

Cabinet

Date: Thursday 9 September 2021
Time: 1.45 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Isobel Seccombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Crump
Councillor Andy Jenns
Councillor Kam Kaur
Councillor Jeff Morgan
Councillor Wallace Redford
Councillor Heather Timms

Items on the agenda: -

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Minutes of the Previous Meeting

5 - 10

To consider the minutes of the meeting held on 8 July 2021.

(4) Public Speaking

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

2. Council Plan 2020-2025 Quarter 1 Performance Progress Report Period under review: 1st April 2021 to 30th June 2021

11 - 32

A report that updates Cabinet on progress against targets set out in the current Council Plan.

Cabinet Portfolio Holder – Councillor Andy Jenns

- | | | |
|-----------|---|-----------|
| 3. | 2021-22 Financial Monitoring - Forecast Position as at Quarter 1 | 33 - 124 |
| | This report outlines forecast financial position of the organisation at the end of 2021/22 based on the information known at the end of the first quarter. | |
| | Cabinet Portfolio Holder – Councillor Peter Butlin | |
| 4. | Warwickshire Youth Justice Plan 2021-2022 | 125 - 142 |
| | This report seeks endorsement of the Warwickshire Youth Justice Plan 2021/22 prior to approval by Council. | |
| | Cabinet Portfolio Holder – Councillor Jeff Morgan | |
| 5. | Education (Schools) Capital Programme 2021/22 | 143 - 156 |
| | A report recommending additions to the Education Capital Programme. | |
| | Cabinet Portfolio Holder – Councillor Jeff Morgan | |
| 6. | Warwickshire Safe Accommodation Strategy 2021 - 2024 | 157 - 204 |
| | A report that seeks approval for the Warwickshire Safe Accommodation Strategy 2021-2024. | |
| | Cabinet Portfolio Holder – Councillor Margaret Bell | |
| 7. | Review of Overview and Scrutiny | 205 - 228 |
| | A report seeking Cabinet endorsement of proposals for Scrutiny reform prior to consideration by Council. | |
| | Cabinet Portfolio Holder – Councillor Andy Jenns | |
| 8. | Local Transport Plan Refresh | 229 - 392 |
| | This report provides an update on progress towards developing a new Local Transport Plan, seeks approval in principle for the adoption of a flexible and easily updatable suite of Local Transport Plan documents, and requests approval for the drafting of a Local Transport Plan using the four key themes identified in the report. | |
| | Cabinet Portfolio Holder – Councillor Wallace Redford | |
| 9. | Warwickshire Waterway & Canal Strategy 2020-2026 | 393 - 406 |
| | This paper presents the Warwickshire Waterways Strategy 2021 – 2026 for approval. | |
| | Cabinet Portfolio Holder – Councillor Heather Timms | |

10. Warwickshire County Council Social Value Policy 407 - 420

A report seeking approval of the Warwickshire County Council Social Value Policy.

Cabinet Portfolio Holders – Councillors Andy Jenns and Heather Timms

11. Exclusion of the 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’.

12. Exempt Minutes of the 8 July 2021 Meeting of Cabinet 421 - 426

To consider the exempt minutes of the 8 July 2021 meeting of Cabinet.

13. The Procurement of a New Professional Services Contract for Communities 2022 427 - 436

An exempt report concerning the procurement of professional services arrangements in the fields of planning, design and provision of highway, transport and flood risk infrastructure and management.

Cabinet Portfolio Holder – Councillor Wallace Redford

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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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 on the agenda. 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 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 8 July 2021

Minutes

Attendance

Committee Members

Councillor Isobel Secombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Crump
Councillor Andy Jenns
Councillor Kam Kaur
Councillor Jeff Morgan
Councillor Wallace Redford
Councillor Heather Timms

Others Present

Councillors Sarah Feeney, John Holland and Jerry Roodhouse

1. General

(1) Apologies

None

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

None

(3) Minutes of the Previous Meeting

The minutes of the meeting of Cabinet held on 17 June 2021 were agreed as an accurate record.

(4) Public Speaking

None

2. Council Plan and Integrated Planning 2022 - 2026

Councillor Izzi Secombe (Leader of the Council and Chair of Cabinet) opened this item by stating that it is a basic principle that a new administration reviews the council plan, making sure that it is ready to take the council forward. The council has two priorities based around looking after the

most vulnerable and securing a vibrant and growing economy. For these to be realised it will be necessary to ensure that the county is assisted in its recovery from the Pandemic. A major feature of any new plan will be climate change the council having signed up to the climate emergency in July 2019.

Councillor Andy Jenns (Portfolio Holder for Customer and Transformation) stated that the new plan will be strategic in nature and will cover a five-year period. It will be supported by a delivery plan that will be reviewed annually. The new plan will incorporate the Covid-19 Recovery Plan and will be enhanced by the use of a revised performance management framework. In developing the plan, the public, partners, staff and members will all have an opportunity to provide input.

Cabinet was informed that it is expected that the new plan and the MTFS will be reported to Cabinet in December.

Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) welcomed the proposal for cross party working on the plan. There is need to work at a fast pace he added. Referencing paragraph 3.7 of the report Councillor Jerry Roodhouse welcomed the reference to a golden thread adding that it will be necessary to track performance from the plan to action on the ground and back again. Referencing the "Voice of Warwickshire" it was noted that representation should come from across the whole county. Finally, it was suggested that climate change should be referenced when considering environmental issues in reports.

Councillor Heather Timms (Portfolio Holder for Environment, Climate and Culture) welcomed references to climate change. Since 2019 the council has been working hard on climate change initiatives and had recently signed up to UK100.

Resolved:

That Cabinet:

- 1) Approves the continuation of the Council's Vision with refinement of our existing priority outcomes and addition of a third outcome related to Climate Change (paragraph 3.4)
- 2) Approves the approach to the development of the Council Plan 2022-26 and the design principles set out in paragraph 3.7 and authorises the Chief Executive to progress development of the Council Plan on this basis
- 3) Recommends that the Overview and Scrutiny Committees programme consideration of the emerging Council Plan into their Autumn work programmes
- 4) Authorises the Chief Executive in consultation with the Leader, Deputy Leader and Portfolio Holder for Customer and Transformation to finalise the arrangements for engagement in relation to the Council Plan
- 5) Supports the ongoing work in relation to Integrated Planning underpinning the Council Plan
- 6) Approves the establishment of a cross party member working group to develop proposals for a refreshed Performance Management Framework

3. A Financial Framework for the 2022/23 MTFS Refresh

Councillor Peter Butlin (Deputy Leader, Finance and Property) told Cabinet that it is now time to begin to look at next year's budget. The impact of the Pandemic means that a significant reconfiguration of the budget will be required. Pre-Covid the council was in a strong position having a balanced budget. However, pressures have built up and additional savings will now be required. In particular spending pressures exist around adult social care, SEND and children's placements. One area of concern is the uncertainty around the post-pandemic picture and in particular around the funding that will be made available by government. Demand for certain services may increase following the pandemic but it is unclear where these might be or their extent.

Councillor John Holland (Leader of the Labour Group) expressed his concern over those services, many of which assist the most vulnerable, that are struggling to manage financially. He suggested that there is not enough money to go round. Councillor John Holland concluded by stating that whilst investment is to be welcomed there remain areas where cuts are being made and where the impacts will be felt in the longer term.

Referencing section 3.4 of the published report Councillor Sarah Feeney (Deputy Leader of the Labour Group) stated that the "right savings" should not impact on the most vulnerable.

Councillor Jerry Roodhouse agreed that it is what the council does not know that is a problem. Announcements are awaited from the Prime Minister and Chancellor of the Exchequer, but the picture will remain unclear for some while. Councillor Jerry Roodhouse proposed that a briefing be held for members in December 2021 concerning savings that will be required. Councillor Izzi Seccombe welcomed this suggestion adding that it could be done by groups taking account of the learning needs of new councillors in particular.

Councillor Peter Butlin agreed with previous speakers that the priority should be to look after the needs of the most vulnerable. He added that whilst savings figures of £20m-£30m are significant they need to be considered in relation to the council's overall spending over the next five years. The tax base is growing, and the economy is showing signs of recovery. A three-year settlement would be useful to allow for longer term financial planning he concluded.

Resolved:

That Cabinet:

- 1) Notes the emerging financial position within which the 2022/23 budget and 2022-27 Medium Term Financial Strategy will be developed;
- 2) Agrees the proposals for the refresh of the 2022/23 MTFS and Capital Strategy, as set out in Sections 3 and 4;
- 3) Notes the requirement for the Authority to set a sustainable balanced budget which shows how income will equal spend over the short- and medium-term; and
- 4) Approves the timetable for agreeing the 2022/23 budget.

4. Warwickshire Joint Procurement Activity for Community Services for Working Age Adults, with Learning Disabilities, Autism, Mental Health or Physical Disabilities; Permission to Formally Consult on Proposals.

Councillor Margaret Bell (Portfolio Holder for Adult Social Care and Health) summarised the key elements of the published report and explained the nature of the service model being proposed.

The framework for specialist interventions was welcomed by Councillor Jerry Roodhouse who added that with there needs to be a recognition of the incidence of Long Covid within the commissioning intentions. Councillor Jerry Roodhouse concluded by stating that it would be interesting to receive feedback from clients to establish if the new approach is working.

Councillor Bell agreed that Long-Covid should be factored in.

Resolved:

1) That Cabinet authorises the Strategic Director for People to proceed with an appropriate procurement process for the provision of Community Services for Adults with learning disabilities, autism, mental health or physical disabilities and authorises the Strategic Director for People to enter into all relevant contracts for the provision of these services on terms and conditions acceptable to the Strategic Director for Resources.

2) That Cabinet authorises the Strategic Director for People to enter into a partnership agreement with NHS Coventry and Warwickshire Clinical Commissioning Group under section 75 of the National Health Service Act 2006 to manage the joint commissioning, on terms and conditions acceptable to the Strategic Director for Resources.

3) That Cabinet authorises the Strategic Director for People to proceed with an appropriate procurement process for the provision of Learning Disability Wellbeing Hubs and authorises the Strategic Director for People or his nominee to enter into all relevant contracts for the provision of these services on terms and conditions acceptable to the Strategic Director for Resources.

5. West Midlands Rail Collaboration Agreement

Councillor Wallace Redford (Portfolio Holder for Transport and Planning) explained the background to the report adding that in effect one agreement is simply being exchanged for another.

Councillor Peter Butlin informed Cabinet that he is the Vice Chair of the West Midlands Rail Ltd Board. The Chair is the Mayor of the West Midlands Combined Authority. It is expected that ongoing engagement with West Midlands Rail Ltd will provide enhanced exposure to the Minister for Transport.

Resolved:

1) That Cabinet notes the new West Midlands Rail Limited/Department for Transport Collaboration Agreement ("CA2") approved in principle by the West Midlands Rail Limited Board in June

2) That Cabinet endorses the changes made in CA2 and supports the implementation of CA2 from 13th September 2021 as outlined in report.

6. Exclusion of the Press and Public

Resolved:

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

The meeting rose at 15.15hrs

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Chair

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Cabinet

9 September 2021

Council Plan 2020-2025 Quarter 1 Performance Progress Report Period under review: 1st April 2021 to 30th June 2021

Recommendation

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

1. Report Summary

- 1.1. This report summarises the performance of the organisation at Quarter 1, 1st April 2021 to 30th June 2021.
- 1.2. Key human resources performance measures and the management of high impact risks are also highlighted within this report.
- 1.3. Comprehensive performance reporting is now enabled through the following link to Power BI [Quarter 1 2021/22 Cabinet Performance Report](#).

2. Performance Commentary

2.1 The Council Plan 2020 - 2025 aims to achieve two high level Outcomes:

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

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

The Council's plans to deliver those outcomes, and the focus and deployment of its resources, have been significantly impacted by the protracted Covid-19 pandemic. This has required extensive refocusing and reprioritisation since early 2020. The Key Business Measures (KBMs) within the Performance Framework underwent a light touch refresh in preparation for the 2021/22 reporting period.

Progress to achieve these outcomes is assessed against 54 KBMs.

