environment. 5G technology will be able to increase energy efficiency, reduce greenhouse gas emissions and enable more use of renewable energy. It can help reduce air and water pollution.
- 7.2 International standards have called for 5G to require much less energy to run than 4G, which means using less power while transmitting more data. For example, one kilowatt-hour (kWh) of electricity is needed to download 300 high-definition movies in 4G; with 5G, one kWh can download 5,000 ultra-high-definition movies.
- 7.3 Initially in the UK, 5G is being built on top of the existing 4G network infrastructure. This will potentially increase the height of existing masts to a marginal extent. In the future, more masts will need to be erected, controlled through existing planning legislation.

## 8.0 Timescales associated with the decision and next steps

- 8.1 A Digital Connectivity Board can be established by January 2021, subject to Cabinet Approval.
- 8.2 The establishment of a Digital infrastructure Team will be subject to Cabinet approval and then the ability to secure funding, potentially from the Capital Investment Fund.

## Background papers

None

## Appendices

Appendix A.

Copy of letter to all local Authorities from the Department for Digital, Culture, Media and Sport / Ministry of Housing, Communities and local Government.

Appendix B.

Copy of information and Guidance notes relating to 5G and Health.

Appendix C.

Digital Infrastructure Strategy for Warwickshire 2020 -2025.

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

Local Member(s): None

Other members: Cllr Peter Butlin, Cllr Kam Kaur

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Department for  
Digital, Culture,  
Media & Sport



Ministry of Housing,  
Communities &  
Local Government

27 August 2020

Dear Colleague,

The Government is committed to supporting the deployment of gigabit broadband across the country, ensuring that every home and business in the UK can access gigabit broadband services as soon as possible. Next-generation fixed-line and mobile infrastructure brings fast and reliable connectivity, and will drive faster local economic growth and greater social inclusion. Digital connectivity is playing a central role in our levelling-up agenda, and is critical to helping the economy recover following the COVID-19 pandemic.

To achieve its gigabit commitments, the Government is investing £5 billion through the 'Outside-In' programme to deliver gigabit speeds to the hardest-to-reach communities in the UK. We have also agreed a £1 billion 'Shared Rural Network' deal with the mobile industry to extend 4G mobile coverage to the most rural parts of our country. In addition to financial investment, the Government is working to remove the barriers that slow down or prevent deployment of infrastructure, through a range of measures including legislative reform<sup>1</sup>, regulatory reform<sup>2</sup>, and the provision of new digital services, such as Street Manager.

### The role of Local Authorities

Local authorities play a critical role in delivering gigabit broadband. Councils are in an excellent position to support investment and roll out by ensuring that effective policies and procedures are in place to promote engagement with industry.

The deployment of these networks is complex and requires strong collaboration not only between telecommunications operators, councils and third parties (such as contractors), but also internally within the council. It is crucial that in order for councils to most effectively meet this challenge, **all relevant teams - highways, planning, legal, estates and housing - work towards an agreed goal: bringing digital connectivity**, and with it faster economic growth and greater social inclusion, to local businesses and residents.

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<sup>1</sup> The **Telecommunications Infrastructure (Leasehold Property) Bill**, and mandating gigabit-capable connectivity to **new build developments** via the **building regulations**.

<sup>2</sup> Consulting on changes to the **permitted development regulations** in England to support deployment of mobile infrastructure

Cambridgeshire and Kent are excellent examples of local authorities in which both elected members and officials work together to facilitate and encourage the deployment of next-generation gigabit networks in rural and urban areas. Similarly, the WM5G project across the West Midlands continues to address the challenges that face councils when deploying 5G technology.

The three issues where you can make a significant difference to the availability for gigabit broadband in your areas are:

### **Highways**

Street works account for 70% of the cost of digital infrastructure deployment. It is therefore critical for all stakeholders to work together effectively to deliver gigabit broadband networks. Your Highways team is in a strong position to facilitate deployment - for example by embracing the new [Specification for the Reinstatement of Openings in Highways](#), following the [Street Works toolkit](#), and not placing undue limits on works in an area.

The Government continues to work closely with the Joint Authorities Group (JAG) UK and the Highway Authorities & Utilities Committee (HAUC) UK to promote greater collaboration and performance, and highways authorities that have led the way in this regard include Gloucestershire and Brent.

### **Access Agreements**

Telecom operators need to secure rights to install their infrastructure on public sector land, buildings and assets. Your council can help facilitate the deployment of gigabit broadband by working collaboratively with operators to reach access agreements that encourage and facilitate industry investment.

There are a number of councils whose property teams have embraced the roll out of gigabit networks. These authorities have granted access to council housing, roof-tops and street furniture, on terms which reflect the legislative framework. These agreements are based on a Government-supported non-exclusive, open access model.

