

# Cabinet

Date: Thursday 18 March 2021  
Time: 1.45 pm  
Venue: Virtual Meeting via MS Teams

## Membership

Councillor Isobel Seccombe OBE (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

Items on the agenda: -

## 1. General

### (1) Apologies

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

### (3) Minutes of the Previous Meeting

To approve the minutes of the meeting held on 11 February 2021

5 - 10

### (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. Revenue Investment Funds

This report seeks Cabinet approval to the financing of a number of projects through the Revenue Investment Fund.

11 - 16

Cabinet Portfolio Holder – Councillor Peter Butlin

- 3. Service Estimates 2021/22** 17 - 62
- The figures in this report will form the basis for financial monitoring throughout the forthcoming financial year. Should any further adjustments be necessary, they will be reported as part of the quarterly financial monitoring reports to Cabinet.
- Cabinet Portfolio Holder – Councillor Peter Butlin
- 4. Capital Programme - Re-purposing of facility at The Warwickshire Academy** 63 - 68
- This report concerns the re-purposing of an existing hydrotherapy pool at the evolving new Warwickshire Academy.
- Cabinet Portfolio Holder – Councillor Colin Hayfield
- 5. SEND & Inclusion Change Programme: Report of Task and Finish Group** 69 - 76
- County Council agreed a motion on 22nd September 2020 requesting that ‘the Children and Young People Overview and Scrutiny Committee to set up a Task and Finish Group (TFG) to monitor delivery of SEND provision. This is the report and recommendations of the TFG.
- Cabinet Portfolio Holder – Councillor Colin Hayfield
- 6. Child Friendly Warwickshire** 77 - 98
- Warwickshire County Council were successfully awarded £3.993m from the Department for Education (DfE) as part of the national ‘Strengthening Families, Protecting Children programme’ (SFPC). The programme consists of three different evidence-based models. The council have adopted the ‘Leeds Family Valued’ model. The Child Friendly Warwickshire initiative is a key element within this model.
- Cabinet Portfolio Holder – Councillor Jeff Morgan
- 7. Change of Status of Dunchurch Infant School** 99 - 124
- This report asks that Cabinet approves that Dunchurch Infant School, a Foundation school, be closed and simultaneously replaced by a new Voluntary Aided school (with no change to pupils, staff or buildings).
- Cabinet Portfolio Holder – Councillor Colin Hayfield
- 8. A452/A46 Developer Improvement Works** 125 - 134
- This report seeks approval from Cabinet to undertake the delivery of the improvements at the A46/A452 Thickthorn roundabout in Kenilworth.
- Cabinet Portfolio Holder – Councillor Jeff Clarke

## **9. Exclusion of Press and 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’.

## **10. Land at Stratford Park and Ride**

135 - 210

An exempt report concerning land at Stratford Park and Ride.

Cabinet Portfolio Holders – Councillor Peter Butlin and Councillor Jeff Clarke

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

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## Disclaimers

### Disclosures of Pecuniary and Non-Pecuniary Interests

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

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

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

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 Paul Williams [paulwilliamscl@warwickshire.gov.uk](mailto:paulwilliamscl@warwickshire.gov.uk) 01926 418926 in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

# Cabinet

Thursday 11 February 2021

## Minutes

### Attendance

#### Committee Members

Councillor Isobel Seccombe OBE (Chair)  
Councillor Les Caborn  
Councillor Jeff Clarke  
Councillor Andy Crump  
Councillor Colin Hayfield  
Councillor Kam Kaur  
Councillor Jeff Morgan  
Councillor Heather Timms

#### Others Present

Councillors Adkins, Bell, Kondakor and Roodhouse

### 1. General

#### (1) Apologies

Councillor Dave Parsons (Deputy Leader of the Labour Group) tendered his apologies.

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

No declarations of interest were made.

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

The minutes of the Cabinet meeting held on 28 January 2021 were agreed.

#### (4) Public Speaking

No members of the public registered to speak.

### 2. Draft Integrated Risk Management Plan 2020 - 25: Post Consultation Report

Councillor Andy Crump (Portfolio Holder for Fire and Rescue and Community Safety) explained that the paper before cabinet was the second of two, the other being that on the Fire and Rescue Service's estates that was considered in January 2021.

The background to the survey referenced by the report was given. Response rates had been good with those from black and minority ethnic groups being particularly high.

Recent inspections had commended the Fire and Rescue Service for the way it responds to the community. The service has responded well to the Pandemic but it will be necessary to assess the capacity of its workforce. The hospital to home transport service has been a particular success. Going forward digital solutions will be sought to aspects of the service.

Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) asked whether the report would be considered by the Fire and Rescue working party before going to Council. In response he was told that it would go either to the working party or to the Resources and Fire and Rescue Overview and Scrutiny Committee.

Councillor Keith Kondakor noted that whilst the report and appendices contain plenty of detail there is little indication of what is planned to happen in terms of future service delivery. In reply Councillor Kondakor was informed that this was a risk plan only. Other plans will follow.

In summing up Councillor Crump stated that he would welcome input from all councillors as they had a good knowledge of their locality. The key would be to be guided by robust evidence.

Resolved:

That Cabinet recommends to Council:

1. Notes the outcome of the eight-week Draft Integrated Risk Management Plan (IRMP) 2020-2025 consultation process.
2. Approves the IRMP 2020 - 2025 and the proposals therein.
  - **Proposal 1** - Ensure our workforce and ethos reflect the diverse communities we serve
  - **Proposal 2** - Assess our capabilities to improve our ways of working in response to any future pandemics
  - **Proposal 3** - Assess our overall resource capacity to ensure our personnel and physical assets are in the right place and at the right time to deliver our statutory duties
  - **Proposal 4** - Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS
  - **Proposal 5** - Implement digital solutions to enhance our service delivery
3. Authorises the Cabinet to approve the annual action plans to deliver the IRMP.

### **3. Allocation of 2021/22 Dedicated Schools Grant**

Councillor Colin Hayfield (Portfolio Holder for Education and Learning) noted that this subject regularly comes to Cabinet. The meeting was reminded that the DSG is passported through the Council to schools. As such the Council has no say in how it is distributed.

Councillor Peter Butlin (Deputy Leader – Finance and Property) stated that the County Council is the accounting body. Once the money has been passed on the challenge is in recognising where the pressures will lie after that.

Councillor Helen Adkins (Leader of the Labour Group) welcomed the opportunity to be engaged in the SEND TFG. She considered that it had been a very positive experience. It was good to work with colleagues and develop strategy.

Resolved:

That Cabinet:

- 1) Supports the allocation of the Schools Block DSG, as outlined in Section 3, in line with the National Funding Formula for Schools and in particular increasing funding allocated to schools through the lump sum and sparsity factors as outlined in 3.3.1 and 3.3.2.
- 2) Supports the Early Years allocation of funding for all early years providers as outlined in Section 4
- 3) Approves the proposed allocation of the High Needs DSG budget for 2021/22, as set out in Section 5.
- 4) Supports the proposals for allocating the 2020/21 Central School Services DSG budget, as set out in Section 6.

#### **4. Long Term Savings for Children in Care**

Councillor Jeff Morgan (Portfolio Holder for Children's Services) explained that the report was concerned with helping children in care to save up and manage their money. The background to the changes in arrangements was explained. In the past it had proved difficult to persuade foster agencies to set up savings accounts for children in care. Additionally, if children had a number of changes to fostering arrangements the savings they might have accrued could get lost.

Under the new arrangement the young people will receive £5 allowance a week. They will also have savings which will come to them as lump sum when they turn 18.

The proposals had been discussed with children in care and widely welcomed.

In response to a question from Councillor Helen Adkins it was confirmed that the new system will be closely monitored. It will be important to ensure that payments are being made when they should.

Resolved:

That Cabinet agrees the changes to the Long-Term Savings policy as set out in the report.

## 5. Warwickshire Recovery and Investment Fund

Councillor Peter Butlin (Deputy Leader – Finance and Property) set out the rationale behind the report adding that this initiative could save 4000 jobs and create a further 2200. The scheme has the support of the Local Enterprise Partnership and Chamber of Commerce. It will stimulate the local economy and safeguard the Council Tax base.

Councillor Butlin added that here are three funds. Of these the one with the highest risk is the £10m fund. However, this has been fully stress tested to minimise those risks.

Councillor Izzi Seccombe (Leader of Council and Chair of Cabinet) stressed that the fund had never been more needed. People need to have a good job if they are to thrive.

Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) emphasised the need to use the power of local authorities to help businesses. He noted the proposal to establish a further member oversight board but stated that consideration will need to be given to how it will be supported. An oversight board, he added would place an extra burden on the Democratic Services Team.

Councillor Keith Kondakor suggested that any oversight board would require a small pot of money to help it operate. It could operate like the Pension Board with officers on it to assist in scrutiny. He asked that the Property and Infrastructure Fund consider site restoration rather than just building in the countryside. Finally, he suggested that the jobs created ought to be accessible to local people.

Councillor Jeff Morgan noted that start up funding in London is five times that of the Midlands. That pattern needs to be broken. He hoped that adequate consideration would be given to supporting areas where GVA is low.

Councillor Heather Timms (Portfolio Holder for Environment and Heritage and Culture) welcomed the report noting the opportunities to support tourism. The City of Culture and Commonwealth Games will be very important to the area she added.

Councillor Helen Adkins (Leader of the Labour Group) commended the briefing recently given to members. She saw the fund as a good opportunity to invest in businesses that relate to climate change and health and wellbeing. In addition, the value of apprenticeships should not be undervalued.

In summing up Councillor Peter Butlin informed Cabinet that further details on governance arrangements will be forthcoming. Training for members involved in oversight will be provided. Land that is redundant will be reused/repurposed. He stated that population growth is driven by economics. People will go to where the work is. There is a desire to see Nuneaton and Bedworth and North Warwickshire grow. The County Council has invested heavily in Nuneaton town centre and this scheme will help it further. Finally, on the issue of apprenticeships, Councillor Butlin stated that a recent report had suggested that investment in these was not as high as it should be. This, he suggested, needs to change.

Resolved:

That Cabinet:



1. Supports the Business Case at Appendix A to establish the Warwickshire Recovery and Investment Fund.
2. Approves in principle the establishment of a Warwickshire Recovery and Investment Fund (WRIF) and authorises the Strategic Director for Resources to finalise the proposals and the fund allocations and to develop the Year 1 Business Plan based on the principles set out in Section 1.11 of this report for further consideration by Cabinet.
3. Supports the proposed WRIF governance arrangements and approves the establishment of a Member Oversight Group and an Officer Investment Panel as more fully described in Section 7 of this report.
4. Notes that a further report will be brought back to Cabinet to approve the final arrangements, including the 2021-22 Business Plan and to ask Cabinet to consider making the recommendations to Council in respect of the changes considered necessary to the Treasury Management Strategy and the Investment Strategy and to add the WRIF loan facility to the capital programme

## **6. Exclusion of the Press and Public**

Agreed.

## **7. (Exempt) Minutes of the meeting held on 28 January 2021**

The exempt minutes of the Cabinet meeting held on 28 January 2021 were agreed.

The meeting rose at 14.30

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Chair

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## Cabinet

**18 March 2021**

### Revenue Investment Funds

#### Recommendations

That Cabinet:

- 1) Supports the progress made on the Climate Change strategy and Place Shaping strategy with the Climate Change Impact Assessment and Stoneleigh Bridge design project approved by Corporate Board under the authorisation delegated to Chief Executive at a cost of £0.010m and £0.051m respectively.
- 2) Approves the bids as detailed in section 2.1 and 2.7, amounting to £0.990m from the Place Shaping Investment Fund and £0.340m from the Sustaining Prevention Fund.
- 3) Authorises the Strategic Directors for People and Communities to procure and enter any agreements to give effect to the above proposals on terms and conditions acceptable to the Strategic Director for Resources.

#### **1. Purpose of the report and context**

- 1.1. As part of the 2020/21 budget, Council approved the creation of four Revenue Investment Funds, with a total allocation of £20m, to provide opportunities to run initiatives to meet objectives of tackling climate change, investing in commercialism, sustaining prevention of demand within communities and investment in place shaping including scoping capital and development opportunities for better value service provision. The indicative allocation of the resources between the funds was then updated by Cabinet in June to reflect the increased need to invest in economic recovery post Covid-19, and the remaining Early Intervention Fund from 2019/20 was added to the Sustaining Prevention Fund. The breakdown of these funds is below:

Council Investment Funds	Total £000s
<b>Sustaining Prevention Fund</b> – A fund to pump-prime upfront investment in demand management and early intervention initiatives prior to the financial benefits accruing.	5,404
<b>Climate Change Fund</b> – A fund to invest in priorities flowing from the Climate Change Task and Finish Group and Council Plan 2025	4,000
<b>Commercial Fund</b> – A fund to deliver commercial investment in outcomes for Warwickshire arising from the commercial strategy.	3,500
<b>Place Shaping and Capital Investment Fund</b> – A fund to support capital feasibility work, investment in place and to improve delivery.	7,500
<b>Total MTFS Allocation</b>	<b>20,404</b>

- 1.2. The funds are outside of core budgets, and members approved a four-stage approval process for projects seeking funding:
- Stage 1: A project proposal document is developed and reviewed by Gateway Group/Corporate Board as to the strategic fit with the priorities in the Council Plan;
  - Stage 2: The business case for the project is then prepared and an Investment Panel, made of representatives from Finance, Project Management Office and managers from services across the organisation, provides a technical evaluation and commentary on the proposal;
  - Stage 3: Gateway Group use this technical evaluation alongside their own analysis of project governance and feasibility, to recommend the projects to Corporate Board if under £0.1m per project, or Cabinet if over this value for approval; and
  - Stage 4: Cabinet approve/reject the allocations over £0.1m and note the projects under this value approved by Corporate Board. If the project is approved, funding is transferred to the service, and if savings have been identified flowing from the investment these are built into the medium-term financial strategy.
- 1.3. The schemes detailed in section 2 of this paper have been considered for strategic fit by Gateway Group, and for robustness of plans by the Investment Panel. Subject to Cabinet's decision today the remaining amounts in the four Investment Funds will be as below:

Sustaining Prevention Fund	£2.928m
Climate Change Fund	£2.959m
Commercial Fund	£2.603m
Place Shaping and Capital Feasibility Fund	£5.809m

## **2. Description of the Investment Fund bids**

### **Rugby Parkway design and scoping project**

- 2.1. Corporate Board recommend approval of £990,000 from the Place Shaping fund for the Rugby Parkway design and scoping project with the project sponsor being the Assistant Director, Strategic Commissioning for Communities.
- 2.2. Funding will be used to take the Parkway Station project to build phase, incorporating a number of the Council's objectives through joint planning with internal partners, and considering the best value approach for build and subsequent ownership. The primary objectives supported include: Supporting Warwickshire's communities by locating a new station within walking and cycling distance of an accelerated development of 6,200 new houses; boosting Warwickshire's economy; unlocking growth potential and supporting growth in skills and talent; making the best use of resources, supporting the town's expansion by using existing rail network; reducing congestion and carbon emissions and improve air quality; and taking a commercial approach to delivery.
- 2.3. During its evaluation, the panel noted the high quality of the business case and planning so far. It is noted that as work is completed some elements of this feasibility phase may be able to be funded from capital, this will be added to the phase 2 Capital Investment Fund bid and where relevant, will be reimbursed to the place shaping fund at that point.

### **Stoneleigh Bridge design costs**

- 2.4. Corporate Board have approved £51,000 from the Place Shaping Fund for the Stoneleigh Bridge design costs with the project sponsor being the Assistant Director, Strategic Commissioning for Communities.
- 2.5. This request is part of a CIF bid for the delivery an enhanced accommodation bridge over the trace of the High Speed 2 Rail Line (HS2) within the boundaries of Stoneleigh Business Park. There is a revenue cost to WCC for commissioning HS2 Ltd to design the bridge to an enhanced specification. This design work, additional to the work already conducted by HS2, will cost £102,267.95. Warwick District Council has contributed 50% of these costs. Through the agreement with Warwick District Council and by taking this opportunity to amend existing HS2 designs, this represents a revenue saving to WCC.
- 2.6. The bid has been recommended by the Capital Investment Fund Technical Panel as part of the total fund request.

### **SEND and Inclusion Improvement Programme**

- 2.7. Corporate Board recommend approval of £339,840 from the Sustaining Prevention Fund for the SEND and Inclusion Improvement programme with the project sponsor being the Assistant Director for Education.
- 2.8. The first stage of funding for the programme approved in Autumn 2020 was £1.059m and the request now being made is for remaining funding for phase one of the programme, to cover training, stakeholder management and support functions (Communication, Legal, ICT, Business Intelligence and Finance resource). The programme supports the Council's efforts to manage rising demand and costs for delivery of the education services within the limited resources.
- 2.9. During its evaluation, the panel requested coordination of the funding requests coming through for the programme, which reaches across a number of the internal funding streams. This is now being managed by the Finance Portfolio Lead for Education, and will form part of future reports to Cabinet on the programme.

### **Climate Change Impact Assessment**

- 2.10. Corporate Board have approved £10,000 from the Climate Change Fund for a Climate Change Impact Assessment to be carried out, with the project sponsor being the Assistant Director for Commissioning Support.
- 2.11. The assessment gives a forecast of predicted impacts of changes in climate affecting the council's assets, infrastructure and capacity to deliver services, and future impacts on public service providers and local communities, and will be produced in March 2021. The assessment is an approved Local Government Association approach to managing climate change agendas, and will involve district and borough councils across Warwickshire.

## **3. Environmental Implications**

- 3.1 There are no environmental issues or concerns arising from the initiatives proposed in this document aside from the expected positive impacts of the Rugby Parkway development and climate change impact assessment.

#### 4. Financial Implication

- 4.1 The cost of the projects are limited to the amounts detailed above, with any ongoing costs from the initiatives to be managed within the relevant service's existing budget. The Investment Panel have highlighted exit strategies to ensure further funding is not committed without prior approval being sought. The anticipated financial benefits from the investments are contribution to savings already built into the Medium Term Financial Strategy proposals currently being considered.

#### 5. Background Papers

None

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Portfolio Holder	Councillor Peter Butlin	<a href="mailto:peterbutlin@warwickshire.gov.uk">peterbutlin@warwickshire.gov.uk</a>

This report was circulated to the following members prior to publication:  
Cllr Peter Butlin

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## **Cabinet**

**18 March 2021**

### **Service Estimates 2021/22**

#### **Recommendations**

That Cabinet:

- (i) Approves the detailed revenue budget, savings plan and capital programme for each of the Authority's services set out in Appendices A to M; and
- (ii) Notes the adjustments to service revenue and capital budgets as a result of the realignment of budgets within and between directorates since the budget was set on 8 February 2021, as outlined in Section 3 and Appendix N.

#### **1. Purpose of the Report**

- 1.1. The County Council is responsible for providing a wide range of services which involve spending significant amounts of both revenue and capital funds. To help ensure that these funds are used effectively, financial responsibilities are delegated to the most appropriate level.
- 1.2. The Council budget setting meeting on the 8 February 2021 agreed the financial plan for the authority for 2021/22, as well as approving the five-year Medium Term Financial Strategy. The purpose of this report is to seek agreement, at a more granular level, as to how each Service plans to use the resources allocated in 2021/22 to meet the ambitions of the Council Plan.
- 1.3. It is important that Members retain an overview of the Council's financial plans and ensure that resources are allocated as intended when the Council's overall budget was approved on 8 February 2021. It is also important, as part of their governance role, that Members understand and support any changes made to the budget during the year. Therefore, this report also asks Members to note the changes to allocations since the budget was set as a result of the ongoing change within the Authority.
- 1.4. The figures in the subsequent sections of this report will form the basis for financial monitoring throughout the forthcoming financial year. Should any further adjustments be necessary, they will be reported as part of the quarterly financial monitoring reports to Cabinet.

## 2. Spending Power

- 2.1. Table 1 provides a summary of the available resources to each Service and the budget reduction each Service is required to deliver in 2021/22. The planned revenue spend of the Council in 2021/22 is £318.0m. This is net of the £8.0m budget reductions (savings) required for the overall budget to remain balanced.
- 2.2. The planned capital spend for the year is £220.1m, although £39.1m of this relates to s278 developer funded highways schemes where the timing of any spend is more uncertain. There is £20.3m of Capital Investment Fund resource available for allocation to projects.