Outcome	No. of KBMs	No. of KBMs available for reporting at Quarter 1
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	22
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	13	7
WCC making the best use of its resources	14	11

2.2 Reporting against the following 7 KBMs remains paused due to national suspension of inspection or examination regimes and are not included in this report:

National Body	KBM
CCG	% of Year 6 children (aged 10-11 years): prevalence of obesity (including severely obese)
	% of children and young people seen within 18 weeks (Referral to Treatment)
CQC	% of residential placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission
	% of placements in provision (agency foster care or residential) of Good or Outstanding quality as rated by Ofsted (CLA
Dept of Education	% of children achieving GCSE level 4 in both English and Maths
	% of children achieving the KS2 expected standard for combined reading, writing and maths
	Progress 8 score

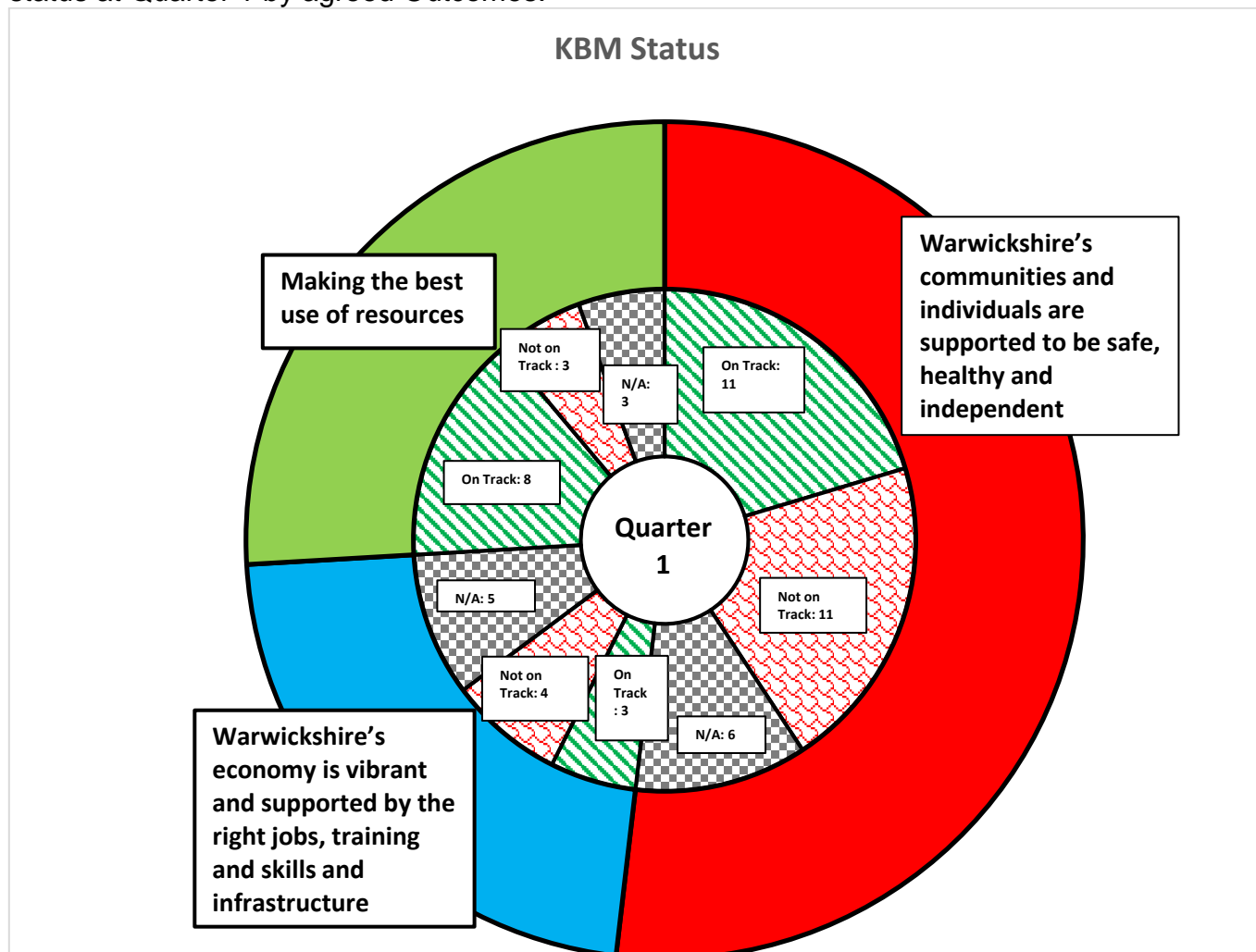
It is anticipated that reporting for some of these measures will recommence from Quarter 2 as inspection regimes resume. Proxy measures have been introduced for educational attainment to provide oversight in this area, which will be reported on when data has been released.

At Quarter 1, there are a further 7 KBMs which are unavailable for reporting as they are annual measures and will be reported at year end.

2.3 Overall, the Council continues to maintain its robust performance across the board in the face of the challenges posed by the pandemic, including increased and changing demand, new service delivery to meet the challenges of the pandemic and significant changes in how

services are delivered. As restrictions are removed Council Services can focus more resource on their core work and less on specific Covid response, which is starting to be reflected in KBM performance.

2.4 At Quarter 1, there are 40 KBMs available for reporting. 58% (22) KBMs are On Track and 42% (18) are Not on Track, 18 KBMs are unavailable. Chart 1 below summarises KBM status at Quarter 1 by agreed Outcomes.



2.5 Of the 58% (22) KBMs which are On Track and achieving target there are several measures of note, including:

- % 16 and 17 year olds who are Not in Education, Employment or Training as at April the Warwickshire combined NEET and Not Known is 3.7%, in comparison to England 5.0% and the West Midlands 5.1%;
- No. of businesses supported to start and grow within Warwickshire through County Council activities where Quarter 1 performance (192) is substantially ahead of the Quarter 1 target (100) due to additional, time-limited economic recovery programmes being delivered;
- % customer satisfaction level with Customer Contact Centre remains high and over target despite a sustained and material increase in demand; and
- No. of Social Media followers continues to exceed target.

The following KBMs continue to sustain their trend of good performance and are consistently reported as On Track across the long-term period:

- No. of permanent admissions to residential or nursing care: over 65 is routinely below the target across the last 2 years;
- No. of people in receipt of an adult social care service: despite experiencing a slight increase over recent months is over last year's levels remains below target;
- No. of children open to an Early Help Pathway: continues to have a positive direction of travel and is significantly above last year's levels and the set target;
- Rate of total recorded crime per 1,000 population: with monthly rates of around 64 which remain below last year and target for 21/22; and
- No. of people killed or seriously injured on our road: at 44, is a decrease of 4 from the same period for last year and 33 from the year before.

This generally high level of performance is encouraging as Covid-19 restrictions lift and the Council moves back to business as usual activities.

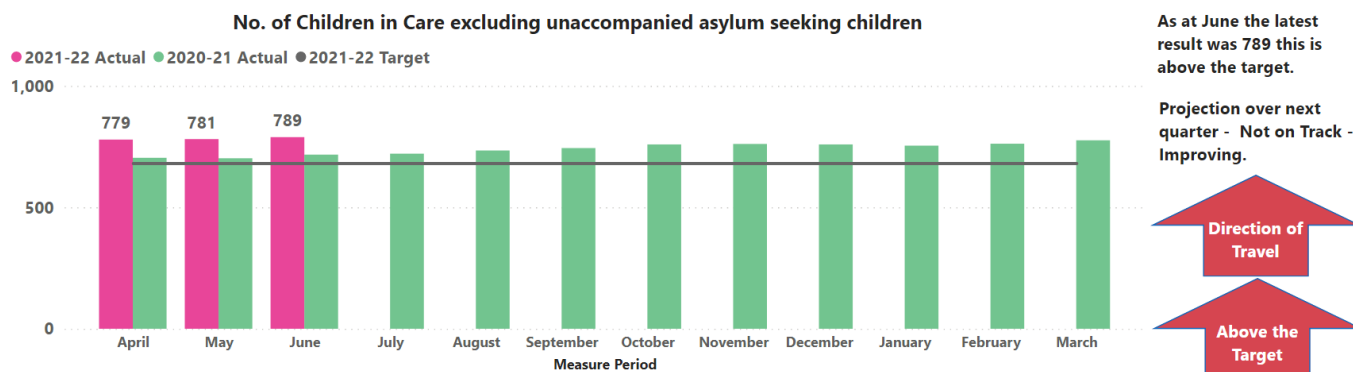
4 of the 22 KBMs reporting as being On Track are projected to decline over the next reporting period:

- Suicide rate (Persons) per 100,000 – unfortunately the rate of deaths by suicide during the pandemic is expected to increase. Activity to reduce suicide rate is multi-faceted and includes working closely with the Coroner's Office to understand circumstances, using NHS England funding to strengthen support services, ongoing promotion of mental health support, information and services and commissioning of a new service to support young people 11-25;
- Rate of total recorded crime per 1,000 population - during Quarter 2, it is anticipated as the final stage of lockdown restrictions are lifted and the European football championships concluded, there will be increases in violence, public order offences and antisocial behaviour. The work of the Safer Warwickshire Partnership Board is currently focusing on a strategic review of the partnership and its groups to enable an effective community safety agreement to be developed, addressing the Partnership's medium-term priorities;
- % of capital expenditure against budget - due to the work to refine capital forecasts, by Quarter 2 a reduction in the forecast is anticipated. This will lead to the deterioration of this performance measure, into Not on Track, however it should be considered a positive change that will provide more accurate and reliable capital forecasts and work is ongoing to refine the capital forecasts across the organisation; and
- No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for the Council - overall the Authority is seeing an increase in complaints following a lull experienced during the pandemic and so it expected the overall trajectory will increase. WCC saw a slight decrease in the percentage of upheld Ombudsman complaints in 2020/21 due in part to the pause in casework by the Ombudsman at the beginning of the pandemic. Overall, the Ombudsman is reporting an increase in upheld complaints in local government, although in 2020/21 WCC's percentage of upheld complaints was 67% lower than the average for similar councils which was 71%. Although projected to decline over the next quarter, this measure is still likely to remain On Track as compared to the target.

2.6 Of the 42% (18) KBMs that are Not on Track there are 9 measures which are subject to exception reporting. Table 1 provides detailed performance narrative, improvement activity and explanation of projected trajectory in relation to those measures.

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

No. of Children in Care (CiC) excluding unaccompanied asylum seeking children



Current performance narrative:

The growth in children in care numbers does appear to have plateaued over the last few weeks in part because more children are now leaving the care system via court processes e.g. adoption, discharge of care orders and the granting of Special Guardianship Orders.

Improvement activity:

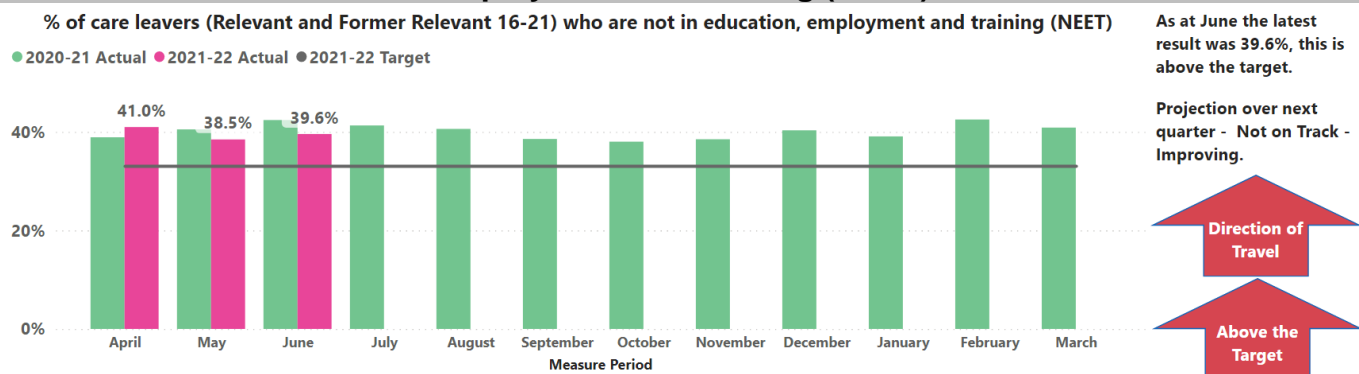
There are 129 children in connected person placements, many of whom will leave the care system at the end of care proceedings or after a testing of these placements. There are 91 children placed with their parents with many of these moving to a time when the service will be seeking to discharge the care orders, for some the service are currently in court to discharge. The children placed with parents or with connected others are reviewed regularly. 25 children are placed for adoption and it is envisaged that the majority of these will have adoption orders made by the end of the financial year.