Included as attachments to this letter are guidance notes for local authorities on access agreements and valuation. We hope that these will help your council work effectively with industry to facilitate rollout of this critical infrastructure, and we would be grateful if you could ensure that your officials have regard to its contents.

### **Managing 5G health concerns**

We know that some constituents have expressed concerns about the potential harmful effects on human health of 5G. Some have even linked 5G to the coronavirus,

encouraged by online conspiracy theories. All of these concerns are completely unfounded and Public Health England has stated that there is no credible evidence.

The Government has developed guidance to help councils and local politicians deal with queries from the public, counter misinformation and explain the facts about 5G. This will help support your role in facilitating the rollout of next-generation infrastructure, and prevent misleading claims becoming a barrier to rollout.

### What can you do?

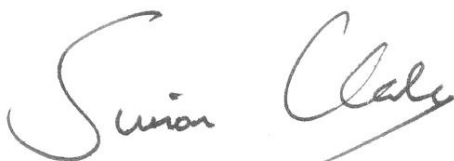
As a senior leader within your council, there a number of ways in which you can promote investment in and roll out of next-generation networks in your local area:

- Work with your highways and housing/estates teams to ensure they are working to enable and facilitate digital infrastructure deployment.
- Identify a senior executive within your council to act as a 'Digital Champion' within the authority to work across multiple teams to ensure a cohesive digital infrastructure strategy.
- Ensure that your estates, commercial and legal teams are familiar with the guidance on valuation and access to land attached at **Annex A** and **Annex B**.
- Address 5G health concerns by following public health guidance at **Annex C**.
- Work with the Government's Barrier Busting Task Force to identify and remove local barriers to deployment. Please email [localconnectivity@dcms.gov.uk](mailto:localconnectivity@dcms.gov.uk) for assistance and guidance.

The [Digital Connectivity Portal](#) provides further guidance for local authorities and operators on improving connectivity in local areas. This will be updated shortly by the Government, and we welcome your input to ensure that it remains a helpful tool for local authorities across the UK.

In order to better understand the work that local authorities are doing to progress digital programmes, we would be grateful if you could respond to this letter by email with your plans for speeding up digital infrastructure rollout to Richard Maddock ([richard.maddock@dcms.gov.uk](mailto:richard.maddock@dcms.gov.uk)) by Friday 25 September.

Yours sincerely,



Simon Clarke MP  
**Minister of State  
for Regional Growth and  
Local Government**



Matt Warman MP  
**Parliamentary Under Secretary of State  
for Digital Infrastructure**

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# 5G mobile technology: a guide

5G is the latest mobile technology. It brings greater speed, capacity and functionality to mobile services, opening up new opportunities for consumers, businesses and public services.

Companies have been rolling out 5G in the UK since 2019. However, some people have raised concerns that the introduction of 5G could affect people's health and have even linked it to the coronavirus pandemic.

These claims are completely unfounded and should not be used as a basis to block or delay 5G rollout.

This guide explains the facts about 5G to help you deal with queries from the public and to combat the disinformation that is spreading online.



## What is 5G?

5G is the new, fifth generation of mobile technology. Like previous mobile generations, including 3G and 4G, 5G uses the **radio spectrum**. The radio spectrum supports all of the wireless services used by people and businesses every day – including making a mobile phone call, listening to the radio or going online using Wi-Fi.

## What are the differences between 5G and 3G and 4G?

There is nothing fundamentally different about the physical characteristics of the radio signals that will be produced by 5G compared to previous technologies like 3G and 4G.

Compared to previous generations of mobile services, 5G offers faster internet speeds and the ability to connect thousands of different devices in a small area. This means it could help create new 'smart' services for people in public spaces – providing real-time information to them about the local area and availability of services. It can also be used in healthcare, agriculture and other industries – for example, connecting machinery in factories to make production more efficient.