**Table 1: Summary of 2021/22 Spending Power and Savings Plans by Service**

App.	Service	Net Revenue Budget	Savings Plan (part of Net Revenue Budget)	Capital Budget
		£m	£m	£m
	<b>Communities Directorate</b>			
A	Environment Services	131.778	0.352	96.493
B	Education Services	25.837	0.044	40.743
C	Fire and Rescue	21.903	0.385	4.231
D	Strategic Commissioner for Communities	22.758	0.095	34.160
	<b>People Directorate</b>			
E	Adult Social Care	159.293	1.867	0.313
F	Children and Families	67.967	1.632	0.549
G	Strategic Commissioner for People	35.406	0.287	0.313
	<b>Resources Directorate</b>			
H	Business and Customer Services	18.351	0.524	0.192
I	Commissioning Support Unit	6.272	0.046	-
J	Enabling Services	24.347	1.118	20.239
K	Finance	5.503	0.016	-
L	Governance and Policy	1.834	0.358	2.606
M	Corporate Services and Resourcing	(203.215)	1.245	20.308
	<b>Total</b>	<b>318.036</b>	<b>7.969</b>	<b>220.147</b>

- 2.3. A more detailed breakdown of the net revenue spend (direct cost less income), capital programme and savings plan for each service is shown in **Appendices A to M**.

### **3. Adjustments between Council and Service Estimates**

- 3.1. This section sets out the changes to the Authority's revenue and capital spending plans for 2021/22 since the budget was approved on 8 February 2021.

#### **Revenue**

- 3.2. The net service expenditure has reduced by £7.2m compared to the budget approved by Council. It is a single adjustment and is offset by a corresponding increase in earmarked reserves. The change is a technical one, whereby holding all the Authority's Covid resources in one place will allow for the more efficient use and monitoring. The resource, funded from Government grant, will be drawn down from the earmarked reserve into the Authority's budget as 2021/22 Covid commitments crystallise.
- 3.3. The other adjustments are due to realignment of responsibilities flowing from the ongoing organisational redesign and realignment of temporary budget allocations funding project delivery. These adjustments are between services and do not impact on the net bottom line. The changes are listed in **Appendix N**, by Service.
- 3.4. There are likely to be further transfers of staffing and resourcing during 2021/22 as the remaining services complete their organisation service redesign. These will be reported to Cabinet as part of the quarterly financial monitoring reports.

#### **Capital**

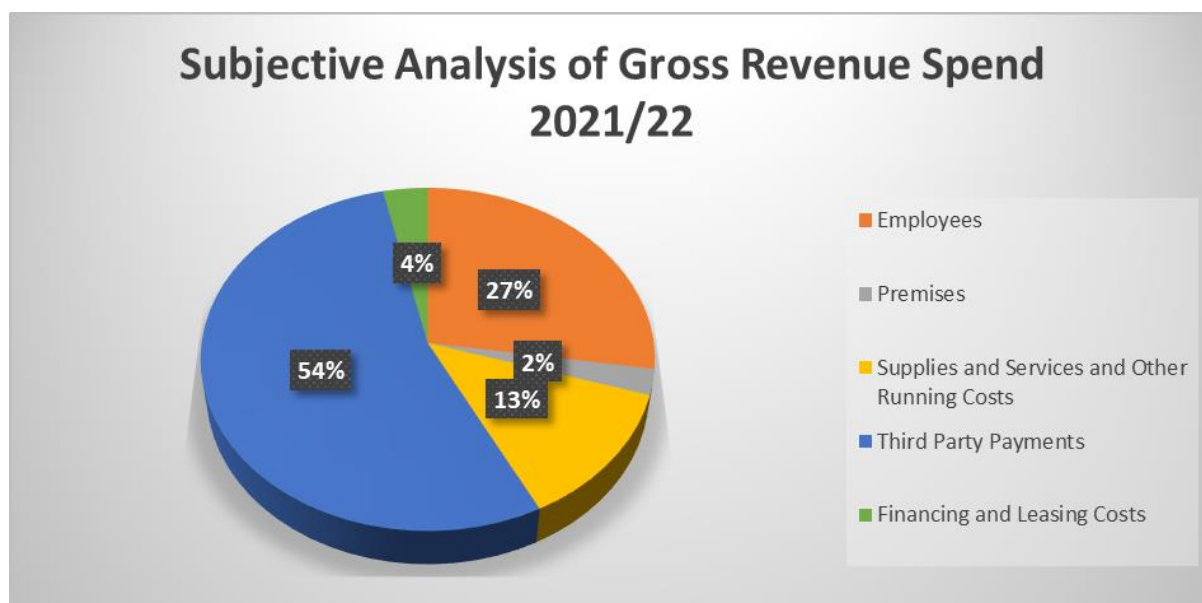
- 3.5. A review of the capital project phasing took place in February 2021. This identified a number of Highways projects which, given the extension of the Covid lockdown, no longer expected to catch up for 2020/21 Covid delays and complete originally planned 2021/22 work over the next 12 months. Realistic delivery plans have been agreed, resulting in £36.8m being rephased to later financial years. The schemes impacted are listed in Table 2.
- 3.6. The rephasing does not create an increase in the overall capital programme. In terms of financing the rephasing of spend into later years also defers the timing of when the Authority will need to take out additional borrowing.

**Table 2 – Capital programme plans re-phased to future years**

Description	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
<b>Environment Services</b>						
A444 Corridor Improvements - phase 2	-	(1.500)	1.480	0.020	-	-
A3400 Birmingham Road, Stratford - corridor improvements	-	(4.000)	4.000	-	-	-
A46 Stoneleigh - junction Improvement	(3.737)	-	3.737	-	-	-
A452 Myton Road and Shire Park roundabouts	-	(3.500)	2.700	0.800	-	-
<b>Strategy and Commissioning – Communities</b>						
Nuneaton to Coventry cycle route	-	(0.944)	0.944	-	-	-
A452 Kenilworth to Leamington cycle route	-	(1.900)	0.173	1.727	-	-
Transforming Nuneaton – highways	-	(21.204)	4.500	8.204	5.500	3.000
<b>Total change in programme</b>	<b>(3.737)</b>	<b>(33.048)</b>	<b>17.534</b>	<b>10.751</b>	<b>5.500</b>	<b>3.000</b>

## 4. Type of Spend

- 4.1. Our spending on services funded from council tax (including the Adult Social Care Precept), Business Rates and reserves in 2021/22 is planned to be £386.0 million. However, this net figure includes £299.5 million of income. Of this, £189.5 million is from government grants. The remaining £110.0 million comes mainly from other grants and contributions, fees and charges, and interest.
- 4.2. The planned gross revenue spend of the authority on services in 2021/22 is £685.5 million. This compares to a gross spend figure of £672.3 million in 2020/21. The main reasons for the increase of £13.2 million are funding for inflation and additional spending pressures allocated to services at February budget being greater than the requirement to deliver savings.
- 4.3. Chart 1 shows a breakdown of the gross revenue budget by type of expenditure (excluding schools). It shows that 54% of the Authority's planned spend on services is commissioned from third parties. This is 2% higher than the proportion last year and reflects a continuation of the trend from previous years. The reason for the continued growth in spend on externally commissioned services is the continued growth, in both absolute and relative terms compared to other services, in the cost of adults and children's social care and support where more provision is commissioned externally.

**Chart 1: Subjective Analysis of Gross Revenue Spend**

4.4. Table 2 shows the change in the type of expenditure budgeted between 2020/21 and 2021/22.

**Table 3: How spending has changed by % of gross budget**

Expenditure type	2020/21 %	2021/22 %
Employees	26	27
Premises	3	2
Supplies and Services and Other Running Costs	15	13
Third Party Payments	52	54
Financing and Leasing Costs	4	3
<b>Total</b>	<b>100</b>	<b>100</b>

## 5. Financial Implications

5.1. There are no direct financial implications for the Authority arising from the report. It provides the baseline from which financial performance in 2021/22 will be monitored and assessed.

## 6. Environmental Implications

6.1. None.

## 7. Background Papers

7.1. None.

## 8. Appendices

Appendix A Environment Services  
 Appendix B1 Education Services - DSG  
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No Elected Members have been consulted in the preparation of this report.

## Annex A Revenue - Environment Services - Scott Tompkins

Strategic Director - Mark Ryder

Portfolio Holders - Jeff Clarke

## Appendix A

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Environment Services	AD and PA staffing, general service management	374	0	0	0	374
Trading Standards & Community Safety	Trading Standards functions, Community Safety and Gypsy & Traveller services	2,649	(106)	(930)	(1,035)	1,613
County Highways	Includes Highways/Winter Maintenance, Network Management, Street Lighting, Member Delegated Budgets, Forestry Services.	20,158	(2,231)	(3,874)	(6,106)	14,052
Planning Delivery	County Planning including Highway response, S38 road adoptions, HS2 Highway Consents, Flood Prevention and schemes, Archaeology and Ecology services.	4,486	(354)	(3,663)	(4,017)	469
Transport Delivery	County Fleet service, Transport Operations including Adult and Home to School Transport, Concessionary Travel and Park & Ride provision.	38,251	(26,989)	(2,688)	(29,677)	8,574
Engineering Design Services	Highway scheme design, Bridges and Structural Design, S278 schemes, Traffic Control and Highways Programme and Project Management	7,774	(6,938)	(243)	(7,180)	594
Emergency Management	CSW Local Resilience Forum and Emergency Management	279	(11)	(108)	(118)	161
<b>Net Service Spending</b>		<b>73,971</b>	<b>(36,629)</b>	<b>(11,505)</b>	<b>(48,134)</b>	<b>25,837</b>
2021/22 revenue budget supported by non-reoccurring funding						26

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Expansion of traded income across the service</b> - Areas to be targeted for increased income include improving efficiencies and increasing income from external contracts, new future external contracts and MOT sales to public, enforcement income from network management, ecology surveys and the forestry service.	(200)	(360)	(285)	(80)	(80)	(1,005)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(152)	(130)	(143)	(143)	0	(568)
<b>Management of cost of Environment Service provision</b> - Management of the budgeted cost increases of externally purchased services	0	(182)	(185)	(189)	(197)	(753)
<b>Management of highways maintenance costs</b> - Including review of highways maintenance spend, road conditions survey work and capitalisation of contract overheads	0	(575)	0	0	0	(575)
<b>Review of trading standards community safety provision</b> - Efficiencies in community safety provision	0	0	(45)	0	0	(45)
<b>Review of trading standards community safety provision</b> - Efficiencies in community safety provision	0	0	0	(250)	0	(250)
<b>Total</b>	<b>(352)</b>	<b>(1,247)</b>	<b>(658)</b>	<b>(662)</b>	<b>(277)</b>	<b>(3,196)</b>



## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
A3400 Bham Road Stratford Corridor Improvements	2,115	4,000	-	-	-	6,115
A428 Lawford Road (additional funding for existing project)	800	-	-	-	-	800
A444 Corridor Improvements - Phase 2	2,546	1,500	20	-	-	4,066
A444 Coton Arches Nuneaton	10	114	-	-	-	124
A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout S106	-	7,426	-	-	-	7,426
A452 Europa Way / Olympus Avenue Traffic Signals	884	-	-	-	-	884
A452 Europa Way Warwick Traffic Signals	522	-	-	-	-	522
A452 M40 spur west of Banbury Road S106	-	7,583	-	-	-	7,583
A452 Myton Road and Shire Park Roundabouts S106	154	2,700	800	-	-	3,654
A46 / A4071 Avon Mill Roundabout Rugby improvement scheme	679	140	-	-	-	819
A46 Stanks Island Warwick	400	-	-	-	-	400
A46 Stoneleigh Junction Improvement	18,020	8,023	-	-	-	26,043
A47 Hinckley Road Corridor Scheme	1,758	1,215	-	-	-	2,973
Area Delegated	6,088	2,000	2,000	2,000	2,000	14,088
Bridges structural maintenance	413	-	-	-	-	413
Bridleways improvements Brownsover Rugby	6	-	-	-	-	6
C9878 A452 Europa Way Dualling, The Asps	100	-	-	-	-	100
D1014 Historic Bridge Maintenance Programme 2020 -2023	3,420	2,230	-	-	-	5,650
Developer Funded Schemes (S278)	39,154	1,662	-	-	-	40,816
Flood Alleviation Schemes CIF - Welford on Avon	105	-	-	-	-	105
Flood alleviation schemes: Pailton, Fenny Compton, Galley Common, Bermuda, Brailes	1,036	-	-	-	-	1,036
Gypsy and Traveller site maintenance	50	20	20	20	20	130
Highways maintenance	15,229	15,229	15,229	15,229	15,229	76,145
Install MOVA operation on traffic junction at Tesco's	130	-	-	-	-	130
Install Variable Message Signs A444 ( Prologis ) S106	82	-	-	-	-	82
Lawford Road /Addison Road Casualty Reduction	736	-	-	-	-	736
M40 Junction 12	45	192	-	-	-	237
Portobello Bridge Warwick	-	-	-	-	-	-
Redevelop and upgrade three WCC owned Gypsy and Traveller sites at Griff Hollows, Pathlow and Alvecote, and add to the Capital Programme;	508	152	-	-	-	660
Replacement bollards in Stratford, Nuneaton and Bedworth	370	-	-	-	-	370
Replacement of 15 Bus Fleet vehicles (Home to School Transport)	885	-	-	-	-	885
Rugby Gyration Improvement Scheme	25	-	-	-	-	25
Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd S106	129	180	-	-	-	309
S106 Rights of Way Scheme at Long Shoot development Nuneaton	6	-	-	-	-	6
Street Lighting Base Budget 20-21	57	-	-	-	-	57
Traffic Base Budget 2019-20	31	-	-	-	-	31
<b>Total Environment Services</b>	<b>96,493</b>	<b>54,366</b>	<b>18,069</b>	<b>17,249</b>	<b>17,249</b>	<b>203,426</b>

## Annex B1 DSG Revenue - Education Services - Ian Budd

## Appendix B1

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Hayfield (Education &amp; Learning)

## 2021/22 DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Education Services	AD and PA salaries, general service management	(9,990)	0	(58)	(58)	(10,048)
Education & Early Years (Commissioning & Strategy)	School Improvement, School and Early Years sufficiency, Admissions Policy, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	34,773	0	(23)	(23)	34,750
SEND & Inclusion (Commissioning & Strategy)	SENDAR, Children with Disabilities, Specialist Teaching Services, EMTAS, Education Psycholgy, Post 16 SEND, SEND Home to School Transport	68,128	(359)	(353)	(711)	67,417
<b>Net Education Service Spending</b>		<b>92,912</b>	<b>(359)</b>	<b>(433)</b>	<b>(792)</b>	<b>92,119</b>
DSG People Strategy & Commissioning		150	0	0	0	150
DSG funding provided to maintained schools - Individual Schools Budget (ISB)		386,386	0	0	0	386,386
DSG Central Control		3,711	0	0	0	3,711
DSG Overheads		3,298	0	0	0	3,298
<b>Net DSG Spending</b>		<b>486,457</b>	<b>(359)</b>	<b>(433)</b>	<b>(792)</b>	<b>485,664</b>

## Annex B2 Non-DSG Revenue - Education Services - Ian Budd

## Appendix B2

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Hayfield (Education &amp; Learning)

## 2021/22 Non-DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Education Services	AD and PA salaries, general service management	2,499	(803)	(79)	(882)	1,617
Education & Early Years (Commissioning & Strategy)	School Improvement, School and Early Years sufficiency, Admissions Policy, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	11,990	(146)	(3,141)	(3,286)	8,704
SEND & Inclusion (Commissioning & Strategy)	SENDAR, Children with Disabilities, Specialist Teaching Services, EMTAS, Education Psychology, Post 16 SEND, SEND Home to School Transport	33,669	(3,126)	(2,306)	(5,433)	28,236
Education Service Delivery	Employability and Post 16, Admissions service, Attendance service, Adult Learning, Warwickshire Music, Outdoor Education, School Governance	6,336	(1,109)	(4,124)	(5,233)	1,102
<b>Net Service Spending (excluding DSG)</b>		<b>54,493</b>	<b>(5,184)</b>	<b>(9,650)</b>	<b>(14,834)</b>	<b>39,659</b>
2021/22 revenue budget supported by non-reoccurring funding						1,045

## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Education change programme</b> - Process efficiencies in provision of Education Services from the Special Educational Needs and Early Years transformation programmes	0	(55)	(336)	(721)	(721)	(1,833)
<b>Attendance service</b> - Review of delivery of the pupil attendance statutory services.	0	0	(10)	0	0	(10)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(34)	(29)	(32)	(32)	0	(127)
<b>Maximise traded income from Education Service</b> - Increase traded income from Governor and Attendance service as well as review and modernise music services.	(10)	(10)	(12)	0	0	(32)
<b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating undercapacity.	0	(100)	0	0	0	(100)
<b>Total</b>	<b>(44)</b>	<b>(194)</b>	<b>(390)</b>	<b>(753)</b>	<b>(721)</b>	<b>(2,102)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Basic Need FY estimates for Provision of FY school places	11,803	11,803	11,803	11,803	11,803	59,015
Bridgetown primary SEN provision	38	-	-	-	-	38
Burton Green CofE Academy	290	-	-	-	-	290
Campion School Expansion	5,785	2,852	-	-	-	8,637
Coughton CofE Primary School - bulge class	85	-	-	-	-	85
Early Years capital fund / Dunchurch infants	10	-	-	-	-	10
Early Years Wincks	-	-	-	-	-	-
Etone College - 1fe expansion	2,377	2,377	-	-	-	4,753
Henley In Arden Resourced Provision	573	-	-	-	-	573
High meadow infant school	33	-	-	-	-	33
Kineton High refurbishment Phase 1	112	-	-	-	-	112
Kingsway Primary relocation of nursery & children's centre	3,119	2,046	-	-	-	5,165
Lighthorne Heath Primary School - relocation design	146	-	-	-	-	146
Long Lawford Permanent expansion	394	-	-	-	-	394
Long Lawford Studio Hall	602	-	-	-	-	602
New School South Leamington - Planning Application	150	-	-	-	-	150
New School, The Gateway, Rugby	2,760	2,365	-	-	-	5,126
Pears (additional funding for existing project)	3,855	-	-	-	-	3,855
Planning & Development block header E&L	33	33	33	-	-	99
Ridgeway School - Reconfiguration of classrooms	-	-	-	-	-	-
Round Oak School - Reconfiguration of classrooms	212	-	-	-	-	212
Stratford upon Avon - dining facilities	1,179	-	-	-	-	1,179
Stratford Upon Avon School - 2fe expansion	5,787	5,787	-	-	-	11,573
The Ferncumbe Primary temporary classroom	20	-	-	-	-	20
Welcombe Hills	442	-	-	-	-	442
Whitnash Primary, Expansion of 2 additional Classrooms	940	-	-	-	-	940
<b>Total Education Services</b>	<b>40,743</b>	<b>27,263</b>	<b>11,836</b>	<b>11,803</b>	<b>11,803</b>	<b>103,448</b>

## Annex C Revenue - Fire &amp; Rescue Service - Kieran Amos

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Crump (Fire and Community Safety)

## Appendix C

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Brigade Management	Service management and business planning	988	0	0	0	988
Service Delivery - Operational Response, Prevention, Protection, Control	Includes Operational Response, Planning & Protection, Fire Control and Prevention	15,224	(325)	(84)	(409)	14,816
Service Support - Training & Technical	Includes Technical support, Training & Development and Health & Safety.	4,191	(21)	(173)	(194)	3,997
Service Improvement - Business Transformation & Projects	Service management and business planning	548	(26)	0	(26)	522
Service Support - HR, IT, Finance & Pensions	Includes HR, IT, Finance and Pensions	1,580	0	0	0	1,580
<b>Net Service Spending</b>		<b>22,531</b>	<b>(372)</b>	<b>(256)</b>	<b>(628)</b>	<b>21,903</b>
2021/22 revenue budget supported by non-reoccurring funding						404

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Day crew plus fatigue mitigation</b> - Review of the level additional funding allocated to mitigate the fatigue risk posed by the day-crewed-plus crewing system. The change delivers a long term saving of £140,000 a year, with higher savings possible as the service change is implemented in 2021/22.	370	(230)	0	0	0	140
<b>Fleet transport savings</b> - Revenue savings from purchase of Fire transport vehicles, ending lease agreements	0	0	60	7	0	67
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	15	13	14	14	0	56
<b>Total</b>	<b>385</b>	<b>(217)</b>	<b>74</b>	<b>21</b>	<b>0</b>	<b>263</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Fire & Rescue HQ Leamington Spa	2,187	-	-	-	-	2,187
Fire & Rescue Training Programme	1,453	-	-	-	-	1,453
Fire Emergency Services Network (ESN) Preparedness	388	-	-	-	-	388
Operational fire equipment	202	120	120	120	120	682
<b>Total Fire &amp; Rescue</b>	<b>4,231</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>4,711</b>