The service is establishing a new Adolescent Team to work with young people (15, 16 & 17 year olds) within 3 hours of presenting as at risk of family breakdown. In addition, our Prevention & Intervention Team and Systemic Team continue to support to keep children at home or rehabilitate them at home where this is safe to do so.

Explanation of the projected trajectory: Not on Track - Improving

The service believes the children in care numbers will now begin to show a downward trend, in the main because of reduced pressures on families from Covid-19 and the court process beginning to work on the backlog of care proceedings and discharges. Although Covid-19 could still have an impact, particularly if there was another lockdown, Warwickshire has the highest number of Unaccompanied Asylum Seeking Children (UASC) under the age of 18 years in the West Midlands currently at 85, although the service is unable to control new arrivals that present in the county the service have recognised that they are not currently in a position to offer more placements through the transfer or port schemes.

% of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET)



Current performance narrative:

Given the current uncertainties due to Covid-19, employment and education opportunities have remained a challenge and the number of care leavers Not in Employment, Education and Training (NEET) figures continue to fluctuate with these young people finding it difficult to gain longer-term employment.

Improvement activity:

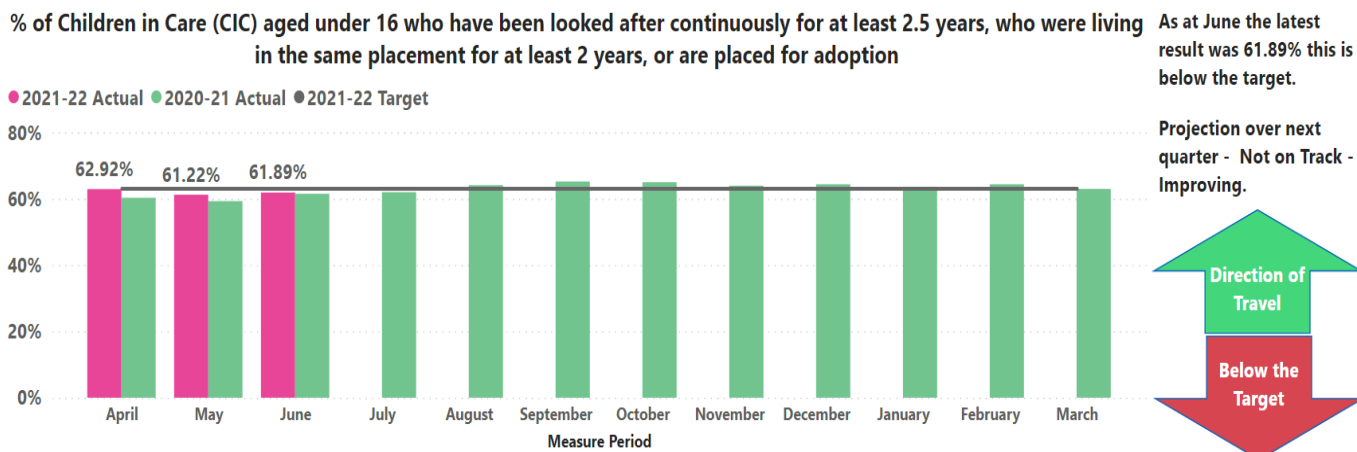
Care Experienced young people guarantee to be offered an interview by the Council and all apprenticeships are shared with young people. The Service will continue to work with local businesses under the banner of 'Child Friendly Warwickshire', regarding jobs, apprenticeships and work experience opportunities.

The Service is also looking to re-establish face to face groups for young people that are not in employment, education or training.

Explanation of the projected trajectory: Not on Track - Improving

As businesses start to open up again there will be more work opportunities for young people.

% of Children in Care aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption



Current performance narrative:

The last month has seen a slight improvement in the stability figures, however, there continue to be concerns about notice being given on placements - both foster carers and residentials - with sometimes very short notice even when a young person has been with them for some time.

Improvement activity:

The service is currently advertising for 4 Family Support Workers and 2 youth workers to develop a "Wrap around service for foster carers" so that the service can plan packages of support to encourage carers to offer placements to young people with complex needs particularly those who may be stepping down from residential and to support when carers and young people are struggling.

The Tree House Project will offer regular respite to carers, both overnight and day time support and care, and will establish and facilitate support groups for carers. The lead for this project is currently in post and an interview is scheduled for the hub carer.

Warwickshire's first children's home is on track to open in November 2021 and a Department for Education grant application is being considered to expand this further with matched funding for further homes if successful.

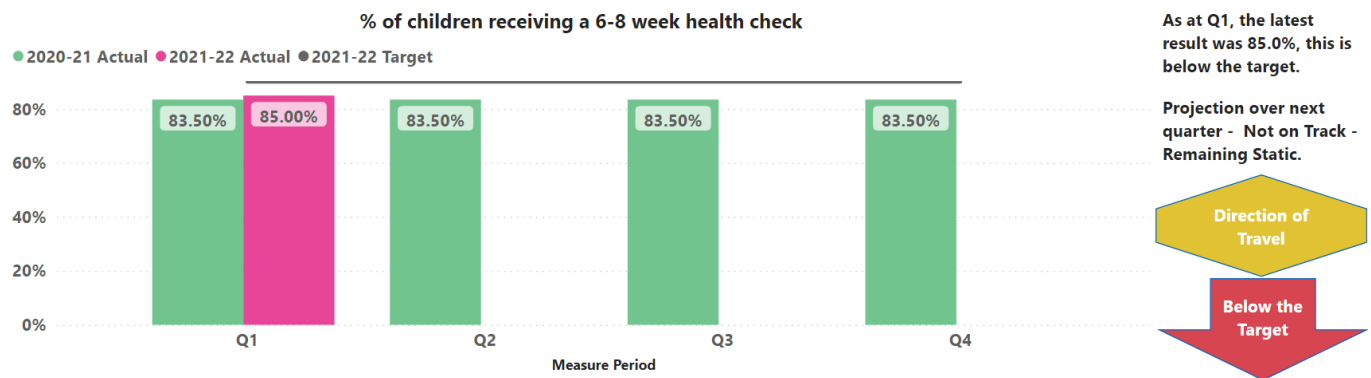
Review of Special Guardian Order disruptions since 2017 to ascertain what supports may have helped maintain young people with connected others.

Recruitment of Family Finder to support the identification of long-term carers for children and young people.

Explanation of the projected trajectory: Not on Track - Improving

Increasing the support to both carers and young people in a proactive way at the earliest opportunity should see an increase in placement stability.

% of Children receiving a 6-8 week health check



Current performance narrative:

National publication of 6-8 week health check data stopped due to Covid-19. Submission of data began again in October 2020. Provider data for Quarter 4 2020/21 was 83.5%, an amber RAG rating (not yet validated). The annual rate for 2020-21 is 85.0%, with an amber RAG rating (not yet validated). Please note that during 2020-21 the majority of universal 6-8 week contacts were offered by phone or video (targeted and specialist caseloads offered more face-to-face opportunities). A single data collection window for all quarters of 2020-2021 will open after the end of the financial year, and statistics will be released in November 2021.

Whilst the Health Visiting Service is performing in line with regional and national health visiting provision, performance remains under pressure. The provider and commissioner are working collaboratively together to respond to this, recognising that there are national shortages of qualified health visitors impacting on vacancy rates, and recognising the increasing complexity of referrals into the provision, particularly during the pandemic. Services have continued to operate during the pandemic in line with the relevant NHS national and health visiting guidance, and reinstatement of services, particularly home visits and face to face clinics, have been prioritised in line with the guidance. The provider and commissioner are continuing to consider enhancements to the service offer to support delivery, including, for example, further consideration of the skills mix in the team, and the balance of universal and targeted offers to ensure those families who need greatest support receive it.

Since January 2021, 33 focus groups with 170 participants have been held with Health Child Programme partners/services, as well as with 0-5 Public Health Nursing Service staff. These findings echo the significant strain within the 0-5 Public Health Nursing Service, but also across the early help and early years eco-system/s.

Improvement activity:

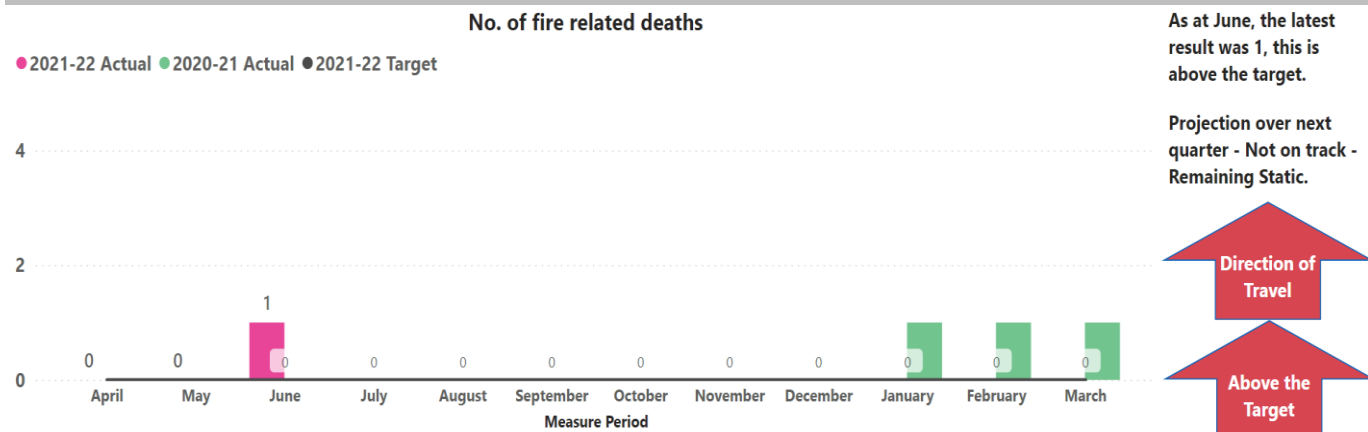
A Joint Management Plan has been developed for the service between the Council and the South Warwickshire Foundation Trust to strengthen the management approach to the ongoing challenges.

The pathway for infants weighing at 6-8 weeks has been agreed with Local Medical Committee (LMC) and will be presented to GPs at forthcoming Protected Learning Time sessions. This will aid weighing/ newborn and infant physical examination continuity.

Explanation of the projected trajectory: Not on Track – remaining static

Based on activity, Covid-19 challenges and trend information, performance over the next quarter is expected to remain static or drop slightly.

No. of fire related deaths



Current performance:

For the period 1st April to 30th June 2021 there has been 1 fire related death (in the same period of 2020 there were 0 deaths). The incident was a fire suicide where the individual doused himself with petrol and set himself on fire.

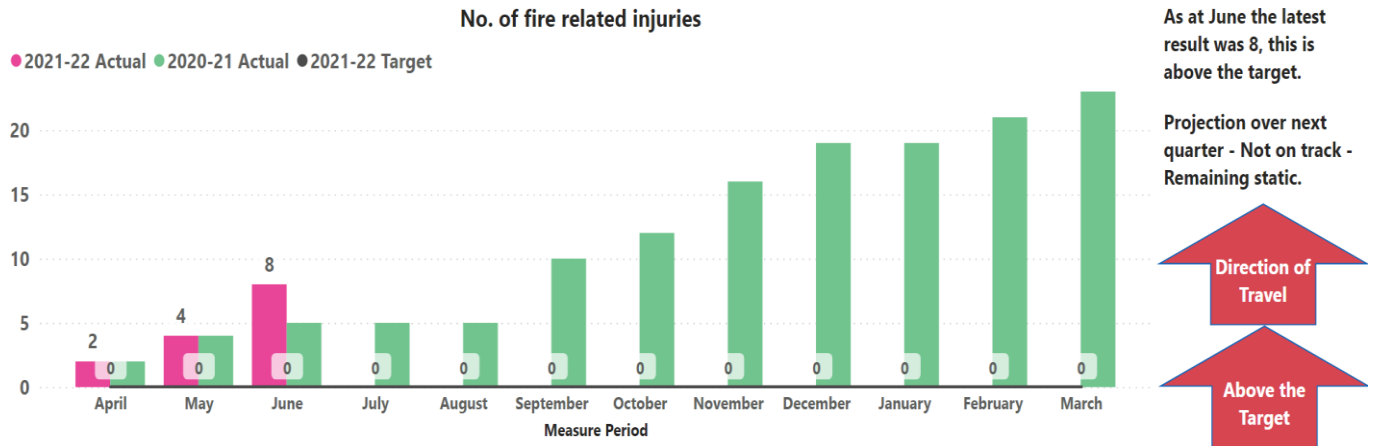
Improvement activity:

The Service investigates takes every fire related death very seriously and investigates each one in an effort to understand causes and identify any appropriate improvement activity. Where it is identified that an improved multi-agency approach could have prevented the fatality a multi-agency serious case review is carried out. With a growing trend, albeit in small numbers, for suicide by self-immolation the Service will be joining the multi-agency suicide prevention group to see if any additional prevention strategies can be deployed.