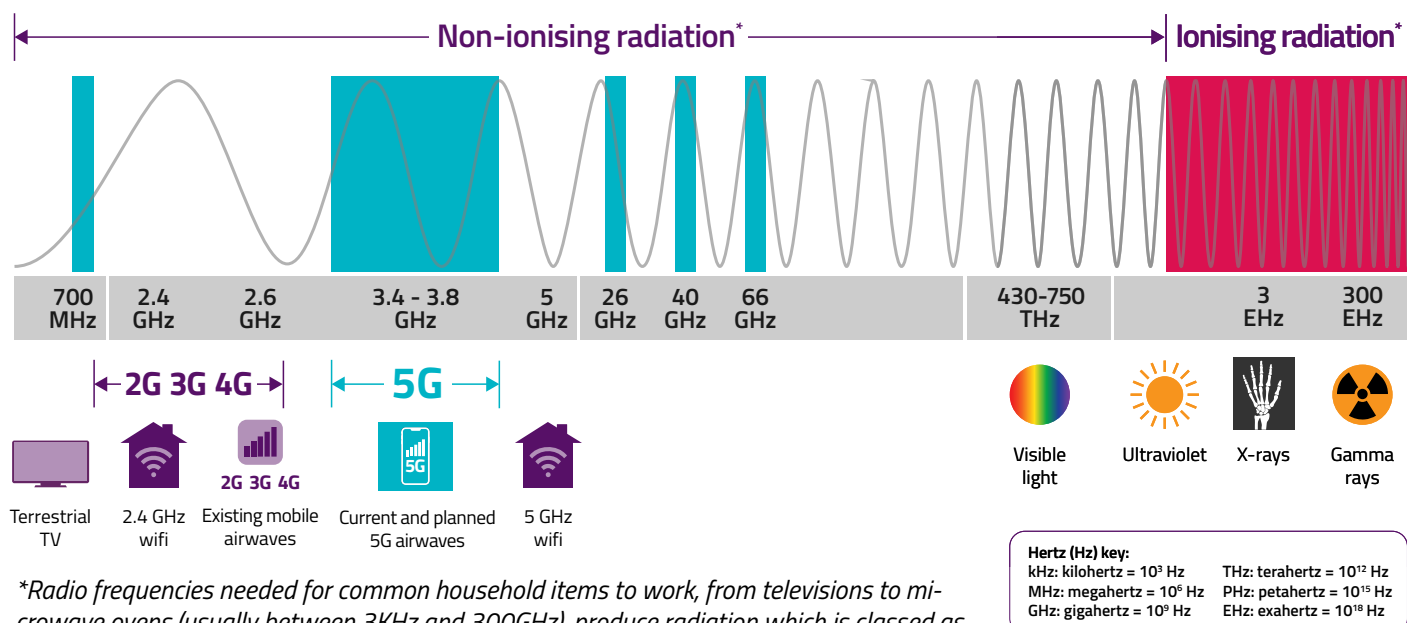
5G also makes use of certain advances in technology which are described further in this guide.

## Which radiowaves does 5G use?

5G is re-using spectrum that has previously been used to deliver services such as TV broadcasting, wireless broadband and other types of transmissions that have been in the environment for many years.

Initially, mobile phone companies have deployed 5G in frequency bands which are close to those already used for previous generations of mobile technology (sometimes called low- and mid-frequency spectrum). 5G can also make use of higher frequency spectrum, and some 5G trials have already taken place in these frequencies.

All frequencies that are currently and will in future be used for 5G fall within the part of the electromagnetic spectrum that includes radiation which is classed as 'non-ionising'. This means that these radio waves do not carry enough energy to directly damage cells. This is different from 'ionising' radiation, which is generally considered to be hazardous to humans and includes gamma (nuclear) radiation as well as x-rays, which occur at the higher frequency end of the electromagnetic spectrum.



\*Radio frequencies needed for common household items to work, from televisions to microwave ovens (usually between 3KHz and 300GHz), produce radiation which is classed as 'non-ionising'. This means that it does not have sufficient energy to break chemical bonds or remove electrons, as opposed to 'ionising radiation', which occurs at much higher frequencies and is generally considered to be hazardous to humans. (Source: International Commission for Non-Ionizing Radiation Protection (ICNIRP))

Figure A: The Electromagnetic Spectrum

## What do health experts say about 5G?

Health experts have studied the effects of radio waves on health for many years.

In the UK, Public Health England (PHE)<sup>1</sup> takes the lead on public health matters associated with electromagnetic fields, or radio waves, and has a statutory duty to provide advice to the UK Government on any health effects that may be caused by exposure to electromagnetic fields, including radio wave emissions.

PHE endorses the international guidelines for limiting exposure to radio waves, published by the International Commission for Non-Ionising Radiation Protection (ICNIRP). These guidelines cover many uses of radio frequencies, including Wi-Fi, Bluetooth and mobile technologies. The guidelines were updated in March 2020 and take full account of 5G operating at higher frequencies.

In relation to 5G, PHE have said that “the overall exposure is expected to remain low relative to guidelines and, as such, there should be no consequences for public health”.

Mobile companies are also required to ensure that their signals do not exceed the limits set out in the ICNIRP guidelines for the protection of the general public.

## Have 5G masts been tested to ensure they are safe?

Ofcom carries out measurements to confirm transmitter base stations do not exceed the restrictions set out in the ICNIRP guidelines. Over the past few months, **Ofcom has measured radio wave emission levels at 5G sites in 10 UK towns and cities** and, in all cases, the levels recorded are a small fraction of those in the ICNIRP guidelines.

The maximum measured at any mobile site was approximately 1.5% of the guideline levels – including signals from other mobile technologies such as 3G and 4G. The highest level from 5G signals specifically was 0.039% of the maximum set out in the guidelines.