Annex D Revenue - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

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

Appendix E

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Communities	AD and PA staffing, general service management	784	0	0	0	784
Transport & Highways	Transport Planning, Traffic Modelling and Assessment, Asset Management, Rail Strategy, Local Transport Plans, Funding Bid development, Major Scheme partnerships, Road Safety, Parking Management	7,718	(884)	(7,531)	(8,415)	(696)
Infrastructure & Sustainable Communities	Planning Policy, Strategic Infrastructure, HS2, Regeneration, Tourism, Town Centres and Rural Economy, Country Parks and Rights of Way.	3,293	(29)	(1,445)	(1,473)	1,820
Waste & Environment	Waste Commissioning and Strategy, Waste Delivery, Household Waste Recycling Centres	23,505	(25)	(3,206)	(3,231)	20,274
Economy & Skills	Economic Strategy and commissioning, Business Centres, Inward Investments, Economic Partnerships, Support to Businesses and Access to Finance, Skills Strategy, Economic Projects	3,243	(50)	(2,617)	(2,666)	577
<b>Net Service Spending</b>		<b>38,543</b>	<b>(987)</b>	<b>(14,798)</b>	<b>(15,785)</b>	<b>22,758</b>
2021/22 revenue budget supported by non-reoccurring funding						731

## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Country parks income review</b> - Apply commercial approach to Country Parks income streams	0	(30)	(45)	(25)	0	(100)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(37)	(32)	(35)	(35)	0	(139)
<b>Household waste recycling centre storage</b> - Purchase of storage containers to remove revenue cost of hire	(38)	0	0	0	0	(38)
<b>Income from S106 monitoring</b> - Ensure S106 contributions are efficiently and effectively generated and collected	0	0	(25)	0	0	(25)
<b>Increased income from business centres portfolio</b> - The introduction of virtual office space so that businesses can use the mail/phone/meeting space functions at the Business Centres but not physically rent a unit. A greater range of facilities and options at business centres, that would be beneficial to local businesses and wider partners.	0	(100)	0	(50)	0	(150)
<b>Parking</b> - Implementation of business parking permits from 2022/23, with all other additional parking charges removed pending the outcome of the Member Working Group.	0	(445)	0	0	0	(445)
<b>Review of staffing from further service redesign</b> - A restructuring of teams across Communities (Strategy & Commissioning) to create a flatter structure and more agile service areas, enabling resources to be better focussed on key priority areas and to exploit opportunities to lever in external funding and to the net cost of posts in the establishment.	0	0	(285)	0	0	(285)
<b>Road safety advice income</b> - Maximising income opportunities from road safety advice	0	(100)	(100)	0	0	(200)
<b>Transport network service review</b> - Remove external consultancy support for transport network reviews	(20)	0	0	0	0	(20)
<b>Total</b>	<b>(95)</b>	<b>(707)</b>	<b>(490)</b>	<b>(110)</b>	<b>0</b>	<b>(1,402)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
A426 Gateway Rugby to Rugby Town Centre Cycle Scheme S106	64	-	-	-	-	64
A429 Coventry Road, Warwick	3,173	794	-	-	-	3,967
A439 Southern Casualty Reduction CIF	470	-	-	-	-	470
A446 Stonebridge Junction Coleshill	1,858	-	-	-	-	1,858
A452 Kenilworth To Leamington Cycle Route - CIF	1,000	1,900	1,727	-	-	4,627
All electric bus initiative	84	333	922	27	-	1,366
Average speed cameras CIF	1,741	-	-	-	-	1,741
Barford Junction Safety And Capacity Improvement Works S106	169	-	-	-	-	169
Bermuda Connectivity Project	4,349	-	1,000	700	-	6,049
Campden Road Shipston on Stour	36	-	-	-	-	36
Capital Investment funding (external) Access to finance, duplex fund and small business grants	1,713	289	328	-	-	2,331
Casualty Reduction Schemes	896	-	-	-	-	896
Contribution to HS2 bridge	409	-	-	-	-	409
Countryside Rural Services capital maintenance	285	200	200	200	200	1,085
Create office space at Holly Walk, Leamington	953	-	-	-	-	953
Emscote Road Corridor Improvements Scheme	6,492	2,519	725	25	-	9,761
Evidence led decision making in tackling climate change	585	-	-	-	-	585
Flood defence	200	200	200	200	200	1,000
Green Man Coleshill Signalised Junction CIF	495	-	-	-	-	495
Hinckley To Nuneaton Cycle Route - CIF	392	-	-	-	-	392
Home to school routes 2017-18	435	-	-	-	-	435
Household Waste Recycling Centre maintenance	80	80	80	80	80	400
Kenilworth Station	789	-	-	-	-	789
Land at Crick Road Rugby CIF	1,315	-	-	-	-	1,315
Leamington Station infrastructure improvement	910	35	-	-	-	945
Library & Business Centre Nuneaton (CIF)	1,002	18,024	297	-	-	19,323
Nuneaton & Bedwth T/C - Queens Road West Improvements	62	-	-	-	-	62
Nuneaton To Coventry Cycle Route - CIF	10	944	-	-	-	954
Purchase of Waste Containers at the Household Waste Recycling Centres	138	-	-	-	-	138
School Safety Zones	37	-	-	-	-	37
Southbound Bus Stop On A426 Leicester Rd, Rugby S106	65	-	-	-	-	65
Temple Hill / Lutterworth Road, Wolvey casualty reduction	1,560	-	-	-	-	1,560
Transforming Nuneaton Highways	500	4,500	8,204	5,500	3,000	21,704
Two bus shelters at bus stops on Narrow Hall Meadow Chase Meadow	20	-	-	-	-	20
Upgrade existing shared pedestrian / cycle path Bermuda	20	-	-	-	-	20
Warwick Town Centre	1,800	1,800	793	-	-	4,393
Weddington Road , Nuneaton Implement Toucan Crossing S106	51	-	-	-	-	51
<b>Total Communities Strategy</b>	<b>34,160</b>	<b>31,618</b>	<b>14,476</b>	<b>6,732</b>	<b>3,480</b>	<b>90,466</b>

## Annex E Revenue - Adult Social Care - Pete Sidgwick

## Appendix E

Strategic Director - Nigel Minns

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

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Adult Social Care	ASC transformation projects, Projects and transformation funded under s75 (iBCF/Winter Pressures)	7,631	0	0	0	7,631
Disabilities	Learning Disabilities, Transitions, Physical Disability, Sensory Impairment Independent Living	85,089	(11)	(9,572)	(9,583)	75,506
Mental Health	Older People Mental Health, Deprivation of Liberties, Approved Mental Health Pracs, Resolution & Home Treatment, Dementia Services, Recovery Services	14,096	0	(752)	(752)	13,344
Older People	Adults Safeguarding Delivery, Warwick OP & Access, Stratford OP & Reviewing, North OP	84,231	0	(33,998)	(33,998)	50,233
Integrated Care Services	Hospital Social Work, Occupational Therapy, Reablement, HEART (Housing), ICE	10,964	(915)	(85)	(1,000)	9,964
Development & Assurance	Safeguarding Boards (Children & Adults), Practice Assurance, Service Development, Principal Social Worker, Lead Practitioners	3,425	(654)	(155)	(809)	2,616
<b>Net Service Spending</b>		<b>205,435</b>	<b>(1,580)</b>	<b>(44,562)</b>	<b>(46,141)</b>	<b>159,293</b>
2021/22 revenue budget supported by non-reoccurring funding						159

## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<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.	(300)	0	0	0	0	(300)
<b>Commissioning approach for younger adults</b> - Redesign the commissioning approach for younger adults to ensure a more efficient arrangement and an improved brokerage function.	(200)	(300)	0	0	0	(500)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(217)	(186)	(204)	(204)	0	(811)
<b>Housing with support for older people</b> - Further develop the housing with support offer to reduce reliance on residential provision for all ages; including consideration of capital investment to secure revenue savings.	(200)	(500)	(500)	(500)	0	(1,700)
<b>Integrated commissioning with Health</b> - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	0	0	0	(667)	0	(667)
<b>Management of cost of adults service provision</b> - Management of the budgeted cost increases of externally commissioned care	(700)	(1,000)	(1,499)	(2,000)	(2,064)	(7,263)
<b>Prevention and self-care</b> - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.	0	0	(167)	(167)	0	(334)
<b>Reduce demand for adult social care support</b> - Implementing the service change and transformation activities underway 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)	(800)	(1,000)	(1,539)	(935)	(4,524)
<b>Total</b>	<b>(1,867)</b>	<b>(2,786)</b>	<b>(3,370)</b>	<b>(5,077)</b>	<b>(2,999)</b>	<b>(16,099)</b>

Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Extra Care Housing Accommodation with care	313	-	-	-	-	313
Total Adult Social Care	313	-	-	-	-	313

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

## Appendix F

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Children & Families	Service management/support budgets including legal, insurance, ACE contribution, grant control accounts and One-Off funding supporting savings plan delivery	4,742	(100)	0	(100)	4,642
Initial Response (MASH, IR, EDT)	Multi Agency Safeguarding Hub, Emergency Duty Team, Initial Response, Family Information Service	5,115	(284)	(61)	(346)	4,770
Early Help & Targeted Support	Priority Families, Syrian Project Team, Targeted Support for Young People, Early and Targeted Support, Alternatives to Care	7,412	(1,288)	(1,540)	(2,829)	4,583
Children's Safeguarding & Support	Countywide Children's Case Management, Edge of Care, Systemic Family Therapy	28,737	(72)	(23)	(95)	28,642
Corporate Parenting	Fostering, Special Guardianship Support, Private Fostering, Children In Care, Unaccompanied Asylum Seeking Children, Leaving Care	26,685	(288)	(5,580)	(5,869)	20,817
Youth Justice	Youth Justice, Child Exploitation - Missing Children - Trafficking	2,884	(32)	(556)	(588)	2,296
Children's Practice Improvement	Principal Child & Family Social Worker, Principal Practitioners Models of Intervention, Independent Reviewing Service, Assurance, Inspection & Practice Improvement	2,450	(69)	(164)	(232)	2,218
Adoption Central England	Adoption Central England (ACE) services on behalf of Warwickshire, Coventry City Council, Soihull MBC and Worcestershire County Council.	5,845	(1,072)	(4,773)	(5,845)	0
<b>Net Service Spending</b>		<b>83,870</b>	<b>(3,205)</b>	<b>(12,698)</b>	<b>(15,903)</b>	<b>67,967</b>
2021/22 revenue budget supported by non-reoccurring funding						1,491

## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(52)	(44)	(49)	(49)	0	(194)
<b>House project</b> - Review accommodation solutions for young people to reduce reliance on more expensive fostering and supported accommodation	0	0	(200)	0	0	(200)
<b>Manage demand for children's services</b> - Implementing the service change and transformation activities underway across Children's Services, aimed at a reduction in the number of children needing care, single assessments and Children in Need.	0	0	(1,741)	(2,603)	(1,073)	(5,417)
<b>Maximise income and contributions to care packages</b> - Efficient collection of health contributions to children in care placements and income from safeguarding training	(275)	(200)	(150)	0	0	(625)
<b>More efficient use of legal support</b> - Reduce legal costs through a reduction in initiation of care proceedings.	0	0	(200)	0	0	(200)
<b>New ways of working in Children's Services</b> - Expected reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid	(315)	(56)	(92)	0	0	(463)
<b>Recalibration and reduction of staff</b> - Reduction of posts across the Children Families Service through natural wastage and redeployment alongside recognising natural underspends from staff turnover and operating under capacity.	(889)	0	0	0	0	(889)
<b>Rightsize Children's and Families budgets</b> - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services.	(101)	(10)	(14)	0	0	(125)
<b>Total</b>	<b>(1,632)</b>	<b>(310)</b>	<b>(2,446)</b>	<b>(2,652)</b>	<b>(1,073)</b>	<b>(8,113)</b>



## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
CF property adaptations, purchases and vehicles	184	-	-	-	-	184
Children's Home	240	-	-	-	-	240
Investment to support carers	125	125	125	125	125	625
<b>Total Children &amp; Families</b>	<b>549</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>1,049</b>

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

**Appendix G**

**2021/22 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Strategy & Commissioning People	Service management/support including AD and PA budgets	584	(25)	0	(25)	559
Director of Public Health	Statutory office of principal adviser on health matters with a leadership role for health improvement, health protection and healthcare public health.	2,189	(80)	(136)	(216)	1,973
Health & Well Being	Maintaining and promoting independence, lifestyle and prevention and family well-being	23,782	(2,279)	(3,769)	(6,048)	17,735
Integrated and Targeted Support	People with disabilities, vulnerable adults/people and vulnerable children and young people	16,749	(104)	(7,124)	(7,227)	9,521
All Age Specialist Provision	Market and quality assurance, people care at home and specialist accommodation	6,615	(594)	(404)	(998)	5,618
<b>Net Service Spending (excluding DSG)</b>		<b>49,919</b>	<b>(3,081)</b>	<b>(11,433)</b>	<b>(14,514)</b>	<b>35,406</b>
2021/22 revenue budget supported by non-reoccurring funding						2,103

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(103)	(89)	(97)	(97)	0	(386)
<b>Health, wellbeing and self-care</b> - Rationalise the public health offer, preserving budgets for mandated public health functions, and rationalising the non-mandated public health offer including redesign, removal and rightsizing of current service offer.	(115)	(115)	(130)	0	0	(360)
<b>Integrated and targeted support</b> - Review of expenditure on smoking cessation and falls prevention targeted support.	(69)	0	0	0	0	(69)
<b>Integrated commissioning with Health</b> - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	0	0	0	(666)	0	(666)
<b>Maximise income and contributions to care packages</b> - Ensure partner contributions are efficiently and effectively generated and collected.	0	(100)	0	0	0	(100)
<b>Prevention and self-care</b> - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.	0	0	(166)	(166)	0	(332)
<b>Redesign the housing related support offer</b> - Replace housing related support service offer with appropriate care delivery consistent with standard council provision.	0	0	0	(500)	(500)	(1,000)
<b>Review subsidy of community meals service</b> - Review subsidy of non-statutory community meals for residents.	0	0	(160)	0	0	(160)
<b>Total</b>	<b>(287)</b>	<b>(304)</b>	<b>(553)</b>	<b>(1,429)</b>	<b>(500)</b>	<b>(3,073)</b>

Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Adult Social Care Modernisation & Capacity 2012-13	63	-	-	-	-	63
Improving Mental Health	250	-	-	-	-	250
Total People - Strategy and Commissioning	313	-	-	-	-	313

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

**Appendix H**

**2021/22 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Business & Customer Services	AD and general service management	340	(2)	0	(2)	338
Business & Customer Support	Support provided to all frontline services including general administration, FOIs, Customer Complaints, Information and Document Management	8,138	(107)	(13)	(120)	8,018
Operational Excellence	Community Development, Customer Relations, Localities & Partnerships including Third Sector support, Armed Forces Community Covenant	2,709	0	0	0	2,709
Customer Experience - Telephony and Digital	Customer Service Centre, Blue badge and Local Welfare schemes	2,518	(128)	(120)	(248)	2,270
Community Hub	Libraries, Community Outlets, Registration, Heritage and Culture	7,163	(125)	(2,022)	(2,147)	5,016
<b>Net Service Spending</b>		<b>20,868</b>	<b>(361)</b>	<b>(2,155)</b>	<b>(2,516)</b>	<b>18,351</b>
2021/22 revenue budget supported by non-reoccurring funding						973

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Business and Customer process efficiencies</b> - Efficiencies through ongoing service redesign and automation.	0	0	0	0	(200)	(200)
<b>Community development</b> - Efficiencies in the delivery of the internal community development function.	0	0	(20)	0	0	(20)
<b>Customer support service redesign</b> - Review and rationalisation of the organisation's approach to customer support.	(150)	(266)	(94)	0	0	(510)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(14)	(62)	(13)	(13)	0	(102)
<b>Reduced use of printing and stationery</b> - Future reductions in spend on printing and stationery predicated on digitisation work.	(100)	(100)	(100)	0	0	(300)
<b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating undercapacity.	(260)	0	0	0	0	(260)
<b>Total</b>	<b>(524)</b>	<b>(428)</b>	<b>(227)</b>	<b>(13)</b>	<b>(200)</b>	<b>(1,392)</b>

Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Improving Customer Experience / One Front Door Improvements	192	250	1,199	-	-	1,640
<b>Total Business &amp; Customer Services</b>	<b>192</b>	<b>250</b>	<b>1,199</b>	<b>-</b>	<b>-</b>	<b>1,640</b>

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

**Appendix I**

**20/21 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director	AD and general service management	263	0	0	0	263
Business Intelligence	Insight Service, Research, Business Analytics, Performance Management, Data Management, Service Planning, Business Improvement	2,732	(100)	(20)	(120)	2,612
Portfolio Management Office	Programme and Project Delivery, Development and Support, Service Development and Assurance	3,101	(1,842)	0	(1,842)	1,260
Contract Management & Quality Assurance	Procurement, Contract Management, Quality Assurance, Systems Change and Training, Brokerage	2,125	(318)	(639)	(958)	1,167
Change Management	Directorate Change Plan, Service Planning	932	0	0	0	932
Transformation		38	0	0	0	38
<b>Net Service Spending</b>		<b>9,191</b>	<b>(2,260)</b>	<b>(659)</b>	<b>(2,919)</b>	<b>6,272</b>
2021/22 revenue budget supported by non-reoccurring funding						1,628



## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Business intelligence transformation</b> - Future reductions in the cost of delivering business intelligence across the organisation following the introduction of new technology and refinement of information requirements. Delivery of this saving will be apportioned across all services, co-ordinated by the Commissioning Support Unit.	0	(640)	0	0	0	(640)
<b>Commercial approach to contracting</b> - Securing rebates due to the Council through commercial contracting	0	0	0	(148)	(148)	(296)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(7)	(6)	(7)	(7)	0	(27)
<b>Management of cost of CSU service provision</b> - Management of the budgeted cost increases of externally purchased services	(18)	(18)	(18)	(19)	(19)	(92)
<b>Reduction in use of consultancy, subscriptions and apprentices</b> - Review of the use of subscriptions, consultants and apprentices to ensure value for money.	(21)	(54)	(7)	0	0	(82)
<b>Training and conferences</b> - Efficient procurement of training and conferences through centralisation of contracts.	0	0	(86)	0	0	(86)
<b>Total</b>	<b>(46)</b>	<b>(718)</b>	<b>(118)</b>	<b>(174)</b>	<b>(167)</b>	<b>(1,223)</b>

## Annex J Revenue - Enabling Services - Craig Cusack

## Appendix J

Strategic Director - Rob Powell

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

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Enabling Services	AD and general service management budgets	1,125	0	0	0	1,125
HR Enabling	HR Service Centre and Advisory Services, WES HR and Payroll, Learning and Organisational Development, Apprentices	5,484	(1,625)	(790)	(2,415)	3,069
ICT Strategy and Commissioning	ICT Leadership Team, ICT Services Team, Solutions Architecture Team, Commissioning 5G and Connectivity, Corporate ICT Development, Strategy and Programmes	2,514	0	0	0	2,514
Digital & ICT	Security, Systems Development and Architecture, Device Support, ICT Service Desk, Application and Line of Business System Management, WES ICT Development	12,795	(2,585)	(1,328)	(3,914)	8,881
Property Services	Design and Major Projects, Engineering, Estate Management Delivery, Management of Strategic Project Delivery, Facilities Management	16,204	(6,012)	(1,435)	(7,446)	8,758
<b>Net Service Spending</b>		<b>38,121</b>	<b>(10,222)</b>	<b>(3,553)</b>	<b>(13,775)</b>	<b>24,347</b>
2021/22 revenue budget supported by non-reoccurring funding						1419