Explanation of the projection trajectory: Not on Track – remaining static

Detailed reports have previously been to the Overview & Scrutiny Committee and Committee Members recognise that it is difficult to influence fire death outcomes as a result of suicide or crime. However, the Service will endeavour to seek all preventable causal factors to fire deaths.

No. of fire related injuries



Current performance:

Of the 8 fire related injuries, 1 victim was taken to hospital for serious injuries, 2 taken to hospital for slight injuries and 5 were given first aid at the scene. For the victim with serious injuries - the individual tried to light a fire pit using petrol and accidentally set themselves on fire.

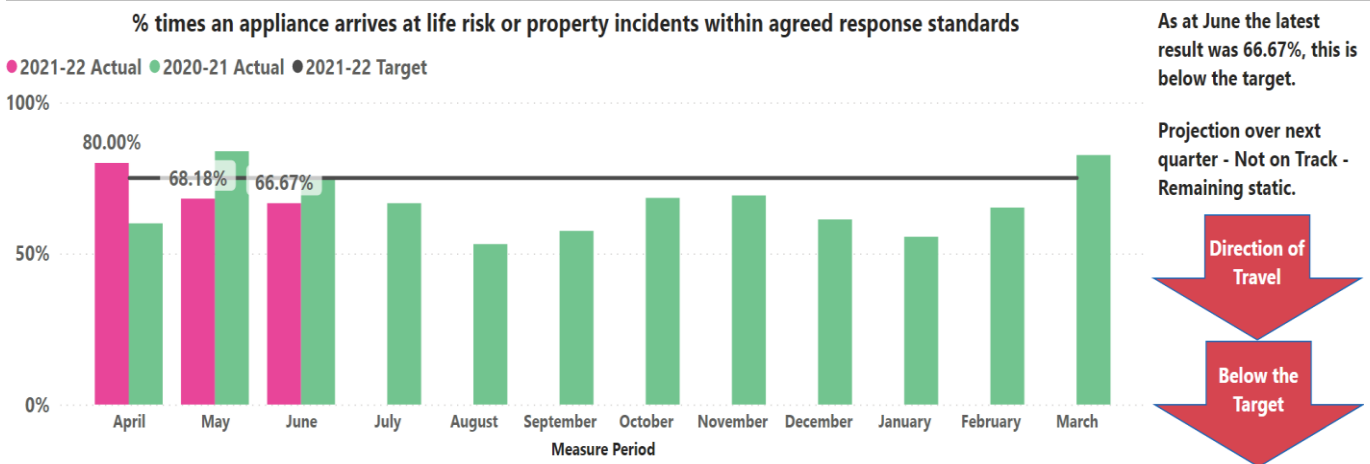
Improvement activity:

The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activity. Similarly, to the fire related deaths measure, the Service will continue to work with partners to better understand any causal factors (such as alcohol/drug dependency/mental health issues) in the hope of preventing similar incidents and injuries in the future. Smoke hoods have been purchased to allow crews to escort members of the public through smoke to safety.

Explanation of the projection trajectory: Not on Track – remaining static

Detailed reports have previously been to OSC, the Service will endeavour to identify and reduce all preventable causal factors to fire injuries.

% times an appliance arrives at life risk or property incidents within agreed response standards



Current performance:

The April to June 2021 figure for the percentage of times an appliance arrives at life risk or property

incidents within agreed response standards is 71.62% which is an improvement on the year end 2020/21 figure of 66.54%.

The Covid-19 Pandemic has resulted in a welcome reduction in life risk incidents as people spot potential situations in the home earlier and travel less, resulting in a reduction in serious fires and Road Traffic Collisions (RTC). The pandemic has also had the effect of reducing the support available to On-Call fire stations from wholetime stations as the Service introduced station "bubbles". This meant that at the height of the pandemic the Service was not moving wholetime staff around to support On-Call stations.

The decision to cancel the recruits' course was predominately around reducing infection and transmission between the existing workforce. The impact was not fulfilling those vacancies that On-Call units have been experiencing.

Average response times for initial appliances;
7 minutes 53 seconds for Fire incidents; 73 Fire incidents.
8 minutes 22 seconds for Road Traffic Collisions; 15 RTC incidents.
8 minutes 59 seconds for Special Services incidents; 13 Special Service incidents.

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

13 minutes 42 seconds for Fire incidents; 18 Fire incidents; 34 minutes and 0 seconds was the longest response.

12 minutes 45 seconds for Road Traffic Collisions; 5 incidents; 15 minutes and 0 seconds was the longest response.

15 minutes 52 seconds for Special Services incidents; 5 incidents; 22 minutes and 27 seconds was the longest response.

The Service focuses its attention and short-term remedial measures on the incidents which occurred within the modelled 10-minute response time but at which that target time was missed. This is the fourth consecutive quarter % times an appliance arrives at life risk or property incidents within agreed response standards has been not on track.

Improvement activity:

Recruitment and retention of On-call firefighters is an ongoing challenge, reflecting the national picture, and the Service has seen significant variations in On-call availability across Stations in recent months.

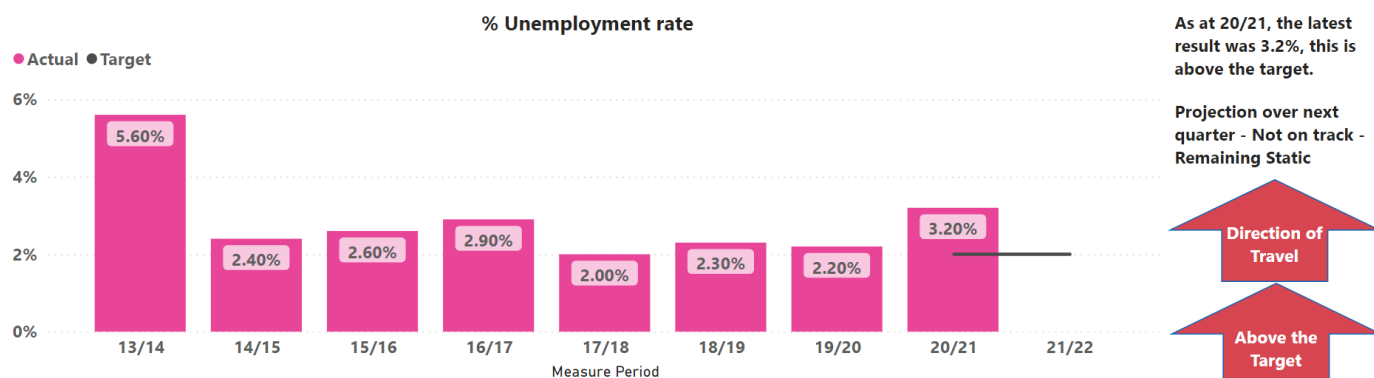
Resources are positioned to meet the demand and risks within Warwickshire. Unfortunately, due to the geographical make up of Warwickshire and the large rural areas that are covered The Service do occasionally have challenges with meeting the response standards due to some of the travel distances involved. Targeted fire prevention activity is delivered to remote rural areas which the Service knows it will struggle to reach within the 10-minute response time.

Explanation of the projection trajectory: Not on Track – remaining static

In the longer term the Service Asset Management Plan sets out the intention to relocate some whole-time response points onto transport nodes across the County with the intention of improving response to emergency incidents outside of the current predicted 10 minute travel time, particularly those on the motorway network.

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

% unemployment rate



Current performance narrative:

There is no update for Quarter 1 to this measure, an update can be expected by September. The unemployment rate rose to 3.2% in Quarter 4 2021 from 2.1% in Quarter 3 2021, the England unemployment rate also rose as the impacts of Covid-19 start to set into the labour market.

Improvement activity:

The unemployment rate has risen to 3.2% as of Quarter 4 2020/21. From Quarter 2 - Quarter 4 2020/21 the unemployment rate has started to rise, in line with what is happening nationally. This is in line with expectations surrounding the impacts of Covid-19, but the full extent to which the labour market has been impacted will not be shown until government support is fully withdrawn.

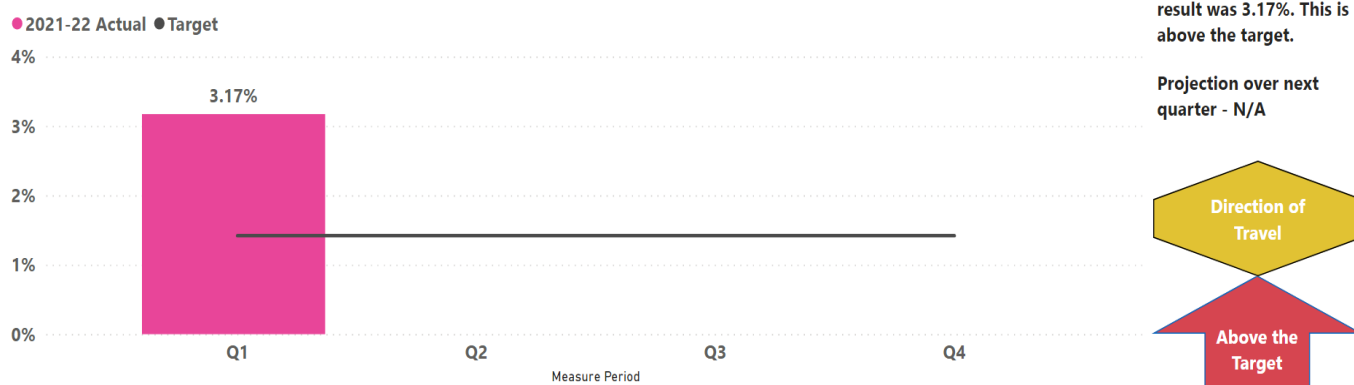
Explanation of the projected trajectory: Not on Track – remaining static

This can be expected to be reviewed as the Council get data to assess the Covid-19 but the latest figures from Quarter 4 are above the target currently set for 2021/22.

WCC Making Best Use of its Resources

% Variation DSG overspend compared to Budget Provision

% Variation DSG overspend compared to Budget Provision



Current performance:

Based on the Quarter 1 forecast Dedicated Schools Grant (DSG) is expected to overspend by £7.887m, the High Needs Block itself accounts for £7.894m overspend.

If the service were performing to the targets and projections within the current DSG recovery plan, the DSG overspend for 2021/22 would be £3.541m. This is the deficit to be addressed through future year savings/interventions between the current year and 2025/26 which are still to be determined.

However, the current Quarter 1 projections, before the refresh of the recovery plan has been fully concluded, are forecasting the £3.541m deficit noted above, for which interventions are still to be determined, as well as a further £4.353m deficit on 'in year activity' that interventions in the current recovery plan were expected to have addressed.

For information, the drivers of the 'in year' overspend include:

- the objective of increasing the number of children with an Education, Health and Care plan being placed at lower cost Mainstream schools is being achieved, but this is not yet being fully offset by the required reduction in the higher cost placements at Special Schools and Independent Special Provision;
- the reduction in independent settings has not been achieved in line with the recovery plan;
- an increase in the placement of children into other local authorities combined with an increase in the unit cost due to complexity of needs; and
- costs from Post 16 is greater than set in the recovery plan (this area is currently being reviewed which includes investigation for the reasons of this cost increase and whether it can be mitigated).

Note that there are some underspends in Alternative provision and special school top ups. Please note that this will be flagged in Finance's Quarter 1 Monitoring Report, presented to Cabinet on 9th September.

Improvement activity:

Work is ongoing to refresh the current DSG recovery plan and forecast taking into account the latest demand projections as well as recent Government announcements about 22/23 funding.

Explanation of the projection trajectory: Not applicable

The refresh of the DSG recovery plan will determine the projection, therefore, this is currently not applicable. In addition, by the time of Quarter 2 reporting, September school and placement data will be available and therefore a more robust forecast is expected.