Ofcom will continue to monitor 5G signal levels as 5G becomes more widely adopted.

## Will the technological advances of 5G result in increased risks for the general public?

### Use of higher frequencies (millimetre wave)

At the moment, all mobile phone companies in the UK are operating mobile services in frequencies between 700 MHz and 3.8 GHz. This includes 2G, 3G and 4G as well as all current 5G deployments. These frequencies are at the lower end of the microwave frequency range (microwaves are generally considered to encompass frequencies between 300 MHz and 300 GHz)<sup>2</sup>.

5G can also make use of higher frequency spectrum, and some 5G trials have already taken place in these frequencies. Higher frequency bands that could be used for 5G include the 26 GHz, 40 GHz and 66 GHz frequency bands (as illustrated in Figure A above). The term millimetre wave or mmWave is often used to describe these higher frequencies. The advantage of these frequencies is that they can deliver very high speeds and high capacity with very low latency (the time between instructing a wireless device to perform an action and that action being completed).

At these frequencies, the signals do not travel as far and do not carry through walls or objects as easily as low- and mid-frequency spectrum, so they are not suited to providing wide-area mobile coverage. They are instead most likely to be used in areas with the highest demand from mobile phone users – so-called ‘hotspots’.

The use of these frequencies is not new – they have been used for many years for other radio services, including point-to-point links, satellite earth stations and radio astronomy. The ICNIRP guidelines cover all frequencies that will be used for 5G, including mmWave, and all operators are required to comply with these guidelines. The latest version of these guidelines, published in March 2020, contains some additional restrictions for use at these higher frequencies.

### Advanced antenna technology (massive MIMO and beamforming)

New advanced ‘massive MIMO’ (multiple input, multiple output) and ‘beamforming’ antenna technology mean that antennas used in mobile networks will be able to direct signals only to where they are needed – for example, directly to your mobile handset. This technology is already used in

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1. On 18 August 2020, the Government created the National Institute for Health Protection. This brings together Public Health England, NHS Test and Trace and the analytical capability of the Joint Biosecurity Centre under a single leadership team. The organisation will be formalised and be operating from spring 2021. 2. Note, the use of the term ‘microwaves’ here should not be confused with ‘microwave ovens’ – these use a very specific set of frequencies which, incidentally, are also widely used for Wi-Fi, albeit at much lower power levels.



4G to some extent but will be used more widely in 5G.

The antennas themselves are not 'massive' in size – in fact, they are similar in size to the antennas used in previous generations of mobile technology. Rather, they are massive in that they are made up of a larger number of smaller antennas than antennas used for previous generations.

This technology means 5G transmissions will be more efficient as they will not be transmitting in directions where the signal is not needed, tending to reduce incidental radio wave exposure levels in the environment. Even so, operators will still need to ensure that the emission levels from these new antennas are compliant with the restrictions in the ICNIRP guidelines.

### Small cells

At the moment, 5G equipment is generally being added to existing mobile phone masts. However, over time, more smaller transmitters (known as "small cells") may be used to provide capacity in specific locations.

While more small cells might be needed, they will operate at much lower powers than existing mobile masts as the signals do not need to travel as far. In addition, use of small cells will have the benefit of enabling mobile phones to operate at lower powers. This means that, in general, small cells will be unlikely to cause any increase to the overall radio wave exposure levels experienced by a mobile phone user, and may cause a decrease.

However, a significant increase in the number of small cells is not expected immediately as operators are concentrating on adding 5G technology to their existing sites.

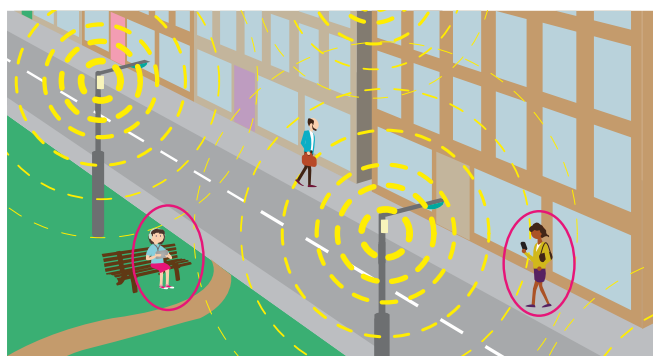


Figure B: Small cell deployment in a city centre

## 5G and Coronavirus

Recently, conspiracy theories have been shared online that claim 5G mobile is connected to the spread of the coronavirus. This is wrong. There is no scientific basis or credible evidence for these claims.

Some areas of the country have seen mobile phone masts vandalised because of these incorrect claims. Engineers from the mobile phone operators have also been threatened in the street while they work. These types of incidents put lives at risk. If a mobile phone mast stops working, either because it has been vandalised or because engineers can't carry out vital maintenance, people in that area can't call the emergency services, dial the NHS on 111 or contact their friends or family.