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Implementing automation and robotics</b> - Use of automation and robotics to drive efficiencies in processes.	0	0	(50)	0	(50)	(100)
<b>Enabling services delivery review</b> - Review of expenditure on staffing, expenses, projects in Enabling Services, including the medium term implementation of a single Enabling Service Centre for ICT, HR and property.	(633)	(1,092)	(40)	(50)	(150)	(1,965)
<b>Facilities cost savings from property asset rationalisation</b> - Facilities management and maintenance cost savings linked to asset rationalisation	(44)	(98)	(100)	(102)	(127)	(471)
<b>HR and Organisational development activity review</b> - Reduction in core Learning and development activity, including the administration of the Apprenticeship scheme.	0	0	0	0	(234)	(234)
<b>ICT applications migration and rationalisation</b> - Migrating workloads to Azure to derive efficiencies from ICT application management alongside an on-going focus on the rationalisation of applications to reduce licence and maintenance costs.	0	(120)	(50)	0	0	(170)
<b>ICT Service delivery review</b> - Review past ICT budget growth and focus on efficiencies through development projects.	(64)	(69)	(240)	(208)	(90)	(671)
<b>Management of cost of Enabling Service external provision</b> - Management of the cost increases of externally purchased services including a review of services purchased from third parties to ensure value for money.	(147)	(126)	(139)	(445)	(12)	(869)
<b>Property service delivery review</b> - Ensure effective mix of staff and agency use, drive efficiencies in facilities management resource spend and maintenance budget, including the closure of the Northgate House café.	(100)	(50)	(95)	(32)	(90)	(367)
<b>Review of maintenance and engineering work profile</b> - Drive efficiencies in the work planning and prioritisation across maintenance and engineering.	(130)	(70)	0	0	0	(200)
<b>Total</b>	<b>(1,118)</b>	<b>(1,625)</b>	<b>(714)</b>	<b>(837)</b>	<b>(753)</b>	<b>(5,047)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Development of Rural Broadband	7,643	3,752	-	-	-	11,394
ICT purchases	560	490	550	400	400	2,400
Minor Works	2	-	-	-	-	2
Non-schools - planned building, mechanical and electrical backlog	2,122	2,122	2,122	2,122	2,122	10,610
Non-schools asbestos and safe water remedials	820	325	325	325	325	2,120
Schools asbestos and safe water 2020-21	274	-	-	-	-	274
Schools asbestos and safe water remedials	746	746	746	746	746	3,728
Schools planned building, mechanical and electrical backlog	6,988	6,988	6,988	6,988	6,988	34,940
Various Properties - Renewable Energy/Reducing Energy	995	-	-	-	-	995
WCC information assets purchases	90	90	45	-	-	225
<b>Total Enabling Services</b>	<b>20,239</b>	<b>14,512</b>	<b>10,776</b>	<b>10,581</b>	<b>10,581</b>	<b>66,688</b>

Annex K Revenue - Finance - Andrew Felton

Appendix K

Strategic Director - Rob Powell

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

**2021/22 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Finance	AD and general service management budgets	183	(5)	(0)	(5)	178
Finance Delivery	Finance Management support to services and schools	4,842	(2,656)	(401)	(3,056)	1,786
Treasury Management, Pension Fund, Internal Audit, Risk and Assurance	Internal Audit, Risk and Insurance, Pensions Investment and Treasury Management	1,213	(58)	(471)	(529)	684
Commercialism	Traded services finance and commercialism team	250	(10)	(5)	(15)	235
Strategic Finance	Strategic Capital, Revenue and Financial Planning	685	0	(32)	(32)	654
Finance Transformation	Exchequers, Social Care Charging and Assessment, Major Projects	3,951	(228)	(1,757)	(1,985)	1,966
<b>Net Service Spending</b>		<b>11,125</b>	<b>(2,956)</b>	<b>(2,666)</b>	<b>(5,622)</b>	<b>5,503</b>
2021/22 revenue budget supported by non-reoccurring funding						216

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Finance process efficiencies</b> - Efficiencies through ongoing service redesign and automation.	0	(25)	(50)	(75)	0	(150)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(6)	(5)	(6)	(6)	0	(23)
<b>Management of cost of Finance Service provision</b> - Management of the budgeted cost increases of externally purchased services.	(10)	(10)	(10)	(10)	(10)	(50)
<b>Total</b>	<b>(16)</b>	<b>(40)</b>	<b>(66)</b>	<b>(91)</b>	<b>(10)</b>	<b>(223)</b>

## Annex L Revenue - Governance &amp; Policy - Sarah Duxbury

Strategic Director - Rob Powell

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

## Appendix L

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Governance & Policy	AD and general service management budgets	(47)	0	0	0	(47)
Communications	Communications Policy & Strategy, Comms Delivery, Media Relations, Brand Management & Design	1,147	(652)	(20)	(672)	475
HROD	Commissioner of Strategic HROD, HROD Policies and Frameworks, Commissioner of operational/transactional HR delivery	797	(50)	(14)	(64)	733
Property Management	Corporate Landlord & Estate Management, Programme development, Property strategy & policy, Commissioner of Facilities Management/Construction, Energy	826	(7)	(890)	(897)	(71)
Legal & Democratic	Legal Services, Democratic services, Data Compliance & Regulation, Information Governance, Data Security	8,071	(4,737)	(2,961)	(7,699)	373
Corporate Policy	Corporate Policy & Standards, Data Strategy, Commissioner Business & Customer	371	0	0	0	371
<b>Net Service Spending</b>		<b>11,166</b>	<b>(5,446)</b>	<b>(3,886)</b>	<b>(9,332)</b>	<b>1,834</b>
2021/22 revenue budget supported by non-reoccurring funding						50

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Electronic record keeping</b> - Reduced storage requirements as a result of the move to electronic record keeping	(10)	(10)	(10)	(10)	0	(40)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(7)	(6)	(7)	(7)	0	(27)
<b>Legal services additional trading surplus</b> - Additional surplus from external trading with other local authorities and public sector bodies.	0	(40)	(60)	(60)	0	(160)
<b>Paper free meetings</b> - Reduction in the cost of printing as a result of moving to paper free meetings	0	(10)	(10)	0	0	(20)
<b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating undercapacity	(341)	(45)	(45)	(45)	(45)	(521)
<b>Total</b>	<b>(358)</b>	<b>(111)</b>	<b>(132)</b>	<b>(122)</b>	<b>(45)</b>	<b>(768)</b>



## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Maintaining the Smallholdings land bank	761	-	-	-	-	761
Rural services capital maintenance	501	356	356	356	356	1,925
Strategic Site Planning Applications	1,344	-	-	-	-	1,344
<b>Total Governance &amp; Policy</b>	<b>2,606</b>	<b>356</b>	<b>356</b>	<b>356</b>	<b>356</b>	<b>4,030</b>

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Corporate Resources	Income from council tax, business rates and government grants	0	0	(473,799)	(473,799)	(473,799)
Capital Financing Costs	Revenue costs of the borrowing needed to finance the Authority's capital programme	30,279	(253)	(2,625)	(2,878)	27,401
Strategic Management Team	Cost of Corporate Board and their support	1,224	0	0	0	1,224
County Coroner	Cost of the Coroners Service, including a partnership contribution from Coventry City Council	700	0	(138)	(138)	562
Environment Agency	Annual Flood Defence Levy	257	0	0	0	257
External Audit Fees	Fees from the external auditors for their statutory work and the cost of commissioning additional reports required for the statement of accounts.	161	0	0	0	161
Pensions Deficit Under-recovery	Cash contribution to the historic deficit on the Authority's	1,437	0	0	0	1,437
County Council Elections	Quadrennial county council elections cost	255	0	0	0	255
Members Allowances and Expenses		1,108	0	0	0	1,108
Other Administrative Expenses and Income	Corporate subscriptions and other administrative expenses	743	0	(10)	(10)	734
Warwickshire Property and Development Company	Net running cost of WPDC	1,537	0	0	0	1,537
Early Invoice Payment Rebate	Income target relating to prompt invoice payments	0	0	(950)	(950)	(950)
Provision for DSG (High Needs) Deficit		1,364	0	0	0	1,364
Corporate Contingency	Provision for the 2021/22 pay award and contingency for pressures not known when setting the budget	4,393	0	0	0	4,393
Insurance		2,899	(2,899)	0	(2,899)	0
Apprenticeship Levy		1,136	0	0	0	1,136
<b>Net Service Spending (excluding DSG)</b>		<b>47,493</b>	<b>(3,153)</b>	<b>(477,522)</b>	<b>(480,675)</b>	<b>(433,182)</b>

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Digital solutions</b> - Efficiencies across Resources Directorate through investment in digital solutions and process redesign. (Delivery will be the responsibility of the Assistant Director - Enabling Services).	0	0	0	(150)	(300)	(450)
<b>Early Invoice Payment Rebates</b> - Increased take-up of early invoice payment offer. (Delivery will be the responsibility of the Assistant Director - Finance) .	(185)	(18)	(2)	(3)	(2)	(210)
<b>Reduction of asset sales contingency</b> - Remove budget held to cover risk of delays in sales of assets. (Delivery will be the responsibility of the Assistant Director - Finance).	(135)	0	0	0	0	(135)
<b>Treasury Management</b> - A target to increase returns on investment by 10 basis points based on a more pro-active approach to treasury management. (Delivery will be the responsibility of the Assistant Director - Finance.)	(175)	(175)	0	0	0	(350)
<b>Warwickshire Property and Development Company</b> - Forecast income stream for the Authority resulting from the successful delivery of the company business plan.	0	0	(126)	(2,856)	(433)	(3,415)
<b>Release of unused contingency</b>	(750)	0	0	0	0	(750)
<b>Total</b>	<b>(1,245)</b>	<b>(193)</b>	<b>(128)</b>	<b>(3,009)</b>	<b>(735)</b>	<b>(5,310)</b>

Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Capital Investment Fund - Unallocated	20,308	16,030	21,221	17,985	24,914	100,458
WPDC - Shaping Places	-	13,716	27,216	41,153	38,015	120,100
Total Corporate	20,308	29,746	48,437	59,138	62,929	220,558

## Annex N Adjustments between Council Resolution and Service estimates

## Appendix N

App	Service	Council Net Revenue Spend	Structural changes	Project delivery adjustments	New Burdens funding - Domestic Abuse	Transfer to Reserves	Service Estimates Net Revenue Spend
		£m	£m	£m	£m	£m	£m
	Communities Directorate						
A	Environment Services	25.777	0.060				25.837
B	Education Services	131.898	(0.121)	0.001			131.778
C	Fire and Rescue	21.903					21.903
D	Strategic Commissioner for Communities	22.862	(0.104)				22.758
	People Directorate						
E	Adult Social Care	159.441		(0.148)			159.293
F	Children and Families	68.267		(0.300)			67.967
G	People - Strategy and Commissioning	34.512	(0.447)	0.300	1.040		35.406
	Resources Directorate						
H	Business and Customer Services	17.899	0.452				18.351
I	Commissioning Support Unit	6.124		0.148			6.272
J	Enabling Services	24.378	0.169	(0.200)			24.347
K	Finance	5.514	(0.024)	0.013			5.503
L	Governance and Policy	1.619	0.015	0.200			1.834
M	Corporate Services and Resourcing	(194.944)		(0.014)	(1.040)	(7.217)	(203.215)
	<b>Total</b>	<b>325.253</b>	<b>0.000</b>	<b>(0.000)</b>	<b>0.000</b>	<b>(7.217)</b>	<b>318.036</b>

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## **Cabinet**

### **Capital Programme – Re-purposing of facility at The Warwickshire Academy**

**18 March 2021**

#### **Recommendation**

That Cabinet approves the proposal to re-purpose the existing hydrotherapy pool at The Warwickshire Academy to a sports facility for use by the new school and approves the capital funding package agreed by Cabinet in January 2021 being utilised for this purpose.

#### **1. Background**

- 1.1 The SEND & Inclusion Change Programme is the agreed response to the financial risk surrounding delivery of the service. Financially speaking, the most significant project in the change programme is the establishment of the Warwickshire Academy. The new school will expand the local offer of specialist educational provision within the county. It will meet the needs of 80 learners with autism spectrum disorder and/or social, emotional and mental health needs, in year groups 5 to 14, once fully open.
- 1.2 It is also expected to save £1.757m annual revenue savings (comprising £1.268m from Dedicated Schools Grant revenue costs each year and a further £0.489m from SEN transport).
- 1.3 In January 2021, as part of a capital funding package, Cabinet approved £0.205m for repair and renewal of the hydrotherapy pool. The stated intention was to pass the facility to a neighbouring school for use, by moving an adjoining fence.
- 1.4 The cohort of children and young people to attend The Warwickshire Academy do not require a hydrotherapy pool.
- 1.5 The facility has not been used since the closure of the previous school in 2017. The facility is not under covenant (ie. There is a not a legal obligation to maintain the facility).

#### **2. Factors for reconsideration**

- 2.1 Since the submission of the Capital Funding paper to Cabinet, three factors have led to reconsideration of the business case for this part of the site.

- 2.2 First, the estimated cost for repair and renewal of the facility to ensure its compliance with the necessary regulations and that it remains fit for purpose has increased from £205k to £300k (excluding professional fees). The revised quotes include repair works to the facility as well as mechanical and electrical works. The quotes are subject to a value engineering exercise.
- 2.3 Second, the running costs for the facility have been confirmed at approximately £30k per year. This was not known at the time of purchase and has taken significant time to identify. This level of running costs make it financially unsustainable for the neighbouring school to take on.
- 2.4 Third, the proposed re-location of the fence (which is required to add the facility to the neighbouring school demise) restricts access to the overflow car park at the top of the site. Consultation with highways and planning has identified a requirement for additional car parking elsewhere on the site with significant financial implications (estimated at £430k).

### **3. Options appraisal**

- 3.1 Officers identified four options in reconsidering the business case:
  - 1. Repair the pool, move the fence, and pass the running of the hydrotherapy pool to the neighbouring school
  - 2. Re-purpose the building as a sports facility and pass the ownership to The Warwickshire Academy (as part of the lease)
  - 3. Seek community use of the pool as a WCC asset
  - 4. Demolish the building and extend the green space for the school.
- 3.2 The table below shows the considerations in the options appraisal:



Option	Advantages	Disadvantages	Financial implications
1.Repair the pool, move the fence, and pass the running of the hydrotherapy pool to neighbouring school	<ul style="list-style-type: none"> <li>Consistent with original business case</li> <li>Makes available hydrotherapy pool facilities to approximately 22 children at neighbouring school and other community groups</li> </ul>	<ul style="list-style-type: none"> <li>Running costs financially unsustainable for a school to take on (high heating and maintenance costs)</li> <li>Additional capital funding may be requested</li> <li>High unit cost per head for the additional facility</li> <li>Additional car parking required on site</li> </ul> <p>(Note – hydrotherapy needs of children at neighbouring school are currently supported through increased temperature of their swimming pool)</p>	<ul style="list-style-type: none"> <li>£300k repairs and renewal for compliance + fees</li> <li>£30k per year running costs for the facility</li> <li>Additional car parking required, estimated at a further £430k</li> </ul> <p><b>(Total: £730k capital, £30k pa revenue)</b></p>
2. Re-purpose the building as a sports facility and pass the ownership to The Warwickshire Academy (as part of the lease)	<ul style="list-style-type: none"> <li>Re-purposed as a sports facility next to the multi-use games area</li> <li>Increased offer of sports and exercise opportunities will enhance health and wellbeing of learners</li> <li>The school do not require a hydrotherapy pool</li> <li>Reduced running costs (less heating) can be met by the school</li> </ul>	<ul style="list-style-type: none"> <li>Children from neighbouring school and other community groups unable to access local hydrotherapy pool facilities</li> <li>Increased stakeholder engagement required to explain changing use and removing a community facility</li> </ul>	<ul style="list-style-type: none"> <li>Significantly reduced from pool options due to change in scope (e.g. roof made good, not required for high humidity levels)</li> <li>£25K for infill and screed; up to £180k for repairs and re-purposing including contingency</li> </ul> <p><b>(Total: up to £205k capital available )</b></p>
3.Seek community use of the pool as a WCC asset	<ul style="list-style-type: none"> <li>Makes available hydrotherapy pool facilities to other stakeholders including community groups</li> </ul>	<ul style="list-style-type: none"> <li>Significant unbudgeted running costs for WCC to take on (high heating and maintenance costs)</li> <li>Additional cost and expense required to administer use by other groups</li> <li>If kept within school demise, access to the facility would be limited to evenings and weekends for safeguarding reasons</li> <li>If moved outside the school demise, additional car parking and a new access road would be required. The latter would add further cost and is unlikely to receive planning consent</li> <li>Whilst interest from other stakeholders, no firm commitments in place.</li> </ul>	<ul style="list-style-type: none"> <li>£300k repairs and renewal for compliance (Value Engineering to be completed)</li> <li>£30k per year running costs for the facility</li> <li>Further administrative costs would be incurred</li> <li>Possible additional costs to develop access (uncosted) and car parking (£430k)</li> </ul> <p><b>(Total: Minimum £300k capital, minimum £30k pa revenue)</b></p>
4.Demolish the building and extend the green space for the school.	<ul style="list-style-type: none"> <li>Land to be part of school playing fields</li> <li>No continued running costs</li> </ul>	<ul style="list-style-type: none"> <li>Change from original business case</li> <li>Reduction in available facilities to the school and community (and associated reputational risk)</li> <li>Carbon emissions from demolishing buildings</li> </ul>	<ul style="list-style-type: none"> <li>£65k</li> </ul> <p><b>(Total: £65k capital)</b></p>

## 4. Conclusions

- 4.1 Based on the options appraisal above, option 2 is recommended: Re-purpose the building as a sports facility and pass the ownership to The Warwickshire Academy (as part of the lease). This will enhance the offer of the school and contribute to improving the health and wellbeing of their learners. This is also considered the best value for money.
- 4.2 Discussions have taken place with the neighbouring school and the Warwickshire Academy prior to the options appraisal.

## 5. Financial Implications

- 5.1 Financial implications are set out in the options appraisal above. Options 2 and 4 are within the capital funding already allocated.

## 6. Environmental Implications

- 6.1 Option 2 is considered the most advantageous option from an environmental perspective, as the building is re-purposed to a facility with lower heating costs and no implications for car parking and access. Options 1 and 3 involve high levels of heating of the hydrotherapy pool (the level of heating must be maintained) and creating car parking spaces on current green space at the front of the site. Option 4 involves demolition and release of carbon emissions.

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

- 7.1 Decisions on planning consent for developments on the site are scheduled to be made at Regulatory Committee.

### Background Papers

None

### Supporting Paper

Capital Investment Fund Q4 2020/21, Cabinet, 28 January 2021

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

Local Member(s): None

Other members: Councillors Dahmash, P. Williams, C. Davies, Chilvers and Skinner

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## **Cabinet**

**18 March 2021**

### **SEND & Inclusion Change Programme – Recommendations of the Task and Finish Group**

#### **Recommendation**

That Cabinet approve the recommendations of the SEND & Inclusion task and finish group as set out in Section 2 of the report.

#### **1. Purpose**

- 1.1 County Council agreed a motion on 22<sup>nd</sup> September 2020 requesting that ‘the Children and Young People Overview and Scrutiny Committee to set up a Task and Finish Group to monitor delivery of SEND provision.’
- 1.2 The report and recommendations of the task and finish group were presented to Children and Young People’s Overview and Scrutiny Committee on 23 February. The full report is attached as Appendix A.

#### **2. Recommendations**

- 2.1 Cabinet are asked to approve the recommendations set out below:
  - i. The transition period – ensure that children and families do not fall into a gap between introducing new arrangements and ending existing arrangements, and that unreasonable expectations are not made of schools as a result.
  - ii. Prioritise early identification and early intervention in early years.
  - iii. Assurance of procedures that information travels with the child across local authority borders
  - iv. Ensure joined up working practices. Families have to work with multiple professionals. The coordination of support (e.g. therapies) often falls on schools. Use the EHC plan as a mechanism to ensure better joined up working.
  - v. Support our schools and settings and all staff who are supporting our children with complex needs to maintain appropriate placements. This should include the use of early identification, SEND audits, capacity building programmes and investment in training (such as autism and dyslexia)
  - vi. Fair and transparent funding – including consideration of the financial context of each setting. Each child has different needs and each setting is in a

different context and may need different levels of resources – it is not the same for all schools. Schools supporting our children with higher levels of need must be resourced appropriately and transparently.