Table 1

2.7 Of the remaining 8 KBMs that are Not on Track, forecast performance is projected to improve for 2 KBMs:

- No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG) - Coventry and Warwickshire are projected to meet the March 22 target number of 30 adult inpatients by year end; and
- Value of debt over 35 days old as a % of debt raised in last 12 months – this measure is projecting performance to improve into being On Track, although it will continue to see peaks and troughs during the year as and when significant volumes/values of debt are raised.

2.8 The other 6 KBMs will remain Not on Track but static:

- No. of People assisted to live independently through provision of Social Care equipment;
- % of successful completions as a proportion of all in treatment (Opiates, Non Opiates, Alcohol and Alcohol & Non Opiates);
- % biodiversity net gain in Warwickshire;
- % of residents in Warwickshire aged 16 - 64 who are in employment, compared to the England average;
- % of household waste reused, recycled and composted; and
- % Variation of Revenue Savings Achieved Against Agreed MTFs (Whole Council).

Positively, none are projected to decline further and improvement activity is in place to improve performance across all measures and this is under constant review to ensure it is robust. Full context on all measures is provided in the Power BI reports.

2.9 As the Organisation continues to transform the Performance Framework evolves, providing a sharpened focus on performance and supports delivery of the Organisation's priorities. Following the light touch review of the Performance Framework for the 2021/22 period with Strategic and Assistant Directors a comprehensive review of the entire Framework is already in progress ready for implementation in 2022/23 and a Cross Party Working Group is supporting the review.

3.0 Management of HR

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

- **Sickness Absence:** The average days sickness per FTE is currently running at 7.75 based on a rolling 12 months to June 2021. This is a significant reduction from the peak in April 2020 (10.99) whilst increasing modestly from 7.45 at the end of Quarter 4 2020/21. Reporting of absence in Fire and Rescue Service, based on shifts lost to sickness, has positively impacted these numbers alongside the continued benefits of home working during the pandemic and substantial prior effort to reduce the impacts of sickness absence through the Sustainable and Resilient Workforce project. The main reasons for illness remain consistent with stress and mental health being the primary driver of time lost. It should be noted that Covid-19 is now the 4th highest reason for sickness, based on a full year effect and some changes in categorisation. There has been a reduction in both short term and long- term absence in comparison to year end 19/20.

- Headcount: Headcount has reduced modestly over the last quarter with there being slightly fewer joiners than leavers following higher demand over the earlier part of the pandemic. Growth over the previous 12 months in People Directorate (largely Children & Families) and strengthening of the Commissioning Support (Resources Directorate) and Transport Delivery (Communities Directorate) being the largest contributors.
- Staff Turnover at 9.2% is tracking below target despite showing a modest increase against the previous period.
- HR headline figures are available in Appendix A.

4.0 Management of Risk

- 4.1 Following the approval of the Strategic Risk Management Framework in April 2021, the new risk assessment and scoring matrix has been applied to this quarter's update of strategic (Appendix B) and service risks.
- 4.2 Strategic risks were updated by Corporate Board in July 2021. Service risk registers have been reviewed and updated with Assistant Directors and service risk owners and continue to reflect the challenges services face to maintain standards and service levels through the pandemic and recovery roadmap. SEND demand and costs pressures have been escalated to strategic level.
- 4.3 Risk analysis and insight continues to evolve, making use of the new strategic risk framework, and will support escalation and de-escalation of risk ownership through Corporate Board, DLTs, service areas, Delivery Groups and Programme Boards. Key risk themes emerging from the latest updates to strategic and service risks will be captured and analysed in Directorate risk profiles in the Autumn, and are summarised here as:
- The risk that inequalities, which widened during the pandemic across a range of social, economic, education and well-being indicators, are sustained despite targeted catch up activity in schools, social care, community health & well-being and support for businesses;
 - The risk of continued pressure on SEND resources to support the increasing population of students with EHCPs continues to present service delivery and financial challenges which are being addressed through the SEND programme;
 - Demand pressures and costs for social care services continue to increase, in particular for disabilities and older people's services. The pandemic has impacted because of additional pressures on market provision, service costs and pent up demand;
 - The risk of differential impacts of slow economic recovery by Place and by business sector; and
 - The risk of uncertainty in national policy, funding assumptions and external factors such as climate change and environmental conditions, which impact directly on the Council's ability to forecast outcomes and plan for the longer term sustainability of core services.
- 4.4 An integrated approach to refreshing the Council Plan and MTFs, as agreed by Cabinet in July, is underway and will consider the Council's current risk profile, including the themes listed above, and how risk appetite levels influence decisions about priorities and resource allocation.

5. Financial Implications

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

6. Environmental Implications

- 6.1 None specific to this report.

Background Papers

None

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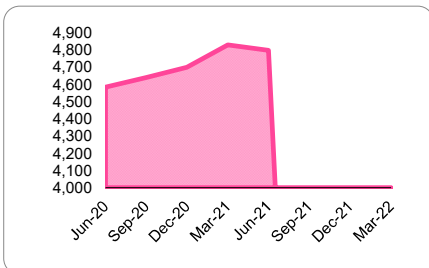
This report was not circulated to members prior to publication.

Appendix A

Part 2: Headline HR Information

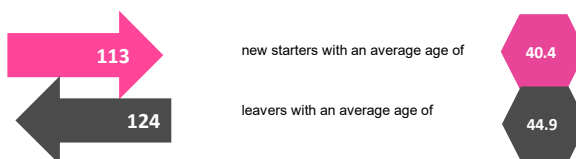
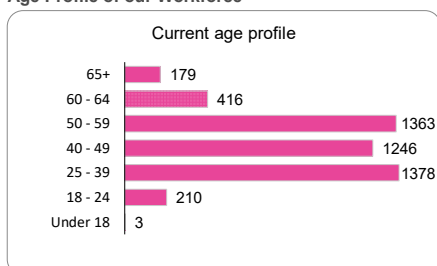
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

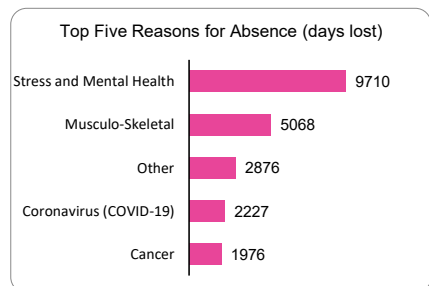


	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Year End 21/22
Headcount	4,583	4,640	4,699	4,830	4,798			
Full-time Equivalents	3,784	3,855	3,918	4,036	4,025			
Whole-time Equivalents	3,746	3,828	3,898	4,008	4,014			
Number of Posts	5,720		5,875	6,047	5,776			

Age Profile of our Workforce



Sickness Absence Statistics



	Q2 19/20	Q3 19/20	Year End 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21	Q1 21/22
Days lost through sickness	9,228	7,408	40,514	7,737	6,632	8,100	28,558	7,882
... of which short-term	2,806 30.4%	2,802 37.8%	13,584 33.5%	1,774 22.9%	1,627 24.5%	2,760 34.1%	8,180 28.6%	1,987 25.2%
... of which long-term	6,422 69.6%	4,606 62.2%	26,929 66.5%	5,963 77.1%	5,005 75.5%	5,340 65.9%	20,378 71.4%	5,895 74.8%

Staff Turnover (1st April - 30th June 2021)



	New Starters	Leavers	% Turnover
Headcount	113	124	9.2% (rolling year) 2.6% (Q1 21/22)
Full-time Equivalents	93.2	108.4	
Posts	118	128	

Commentary:

Sickness Absence: The average days sickness per FTE is currently running at 7.75 based on a rolling 12 months to June 2021. This is a significant reduction from the peak in April 2020 (10.99) whilst increasing modestly from 7.45 at the end of Q4 2020/21. Reporting of absence in Fire and Rescue Service, based on shifts lost to sickness, has positively impacted these numbers alongside the continued benefits of home working during the pandemic and substantial prior effort to reduce the impacts of sickness absence through the Sustainable and Resilient Workforce project. The main reasons for illness remain consistent with stress and mental health being the primary driver of time lost. It should be noted that Covid-19 is now the 4th highest reason for sickness, based on a full year effect and some changes in categorisation. There is has been a reduction in both short term and long- term absence in comparison to year end 19/20.

Headcount: Headcount has reduced modestly over the last quarter with there being slightly fewer joiners than leavers following higher demand over the earlier part of the pandemic. Growth over the previous 12 months in People Directorate (largely Children & Families) and strengthening of the Commissioning Support (Resources Directorate) and Transport Delivery (Communities Directorate) being the largest contributors.

Staff Turnover at 9.2% is tracking below target despite showing a modest increase against the previous period.

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Appendix B Strategic Risk Update, Corporate Board 21 July 2021

For each strategic risk, a **residual risk rating** is applied, which takes account of the positive impact and effectiveness rating of existing control and mitigation measures.

Priority Areas and Risk Appetite	Strategic Risk	Mitigation Approach	Residual Risk Scores	
			Feb 2021	July 2021
Vibrant Economy Risk Appetite: Economy (Open) Service Delivery (Cautious) People & Communities Risk Appetite: Community safety and well being, (Minimalist)	01.Risk of slow economic recovery with prolonged levels of higher unemployment, affecting business, key sectors and town centre viability.	Warwickshire Revenue Investment Funds and Warwickshire Property Development Group Business Plan objectives. Recovery Plan priority 6 (stimulate job creation and skills) and Priority 5 (support business and grow the economy).	16	12
	02.Risk of not delivering or achieving on our area-based regeneration and place priorities, due to slow/differential levels of recovery from the economic impacts of Covid-19, including (but not limited to) higher levels of unemployment, business impacts, financial exclusion and stress.	Nuneaton area regeneration plans. Partnership working with the West Midlands Combined Authority (WMCA) & Local Enterprise Partnership (LEP). Develop and deliver a pipeline of transport infrastructure projects with associated funding strategies.	New	12
	03.Risk of education and skills gaps widening and inability to catch up to regain pre-pandemic levels of attainment after restricted access to school learning settings, worsening outcomes for student cohorts, particularly disadvantaged students.	Education Strategy supported by Education Service business plan actions. Recovery Plan priority 3 (help our children and young people catch up on their education).	16	16
	04.Continued risk of Covid transmission and infections as a result of new covid variants and a possible surge as Covid-related restrictions are eased, resulting in adverse impacts on health & well-being, including mental health.	Public Health Covid Containment & Outbreak Control Plan. Health & Well Being Strategy 2021-26; Coventry, Solihull and Warwickshire (CSW) Resilience Plan. Place based Incident Management Teams. Recovery Plan priority 1 (contain the virus and promote physical and mental health and well being).	8	8
	05.Risk of Post Pandemic widening of social and health inequalities and inability to catch up, compounded by challenges in healthcare catch up, e.g., increased waiting lists for treatments and the emergence of long covid, resulting in worsening outcomes for our communities.	Recovery Plan priority 4 (harness the power of our communities to tackle inequality and social exclusion). Health & Well Being Strategy 2021-26 directly targets health inequalities and the most vulnerable.	16	16
	06: Risk of failings in the protection of vulnerable children in our communities and the potential for legal and reputational damage to the Council.	Children and Families Business Plan actions; Children & Families Improvement Action Plan addressing OFSTED feedback in 2020; Recovery Plan priority 2 (maintain resilient and sustainable services)	10	10
	07: Risk of failings in the protection of vulnerable adults in our communities and the potential for legal and reputational damage to the Council.	Adult Social Care Business Plan Actions; People Directorate development and assurance frameworks including case file reviews and learning programme; Recovery Plan priority 2 (maintain resilient and sustainable services).	10	10