Mobile phones have been used by volunteers to organise support for their local communities to collect medicines and get food for those who cannot go out during the Covid-19 crisis. People's safety and wellbeing can be put at risk if the mobile phone network isn't available.

## Which organisations are responsible for public safety relating to 5G?

**The UK Government's** priority is to promote investment and innovation in 5G, to ensure that services and applications are widely available for the benefit of UK consumers and businesses, to drive economic growth and boost productivity. The UK Government has published guidance in respect of **5G and coronavirus (COVID-19)**, and the **sharing of false information**.

**Planning law** and policy requires that planning applications for electronic communications development should be accompanied by a statement or declaration that certifies that when operational, equipment will be compliant with the ICNIRP guidelines for limiting exposure to electromagnetic fields<sup>3</sup>.

**Public Health England (PHE)** takes the lead on public health matters associated with electromagnetic fields, or radio waves, and has a statutory duty to provide advice to Government on any health effects that may be caused by exposure to electromagnetic field emissions. PHE has published advice on exposure to radio waves at the following link: <https://www.gov.uk/government/collections/electromagnetic-fields#radio-waves>

**Ofcom** is responsible for managing use of the radio spectrum in the UK. Ofcom regularly carries out radio frequency electromagnetic field (EMF) measurements near mobile phone base stations to test whether EMF levels are within ICNIRP guidelines. Further information on Ofcom's work in relation to EMF is available at the following link: <https://www.ofcom.org.uk/manage-your-licence/radiocommunication-licences/mobile-wireless-broadband/exposure-electro-magnetic-fields>.

3. Planning law is a devolved matter. Please see: [The Town and Country Planning \(General Permitted Development\) \(England\) Order 2015 \(as amended\)](#); [The Town and Country Planning \(General Permitted Development\) \(Scotland\) Order 1992 \(as amended\)](#); [The Town and Country Planning \(General Permitted Development\) \(Wales\) Order 1995 \(as amended\)](#); [The Planning \(General Permitted Development\) Order \(Northern Ireland\) 2015](#).

# Warwickshire County Council

## *Digital Infrastructure Strategy*



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# Foreword

Having access to fast high speed and reliable internet is now no longer a luxury; it is a necessity and described as the fourth utility. It is an important consideration for residents and businesses when considering living, working or investing in Warwickshire.

Our local economy depends on our digital infrastructure delivering the necessary connectivity for everyone, both now and in the future. Fast and reliable broadband connections will enable community hubs, public services, and businesses to grow and develop as well as opening up the possibilities of new services for individuals.

Whilst parts of Warwickshire have good broadband access, there are still many rural areas that do not. This creates an inequality across communities that the council must and will address.

Taking full fibre connections further out across the county is also vital for the development of 5G - the next generation of mobile technology.

Emerging technology also means that connectivity to fibre broadband, gigabit capable wireless and mobile connectivity (including 5G), are essential foundations for economic growth and prosperity. It helps to establish the region as a digital county and destination for investment, jobs, new housing and business infrastructure.

This strategy, therefore, has an essential role to play in aligning with the current, key strategies of the council, including the Council Plan 2020 -2025, the Covid-19 Recovery Plan, the Economic Growth Strategy and the Digital Strategy. These, together with existing policy guidance for planning and regeneration support the building of a better digital infrastructure.



**Izzi Secombe**  
Leader of the County Council  
Warwickshire County Council



**Monica Fogarty**  
Chief Executive  
Warwickshire County Council

# Introduction and Context

Digital cuts across Warwickshire's vision for the future, supporting a buoyant and resilient economy with a strong, vibrant and innovative business base.

Warwickshire's Economic Growth Strategy highlights the importance of a good digital infrastructure to facilitate and enable future economic growth, with an emphasis on delivering gigabit connectivity.

Digital is embedded throughout Warwickshire's Council Plan with the aim to deliver smart technology to improve connectivity and accessibility for all, supporting electric vehicle growth and digital infrastructure.

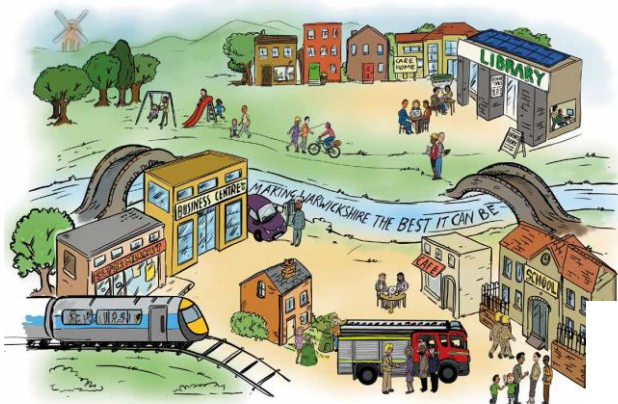
The Council Change Plan embraces digital technology to enhance customer access and improve the efficiency and joined-up nature of our services.