- vii. Resource Provisions should be embraced and supported. Schools should be supported to ensure that provisions have reputations for celebrating inclusion and operate sustainable financial models
- viii. More information should be made available to parents. There is potential for a dashboard of information to be made available.
- ix. Provide a fact sheet for members to know what to do if they are asked by a school or parent about their provision
- x. Members to prioritise meeting new members of the Parent Carer Forum (expected to re-launch in April).
- xi. Establish a Members' SEND Panel with parental input
- xii. Ensure that the impact of Covid-19 on families of children with SEND is evaluated and appropriately supported

### 3. Financial Implications

No additional financial implications have been made as part of these recommendations. The SEND & Inclusion Programme will bring forward requests for Sustaining Transformation resources as project trials and evaluations progress.

### 4. Environmental Implications

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

## Background Papers

None

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Lead Member	Portfolio Holder for Education & Learning	colinhayfield@warwickshire.gov.uk

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

Other members: Councillors Dahmash, P.Williams, Chilvers, C.Davies, Skinner, Adkins, Bell, Simpson-Vince, Hayfield, Gissane, Phillips, Rickhards.

## **APPENDIX A:**

### **Children and Young People's Overview and Scrutiny Committee**

#### **SEND & Inclusion Change Programme – Report of the Task and Finish Group**

**22 February 2020**

### **Recommendation**

To approve the recommendations of the task and finish group set out in Section 3 of the report.

## **1. Purpose**

- 1.1 County Council agreed a motion on 22<sup>nd</sup> September 2020 requesting that 'the Children and Young People Overview and Scrutiny Committee to set up a Task and Finish Group to monitor delivery of SEND provision.'
- 1.2 The scope of the task and finish group was agreed at the first meeting. It was agreed to align with the scope of the SEND & Inclusion Change Programme. The focus of the group was confirmed as:
  - a. Providing confidence and assurance to Overview and Scrutiny on the approach and governance of the programme
  - b. Identifying projects/ themes of focus that Overview and Scrutiny may wish to monitor progress more closely
  - c. Identifying ways in which Members could add value to the objectives of the programme
- 1.3 The group consisted of six Elected Members with other Elected Members also in attendance. The group was chaired by Cllr Yousef Dahmesh.
- 1.4 Four meetings took place between November and January, focussing on:
  - The statutory and financial framework for SEND & Inclusion
  - The aims and approach of the SEND & Inclusion Change Programme
  - Feedback from headteachers
  - Discussion on key points and recommendations for the report

## **2. Discussion**

- 2.1 Session One focussed on the statutory and financial framework for SEND and Inclusion, and in particular some of the complexities within the system. Within the discussion, it was noted that:
  - Outcomes need to be clear and monitored

- Not all outcomes for children with SEND will be academic, many will be about life skills. These should be captured in a personalised plan.
- Our system should focus on evidenced needs and not wait for medical diagnosis
- We need to take on board the pressures faced by schools since the SEND reforms came in – especially financial
- It would be helpful to hear from schools about whether the Change Programme will work for all settings

2.2 Session Two focussed on the SEND & Inclusion Change Programme including the aims of the programme, the prioritisation of projects and the approach to involving stakeholders. Within the discussion, it was noted that:

- There is work to be done moving forward to work closely with partner agencies/stakeholders and member support will be invaluable in this area.
- Improve signposting and communication
- There is potential for a dashboard of information to be made available to parents that could provide information relating to help, support and contacts, learning outcomes.
- Identification and intervention in early years should be a clear principle of change, including working with health colleagues
- Resources must be made available for parents and carers and schools
- A Members SEND Panel could be set up, similar to the Corporate Parenting Panel
- Where children cross local authority borders, information should travel with the child
- The programme must identify any children not on a school roll and make sure children receive their educational entitlement

2.3 Session Three involved a question and answer session with three Warwickshire head teachers representing a primary school and resourced provision, a secondary school and a special school. Within the discussion, it was noted that:

- The quality of EHC plans is essential to ensure that the right professionals are in place to offer support
- Needs have changed significantly in the last ten years
- The workforce has also changed significantly, often leading to a smaller workforce supporting a larger cohort of learners with higher needs
- The Ofsted framework for inspection has changed recently to support inclusion
- It is important that all information about the child is shared as part of the admissions process to support successful transition
- In some areas special schools are working closely with mainstream schools to share specialisms as part of an outreach programme.

2.4 Session four focussed on the recommendations (below). There was particular discussion on ensuring that, in moving from one set of arrangements to another, families did not get caught in gap with a low quality of support and



schools did not get caught in a situation of inadequate resources and training to meet the needs of learners with SEND.

### 3. Conclusions

- 3.1 The group reflected on the evidence presented at the previous three sessions. The following recommendations were agreed. It was asked that where this links with existing projects in the SEND & Inclusion Change Programme, for this to be highlighted, and to identify any financial implications in addition to the current programme allocation.

Ref	Recommendation	Projects within SEND & Inclusion Change Programme	Financial Implications
1.	The transition period – ensure that children and families do not fall into a gap between introducing new arrangements and ending existing arrangements, and that unreasonable expectations are not made of schools as a result.	Monitor through O&S Committee and SEND & Inclusion Partnership	None
2.	Prioritise early identification and early intervention in early years.	<b>Projects:</b> <ul style="list-style-type: none"> <li>a) Expanding and Improving Access to Early Intervention in Early Years (birth to 5)</li> <li>b) Service Review IDS 0-5 team</li> </ul>	Forecast increased spend in early years accounted for. Outcomes of service review and financial implication not yet known
3.	Assurance of procedures that information travels with the child across local authority borders	No specific project. Part of continuous improvement within SENDAR.	None
4.	Ensure joined up working practices. Families have to work with multiple professionals. The coordination of support (eg. therapies) often falls on schools. Use the EHC plan as a mechanism to ensure better joined up working.	<b>Projects:</b> <ul style="list-style-type: none"> <li>a) Quality Assurance Framework for EHC plans</li> <li>b) Changing the Conversation (trialling new ways of working with schools)</li> <li>c) Multi-agency services on the Pears site</li> </ul>	No financial implication from Quality Assurance Framework (live project). The trial in the Changing the Conversation project will identify financial implication for roll-out on evaluation. The plans for the multi-agency service on the Pears site will bring together joint working

			for those with mental health needs.
<b>5.</b>	<p>Support our schools and settings and all staff who are supporting our children with complex needs to maintain appropriate placements.</p> <p>This should include the use of early identification, SEND audits, capacity building programmes and investment in training (such as autism and dyslexia)</p>	<p><b>Projects:</b></p> <ul style="list-style-type: none"> <li>a) Workforce Development project</li> <li>b) Needs-led Panels project includes the publication of local SEND Guidance</li> </ul>	<p>Financial implications of workforce development to be identified following confirmation of local SEND Guidance (already accounted for). The SEND Guidance will provide clarity on expectations on schools including early identification of need and best practice interventions for different categories of need</p>
<b>6.</b>	<p>Fair and transparent funding – including consideration of the financial context of each setting. Each child has different needs and each setting is in a different context and may need different levels of resources – it is not the same for all schools. Schools supporting our children with higher levels of need must be resourced appropriately and transparently.</p>	<p><b>Project:</b></p> <ul style="list-style-type: none"> <li>a) School Top-Up Funding</li> </ul>	<p>Financial modelling will be based upon better targeting of existing resources, particularly diverting more resources to mainstream settings. Precise modelling and trialling to take place in the project.</p>
<b>7.</b>	<p>Resource Provisions should be embraced and supported. Schools should be supported to ensure that provisions have reputations for celebrating inclusion and operate sustainable financial models</p>	<p><b>Project:</b></p> <ul style="list-style-type: none"> <li>a) Resourced Provision</li> </ul>	<p>Resourced provision is identified as an invest to save with regard to revenue funding. Capital funding requests are brought before Cabinet as part of the Schools Capital Programme.</p>
<b>8.</b>	<p>More information should be made available to parents. There is potential for a dashboard of information to be made available.</p>	<p><b>Project:</b></p> <ul style="list-style-type: none"> <li>a) Redesigning the Local Offer</li> </ul>	<p>None – already costed within the programme. Project is live.</p>
<b>9.</b>	<p>Provide a fact sheet for members to know what to do if they are asked by a school or parent about their provision</p>	<p><b>Project:</b></p> <ul style="list-style-type: none"> <li>a) Redesigning the Local Offer (ensure that the information online would reflect this or provide something bespoke)</li> </ul>	<p>None – already costed within the programme. Project is live.</p>

<b>10.</b>	Members to prioritise meeting new members of the Parent Carer Forum (expected to re-launch in April).	<b>Project:</b> <b>a)</b> Expanding the representation of the Parent Carer Forum	None.
<b>11.</b>	Establish a Members' SEND Panel with parental input (subject to Cabinet approval)	No specific project – officers to work with Members to establish this	None (support from Education Services and Democratic Services)
<b>12.</b>	Ensure that the impact of Covid-19 on families of children with SEND is evaluated and appropriately supported	To be addressed as part of the Covid-19 Recovery Plan following further evaluation	To be determined

## 4. Financial Implications

- 4.1 No additional financial implications have been made as part of these recommendations. The SEND & Inclusion Programme will bring forward requests for Sustaining Transformation resources as project trials and evaluations progress.

## 5. Environmental Implications

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

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

- 6.1 Recommendations are to be implemented in accordance with the SEND & Inclusion Change Programme timeline. Children and Young People's Overview and Scrutiny will monitor progress regularly, at least annually.

## Background Papers

None

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

Local Member(s): None

Other members: Councillors Dahmash, P.Williams, Chilvers, C.Davies, Skinner, Adkins, Bell, Simpson-Vince, Hayfield, Gissane, Phillips, Rickhards.

## **Cabinet**

**18 March 2021**

### **Child Friendly Warwickshire**

#### **1. Recommendation**

That Cabinet endorse the Child Friendly Warwickshire initiative and action plan

#### **2. Executive Summary**

- 2.1 Warwickshire County Council were successfully awarded £3.993m from the Department for Education (DfE) as part of the national 'Strengthening Families, Protecting Children programme' (SFPC). The programme consists of three different evidence-based models. The council have adopted the 'Leeds Family Valued' model. The Child Friendly Warwickshire initiative is a key element within this model.
- 2.2 The Children and Families service are embedding Restorative Practice within the service, across the wider council (as part of Start with Strengths) and across key partners. It is envisaged the service and council will continue to build wider partnership and community engagement and support for children through Child Friendly Warwickshire.
- 2.3 Warwickshire has a strong local business sector and good local partnership. A Child Friendly Warwickshire initiative can build on these strong relationships and help further strengthen community ties, enabling us to work restoratively with each other to build positive relationships.
- 2.4 This report outlines more about this initiative and how we can start to build a Child Friendly Warwickshire.

#### **3. Child Friendly Warwickshire**

##### **3.1 What do we mean by Child Friendly?**

- 3.1.1 A child friendly city, town or community is committed to improving the lives of children, and is a place where the voices, needs, priorities and rights of children are fundamental in decisions.
- 3.1.2 UNICEF award formal Child Friendly City recognition following progress against a number of key areas over a period of three to five years. This proposal will adopt and aspire to the same principles and values as the UNICEF model, although we will not seek formal recommendation.

3.1.3 As part of our Child Friendly initiative we want to inspire a pledge from partners, local communities, and businesses to improve the lives of children across Warwickshire in any way they can. We want all children in Warwickshire to be:

- safe and secure;
- happy and healthy;
- live stable lives;
- able to enjoy learning and have employment opportunities; and
- involved in decisions that shape services that impact their lives.

3.1.4 We know across the council we are already doing lots of great work to promote safety and create learning and employment opportunities for children and young people. These activities will act as a springboard to help launch, promote and create a Child Friendly Warwickshire

## **3.2 Benefits**

3.2.1 By working restoratively with children, families, communities, partners and businesses to create a Child Friendly Warwickshire we can continue to strengthen our connections and build positive relationships across a number of different platforms.

3.2.2 Leeds City Council have said their 'Child Friendly Leeds' initiative has been crucial in securing and sustaining political, community and partnership support for prioritising the needs of children. Establishing a clear identity and high profile for promoting the voice, needs and interests of children within the city has been crucial to securing support from across the community and particularly with the business sector.

3.2.3 The Child Friendly Warwickshire initiative is aligned to the council's vision and priority outcomes:

- Vision
  - To make Warwickshire the best it can be, sustainable now and for future generations
- Priority outcomes
  - Warwickshire's communities and individuals are supported to be safe, healthy and independent
  - Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

3.2.4 Key Child Friendly Warwickshire outcomes include:

- Warwickshire is inclusive;
- Children's voices will influence and shape services;
- Warwickshire is an outstanding local authority for children;
- Children will be healthy and happy;
- Children will have stability with their families and communities;
- Children will love learning and have a job they enjoy; and

- Stronger partnerships with communities, supporting wide economic growth, development and opportunities.

3.2.5 The above outcomes will be measured via specific performance measures, which will include:

- Improvements in health and wellbeing indicators for children and young people
- Improvements in school readiness
- Improvements in educational attainment
- Reduction in the number of young people not in education, employment or training.
- Reduction in the number of people in the criminal youth justice system
- Positive feedback from young people and communities

3.2.6 The initiative is also aligned to and will support the social inequalities work being progressed by the People Directorate. It is also included in the council Covid-19 Recovery Plan.

### **3.3 Impact of Covid-19**

3.3.1 Every aspect of children's lives has been affected by Covid-19. Children's learning, social skills and mental health have all been impacted. A number of different national organisations have reported on the experiences of children during the pandemic.

3.3.2 The [State of the nation 2020: children and young people's wellbeing](#) (October 2020) DfE report details publicly available data on children and young people's wellbeing. The DfE press release accompanying the report noted that overall children aged between 5 and 24 reported stable levels of happiness and only a slight reduction in satisfaction with their lives. The press release did note some areas of concern, these included:

- loneliness was an issue for some older young people
- one in every 15 children has low happiness with their health
- mental health difficulties have increased for some school-aged children over the months of the pandemic
- an increase in psychological distress has been found for older young people
- remote learning was not always easy
- the proportion of children achieving the recommended amount of physical activity for 60 minutes a day may have reduced
- some groups such as young disabled people reported higher and increasing feelings of being anxious
- parents reported that children with special educational needs or a disability from Black, Asian and Minority Ethnic backgrounds may be feeling more anxious
- young people who were economically disadvantaged reported lower life satisfaction in April to early May than those who were financially

better off, though between July and early September there was no significant different between these two groups.

- 3.3.3 The Child Friendly Warwickshire initiative will consider the above carefully to help identify key areas of activities and support for children and young people.

### **3.4 How will it work?**

- 3.4.1 An implementation plan is included in the Appendix. The plan can be summarised as follows:

- start to introduce the Child Friendly Warwickshire initiative within the council;
- understand current Child Friendly initiatives or ideas across the council;
- identify children and young people priorities;
- strengthen the voice of children and young people in local decision making;
- identify levels of need across Warwickshire to target activities;
- promote Child Friendly Warwickshire externally; and
- identify how partners, third sector organisations, businesses and communities can get involved.

- 3.4.2 Examples of how businesses, partners, third sector organisations and communities could get involved include:

- Offering young people, the chance to be part of an interview panel
- Holding an open day to showcase their organisation and invite schools
- Donating prizes to local events or sponsoring a team
- Becoming a mentor
- Offering apprenticeships
- Offering volunteering opportunities
- Engaging children when making decisions
- Offering discounts
- Creating safe places for children to play close to their homes (Play Street)
- Creating sport / physical activity opportunities, for example Tour of Britain cycle race for children and young people
- Creating Child Friendly places / environments for children to visit
- Establishing foster friendly staff policies

All activities and contributions would be promoted and acknowledged.

- 3.4.3 Engaging with children and young people is fundamental in establishing Child Friendly Warwickshire. They will help to identify their key priorities and help us understand how Child Friendly Warwickshire should look and feel. The Children and Families service are currently mapping a network of contacts and methods to help us engage with children and young people.



- 3.4.4 Local networks for example Locality Early Action Partnerships and intelligence will also be used to identify priorities and target promotion and activity.
- 3.4.5 Across Warwickshire we want everyone to think about ‘what is it like to be a child growing up in Warwickshire and how can we make it better’. The initiative is about being proud of our children and young people and including them in everything we do so that they are valued and engaged, grow into confident adults, stay with us and contribute to our economy and help us grow our communities.

## 4. Financial Implications

- 4.1 The initiative has been 100% funded by DfE funding, with a grant payment of £243,000 across two years.
- 4.2 A Marketing and Communications Officer for a one-year fixed term contract to lead marketing and engagement activity will be funded from this budget. This equates to £45,000. The recruitment of a dedicated officer to work on Child Friendly Warwickshire activities will also be considered and the additional spend will also be scoped.
- 4.3 UNICEF and Leeds colleagues both report that this initiative does not have to be costly. A key aim of this initiative is to enhance the way we work with children and strengthen collaboration with communities and partners to improve outcomes for children.

## 4 Environmental Implications

None

## Appendices

Introducing Child Friendly Warwickshire (short version) and implementation plan

## Background Papers

None

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

Local members: none

Other members:

- Councillor Y Dahmash
- Councillor P Williams
- Councillor C Davies
- Councillor J Chilvers
- Councillor D Skinner

# Child Friendly Warwickshire

PUTTING THE CHILDREN OF WARWICKSHIRE  
AT THE HEART OF ALL THAT WE DO



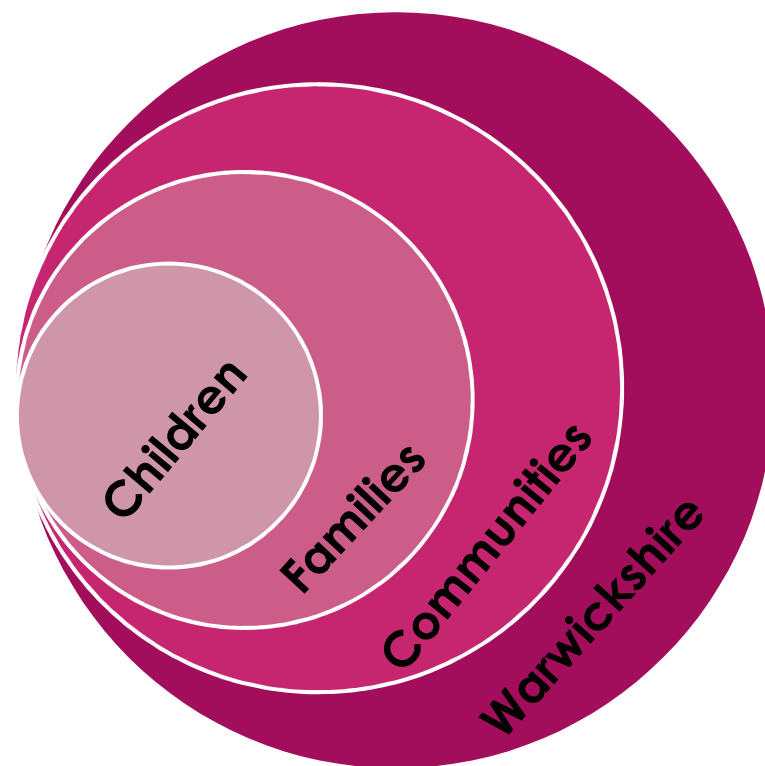
# What is Child Friendly

A commitment from partners, local community and businesses to improve the lives of children where they live.

To understand 'What is it like to be a child or young person growing up in Warwickshire ....and how do we make it even better'

To remember Children live in families, families create communities, communities create towns and cities. So children need to be at the heart of decision-making.

How does it work elsewhere : [Child Friendly Leeds](#) example



# Child Friendly Warwickshire

- ▶ 'To make Warwickshire **the best it can be, sustainable now and for future generations**'
- ▶ Build on what we are already doing, but go **bigger and bolder**
- ▶ A recognition that children, family, communities are what binds Warwickshire together
- ▶ Bring all our child friendly activities together under **one brand**, whilst creating **new events** and **initiatives** across our county
- ▶ Continue to work **restoratively** with colleagues and customers
- ▶ Start with strengths, build stronger relationships and networks,
- ▶ Tackle **inequalities** that exist within Warwickshire
- ▶ Ensuring **children's voices** help lead and shape our services

# Our Child Friendly Outcomes

- ▶ Child Friendly Warwickshire will be underpinned by an agreed set of child focused priorities, focusing on improved outcomes for children
- ▶ If we asked Warwickshire children would they say that they are happy? That they feel safe and secure in their communities? Do they have sufficient access to learning and opportunities that will help them get a great job?
- ▶ When children speak do we listen and does it influence what we do?