Priority Areas and Risk Appetite	Strategic Risk	Mitigation Approach	Residual Risk Scores	
			Feb 2021	July 2021
Sustainable Futures Risk Appetite: Climate Change (Open)	08: Risk of further delays to social care reform and continued disruption to care markets (supply and cost pressures).	Integrated Commissioning Framework; market viability framework; market intelligence and engagement will inform market analysis and future plans (fee levels, provider support).	12	12
	09.Risk of not achieving our climate change targets and delivering on our ambitions, not mobilising Warwickshire residents, communities and other key partners (e.g., developers), and no government sponsored pathway and funding structure for local government to align with the net zero goal.	Climate Change Programme overseen by dedicated Climate Change Delivery Group; Recovery Plan priority 8 (climate change).	12	12
Our Use of Resources: Resilience, sustainability, and value for money. Risk Appetite: People (Minimalist)	10.Risk of failing to sustain and progress change to modernise, innovate and take advantage of technology-driven solutions within the organisation and ways we work, failing to fully update legacy IT systems and affordability constraints of some optimum tech solutions.	Digital & Technology Strategy; Change team and hubs to support services through change and drive out benefits. Recovery Plan priority 10 (deliver high performance by harnessing digital, data and making the most effective use of our resources).	8	6
	11.Risk of staff health and wellbeing concerns due to post pandemic new ways of working; isolation, loss of team culture, remote/office working tensions and low resilience following pandemic-related workloads.	Our People Strategy supported by the How We Work programme and Delivery Group oversight; Recovery Plan priority 9 (develop our people and future ways of working).	8	8
Commercial (Open)	12.Risk of negative results (financial and social) from our commercial and investment activities.	Commercial Strategy and support for traded services. WRIF and WPDG governance and regulatory compliance arrangements, including oversight and assurance on managing financial risk.	12	12
Service Delivery (Cautious)	13. Risk of insufficient resources to match the increasing demand for Special Educational Needs & Disabilities (SEND) provision and not being able to achieve our SEND and Inclusion ambitions and positive outcomes.	Education Strategy: SEND & Inclusion Strategy monitored by the SEND Development Board; WCC Education Sufficiency Strategy; Recovery Plan priority 3 (help our children and young people catch up on their education). SEND Change programme with progress on all sub projects overseen by the Better Lives Delivery Group.	Escalated from Service Risk level	15
Service Delivery (Cautious)	14. Risk of continued uncertainty about key policy, economy and funding forecasts; impacting on financial planning assumptions and our ability to address the ongoing structural gap in available resources and reduced tax revenues, leaving WCC with insufficient resources to deliver Council Plan priorities and respond effectively to unplanned events.	Medium Term Financial Strategy (MTFS) update process includes scenario planning and sensitivity analysis of assumptions; MTFS updates in Autumn 2021 are part of an Integrated Planning process so that refreshed Council priorities are known early enough to inform resource planning and allocation decisions.	16	15

Priority Areas and Risk Appetite	Strategic Risk	Mitigation Approach	Residual Risk Scores	
			Feb 2021	July 2021
<i>Flagged for possible de-escalation to Directorate or Service level after Quarter 2 – dependent on sufficient assurances about the effectiveness of controls.</i>	Risk of legal, regulatory, Information security non-compliance, impacting on the Council’s reputation and future joint working and engagement opportunities.	WCC Local Governance Code, Information Governance and Data Strategies and internal oversight arrangements.	6	6
	The risk of detriment to our reputation (including that of financial loss from commercial activities), locally, nationally and with partners and our community.	Customer Experience Strategy. WCC Local Governance Code and supporting assurance framework.	6	6

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Cabinet

9 September 2021

2021-22 Financial Monitoring – Forecast Position as at Quarter 1

Recommendations

Cabinet is recommended to:

- Note the forecast overspend of £3.190m that would need to be funded from Directorate and General Risk Reserves at the end of 2021/22.
- Note there is a forecast under-delivery of the 2021/22 savings requirement to the value of £0.874m.
- Note the forecast capital spend for 2021/22 of £218.8m, of which £175.4m is capital payments controllable by the County Council and the balance, of £43.4m, relates to schemes funded by s278 developer contributions where the timing is not directly controllable by the Council.
- Approve the carry forward of the reprofiled spend on the capital programme of £17.656 in 2021/22 into future years and note the carry forward of S278 contributions of £10.043m that is not directly controllable by the Council.
- Approve the creation of a new earmarked reserve within People Directorate relating to the recently received Domestic Abuse Funding, in order to enable appropriate planning to ensure robust targeting of the funds to a realistic spend profile. Based on current estimates c50% (£0.523m) of the funding received would be transferred into the earmarked reserve to be incurred in future years.

1. Purpose of the report

- 1.1. This report outlines the forecast financial position of the organisation at the end of 2021/22, based on the information known at the end of the first quarter. It should be noted that significant uncertainty and potential volatility in our spending patterns due to Covid-19 remains, which is likely to lead to future movements in the forecast.
- 1.2. The current analysis includes:
- Capital and revenue financial performance;
 - Explanations and, where developed/required, mitigating actions for variations and the impact on service delivery; and
 - An indication of those areas where the current forecasts carry the greatest risk of change during the year due to demand volatility and assumptions that could still change over the course of the financial year.

2. Summary

2.1. Revenue Forecast Summary

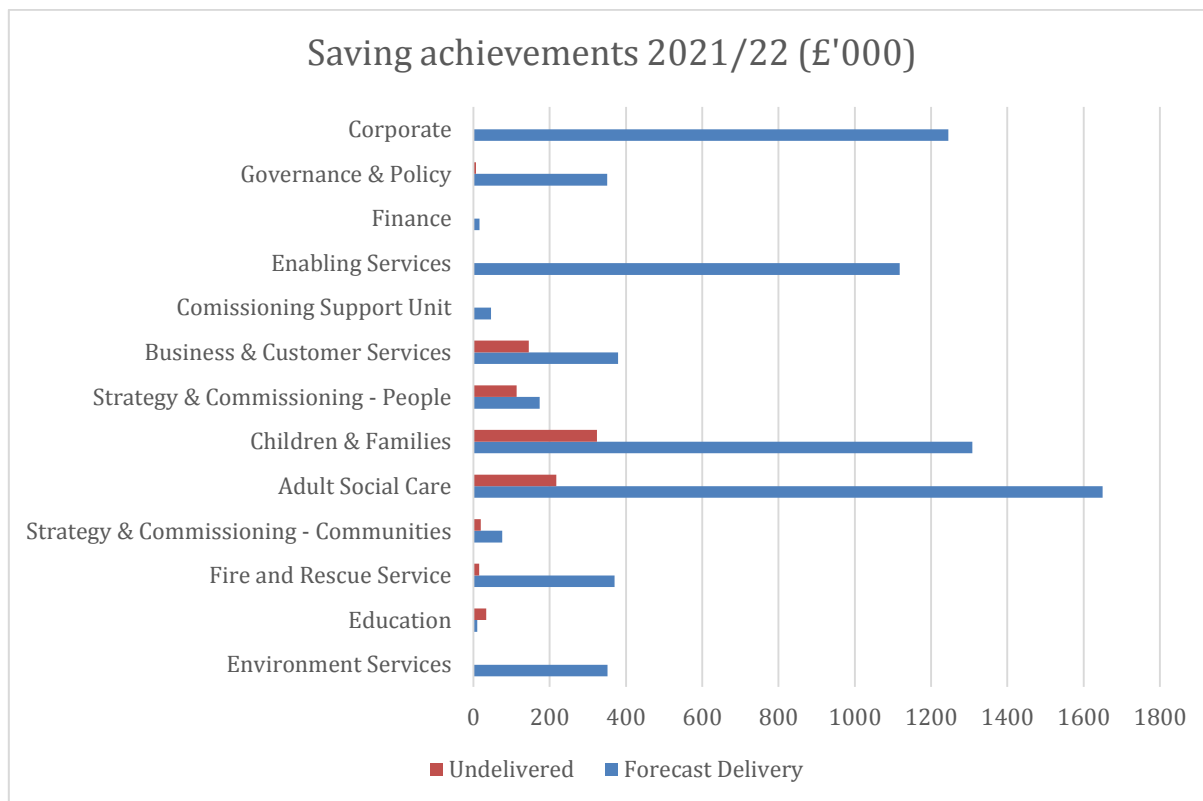
	£m
Approved Budget	335.945
Forecast net spending as at Quarter 1	356.939
Net overspend	20.994
Reason for, and resourcing, of the overspend	
<ul style="list-style-type: none"> • Covid variance fully funded by covid grants carried forward from previous years 	11.018
<ul style="list-style-type: none"> • Reprofiling into future years and/or reduced spend of drawdowns from the Investment Funds 	(1.666)
<ul style="list-style-type: none"> • DSG deficit to be offset against the DSG contingency reserve 	7.887
<ul style="list-style-type: none"> • Spend to be financed from other Earmarked Reserves 	0.565
Balance of overspend to be funded from Directorate and General Risk Reserves	3.190

The headline forecast overspend for 2021/22 is £20.994m. However, funding has already been set aside in the Medium Term Financial Strategy (MTFS) to meet most of these costs. Once these factors are taken into account the residual overspend is £3.190m which will, if unchanged by the end of the financial year, need to be financed from Directorate and General Risk Reserves.

Based on the current forecast of £7.887m DSG deficit the DSG Offset Reserve will also need to be topped-up by £6.6m by the end of the MTFS period subject to the ongoing analyses of recent DFE funding announcements and demand changes.

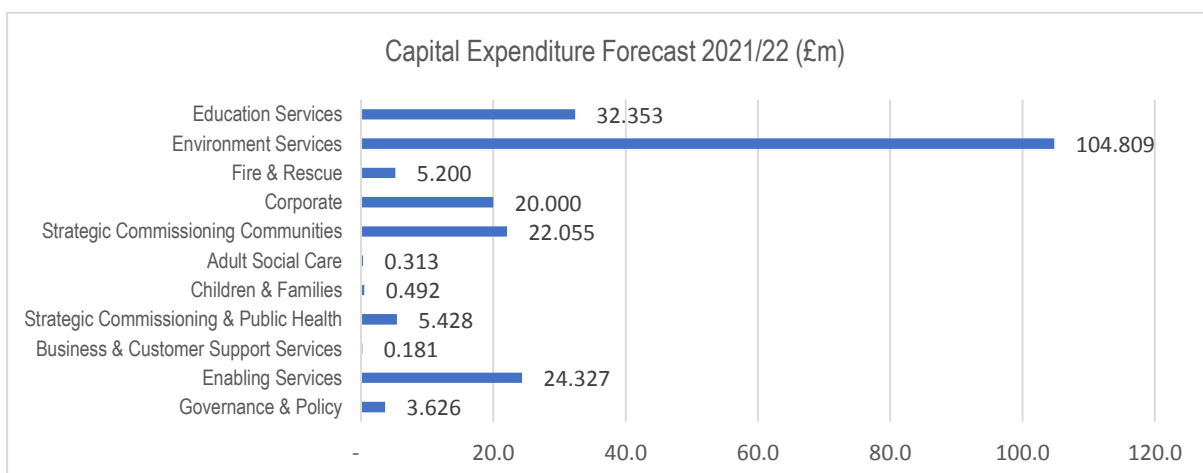
Any use of reserves to meet the cost of any overspends at the end of the financial year reduces the flexibility to use reserve to support the 2022/23 MTFS refresh and/or top-up the Investment Funds to deliver on the Council’s ambitions.

2.2. Savings Achievement Summary



The savings plan for 2021/22 requires the delivery of £7.969m of savings from 45 individual saving initiatives. £7.095m is forecast to deliver in line with the plan (89.03%) with £0.874m forecast to be unachieved. For details on saving performance please refer to Section 5.

2.3. Capital Forecast Summary

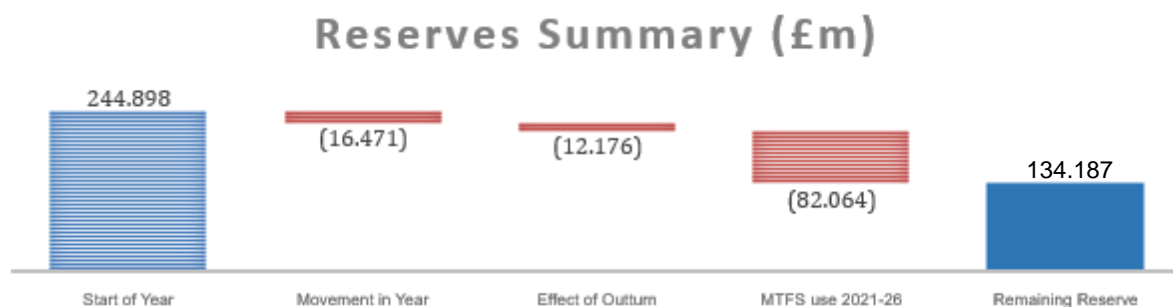


The total forecast capital spend for 2021/22 is £218.8m, of this £175.4m is capital payments directly controllable by the County Council and the balance, of £43.4m, relates to schemes funded by s278 developer contributions where the timing is not directly controllable by the Council.