Warwickshire's Vision for Education supports the development of digitally innovative and future-proofed learning environments and curriculums that ensure that our learners leave school as some of the most technologically capable young people in the country.

Better connectivity in public buildings is essential to ensure residents are digitally included. Libraries are committed to giving people access to new and emerging digital technology through the provision of computers, free WiFi and other digital technologies and developing digital skills. Supporting the rollout of full fibre across communities will open up opportunities for residents and improve the delivery and efficiency of services.

Faster broadband and better mobile connectivity is essential for ensuring businesses remain competitive in an increasingly digital economy. Connectivity is becoming increasingly vital, and as a county we need to ensure our digital infrastructure is suited to the needs of modern day operations and processes.





**Faster broadband and the pilot of 5G across the West Midlands region will benefit business, public services and society.**

Artificial intelligence, predictive analytics and robotics will become increasingly important in service delivery and improvement.



**Growth in the use of self-driving, electric and hybrid vehicles.**

There will be more journeys on our network due to increased population

There will be more walking and cycling corridors



# Council Plan

- ▶ We will invest in and support the digital skills of our communities, businesses and young people so that Warwickshire is in a strong position in an increasingly digital economy.
- ▶ We will continue to support the roll-out of a Full Fibre broadband service and 5G to all communities, which will support residents and businesses in both rural and urban areas. You will have access to 5G whether you live in the countryside or town.
- ▶ We will attract new business to Warwickshire, focusing on those sectors where we have particular strengths including automotive technology, advanced manufacturing, creative digital (such as gaming) and tourism. This will bring new economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire.

# Why is digital infrastructure important?

- ▶ Having future proofed digital infrastructure is crucial to making Warwickshire a more attractive place to live, run a business and invest. Currently 98% of Warwickshire premises are connected to superfast broadband , but the future is full fibre connectivity capable of gigabit speeds (1GB equivalent to 1000 MB). The Government has committed to full fibre coverage by 2033, however Warwickshire needs to accelerate full fibre deployment in order to attract investment and support economic growth.
- ▶ The benefits of full fibre broadband are significant to our economy, residents, businesses and the way services are delivered to meet local needs. Having access to fast Broadband connectivity is no longer a luxury; it is considered as the fourth utility.
- ▶ Better connectivity will result in more efficient and innovative ways of meeting the needs of residents and support the re-design of services across the public sector. Key opportunities include:



Better connectivity in schools can enable more digitally innovative learning environments preparing our young people for the future.



Residents benefit from better access to services which are increasingly online, skills and employment and consumer benefits.

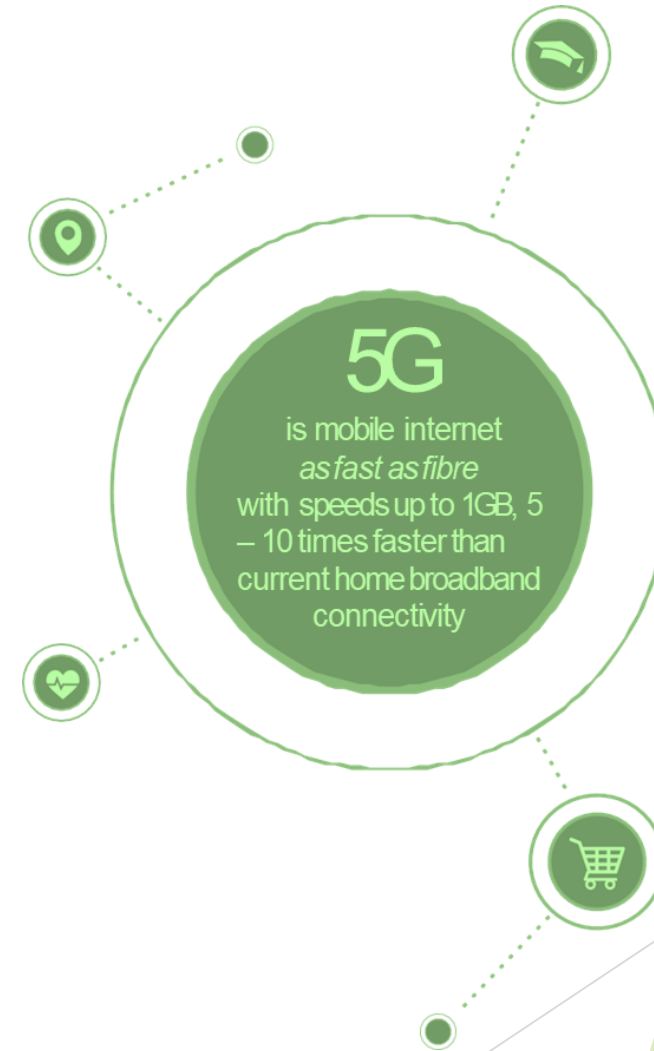


Full fibre connectivity for businesses plays a crucial role in the attraction, growth and retention of businesses resulting in increased productivity, innovation and growth in knowledge based sectors.