Child's voice  
and  
influence

Safe and  
Secure

Health and  
happiness

Stability

Learning,  
achievements  
and  
employment

# Why now?

- ▶ Every aspect of children's lives have been affected by Covid-19
- ▶ Build on lessons learnt from community spirit and engagement
- ▶ Covid-19 Recovery (Recovery plan)
  - ▶ Support children, families and communities – early interventions across all our county
  - ▶ Tackle inequalities (health, deprivation and ethnicity)
    - ▶ Education and unemployment
    - ▶ Child poverty
  - ▶ Unite the county with one simple initiative (renewed common purpose)
  - ▶ Opportunity for meaningful and lasting change
- ▶ DfE funding to get us started (£243k across 2 years)



# What could it look like?

- ▶ Strengthening our connections between children, families, communities, businesses and the council.
- ▶ A recognised brand that puts children and families at the heart of a compassionate County with opportunities for all.
- ▶ Inspiring everyone to take action to make Warwickshire child friendly
- ▶ A network of ambassadors across businesses and the community
  - ▶ Sponsorships and funds
  - ▶ Career, learning and training opportunities
  - ▶ Volunteering
  - ▶ A children's mayor
  - ▶ Events and community engagement initiatives
- ▶ Jointly owned by everyone



# What's already Child Friendly?

## Safe and Secure



- Annual Events for refugee week (June), Care Experienced week (September), Christmas party, and Summer BBQ Children in Care, and care experienced adults.
- Corporate donations for Children in Care and Care Experienced Young People.
- Safe and Well visit (previously called a home fire safety check) is a free service to help you stay safe and reduce risk of fire in your home.

## Health and happiness



- Fitter Futures Warwickshire and HENRY – free healthy lifestyle programme for families with children under 5
- Reading Well Books on Prescription.
- Warwickshire Wellbeing Hubs.
- Children's Cycle Training.

## Stability



- In 2021 we will open a new special educational needs school, which will provide places for 80 children.
- Virtual School Award.
- Care Leavers – Support to attend open day university and bursary (£1000) to go to college or university.
- Faster broadband and the pilot of 5G across the region will benefit business, public services and society.
- Child Poverty Strategy

## Learning, achievements and employment



- Care Careers Officer will support drop in for our Experienced Young People.
- Work experience at WCC for care leavers.
- Guaranteed interviews for care leavers for WCC jobs and apprenticeships.
- Businesses and residents have access to training opportunities and guidance around digital skills.

## Child's voice and influence



- Children in Care Council.
- Youth Parliament.
- Participation Team employ care experienced young people as apprentices in team.
- UASC Football Team

# The difference

Warwickshire is inclusive. We achieve our ambition of being a child friendly county for every child.

Children's voices will influence and shape services.

Warwickshire is an outstanding local authority for children.

Children will be healthy and happy (health initiatives, fun events, links to celebs, events that have a general theme of kids being kids).

Children will have stability with their families and communities. They will be there to offer support at tricky times.

Children will love learning, education and have job they enjoy

Businesses will thrive, Stronger partnerships with communities, supporting county wide economic growth, development and opportunities.

Improving outcomes for children across the board.

Children's social  
care

Public Health

Education

Employment

Community Safety

# How could we start?

- ▶ With your help, commitment and backing to take CFW forward
- ▶ Confirm governance arrangements
- ▶ Create a Child friendly Warwickshire brand
- ▶ Engage with children and young people to identify their priorities
- ▶ Identify areas of need and target activities
- ▶ Engage with internal and external partners
- ▶ Engage with businesses

# Next steps

- ▶ Agreement on approach and scope of CFW
- ▶ Endorsement of senior leaders across the council
- ▶ Endorsement of members

# Implementation plan

on	How will we do this?	Progress
<p>Page 11 of 15</p> <p>to introduce the concept of Child Friendly Warwickshire to internal managers</p>	Share our initial Children Friendly Warwickshire proposal with the People Directorate Leadership Team	Completed with Steve Walker (Director of Strengthening Families, Protecting Children Improvement Programme at Leeds City Council)
	Arrange a meeting between the Leeds City Council and WCC Chief Executive	Completed - 16 November
	Email and share a survey to all Assistant Directors explaining the concept and ask for their ideas and current activities	Email and survey sent 27 November An intranet article has also been requested.
Understand current Child Friendly initiatives or ideas across the council including the Children and Families service	Create a MS form survey to send to all Assistant Directors	Complete - Email and survey sent 27 November
	Create a MS form survey to Operations managers in the Children and Families service	Draft completed – no longer required this will be collated locally via the wider service (above)

# Implementation plan

on	How will we do this?	Progress
Page 94 y children and young e priorities	Agree options for engagement, for example surveys, focus group, school Youth Councils, Youth groups	Engaged with the Youth Work Alliance and liaising with colleagues supporting t Warwickshire Youth Council and 5 local area youth forums  Survey questions drafted
	Set-up a focus group with Leeds colleagues to discuss options, and how this can be achieved in light of current climate.	Meeting with Leeds colleagues on 20 January 2020
	Liaise with Education colleagues on how best to share information and gain views of children and young people	Attended Education and Learning Senior Leadership team and gathered knowledge of existing groups
	Gather children and young people priorities from recent engagement or surveys	Information from the Warwickshire Youth Council Have your say survey results 20 has been collated  The Children Society has completed a survey on how children feel re Covid.

# Implementation plan

on	How will we do this?	Progress
<p>Page 95</p> <p>ngthen the voice of en and young people al decision making</p>	<p>Consider options with Leeds colleagues and Lucy Rumble (Corporate Consultation and Engagement Officer)</p>	<p>Engaged with the Corporate Consultation and Engagement Officer. The consultation framework refresh will include principles about consulting and eng with children and young people.</p> <p>Potentially consider creating a junior citizens assembly using social media.</p>
	<p>Build a network of groups, contacts and methods to consult with children and young people</p>	<p>The Youth &amp; Targeted Support are completing a mapping exercise of all youth groups in Warwickshire - this could be used as a potential mechanism to engag and consult with young people by asking them to think about key areas.</p> <p>The Warwickshire Youth Alliance , Warwickshire Youth Council, 5 Area Youth For and Children in Care Council are key methods of consultation.</p>
	<p>Give Warwickshire Youth Council more of a voice at Full Council.</p>	<p>Contacted Governance and Policy service to ask if the Full Council can endors Warwickshire Youth Councils Plan for the year and the Youth Council.</p>
<p>ty levels of need s Warwickshire to activities</p>	<p>Liaise with Business Intelligence to understand Warwickshire local needs (this links with WCC's social inequality plan / work)</p>	<p>The Poverty in Warwickshire dashboard has been shared.</p>



# Implementation plan

on	How will we do this?	Progress
Page 96  te Child Friendly ckshire	Promote the initiative and key messages to people, communities and businesses	Meetings have taken place with communication colleagues  The delivery group are working on some key messages, which have been sent to communication colleagues for them to start to use as part of the CFW campaign  Draft logos have been created and incorporate #JustCare #JustBelieve and Restorative Practice messages  Considering Warwickshire year of the child - to help launch CFW
	Promote current Child Friendly Warwickshire activities, for example with videos and user impact stories	A dedicated Communications Officer will form part of the team
	Identify how communities and business can become part of Child Friendly Warwickshire – for example what can they offer?	One page document with ideas and examples has been drafted and shared with communication colleagues  Meeting with colleagues from the Communities service to help define and explore how we would like to work with businesses
	Establish an ambassador framework	
	Work with internal partners to identify Child Friendly Warwickshire activities, for example Cycle tour, Country parks, libraries, highways (street play), involvement in the commonwealth games	



# Implementation plan

on	How will we do this?	Progress
y how people, esses and munities get involved	Consider how we can proactively engage businesses, partners, communities with our own ideas / projects	Meeting with colleagues from the Communities service to help define and explore how we would like to work with businesses
ain links with the rative Practice (RP)	Consider if a standard, criteria or application is needed? and how this process would work.	This will be discussed with Leeds colleagues as part of the focus group that is being arranged.
itment	Ensure communication between the two work areas is clear	Regular meetings set-up between the CFW and RP workstreams
	Consider recruitment - what and when will be needed	This will be discussed with Leeds colleagues as part of the focus group that is being arranged. For example we will try to understand the roles and responsibilities of their team.

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## Cabinet

**18 March 2021**

### **Change of Status of Dunchurch Infant School**

#### **Recommendation**

That Cabinet approves that Dunchurch Infant School, a Foundation school, be closed and simultaneously replaced by a new Voluntary Aided school (with no change to pupils, staff or buildings).

#### **1. Executive Summary**

- 1.1 Dunchurch Infant School is currently a Foundation School, federated with Dunchurch Boughton Junior School, which is a Voluntary Aided (Church of England) School supported by the Diocese of Coventry.
- 1.2 The Governors of the Federation and the Diocese of Coventry have decided, following a public consultation, that the Infant school would benefit from becoming a Voluntary Aided (Church of England) School to align with the Junior school.
- 1.3 The change of status will require the closure of Dunchurch Infant School as a Foundation School, which is proposed by the Governing Body. The simultaneous opening of Dunchurch Infant School as a Voluntary Aided School is proposed by the Diocese of Coventry. The decision maker for both proposals is Warwickshire County Council, as the Local Authority.
- 1.4 A public consultation was run by the Governing Body of the Dunchurch Schools' Federation, between 14<sup>th</sup> December and midday on 29th January 2021. The consultation document is provided as Appendix 1, the consultation results report is at Appendix 2.
- 1.5 Parties consulted via email and paper copies of the consultation document were:
  - School staff
  - All primary schools in Rugby Rural and East consortium area
  - All schools in the Rugby Town consortium via the chair of that consortium
  - All secondary schools in Rugby via the chair of the Rugby Secondary Consortium
  - Rugby Children's Centre and DISN's biggest feeder nurseries, Montessori, Bizzy Tots and Nature Trails
  - St. Peter's Church
  - Dunchurch Baptist Church
  - The Diocese of Coventry
  - Warwickshire County Council

- Dunchurch Boughton Educational Trust
- Bilton Grange School

1.6 Online meetings were held for staff and the wider community and the consultation document was published on the school's website.

## 2. Financial Implications

- 2.1 The change to Voluntary Aided status will allow Dunchurch Infant School to access financial support from the Boughton Educational Trust.
- 2.2 The Diocese of Coventry will provide 10% of the capital costs of the school under the new arrangement, rather than WCC.

## 3. Environmental Implications

None.

## 4. Supporting Information

- 4.1 Governors believe that the proposed change of status would strengthen the federation of schools by removing one of the most significant differences between them.
- 4.2 The Infant school was originally built as a Church school. When the Junior school was built in 1974, the Infant school became a Foundation School and the Junior school a Church School, for unknown reasons.
- 4.3 When the Infant school ceased to be a Church School, it became ineligible to access financial support from the Boughton Educational Trust. This is a charity which supports Church schools in Dunchurch and currently this is limited to the Junior school. A change in status of the Infant school would allow them to benefit from this additional funding.
- 4.4 The governors undertook a public consultation regarding this proposal, the details of which are included as Appendix 1. The results of this consultation are included as Appendix 2.
- 4.5 To summarise the result of the consultation:

### Staff

	Yes	No	Not sure/indifferent	Didn't respond
Number	7	10	8	69
Percentage	7%	11%	9%	73%

Parents and the wider community

	Yes	No	Not sure/indifferent	Didn't respond
Number	38	42	67	659
Percentage	4.7%	5.2%	8.3%	81.8%

Appendix 2 provides details of the results of the consultation that was undertaken by the Federation, including a breakdown of voting patterns. There was a noted increase in responses from parents and the wider community against the proposal in the last 24 hours of the consultation although difficult from the responses to draw any particular conclusions as to why that was the case other than the insight provided in the consultation report provided by the Federation.

**After consideration of the results of the consultation, Governors voted to approve the proposal. This was supported by the Diocese of Coventry (see Appendix 3).**

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

- 5.1 Subject to approval of the proposal by Cabinet, the Governing Body and Diocese of Coventry intend changing the status of Dunchurch Infant School effective from September 2021.

## Appendices

1. Appendix 1 – Dunchurch Consultation Document for parents and wider community
2. Appendix 2 – Dunchurch Schools' Federation Consultation Report (results)
3. Appendix 3 – Diocese of Coventry approval of proposal (email)

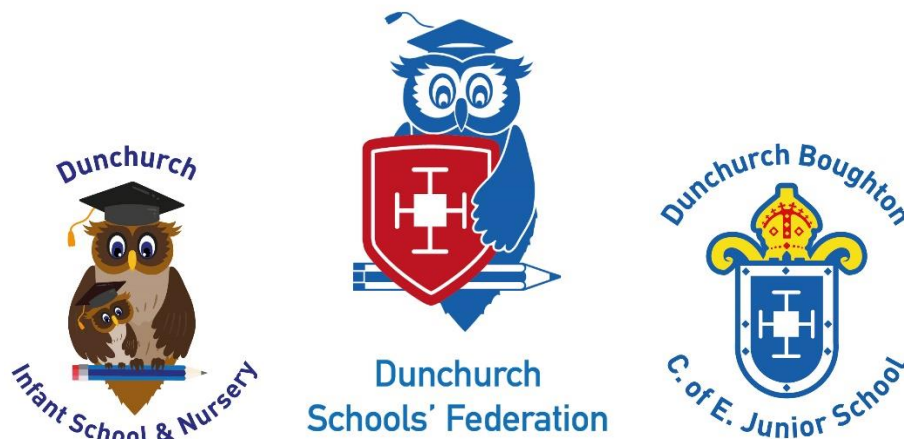
## Background Papers

None

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Assistant Director	Ian Budd	ianbudd@warwickshire.gov.uk
Lead Director	Strategic Director for Communities – Mark Ryder	markryder@warwickshire.gov.uk
Lead Member	Portfolio Holder for Education & Learning – Cllr Hayfield	colinhayfield@warwickshire.gov.uk

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

Local Member(s): Cllr Howard Roberts (he needs to be sent this report)  
Other members: Cllrs Dahmsh, P.Williams, C.Davies, Chilvers and Skinner



We're writing on behalf of the Governing Body to ask for your help in determining the future of the Dunchurch Schools' Federation.

This letter is the start of three separate consultations with our community; staff, children, parents and the wider community. The three consultations are independent of each other; no one decision made will influence the other two. Below is a brief overview of each consultation. Each also has a Frequently Asked Questions document which contains more in depth information, including how you can respond to each consultation.

The first consultation concerns the question of whether Dunchurch Infant School and Nursery should become a Church of England school like Dunchurch Boughton Juniors. This would return Dunchurch Infant School and Nursery to its original status as a Church of England School as was the case until the 1970s and would also bring both the infant and junior school into the same family of schools. This consultation only relates directly to the Infants, not the Juniors.

The second is to consider whether both schools within the federation should become academies and join the Coventry Diocesan Multi Academy Trust. The board of governors believe that this will help the school to maintain and improve on the standards established at the two schools.

The third consultation relates to the admissions policy of Dunchurch Boughton Junior School and is possibly less significant than the first two. It is a requirement that any change to an admissions policy, no matter how small, should be made only following a consultation. The policy in this case has only one change and that is to remove the part where church attendance increases a child's chances of securing a place at the school. This is in line with our local diocese's preference for school admission policies.

The Governing Body will only make a final decision once we have heard and taken into account the opinions from all in our community. Attached to this letter is an outline of all three proposals and a FAQ section which aims to raise and answer what we believe are most likely to be the common questions, although there will almost certainly be questions which arise over the next few months.

The governors have carefully considered the timing of these consultations. The governors originally decided to hold a consultation on all three matters in early 2020, but decided to not consult during the Spring/Summer because of COVID. In September this decision was revisited. With no end in sight for the pandemic, it was thought we wouldn't wait any longer, particularly as the school had successfully held a series of meetings for parents online which have been well attended. This means we are confident that people can give their views during the current time. We plan to hold virtual meetings with all stakeholders and you will receive more information regarding these in due course. You will also receive a questionnaire and we urge you to return your questions and comments to us, both positive and negative, to help us in the decision making process.

We would like to sign off with our best wishes to you all during these challenging times.

Lindsey Wright

Ian Dewes

## Consultation 1: Should Dunchurch Infant School and Nursery become a Church of England school?

### The rationale for considering whether Dunchurch Infants and Nursery should become a Church of England school?

One of the most important things for the governing board of the federation over the last few years is to make sure that both schools work closely together for the benefit of pupils. After the schools' federated, we created a vision for where we wanted the two schools to be in five years' time and we think Dunchurch Infants and Nursery becoming a Church school would help to bring the two schools even closer together and help us achieve our aims:

Our vision for the federation	How we think becoming a Church school would support this?
Being a single school community, with clear values and aspirations that inspire each child to reach their full potential	If DISN were to become a Church school it would bring the two schools in the federation closer together and remove one of the most significant differences between the schools.
Having a school community in which everyone feels loved, respected and valued	Such aspirations are very much in line with the <a href="#">C. of E.'s Vision for Education</a> .
Delivering an enriching curriculum, through which all children are engaged and enjoy learning	The additional money available from the Boughton Educational Trust (see below) would provide additional opportunities for our youngest children.

Dunchurch Infant School has a plaque in the hall explaining how it was built as a Church school. When what is now called Dunchurch Boughton Junior School was built in 1974 it became a Church school and the Infants stopped being part of the Church family. Nobody is sure why this is, but governors are aware that this proposal will be returning to Infant School to its previous status.

Originally the school on the site of Dunchurch Infants and Nursery was able to access financial support from the Boughton Educational Trust. This is an organisation which invested a legacy from Francis Boughton and the returns of which are given to Church schools in Dunchurch. Currently, this is only to be used by the Juniors, but if Dunchurch Infants were to join the Church family it would enable them to benefit from the Boughton Educational Trust's support too.

We think that the values in Church of England's Vision for Education (below) are equally applicable to all children and families, regardless of their religious beliefs.

- Educating for wisdom, knowledge and skills
- Educating for hope and aspiration
- Educating for community and living well together
- Educating for dignity and respect

### Frequently Asked Questions

#### **I am not a Christian and I do not want my child preached to or converted. Will this happen if the Infants became a Church school?**

Church schools exist for all pupils regardless of whether they have other faiths, or are atheists or agnostics. We believe our third consultation on removing the faith criteria in our admissions authority shows our commitment to be open to all. All Church of England schools are instructed to be invitational, meaning



saying prayers and singing hymns are always optional. The school would still teach children about all major religions as part of the Religious Education curriculum.

**Should the Church have a role in running schools?**

The school is led by the governing body who have appointed Ian Dewes to run day-to-day operations. In the case of Church of England schools they are part of the Coventry Diocese family who provide a certain amount of support. We have found this to be useful at Dunchurch Juniors and we would like to benefit from this at Dunchurch Infants. As useful as this support is, the Diocese do not get involved in the day-to-day running of the school. All Church schools have some spaces on the governing board which are appointed by the local Church, however as Dunchurch Infants are federated with a Church school already, there is already church representation on our board, so there would be no change.

**When would this change take place?**

The process requires the agreement of the local authority and Diocese of Coventry, as well as the governing body. We would aim for the change to take place in September 2021.

Update 17<sup>th</sup> December: A meeting for parents and the wide community was held on 14<sup>th</sup> December. Notes on this are available at the end of this document.

## Consultation 2: Should both Dunchurch Infant School and Nursery and Dunchurch Boughton Church of England Junior School join the Diocese of Coventry Multi Academy Trust?

### **The rationale for considering the option of becoming an Academy**

Over the last couple of years, the capacity for Warwickshire Local Authority to support maintained schools has decreased significantly and this will be reduced further in the future. The impact of this is being seen in the diminishing support services available to our schools. We still have a good relationship with Warwickshire and this would continue, but the governors are mindful that it is part of their role to consider other options.

School budgets have become increasingly constrained, with the governors recognising that the outstanding curriculum and learning opportunities we provide could be at risk unless we can share the costs and availability of these services across a wider pupil and school cohort.

Both the infant and junior school are considered by Ofsted to be outstanding and, as such, we have much to offer to the family of schools within the Diocese of Coventry Multi Academy Trust (or DMAT), but also much to lose if we do not continue to strive to do the best for our children both now and in the future.