2.4. Covid Summary

	£m
Covid income budgeted	(10.843)
Covid expenditure budgeted	2.336
Covid 2021/22 funding unallocated at 1 April 2021	(8.507)
Additional income notified since budget setting	(14.911)
Additional pressures identified since budget setting	25.929
Impact of in-year changes to covid spending/income	11.018
Net Covid spend in 2021/22 to be funding from reserves	2.511
Opening balance of Covid Reserves	24.445
Less: Net covid spend in 2021/22 to be funded from reserves	(2.511)
Less: Covid related commitments in 2022/23 and future years	(1.269)
Less: MTFS provision for the loss of Business Rates and Council Tax income	(10.839)
Covid funding to be allocated	9.826

2.5. Reserves Summary



The level of reserves at the end of 2020/21 reported to Cabinet as part of the outturn report was £220.992m. The late announcement of additional government grants, delay in the availability of business rates information and schools underspending increased reserves at the end of the year to £244.898m. The forecast spend in this report and indicative future use of reserves to support the MTFS indicate reserves will reduce by £110.712m over the period of the MTFS to £134.187m.

3. Revenue Forecast by Service

Service Area	Approved Budget	Service Forecast	(Under) /Over spend	Represented by:			Remaining Service Variance
				Investment Funds	Impact on Earmarked Reserves	Covid Impact	
	£m	£m	£m	£m	£m	£m	£m
Communities							
Education Services - Non-DSG	41.120	43.770	2.650	0.000	0.081	0.590	1.979
Environment Services	26.392	26.893	0.501	0.000	0.000	0.522	(0.021)
Fire & Rescue	22.080	22.039	(0.041)	(0.025)	0.016	0.046	(0.078)
Strategic Commissioner for Communities	24.578	27.917	3.339	(0.037)	0.400	3.061	(0.085)
Subtotal Communities	114.170	120.619	6.449	(0.062)	0.497	4.219	1.795
People							
Adult Social Care	159.401	160.890	1.489	0.000	0.170	1.768	(0.449)
Children & Families	74.726	79.912	5.186	(0.498)	(0.216)	2.191	3.709
Strategic Commissioner for People	35.459	41.215	5.756	(0.159)	0.085	6.407	(0.577)
Subtotal People	269.586	282.017	12.431	(0.657)	0.039	10.366	2.683
Resources							
Business and Customer Services	19.021	22.904	3.883	0.000	(0.007)	2.986	0.904
Commissioning Support Unit	7.136	13.743	6.607	(0.445)	0.000	7.009	0.043
Enabling Services	25.944	24.344	(1.600)	(0.502)	0.055	0.075	(1.228)
Finance	6.245	6.311	0.066	0.000	(0.019)	0.126	(0.041)
Governance & Policy	2.511	3.875	1.364	0.000	0.000	0.486	0.878
Subtotal Resources	60.857	71.177	10.320	0.947	0.029	10.682	0.556
Subtotal Directorates	444.613	473.813	29.200	(1.666)	0.565	25.277	5.024
Corporate Services and Resourcing							
Corporate Services & Resourcing	(111.073)	(127.166)	(16.093)	0.000	0.000	(14.249)	(1.844)
DSG expenditure	248.727	256.614	7.887	0.000	7.887	0.000	0.000
DSG income	(246.322)	(246.322)	0.000	0.000	0.000	0.000	0.000
Subtotal Corporate Services and DSG	(108.668)	(116.874)	(8.206)	0.000	7.887	(14.249)	(1.844)
Total	335.945	356.939	20.994	(1.666)	8.452	11.018	3.190

3.1. Overview

This report provides the first update to Cabinet on the Council's revenue financial position in the current financial year. The forecast outturn position is set out in the table in Section 3 and shows a total forecast overspend of £20.994m representing 6.2% of the Council's net revenue budget.

The new format of the table is intended to provide greater visibility of the actual service variance after taking account of the impact of activity such as funding from Investment/Transformation funds, contributions to/from Earmarked Reserves and Covid pressures. The purpose of this greater transparency of the link through to resourcing is to support improved and informed decision-making both operationally and for the MTFs refresh.

3.2. The material aspects of the overspend are attributable to the following factors:

3.2.1. **Covid:** The table in section 3.1 shows the Covid spend against each service whilst Covid income offsetting the cost is reported as part of Corporate Services. The 2021/22 budget included £10.843m grant income partially offset by £2.336m budgeted expenditure. The difference of £8.507m was not budgeted and intended to be drawn down from reserves as required. Since setting the budget in February several new Covid funding streams have been announced and services have identified additional pressures resulting in an overspend against budget of £11.018m. This position would result in a decrease in the Covid reserves by £2.511m. A further £1.269m of Covid funding is committed for projects that will continue into future years, which will further decrease the reserve balance. Currently the highest Covid spend is reported by the Commissioning Support Unit which largely represents the Contain Outbreak Management Fund (COMF) grant which also heavily features within the forecast Covid spend within Strategy & Commissioning for People.

3.2.2. **Dedicated Schools Grant (DSG):** The forecasted £7.887m overspend consists primarily of the current forecasted overspend on the High Needs Block (HNB) of £7.894m. The forecast will be updated based on revised data and activity following the refresh of the DSG recovery plan, which is currently in progress. There is a risk that the HNB deficit will present a further significant challenge for the MTFs. The level of overspend being forecast here is £6.604m higher than the figures already assumed in the MTFs and is also £4.353m higher than outlined in the current recovery plan. This will utilise all remaining capacity in the DSG deficit offset reserve and is likely to require additional savings unless the rate of overspending can be reduced. Recent DfE announcements on 2022/23 High Needs funding suggest a larger than expected rise in funding, which may offset some of this increased pressure. Work is ongoing to analyse the impact of this increase as there is a risk that some of the reasons for the increased funding will further increase costs within the HNB expenditure. This analysis and any effects it has on future savings assumptions will form part of the comprehensive refresh of the DSG recovery plan. It is recommended that this refresh is overseen by the SEND and Inclusion Board, with clarity on the short and long-term impacts of any changes to the plan; and with sufficient interventions to bring the plan into balance including addressing any increased deficits that emerge from the refresh. The timing of this will be closely aligned to the MTFs process so that any implications can be incorporated at the earliest opportunity. There are two Board meetings scheduled before the end of the second quarter of the financial year with monthly meetings to follow.

3.2.3. **Service specific issues** (for which further detail can be found in Appendix A):

- Education (non-DSG) £1.979m

The primary driver of this overspend is the Children with Disabilities forecast overspend of £1.560m. The service is incurring high unit costs from increasingly complex needs for which the supply of high-quality specialist placements is low; and the use of emergency placements can be both necessary and expensive. There is ongoing work to commission cost-beneficial spot contracts; to review strategies and options to secure quality and affordable placements and to move and maintain more children at Early Help stage.

- Children and Families £3.709m

The variance mainly consists of an overspend on placements of £2.599m and staffing of £2.017m offset by some underspends including a part year underspend of £0.435m resulting from the new internal children's home opening part way through the financial year. The service is carrying out work on a number of areas to address the placements overspend including initiatives to rebalance the 'Placement Mix'; recruiting and retaining internal foster carers; the opening of our own children's home (with plans to pursue funding for further homes), early help wrap around services to children-in-need families; and wrap around support to foster carers to assist in stepdown from residential care. A workforce review has resulted in a number of strategies which are being progressed to encourage recruitment and retention of social workers - such as improved career pathways and a commission with an organisation to recruit 40 permanent social workers to reduce agency costs by up to £0.100m on the short term with potentially further opportunities longer term depending on demand.

3.3. A continuing trend from last year is the forecast underspend on planned transformation and investment fund projects. Services are expecting to re-profile £1.666m of funding from 2021/22 to next year relating to delayed projects, with Children and Families, Commissioning Support Unit and Enabling Services reporting most of the delays. £0.181m of funding previously allocated to specific projects is no longer required as those projects either have been delivered below budget or are no longer progressing. The funding has been returned to the Change Fund for consideration as part of the MTFS refresh and possible allocation to new priorities.

3.4. The Children and Families reprofiling of transformation and investment fund projects totals £0.497m and is the result of a number of factors. This includes delays in recruiting staff; delays in third party contracts commencing; as well as continuing difficulties in engaging with some 3rd sector organisations and the originally planned start date of April 2021 for some projects being rescheduled to a more realistic start date, has also been the impact of Covid and backlogs in the Courts, later in the financial year. Approximately 50% of this rephasing of expenditure is on workstreams funded by the DfE. Discussions with the DfE

have suggested they are content with the plans to rephase the expenditure and they may consider reducing the 2021/22 grant payment and paying it in 2022/23.

- 3.5. In the Commissioning Support Unit, the variance is caused by uncertainties about the timing of some projects as well as underspends against contingencies included in project budgets. In Enabling Services, the delay relates to digital transformation projects and is driven by the difficulty of releasing capacity from other areas of activity.

4. Savings Performance

- 4.1. Performance against individual saving targets are listed in Annexes A to M in Appendix C of this report. The table below provides a summary of the current forecast.

2020/21	No. of Savings Options	Saving Delivered £m	Saving Not Delivered £m
Savings target achieved/overachieved	34	6.010	0.000
Savings target partially achieved	5	1.085	0.446
No saving delivered against target	6	0.000	0.428
Total	45	7.095	0.874

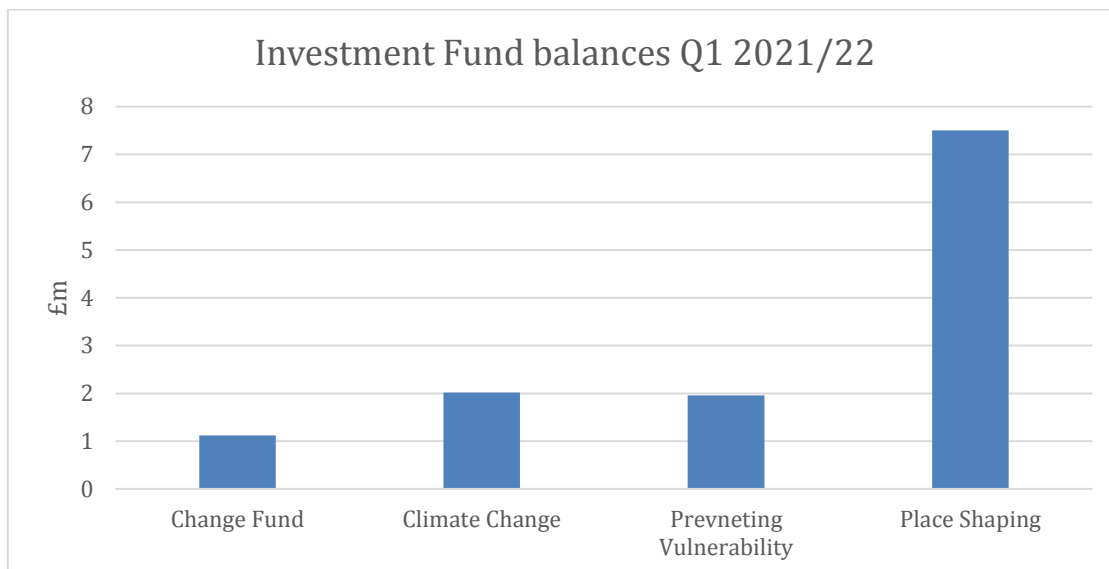
- 4.2. Below are details of those savings which are highlighting forecast underachievement. 49% of the underachievement relates to schemes where the services failed to reduce third party spend with a further 42% associated with insufficient cost reduction from vacancy management. Covid continues to impact on savings performance with 31% of the underachievement being related to the ongoing effect of covid on services.