Wireless connectivity covers a wide range of technology including wireless technology on rooftops, high rise aerials, small cell technology and Wi-Fi meshes. Towns within Warwickshire have good coverage of 4G but our strategy aims to support early rollout of 5G.

### 5G benefits include:

- Huge capacity with the ability to connect thousands of users and devices at the same time at consistently ultra-fast speeds e.g. mobile phones, cars, ambulances, machines, medical devices, CCTV, buildings, and environmental sensors monitoring and controlling intelligent infrastructure - all without needing a fibre broadband connection;
- Ultra-reliable, secure and low latency (which means it does not drop connections) – which will be transformational for business. 5G will create indoor and outdoor networks within businesses, factories and warehouses to support industries and critical communications like medical devices, guided vehicles, machine-to-machine communication, remote control and monitoring of stationary and mobile equipment, and augmented reality support in design, maintenance, repair and construction.



# Warwickshire's Digital Infrastructure Strategy

## Full Fibre Broadband

Local Full Fibre Network  
Connecting public sector buildings across Warwickshire to Full Fibre connectivity

Extending the deployment of Full Fibre connectivity to all communities



## Wireless Connectivity

Facilitating the rollout of 5G across Warwickshire including infrastructure acceleration and a testbed to support businesses in the use of this technology.

Upgrading lampposts and street furniture to run smart technologies and facilitate the rollout of 5G small cell

## Cross Cutting

Assets for Technology  
Addressing barriers and maximising use of council assets for technology

Growing Warwickshire's digital economy, skills and inclusion  
Maximising the benefit from digital infrastructure to Warwickshire's businesses and residents

## Support the rollout of full fibre broadband

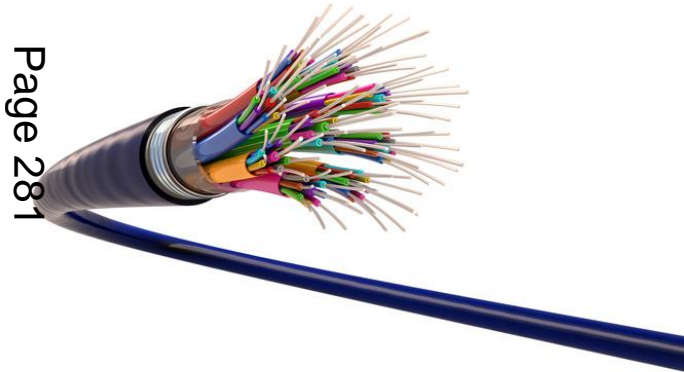
- Our priority is to support the roll-out of full fibre broadband to public sector premises, to communities and businesses.

Before we can take advantage of improved 4G and 5G technologies it will be essential to extend and improve the full fibre network to every community across the county. This will provide the fibre 'backhaul' for any 4G and 5G mobile networks.

We will support the roll-out of full fibre broadband to public sector premises through implementation of the Department of Digital Culture Media and Sport (DCMS) funded Local Full Fibre Network project. The project will roll out full fibre to public sector premises across Warwickshire, including council premises such as libraries, council buildings and schools. This, in turn, will bring Full Fibre connectivity into the areas surrounding these buildings and will open up opportunities for more innovative ways of delivery, leading to greater efficiency and cost savings.

We must support the roll-out of full fibre broadband into rural communities within Warwickshire. This will include increasing the take-up of Rural Gigabit Vouchers by Warwickshire businesses and residents.

Working with the planning authorities in our Districts and Boroughs we will encourage developers to consider full fibre as the fourth utility and build into all new developments.





# Wireless Connectivity

Our aim is to support the rollout of wireless technology, in particular 5G, on rooftops and high rise aerials, small cell technology and Wi-Fi meshes.

## PRIORITIES

Support the rollout of 5G

- Remove barriers to rollout by providing access to our assets, facilitating Mobile Network Operators to upgrade existing masts to enable coverage and invest in new 5G infrastructure, including small cell technology.
- Demonstrate the potential for 5G through testbeds and application accelerators that develop new applications and services.
- Develop the financial case for investment, to support innovation, growth and service efficiencies.
- Explore innovative uses of 5G in the delivery of services working with partners.





# 5G

## Identify future Smart and Internet of Things (IOT) opportunities

- Developing and seeking funding for projects resulting in efficiency savings and improved quality of life and embedding in service delivery including the potential for Smart Energy.