We have used the following four criteria to guide our thinking:

1. What is in the best interests of the children and staff in our schools, both now and looking ahead to those who will attend in the years to come?
2. How can we best preserve the schools' distinctive vision and values?
3. How can we ensure that we will retain a significant role in running our school at a local level?
4. How can we maintain an enhanced curriculum, excellent learning opportunities and access to support services?

Much has been said, good and bad about academisation. It is certainly not the panacea for all schools' challenges and a lot depends on the approach to member schools being able to participate in the particular trust's ethos, decision making and strategy development.

Academy benefits are typically that a trust has the ability to source a wider range of services that are shared amongst the schools within the trust and are not funded just by one school. The academy structure also often provides much wider staff development and advancement because of the larger pool of opportunities. It also enables stronger staff recruitment in a challenging market.

Perceived disadvantages include the possibility of reducing the local relationship, the Heads being accountable to a Chief Executive and Trustee Board (as opposed to the Local Authority and Governing Body). In addition, the academisation transition is initially demanding and time consuming. Whilst staff transfer on existing terms and conditions under the TUPE regulations (Transfer of Undertakings – Protection of Employment) there are sometimes concerns about what may be expected of staff in this new structure.

At the heart of any decisions we make about the future of the Dunchurch Schools Federation is the drive to continue to provide an outstanding education for our children both now and in the future. We have therefore concluded that seeking to join, benefit from and become influential in the Diocese of Coventry Multi Academy Trust is potentially our best route forward. It is this option that the Governors have agreed we should consult on.

### **Frequently Asked Questions**

#### **What is an academy?**

Academies are publicly funded schools which are independent of the Local Authority. Funding is received directly from the Department for Education, instead of the Local Authority, giving the academy trust more control over spending. Originally, underperforming schools were turned into academies to help the school

improve rapidly, however in 2010 the Government extended the opportunity to convert to academy status to all schools that are successful and performing well.

Academy trusts are education charities that are set up purely for the purpose of running and improving schools. They are run by a board of trustees who appoint someone to oversee the school's day-to-day work. Trustees have strict duties under charity law and company law. Trustees hold public office – they do not run the trust for private interest. Multi Academy Trusts are charities and DMAT has one single Object in its Articles of Association – namely “to advance for the public benefit of education.

### **What sort of schools have we currently in our federation?**

Dunchurch Infants is a Foundation School and Dunchurch Boughton Juniors is Voluntary Aided. Both are maintained by the local authority. One of the characteristics of both of these types of schools is that they are more autonomous than many local authority schools (often known as Community Schools). For example, the governors employ the staff and set admissions criteria, whereas in most maintained schools, this is the responsibility of the local authority. In this respect, both our schools share some similarities to academies. The table below compares the feature of different types of schools.

	LA Community	Foundation (like the Infants)	Voluntary Aided (like the Juniors)	Academy in an academy trust
Who employs staff?	The LA	The governing board	The governing board	The governing board of the trust.
Admissions	The LA	The governing board	The governing board	The governing board of the trust.
Who owns the land?	The LA	Foundation (governors)	Trustees (governors)	The governing board of the trust.
Religious affiliation	None	Most have a religious foundation. Dunchurch Infants doesn't which is unusual. Technically, it is a 'foundation school without foundation'	Church of England	Schools can be Church or not. Currently all schools in the Coventry Diocese Multi Academy Trust are Church of England, but it is not a requirement.

In considering academy status the governors noted that there would be less of a transition for our two schools than if we were community schools.

### **What is the difference between a standalone academy and an academy trust?**

Five to ten years ago many schools were encouraged to become academies on their own. While many schools, particularly large ones have continued to be a standalone academy (sometimes known as Single Academy Trusts), it is now generally considered to be better to be part of a group of academies, known as an academy trust or Multi Academy Trust. A group of academies are able to share services such as finance and human resources and achieve economies of scale. While this does mean some autonomy is given to the trust, the governors have considered this and believe the security of being part of a bigger organisation and the increased opportunities for collaboration would be very beneficial.

### **Why are the governing board of the school considering academy status?**

We see the value in being part of a larger group. At the moment, a lot of responsibility lies on the shoulders of the governing board and the school leaders; in a trust this is shared by those who work for the central team and the board of trustees. Being part of the trust will give the chance to collaborate with a larger group of schools and also cement our relationship with Leamington Hastings.

We think academy trusts are held to account to a higher standard operationally than maintained schools and therefore this move will help to safeguard the education we provide for our pupils. Academy trusts are required to have an independent financial audit annually and to publish their accounts. They are also required to disclose certain details of pay. If the Education Skills and Funding Agency investigates a trust, the investigation report is published on the government's website. There is no similar requirement on local

authorities to publish investigation reports or disclose salaries of senior leaders' pay and audits rarely happen.

### **Why are we considering joining The Diocese of Coventry Multi Academy Trust?**

We have a good understanding of the work of the trust. One of our governors is also the chair of their board of trustees and Mr. Dewes is also a trustee. Our chair of governors is a governor at two other schools which have joined the trust. These experiences have given us an insight into what being in the trust would be like.

We think the trust is a good fit for us because it has around a dozen staff who will be able to support the school. They provide services such as human resources, finance, premises and operations. We feel that this will offer the school better services than what we currently receive from the local authority.

The Trust gives every school within the trust twelve days school improvement support each year. Currently both our schools buy a similar service, but due to the cost this is only for three days a year. Several members of our staff team have worked with the Head of School Improvement at the trust and so know that the support will not just be more extensive, but also be of high quality.

Other options have been considered, but governors believe joining a fairly large trust would be best as they are able to offer more comprehensive support services to schools.

### **Which other schools are part of The Diocese of Coventry Multi Academy Trust?**

There are eighteen schools in the trust, all of which are in Coventry and Warwickshire. There is a mixture of primary, secondary, infant and junior including our close neighbours, Leamington Hastings who feed into the Juniors. A full list of schools can be found [here](#).

### **What is the ethos of The Diocese of Coventry Multi Academy Trust?**

The Core Mission of The Diocese of Coventry Multi Academy Trust is to build a better future for all within our Academies who in turn will positively impact their communities. Together, the trust aims to help children "pursue life in all its fullness". More can be found on this [here](#).

### **How does governance work in an academy trust?**

Dunchurch would still have a governing board, but there would be two additional layers of governance; a board of trustees and a smaller group called members. The Trustees are responsible for the strategic running of the trust. The Members sign the official documents for the company (which set out its core purpose, i.e. provision of education), they also have the power to appoint the trustees and amend the official documents. We feel that the added layers of governance will share the governance load and provide extra checks and balance on the governance processes that are already in place. The school would still have parent and staff representatives on the local governing board.

### **Will the schools lose their sense of identity?**

The governors did not want to join a trust that forces a corporate identity on each of its schools. The school's names and uniform won't change and while the Diocese of Coventry Multi Academy Trust's logo would appear on the school sign, website, letter headed paper, etc. it would be alongside the badge of either the Infants or Juniors. We have discussed this with the leadership of the trust and they have reassured us that the emphasis would still be on providing high quality education for our local community and we would still be able to have our own vision, as long as it doesn't work against the Trust's.

### **Will becoming an academy change the finances of the schools?**

Currently the government give money to the local authority who then give money to our two schools, keeping some money to pay for services they offer. If we become an academy, the government will give money to the Diocese of Coventry Multi Academy Trust who would, like the local authority, keep some money for services they offer. It is difficult to make direct comparisons as the services offered are significantly different; generally, the services from the trust are more extensive and we believe they are of a better quality. Despite this improvement in services, we do not expect to be worse, or better off financially.

### **What would becoming an academy mean for children with special educational needs and disabilities?**

There would be no change in this area. The schools currently buy in support from the local authority and this would be something we would continue to do. The local authority have certain statutory duties relating to children with particular needs and this remains the case when schools become academies.

**What does it mean for staff?**

All staff would transfer their employment under TUPE legislation from their current employer, to the Diocese of Coventry Multi Academy Trust. We will also consulting with our staff and their trade unions to seek their views. Staff views are very important to the governors and will be taken into account. We currently use the local authority for HR support and this would switch to the trust. We think this would be an improvement and staff would benefit. We think that joining the Diocese of Coventry Multi Academy Trust would be beneficial to staff because it would give opportunities for positive collaborative working.

**What does 'working collaboratively' mean in practical day to day terms? Some information on the tangible benefits for the children would help make a more informed decision.**

Working collaboratively means that we would be able to offer each other support, share resources, best practise and work together to plan and implement new initiatives. In practical terms, there would be a range of different ways that this may happen:

- Opportunities to visit each other's schools, shared staff meetings and staff training. Groups of staff working together across the trust schools can plan and implement new strategies or refine existing practise.
- The headteachers meet regularly to share what is going well in their respective schools and plan for future school improvement.
- Subject leaders at the trust's schools meet regularly and review their subjects.
- A network of support for each teaching phase (Early Years, KS1 and KS2) established so that for example the Early Years teams can share good practice.
- The trust holds joint training sessions, giving access to a greater range of professional development opportunities.
- The tangible benefits we envisage for the children would be continual improvements to the curriculum and to the teaching and learning strategies we use.

**Would it be possible to leave the trust in the future if it was considered to not be meeting our needs and aims?**

There is a process to leave a trust and join another trust although this can only be done with the permission of the Regional Schools Commissioner. There is not a route back to Local Authority control. However, we believe the process of due diligence (a period where detailed research is undertaken) is about understanding and overcoming any concerns that might emerge before the final decision is made.

**How will it affect the children's education?**

In the short-term nothing would change; children will continue to study the curriculum we have developed and be taught by the same staff. We think in the medium to long-term we would benefit from the improved services relating to school improvement and the improved support in areas like HR, finance and operations and this will benefit the pupils in the two schools. We also think the regulatory framework within which academies operate will help to safeguard the educational provision for future cohorts of pupils.

**What will happen to the uniform?**

There will be no change to the uniform.

**Will the times of the school day and holidays change?**

No.

**Are academies still accountable for their performance?**

Like all schools, academies are in the first instance accountable to the learners they serve and their respective parents and carers. Academies still have to meet government performance expectations concerning progress of all children across all key stages, and they are still inspected by Ofsted. Although academies can innovate and change the curriculum, they still must ensure pupils leave having achieved their full potential across a broad and balanced range of subjects. Being part of an academy trust brings an extra level of challenge which we welcome; the trust will monitor what we do for our children to make sure it stays at a high standard. The local authority do this currently, but only for schools which are causing concern. It has been some years since they have supported Dunchurch in this way and so we would welcome the support and challenge that joining The Diocese of Coventry Multi Academy Trust would bring.

**When would this change take place?**

Schools can change to Academy status within 3-4 months of consulting with parents and carers. If we go ahead, we would aim to become an academy and join on 1st September 2021.

Update 17<sup>th</sup> December: A meeting for parents and the wide community was held on 14<sup>th</sup> December. Notes on this are available at the end of this document.

## Consultation 3: Should the faith criteria be removed from Dunchurch Boughton Junior School's admissions policy?

**The rationale for removing the faith criteria**

Like all schools, Dunchurch Boughton Junior has oversubscription criteria, so that if there are more applicants than there are places, we are able to decide who is accepted into the school. The school has traditionally give partial priority to children whose parents or guardians are regular (monthly) practising Christians, for six months prior to the date of application. This could be at any church or religious group as recognised by the *Churches Together in Britain and Northern Ireland* document. The view of the Church of England is that church schools should be open to all children regardless of their (or their parents') religious beliefs and so we would like that to be reflected in our admissions policy.

**Frequently Asked Questions****How many pupils/families is this likely to affect?**

There are usually no more than one or two families a year who apply to meet this particular criteria.

**What is the view of the Coventry Diocese/St. Peter's Church?**

Both are in support of the proposal.

**Would this dilute the Christian ethos of the school?**

An important part of our ethos is to be inclusive to all, whether they are Christians or not, therefore we believe this would support our ethos.

**When would these changes take place?**

This proposal would change the admissions policy for those pupils entering the school in September 2022.

Update 17<sup>th</sup> December: A meeting for parents and the wide community was held on 14<sup>th</sup> December. Notes on this are available at the end of this document.

A meeting for parents and the wide community was held on 14<sup>th</sup> December. Notes on this are available here:



Consultation Meeting  
public 15.12.2020.doc

### **How can you share your views?**

Parents and the wider community can tell us your thoughts via [this form](#) or <https://tinyurl.com/y6elm2wn>. Alternatively, you can write using the following details:

Lindsey Wright, Chair of Governors  
c/o Dunchurch Infant School  
School St.  
Dunchurch  
CV22 6PA

If writing please state whether you agree, disagree or have no opinion, for each of the three consultations, plus any other comments or questions you have.

There will be an online meeting for parents at 7.00PM on Tuesday 15<sup>th</sup> December. Please contact either school office for a link.

The consultation ends at midday on 29th January 2021.

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## Dunchurch Schools' Federation

### Dunchurch Schools' Federation Consultation Report January 2021

#### Contents

- Background
- Voting patterns
- Consultation 1 responses
- Consultation 2 responses
- Consultation 3 responses
- Appendices

## Background

Over a period of time, the governing board of the Dunchurch Schools' Federation carefully considered how best to fulfil the vision for the future:

- Being a single school community, with clear values and aspirations that inspire each child to reach their full potential
- Being a single school community where everyone feels loved and valued
- Developing an enriching curriculum, through which all children engage in and enjoy learning

Minutes of previous board meetings record that governors were interested in the consultations because of the following perceived benefits:

### Consultation 1

- Support from the diocese would be helpful
- Bring Dunchurch Infants and Dunchurch Boughton Juniors closer together
- Develop links with the Boughton Educational Trust

### Consultation 2

- Coventry Diocese's record on school improvement and CPD
- The central services they offer are better than those currently accessed via the LA
- It will make it easier to develop ties with Leamington Hastings
- The regulatory framework that academy trusts operate under provides safeguards against potential future failures in leadership as seen in one of the federation's schools a few years ago.

### Consultation 3

- Demonstrate the inclusive nature of the school
- Bring the admissions policy in line with the Coventry Diocese's preferred approach

Minutes show the following concerns had been identified:

### Consultation 1

- The role of the Church in education is questioned by some

### Consultation 2

- The governors and executive headteacher would have less autonomy in the way they run the school
- There would be a certain amount of change to manage

### Consultation 3

- There may be a perception of Dunchurch Boughton Juniors weakening its links with the Church.

The consultation process had two strands: One for staff and one for parents and the wider community.

### Staff consultation

The consultation document was shared on an almost weekly basis with staff via email. A small number of staff at DISN do not use email, so paper copies were made available. Informal meetings were held with the following groups of staff:

- Admin staff across both schools
- Teachers at DISN
- Teachers at DBJS
- TAs at DISN

- TAs at DBJS
- Nursery staff at DISN

A more formal online meeting was held on the 15<sup>th</sup> December. It was attended governors and staff from the Coventry Diocese Academy Trust, as well as 16 staff from the federation. A recording of the meeting has been made available digitally.

There are 94 members of staff across the federation: 51 at DISN and 43 at DBJS

#### Parents and the wider community consultation

The consultation document was shared with parents on multiple occasions digitally via the weekly newsletter. Parents were informed they could have paper copies too. The document was also shared with:

- All primary schools in Rugby Rural and East consortium area
- All schools in the Rugby Town consortium via the chair of that consortium
- All secondary schools in Rugby via the chair of the Rugby Secondary Consortium
- Rugby Children's Centre and DISN's biggest feeder nurseries, Montessori, Bizzy Tots and Nature Trails
- St. Peter's Church
- Dunchurch Baptist Church
- The Diocese of Coventry
- Warwickshire LA
- Dunchurch Boughton Educational Trust
- Bilton Grange School

An online meeting was held on the 15<sup>th</sup> December. It was attended governors and staff from the Coventry Diocese Academy Trust and 15 parents.

There are 243 pupils at DISN and 266 at DBJS, giving a total of 509 pupils in the federation, although some of these are siblings who share parents. Once this is taken into account there are approximately 806 parents.

All responses are included in appendix 1.

## Voting Patterns in the parent consultation

The number of responses received were consistent throughout almost the whole consultation period, with ten or less a week received and Christmas understandably being the quietest time. The exception was the last week of the consultation:

7 day period beginning	Number of parent responses	
04/12/2020	10	
11/12/2020	8	
18/12/2020	1	Christmas
25/12/2020	1	Christmas
01/01/2021	2	
08/01/2021	9	
15/01/2021	4	
22/01/2021	112	

The response rate accelerated as we reached the end of the consultation, with 104 responses in the last 24 hours (as opposed to 44 received in the preceding 55 days). There were 31 forms filled in in the last ten minutes, with the average completion time being 26 seconds. By contrast, the average time taken by respondents in the first week of the consultation was 5 minutes and 29 seconds. 7 out of the last 10 forms submitted were completed in ten seconds or less.

The responses in the last 24 hours were mostly against all the consultations. In particular, they were consistently against consultation 2. The preceding 55 days had a much more even split.

Consultation 2: Should both Dunchurch Infant School and Nursery and Dunchurch Boughton Church of England Junior School join the Diocese of Coventry Multi Academy Trust?

	Yes	No	Don't know
Last 24 hours	1	93	10
Preceding 55 days	14	20	8

As well as responses in the last 24 hours having a consistent view on consultation 2, there were consistencies in written comments too. For instance, three out of four consecutive text comments made the same spelling mistake:

I would be concerned that they would ~~loose~~ what makes them special by being restricted as an academy.

I strongly feel the school would ~~loose~~ its identity and be unable to make choices for itself it would be a real shame

I think the school will be worse off by joining in and becoming an academy which in my opinion tend to lower the standard of education in benefit of the career progression of the people working there

I would worry the infant school would ~~loose~~ a lot of its individuality and independent decision making if it were to become an academy.

Responses in the last 24 hours were, with one exception, were all anonymous:

	Anonymous	Named
Last 24 hours	103	1
Preceding 55 days	31	13

It was not possible for the technology used for the consultation (Microsoft Forms) to guarantee any one person has not completed the form multiple times.

## Consultation 1: Should Dunchurch Infant School and Nursery become a Church of England school?

### Staff

	Yes	No	Not sure/indifferent	Didn't respond
Number	7	10	8	69
Percentage	7%	11%	9%	73%

### Parents and the wider community

	Yes	No	Not sure/indifferent	Didn't respond
Number	38	42	67	659
Percentage	4.7%	5.2%	8.3%	81.8%

### Opinions expressed by staff:

*Good to make both schools the same.*

*Good to have close links with the Boughton Educational Trust.*

*All the visions of the federation can be achieved without becoming a Church of England school.*

*I think it works well at the Juniors, so it would be good at the infants too.*

*Not the right time to be making/considering change.*

*This will create extra work for staff.*

### Opinions expressed by parents and the wide community:

*Schools should be secular.*

*Good to make both schools the same.*

*All the schools aspirations can be achieved without being C of E.*

*Like the values and ethos of a Church School.*

*Like the extra support this would bring to the school would also be beneficial.*

*This will promote Christian faith over other religions.*

*It seems like a backward step in an increasingly secular world.*

*Good for continuity across both schools.*

*Good to have close links with the Boughton Educational Trust.*

*Not the right time to be making/considering change.*

*Don't want to share the support of the Boughton Education Trust across both schools.*

*It always was when I was at the school many years ago and I think it's an important part of the schools standing in the community.*

*The consultation was not shared with the community.*

The text above summarises all unique opinions raised in textual responses. Governors can view the complete list of responses in the embedded Excel spreadsheet in appendix 1.

**Other parties:**

Governing board of Leamington Hastings: In favour

Coventry Diocese: In favour

## Consultation 2: Should both Dunchurch Infant School and Nursery and Dunchurch Boughton Church of England Junior School join the Diocese of Coventry Multi Academy Trust?

### Staff

	Yes	No	Not sure/indifferent	Didn't respond
Number	5	18	2	69
Percentage	5%	19%	2%	73%

### Parents and the wider community

	Yes	No	Not sure/indifferent	Didn't respond
Number	15	113	18	660
Percentage	1.9%	14%	2.2%	81.8%

### Other parties:

Governing board of Leamington Hastings: In favour

Coventry Diocese: In favour

### Opinions expressed by staff:

*Might lose the ethos of the school.*

*Good to have support of the trust.*

*Good to be closer to Leamington Hastings.*

*There would be better safeguards than with the LA if things go wrong.*

*Not the right time to be making/considering change – need to get the leadership of the schools sorted first.*

*Disagree with academies – I will resign if we do it.*

*Concerned about transferring the land. This will create work for the admin team.*

*I have concerns about job security*

### Opinions expressed by parents and the wide community:

*Not heard good things about the trust.*

*I agree with this very much - however to declare I am a Trustee of the Diocese MAT. [Mandy Coalter]*

*It would help the ethos.*

*Not the right time to be making/considering change*

*It's a good academy trust and the head would have access to support and community*

*Concerns we will lose resources.*

*I support if good due diligence is done.*

*Extra support sounds good, but we want school to be for all pupils.*

*School is great now, so no need to change.*

*Concerned grounds would be sold for housing.*

*School would lose identity. School should make own choices.*

*I work in another MAT think trusts are good.*

*Good to be closer to Leamington Hastings.*

*If support for COVID can be offered, then in favour.*

*Academies are privatisation.*

*Limited accountability in a trust.*

*No option for a LA bail out if things went wrong.*

*There is a conflict of interests on the board.*

*The trust doesn't have a good record.*

*School shouldn't be allowed.*

*There should have been other academy options.*

*Not enough consultation.*

The text above summarises all unique opinions raised in textual responses. Governors can view the complete list of responses in the embedded Excel spreadsheet in appendix 1.



## Consultation 3: Should the faith criteria be removed from Dunchurch Boughton Junior School's admissions policy?

### Staff

	Yes	No	Not sure/indifferent	Didn't respond
Number	12	4	9	69
Percentage	13%	4%	10%	73%

### Parents and the wider community

	Yes	No	Not sure/indifferent	Didn't respond
Number	52	63	33	658
Percentage	6.5%	7.8%	4.1%	81.8%

### Views expressed as staff

*Focus should be on DISN pupils getting places at DBJS.*

*School is faith and this change will undermine that.*

*Changing would be more inclusive.*

### Views expressed by parents or the wider community

*Religion shouldn't be a factor in admissions.*

*We reluctantly attended church to help get a place, but we hadn't had to.*

*If the school is C of E, then faith criteria should form part of the admissions policy.*

*The admissions policy has caused many families worry and panic.*

*As few families use the criteria, it shouldn't be an issue keeping it.*

*Galatians 3:28: "There is no longer Jew or Greek, there is no longer slave or free, there is no longer male and female; for all of you are one in Christ Jesus"*

*Not a good time to make a change.*

*Current criteria are difficult for families who have limited understanding of English.*

*Faith criteria is something I look for in a school.*

*This consultation is linked to consultation 2.*

The above summarises all unique opinions raised in textual responses. Governors can view the complete list of responses in the embedded Excel spreadsheet in appendix 1.

### Other parties:

Governing board of Leamington Hastings: In favour

Coventry Diocese: In favour

Letter received from Coventry Diocese in appendix 2.

**Appendix – Complete set of responses from staff and parents**



Dunchurch  
Consultations Combin

Tab 1 is for the staff survey, tab 2 is for parents and tab 3 is from a parent who asked for a letter to be shared with governors.

RE: Dunchurch Infants

April Gold <april.gold@coventrydbe.org>

Wed 24/02/2021 11:01

To: head <iandewes@dunchurchfederation.co.uk>

Cc: Lindsey Wright - Dunchurch Federation Governor <LindseyWright@dunchurchfederation.co.uk>; Rosalind Currie <Rosalindcurrie@warwickshire.gov.uk>

Dear Rosalind,

This is to confirm that Coventry DBE are happy to support Dunchurch Infant School to become a Voluntary Aided Church of England School.

Best Wishes



---

**April Gold**  
***Diocesan Director of Education***  
***Diocese of Coventry***

***Follow us on Twitter @Cov\_DBE***

Coventry Diocesan Board of Education  
The Benn Education Centre  
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**From:** Ian Dewes - Dunchurch Federation <IanDewes@dunchurchfederation.co.uk>

**Sent:** 24 February 2021 10:36

**To:** April Gold <april.gold@coventrydbe.org>

**Cc:** Lindsey Wright - Dunchurch Federation Governor <LindseyWright@dunchurchfederation.co.uk>; Rosalind Currie <Rosalindcurrie@warwickshire.gov.uk>

**Subject:** Dunchurch Infants

Hello April,

Page 2 of 2  
I hope so. The governors at the Dunchurch Federation met on Monday evening and discussed the consultation about Dunchurch Infant becoming a church school. I am pleased to say that they voted for this to happen. There is a particular process that needs to be followed and part of this involves the LA having an email from you. As technically the Diocese will be opening the "new" VA school, can you email to say you support the proposal? A simple one liner to Rosalind Currie ([rosalindcurrie@warwickshire.gov.uk](mailto:rosalindcurrie@warwickshire.gov.uk), copied in) would be adequate, but if you could do it today (sorry!) that would be hugely helpful as time is of the essence to make an upcoming cabinet meeting.

Kind regards,

I



**\*During the Spring term I will be working in Dunchurch on Tuesdays only and working for my new employer the rest of the week. Consequently, responses to emails on days other than Tuesdays may be slower. Thank you for your patience.\***

## **Cabinet**

**18 March 2021**

### **A452/A46 Developer Improvement Works**

#### **Recommendation**

That Cabinet recommends that Council:

Approves the use of Capital Investment Funding of up to £6.6m to forward funding road improvements on the A452/A46 interchange to enable the proposed development in the area, on the basis that any of the funding which is not spent on those improvements will be refunded to the Capital Investment Fund and any which is spent will be recovered from local developer(s) through Section 106 funding.

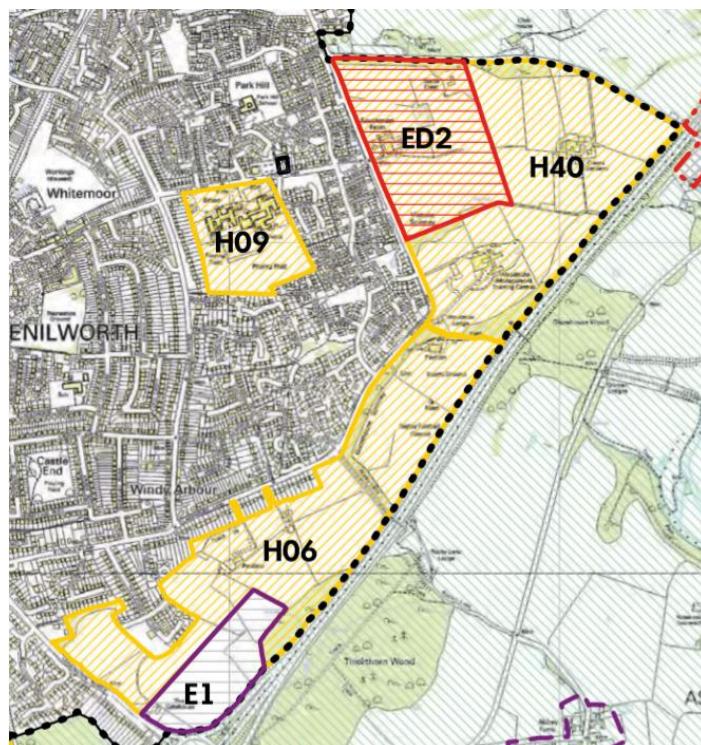
#### **1.1 Executive Summary**

- 1.2 The highway improvements at the A452/A46 interchange known as Thickthorn Roundabout are required to bring forward the housing developments to the east of Kenilworth. Discussions with the developers, Highways England and Warwick District Council have been on going regarding the best way to deliver the required works and the timing of delivery.
- 1.3 Highways England have required a planning condition on the first planning application that has come forward (Catesby development) requiring the improvements to the A452/A46 junction before the delivery of more than 150 homes. The works would connect the new housing site to the A452 and make improvements to the roundabout and slip roads to improve capacity and traffic flows at the junction. Initially the expectation was that Catesby would deliver these works through a Section 278 legal agreement with Warwickshire County Council as the Highway Authority, which effectively passes risk on delivery/cost to the developer.
- 1.4 It has been concluded it would be advantageous to all parties if the timing of the delivery of the improvements could be brought forward and controlled by the County so that the improvement works could be combined with the emerging Kenilworth to Leamington cycle scheme works. Delivering these works releases the ability of developers to bring forward housing and employment delivery in the area to meet Warwick District Council's Local Plan commitments.

- 1.5 This report seeks approval from Cabinet to undertake the delivery of the improvements at the A46/A452 Thickthorn roundabout in Kenilworth. This would be done by using up to £6.6m of Capital Investment Fund to deliver the works over the next two years (by end of 2023). The Capital Investment Fund would then be paid back over a longer timeframe as the S106 funding from the various developments is received.
- 1.6 It is important to recognise that it is not normal practice for Warwickshire to forward fund developer works and that it is only the opportunity to combine the works with the Kenilworth to Leamington cycle scheme works, with the additional benefits of better aligning the various schemes and the associated works, and minimising disruption to the local area that this brings, which has brought this forward.

## **2 Background and Key Issues**

- 2.1 Warwick District's Local Plan 2011 – 2029 has identified a strategic extension to the east of Kenilworth, which seeks to deliver approximately 1,400 new homes, land for education purposes, 8 hectares of employment land, together with other supporting infrastructure. The strategic allocation is also the subject of a Development Brief, prepared by the District Council to guide the future development and ensure the sustainable urban extension is delivered in a comprehensive manner.
- 2.2 The strategic extension is comprised of four specific allocations in the local plan as follows:
- H06 – East of Kenilworth (Thickthorn) – for an estimated 760 dwellings
  - H40 – East of Kenilworth (Crewe Lane, Southcrest Farm and Woodside Training Centre) – for an estimated 640 dwellings
  - E1 – Land at Thickthorn, Kenilworth – 8 hectares, employment land B1 (business) and B2 (general industrial) uses
  - ED2 – Land at Southcrest Farm – education allocation.



2.3 The first application for this area was submitted to the District Council in 2018, by Catesby Estates Limited for the allocated site H40. The application is for demolition of existing farmhouse and agricultural buildings and outline planning permission for residential development of up to 640 dwellings (Use Class C3) and community hall (Use Class D1), including means of access into site (not internal roads) and associated works, with all other matters (relating to appearance, landscaping, scale and layout) reserved.

2.4 The indication layout of the proposal is shown below.





- 2.5 The Development Brief recognised that the new development on Land East of Kenilworth will generate additional travel demands and it is important to ensure that any significant impacts of additional vehicular traffic are mitigated. The County Council as the Highway Authority were consulted by the District Council and a response of no objection was sent to the District Council in December 2019, subject to conditions and Section 106 contributions. The Section 106 contributions were to cover a number of highway improvements that were set out in the Development Brief. One of the most significant is the Thickthorn Roundabout improvements. This comprises the provision of a signalised roundabout with widening of approaches to 3 lanes and potential for an arm at the roundabout to access the employment site (E1). It also includes infrastructure to connect the site with the Kenilworth to Leamington (K2L) cycle scheme.
- 2.6 Our response as Highway Authority requested that the developer provide a contribution of £8,413 per open market dwelling, towards schemes. This was proposed to be collected at various points in the development of the site. The contribution, totalling £3,129,636, was intended to be sufficient to pay for their proportion of the improvements needed to the Thickthorn Roundabout as well as other infrastructure works including further improvements to cycling provision. The contribution could, however, be used flexibly together with the contributions from the other development sites in the strategic allocation to bring forward improvements in the most advantageous and sustainable fashion.
- 2.7 However, this gradual approach was not supported by Highways England, who wanted to ensure that the improvements to the Thickthorn Roundabout were secured early in the development of the strategic allocation and specifically by the occupation of the 150<sup>th</sup> dwelling on the Catesby site. This is to ensure that the increased traffic as a result of the developments does not adversely affect the A46.
- 2.8 Warwick District Council's Planning Committee considered the Catesby application in June 2020, and it was approved subject to conditions and funding for off-site highway works. The Decision Notice proposed by Warwick District Council also includes conditions required by Highways England to ensure delivery of the Thickthorn Scheme by Catesby requiring that the works be completed before occupation of more than 150 homes. This was to ensure that the A46 Trunk Road continues to serve its purpose as part of a national system of routes for through traffic in accordance with Section 10(2) of the Highways Act 1980 and in the interests of road safety.
- 2.9 At first, it was thought that the section 106 would only fund £496,367 of sustainability improvements and that Catesby would be asked to pay for the Thickthorn scheme by way of a section 278 agreement. Catesby estimated the cost of the construction works to be circa £2.7m. However, in order to secure the flexibility which WCC wanted in the delivery of improvements and the use of funding, the view was reached that the funding for the Thickthorn scheme should also be obtained through the section 106 agreement.



- 2.10 The improvements to the Thickthorn scheme are currently estimated at between £3.3m and £6.6m. This is based on the initial feasibility work done by Catesby in 2015 and a more recent assessment by Warwickshire's Engineering Design Teams. The reason for the large variation in estimate is due to the lack of detailed design and uncertainty around the costs associated with utility diversions, detailed design costs to achieve technical approval with Highways England, construction inflation post Covid and construction contingency.
- 2.11 Negotiations with Catesby have yet to be concluded given the uncertainty around the delivery costs. Further work is being done to clarify this to ensure that the Catesby contribution as well as the contributions that will come forward from the other developments in the area contribute equally to covering the costs of the required infrastructure. A meeting is scheduled with the developer and Warwick District Council on the 16<sup>th</sup> March and a verbal update may be available for Cabinet. The costs to deliver the Thickthorn improvements are a significant proportion of anticipated funding from the strategic allocation and waiting for all the funding to be received will prevent delivery of the remaining Infrastructure Delivery Plan (IDP) schemes, identified at the time of the Local Plan, until much further into the development build out. The issue is that the sustainable schemes, Walking/Cycling and Public Transport will not be in place early in the life of the development and we will lose the ability to 'educate' and encourage residents to use other modes of travel.
- 2.12 The southern parcels of the Kenilworth East development will be coming forward over the next 2 years. As Highways England have identified the maximum level of development before Thickthorn is required to be completed as 150 dwellings, as above. This raises the potential issue that development of the southern parcels could be held up due to capacity issues at Thickthorn and hence lead to further delays in securing Section 106 contributions for the IDP schemes.
- 2.13 If Warwickshire County Council were to lead on the Thickthorn scheme, we would be able to balance the Section 106 contributions across the wider allocation and hence 'free up' funding for the remaining schemes in a timely manner. Key to this is ensuring that sufficient funding is recovered from developers and that the Thickthorn works do not absorb too much of the available Section 106. Officers are in negotiations with Catesby and with Warwick District Council about the estimates covering the total costs of all of the infrastructure requirements. Additionally, there is added benefits by incorporating the elements of the Kenilworth to Leamington Cycleway works due to be constructed over the next two years so that the Thickthorn cycleway links are constructed at the same time. Not only does this result in lessening the impact on traffic but may also deliver some economies of scale for the project.
- 2.14 Substantial S106 funding is expected both from the Catesby site but also from the other eastern developments. Although there may be some risks associated with the timing of these contributions, given the volume of available contributions and spread across different sites and developers it is

felt that the ability to pay back the CIF is low risk. The main risk is that the pay back is likely to be over a longer period of time potentially taking until 2028.

## 2.15 Summary of Benefits

- The key benefit of WCC delivering the scheme as opposed to the developer delivering the works is that the delivery can be timed to coincide with the delivery of the Kenilworth to Leamington Cycleway works due to be constructed over the next two years. This will enable us to ensure the design incorporates the K2L scheme and future proofs the roundabout for the eventual dualling of the A452 between Thickthorn and Bericote. It will also enable us to take advantage of any savings that might be gained by delivering the works through one contract.
- Bringing the scheme under the control of WCC would help to balance the section 106 contributions across the wider Local Plan allocations and hence 'free up' funding for the remaining schemes in a timely manner.

The scheme delivers the following wider benefits:

- Delivery of the Scheme itself will ease congestion from completion and will mitigate the severe traffic impacts that are predicted to occur by 2030 as the growth allocated in the Local Plan comes forward.
- The delivery of this scheme enables 1,400 dwellings, 8 hectares of new employment land and a new secondary school all of which are contained in WDC's Local Plan
- The site is also linked to the wider development in the area with an allocation for up to 1,800 new dwellings (with capacity for up to 4,000) at Kings Hill to the north, potential expansion at both the university of Warwick and Stoneleigh Business Park and the emerging proposals for the Gigafactory on the Coventry Airport site.

## 3 Options and Proposal

- 3.1 The proposed option is for Warwickshire County Council to deliver the works using funding from the Capital Investment Fund and for that funding to be paid back from Section 106 contributions from the housing developments in the area.
- 3.2 The alternative option is for the Catesby to deliver the road works through a S278 agreement with Catesby determining the timing of the delivery and the design of the scheme. This has disbenefit of potential delays in the delivery of the works which would hold up further development applications in the area but also misses the opportunity to incorporate the Kenilworth to Leamington Cycle scheme into the design and delivery of the works.

## **4 Financial Implications**

- 4.1 Obtaining the delivery for the improvement works by way of section 106 contributions, rather than a section 278, means that WCC, rather than Catesby, takes the risk of a cost overrun. Although this risk will be mitigated through negotiations with the developer(s) to ensure sufficient funding is secured to support the delivery of the scheme a small risk remains that the Council may not recover all of the S106 required. In this instance, it is thought that the greater risk is justified by the benefits of greater control over delivery.
- 4.2 Given that this infrastructure is important to the wider area and to the ability to bring forward all of the development sites in the Local Plan it is an appropriate use of public sector funding to assist in pooling contributions and to take on some risk rather than load it all onto one developer or development.
- 4.3 As identified above the improvements to the Thickthorn scheme are currently estimated as being between £3.3m and £6.6m. These costs will be covered by the substantial S106 contributions expected between 2021 and 2028. The proposal is to deliver the improvements through a CIF bid; and for the S106 funding contributions to pay back the CIF by 2028. This is a longer period than desired as the current CIF allocation is to the end of 2023. To mitigate this there will need to be a commitment to utilise all of the section 106 funding received up to 2023 towards the payback of this scheme but there remains a risk, particularly as the actual cost of the delivery of the scheme is unknown at this point, that the CIF will not be fully refunded until after 2023 outside of the current CIF allocation.
- 4.4 **Capital Investment Fund Panel Review**
- 4.5 The Capital Investment Fund panel provided feedback on the use of Capital Investment Fund for the Thickthorn Roundabout works summarised as follows:
- Understandably there were concerns about the robustness of estimated costs given the lack of design work at this stage and the panel was welcoming of the significant contingency of £1.4m accounted for in the cost estimates.
  - The panel recommended removal of post scheme monitoring costs from the estimate as there is a question if these should be revenue funded.
  - Concerns were raised about increased costs potentially making some developments unviable and the risk of difficulty in collecting sufficient section 106 funding.
  - Concerns were raised about the profile of section 106 collection and how much would have to be collected outside of the current Capital Investment Fund allocation post 2023.
  - The panel noted that the timing of these contributions is dependent upon the housing trajectory within Warwick District which will be market-led and

questioned if sufficient development is allocated with the Local Panel to cover the costs of all of the required infrastructure.

- The panel pointed out that Highways England would be likely to require a similar condition on the remaining develop applications coming forward and that it should be acknowledged that by Warwickshire agreeing to forward fund the delivery it would stop any potential stalemate in housing delivery.

4.6 Other points of clarification were asked by the panel around the ability of the cycling scheme elements to release suppressed demand for cycling as well as questions on funding and the synergies with the Kenilworth to Leamington Cycle Scheme. These were responded to during the panel's deliberations.

## 5 Environmental Implications

5.1 By underwriting the delivery of the Thickthorn roundabout improvements this will ensure that the sustainable schemes, Walking/Cycling and Public Transport will be delivered early and ensure that the choice of mode for travel is available early in the development of the strategic allocations.

5.2 It will also ensure that the improvements are coordinated with the K2L scheme, which is also being progressed by the County Council.

5.3 As with any major road works, the scheme will be required to assess the environmental impacts and to make considerations for the ecology and landscaping within the design.

## 6 Timescales associated with the decision and next steps

6.1 Indicative timetable is as follows:

- Cabinet consideration 18<sup>th</sup> March 2021
- Full Council June or July 2021
- Early engagement with contractors Summer 2021
- Completion of detailed design – Winter/Spring 2021/22
- Tendering Summer 2022
- Construction (highly dependent on available road space and HS2 works) start Winter 2022 with completion in 2023.

## 7 Background papers

7.1 None

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The report was not circulated to members prior to publication

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