## Upgrade to Smart Infrastructure

- Developing and seeking funding to upgrade street lamp columns to facilitate the rollout of 5G.
- Install smart data collection sensors to enable environment and traffic monitoring and smarter delivery through light and temperature sensors resulting in cost and energy efficiencies.
- Develop projects to pilot electric vehicle charging points and solar lighting.

# Cross Cutting Themes

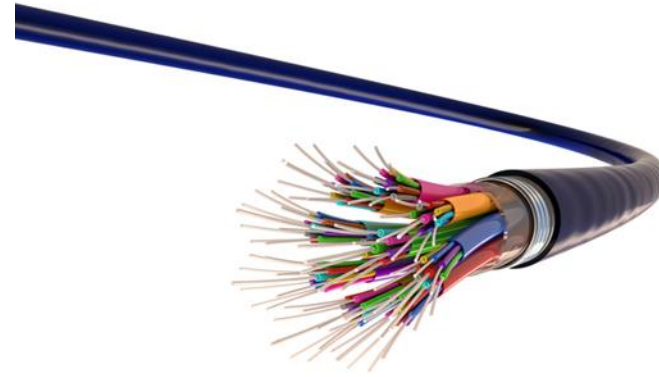
Warwickshire will develop a local approach to highways, planning and wayleaves which optimises the environment to improve digital infrastructure enabling full fibre broadband and 5G, removing barriers to commercial roll-out based on good practice guidance. Our approach is in line with the Electronic Communication Code 2017.

## Barrier Busting

### Barrier busting

Maximise the use of public assets and street furniture to facilitate the roll-out of digital infrastructure:

- Stage 1: identifying suitable assets that meet relevant regulatory requirements, are viable for telecoms use and factors that may impact deployment.
- Stage 2: commercial model: agree a model to facilitate the rollout. National guidance recommends an open model through a simple agreement offering access to one or more sites/locations on standard non-discriminatory terms. This approach is favoured by network providers as it minimises complexity and therefore cost.





- Stage 3: Access agreements:

- Wayleave for deployment of fixed-line broadband infrastructure providing right to access land and/or property to install and maintain electronic communication apparatus.
- Actively support the commercialisation of our public assets by developing lease agreements for mobile masts on land and rooftops giving right to use the property for a specified period of time in return for periodic payments.

Develop plans to commercialise public assets by developing lease agreements for small cell deployment on lamp posts and other street furniture.

- Ensure that our commercialisation plans are structured to attract mobile network operators into Warwickshire to increase investment and coverage, leading to longer term income opportunities.

Influence stakeholders to support the rollout of digital infrastructure through the planning process to ensure that fibre broadband and connectivity is considered the fourth utility:

#### Barrier busting – planning

- Develop a connectivity toolkit to inform discussions with developers during planning stage to encourage installing ducting/full fibre at the same time as other utilities.
- Make available our development plans, showing where new housing, commercial and transport infrastructure will go and when, to encourage rollout of full fibre at build stage.
- Develop any further supplementary planning guidance which may be required at a local level.

# Delivering the Digital Infrastructure Programme

Digital Infrastructure deployment requires involvement from a number of departments within each Council, District and Borough authority – such as assets, highways, planning, legal – and other partners.

Internally, the following roles will support implementation of the Digital Infrastructure Strategy:

- A Digital Innovation Councillor Ambassador will support and promote the digital innovation agenda.
- A Digital Innovation Officer Champion will help disseminate the council's overarching strategy, bring colleagues together and coordinate pan-council and county solutions to support infrastructure deployment. The Champion has the authority to ensure that departments across the organisation work together to achieve the policy goals and support effective engagement between local authority and network operators.
- A Digital Infrastructure Co-ordinator acting as the single point of contact within the council, they will work in partnership with network operators to help them navigate through the areas of the organisation with which they need to engage.

Delivering this strategy will involve developing our local approach to highways, planning, wayleaves, use of assets such as street lights and rooftops that optimises the environment to improve digital infrastructure enabling full fibre broadband and removing barriers to commercial rollout including:

- Removing barriers to rapid delivery of digital infrastructure
- Enabling and encouraging investment
- Reducing delays and costs, simplifying processes and encouraging best practice
- Develop relationships with providers and Mobile Network Operators
- Central point to facilitate and co-ordinate wayleaves, street works licences and planning as well as making public sector assets available
- Rollout best practice around barrier busting

We will work with a broad range of stakeholders including WM5G, commercial providers and Mobile Network Operators to support the rollout. Locally, the team will work with key local partners including our Districts and Boroughs, Universities, Colleges, Health partners and our strong digital creative sector to maximise the benefits across the County including identifying future Smart and Internet of Things (IoT) opportunities.

Measuring our performance we will:

- improve broadband speeds across the county
- improve full fibre coverage across the county
- Improve 5G availability

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of the Local Government Act 1972.

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