Description	Target £m	Forecast £m	Reason for variance and associated management action
Education - Further savings on third party spend	0.034	0.000	Plans are yet to be agreed for how this saving will be delivered.
Fire & Rescue - Further savings on third party spend	0.015	0.000	This saving was expected to be delivered from savings achieved on training. Due to delays with the capital investment that would provide alternative facilities, this saving is unlikely to be met this year. The position will be continually reviewed to establish whether in year mitigations are possible until the saving can be permanently achieved next year.
Communities - Household waste recycling centre storage -	0.038	0.019	Containers due to be ordered shortly, with delivery expected in November. Due to this

purchase of storage containers to remove revenue cost of hire			delay, it is currently anticipated that 50% of the original savings target will be achieved this financial year, but the full saving will still be delivered in future years.
Adult Social Care - Further savings on third party spend	0.217	0.000	Unachieved but mitigated by wider service underspends. There is no future impact while the service is operating within budget.
Children and Families - Further savings on third party spend	0.052	0.000	Plans are yet to be agreed for how this saving will be delivered.
Children and Families - Maximise income and contributions to care packages and income from safeguarding training	0.275	0.225	Due to continued COVID related issues and pressures the safeguarding training will not reach the turnover anticipated to make the £50,000 income savings target.
Children and Families - Recalibration and reduction of staff - Reduction of posts across the Children Families Service through natural wastage and redeployment alongside recognising natural underspends from staff turnover and operating under capacity.	0.889	0.667	Due to continued pressures / demands on the whole of Children and Families it has not been feasible to take the anticipated post reductions forward.
Strategy and Commissioning – People - Further savings on third party spend	0.103	0.000	Unachieved but mitigated by underspends on commissioning budgets. There is no wider impact while the service is operating within budget.
Strategy and Commissioning – People - Review of expenditure on smoking cessation and falls prevention targeted support.	0.069	0.059	Underachieved, but covered by the forecast service underspend. There is no wider impact while the Service is operating within budget.
Business and Customer Services - Vacancy management	0.260	0.115	The Service are responding to additional demands from front line services/Covid impacts by retaining/recruiting staff which is resulting in the under-delivery of this saving.
Governance and Policy - Further savings on third party spend	0.007	0.000	Currently overspending due to Service Level Agreement costs. It remains to be seen whether these can be mitigated during the year and therefore bring this budget back on target.
Total	1.959	1.085	

5. Corporate Investment Funds

5.1. The remaining balances of each of the Corporate Investment Funds are shown below:



5.2. The work to produce an investment pipeline, so Members had greater visibility about future developments expected to come forward for approval, in the first quarter of the year demonstrated that the level of ambition is much greater than the resources available within the Investment Funds. Corporate Board temporarily paused new approvals from the funds to ensure initiatives can be prioritised and aligned to the Council Plan.

5.3. Over the medium term the funds will require additional resources to continue to support emerging projects and this will form part of the MTFS refresh this year.

6. Reserves

Reserve	Opening Balance	Movement in year	Outturn Impact	Closing Balance	MTFS Commitment	Balances at 31/03/2026
DSG Deficit	(8.271)	(2.405)	(7.887)	(18.563)	(28.585)	(47.148)
Other Schools Reserves	22.264	0.000	0.019	22.283	0.000	22.283
Covid Reserves	24.445	0.000	(2.511)	21.934	(21.934)	0.000
Other Earmarked Reserves	123.762	(10.527)	1.082	114.316	3.757	118.074
Risk and General Reserves	40.203	(3.540)	(2.897)	33.785	(2.681)	31.103
Available to Use Reserves	42.497	0.000	0.000	42.497	(32.622)	9.875
Total	244.899	(16.471)	(12.176)	216.251	(82.064)	134.187

- 6.1. At the end of 2020/21 the Council held £244.899 in reserves. Of these £16.471m has been drawn down in the first quarter including approved carry forwards, funding for investment and transformation projects as approved by Cabinet and Corporate Board and DSG Schools Block funding as approved by Schools Forum.
- 6.2. For the MTFS the key issue presented by the current forecast is the £7.894m deficit on the DSG High Needs Block. If it is not reduced by the end of the year it will leave a c.£6.6m gap in the DSG Offset Reserve that matches the accumulating deficit. There will be a need to increase this reserve through either redirecting underspends in 2021/22 and/or identifying savings to close the gap and manage any further deficit in future years.
- 6.3. The DfE has just announced their provisional funding for 2022/23 with a national average increase of 9.6% in High Needs Funding compared to 2021/22, however Warwickshire only receives an increase of 8%. Work is ongoing to refresh our model taking into account the updated funding assumptions as well as updated demand assumptions in order to assess the overall change in the forecast deficit. The updated DSG recovery plan and the refreshed DSG forecast are likely to have a further significant impact on the savings targets required for the MTFS refresh.
- 6.4. DfE has also recently agreed DSG recovery plans with a number of local authorities (with additional funding to help their recovery journey) however Warwickshire currently is low on the list of councils considered for additional support. This is due to the DfE assessment being based on the overall net DSG position, where our High Needs Block overspend is masked by better financial performance of the other DSG blocks.
- 6.5. As part of the budget resolution Council approved the creation of a Taxbase Volatility Reserve, alongside the existing business rates appeals reserve to provide for any deficits on the collection of the council tax and business rates from the current economic downturn. As part of our Covid funding we have received two grants whose purpose is well aligned with this new reserve: the Local Council Tax Compensation Scheme (£4.891m) aimed to cover any shortfall in Council Tax as a result of increased local council tax support cost and the Local Tax Income Guarantee scheme (£5.948m) that covers up to 75% of any lost business rate or council tax income.
- 6.6. These grants are un-ringfenced and if during the MTFS refresh they are not required to cover collection fund deficits they could be used to support one-off new initiatives.

7. Capital

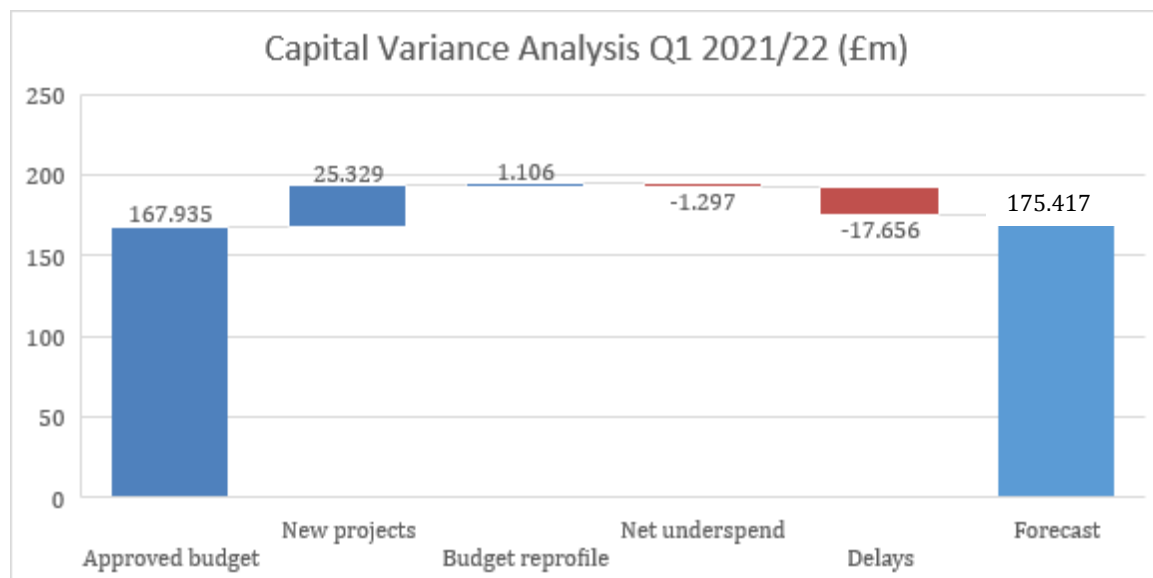
- 7.1. The latest forecast of 2021/22 capital payments directly controllable by the Council is £175.418m. This represents an increase of £7.482m on the budget approved in June 2021. A further £379.646m of payments forecast over the medium-term results in a total capital programme of £555.064m.
- 7.2. The increase in the total capital programme of £134.172m consists of an increase in newly approved capital schemes of £135.125m brought into the programme (including the recently approved Warwickshire Recovery Investment Fund of £130m) and a net decrease in the overall cost of capital schemes of £0.954m.
- 7.3. The remaining Capital Investment Fund (CIF) allocation of £18.473m from 2020/21, which is not included in these figures, has been carried forward. Along with the future years' CIF funding approved figure of £24.914m per annum over the 2021-26 Medium Term Financial Strategy this results in a total balance available in the Capital Investment Fund (CIF) of £91.318m.
- 7.4. The forecast of 2021/22 capital payments directly controllable by the Council of £175.418m excludes the forecast spend on s278 developer schemes of £43.366m. This latter element is excluded from the headline figures as the timing of the spend is not directly controllable by the Council. If this is included the total 2021/22 capital expenditure forecast is £218.783m.

7.5. Capital Forecast by Service

	2021/22	2021/22	2021/22	2022/23 to 2025/26	2022/23 to 2025/26	2022/23 to 2025/26	Total Variance
	Approved Budget	Forecast	Variance	Approved Budget	Forecast	Variance	
	£000	£000	£000	£000	£000	£000	
Education Services	32,167	32,353	186	15,870	15,869	-	186
Environment Services	67,340	61,444	(5,896)	48,725	55,226	6,501	605
Fire and Rescue	7,337	5,200	(2,137)	208	2,395	2,187	50
Strategic Commissioning Communities	29,961	22,055	(7,907)	62,763	70,588	7,825	(82)
Communities	136,805	121,051	(15,754)	127,568	144,079	16,513	759
Adult Social Care	313	313	-	-	-	-	-
Children and Families	507	492	(15)	235	250	15	-
Strategic Commissioning & Public Health	344	5,428	5,084	0	41	41	5,125
People	1,165	6,233	5,068	235	291	56	5,125
Business and Customer Support	181	181	-	1,448	1,449	1	1
Enabling Services	26,159	24,327	(1,832)	3,606	3,728	122	(1,711)
Governance & Policy	3,626	3,626	-	-	-	-	-
Resources	29,965	28,134	(1,832)	5,054	5,176	122	(1,710)
Corporate (WPDG & WRIF)	0	20,000	20,000	120,100	230,100	110,000	130,000
WCC Capital Programme	167,935	175,418	7,483	252,957	379,646	126,689	134,172
s.278 funded schemes	51,314	43,366	(7,948)	5,122	22,531	17,409	9,461
Total Capital Expenditure	219,249	218,783	(466)	258,079	402,177	144,098	143,635

7.6. Capital Variance Analysis

The latest 2021/22 Approved Capital Budget of £167.935m was approved by Cabinet in June 2021. The chart below explains the changes between the Approved Budget and the actual spend of £175.417m.



7.7. The 2021/22 budget is set according to the forecast spend on 31st March 2021. The forecast shows the changes in capital programmes since then, made up of:

- Reprofiled projects – these are schemes where there has been a slip in the time scale for delivery. The project is still being delivered and with no material change in cost, but the impact is that the benefits of projects are not realised and available to the taxpayers of Warwickshire in the timeframe originally anticipated. There is £17.656m of project expenditure which has been reprofiled into future years, and work is ongoing to make initial estimates of planned delivery more realistic to ensure reprofiling only occurs where delays are uncontrollable.
- New projects – these are projects recently added to the capital programme or projects where costs have risen as a result of a substantial change in scope. These schemes have been added through formal governance, with financing made available from Capital Investment Fund or funding from third parties.
- Projects with Increased Spend – these are schemes where project costs have risen above the level previously expected. This means additional funding has had to be arranged. This may be in the form of a contribution from a Service’s revenue budget, the use of basic need funding for education projects or alternative grants. The impact of this is that there is less funding available for other projects/activity.
- Underspent projects – these are schemes which have been delivered under budget. The impact of this is that funds are no longer required for a specific scheme. This may mean the authority will be able to recycle funds to alternative projects or will borrow less.

Service	Opening 2021-22 capital programme	New projects in year	Budget Reprofile	Net over / underspend	Total capital programme	Delays	Forecast In year capital spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Education Services	32,167	-	-	186	32,353	-	32,353
Environment Services	67,340	204	967	732	69,243	(7,799)	61,444
Fire and Rescue	7,337	-	-	50	7,387	(2,187)	5,200
Strategic Commissioning for Communities	29,961	-	139	(433)	29,667	(7,613)	22,054
Adult Social Care	313	-	-	-	313	-	313
Children & Families	507	-	-	-	507	(15)	492
Strategic Commissioning & Public Health	344	5,125	-	-	5,469	(41)	5,428
Business and Customer Support	181	-	-	-	181	-	181
Enabling Services	26,159	-	-	(1,832)	24,327	-	24,327
Governance and Policy	3,626	-	-	-	3,626	-	3,626
Corporate (WPDG & WRIF)	0	20,000	-	-	20,000	-	20,000
WCC Capital Programme	167,935	25,329	1,106	(1,297)	193,073	(17,656)	175,417
S278 Developer Funded Schemes	51,314	3,456	-	(1,362)	53,408	(10,043)	43,365
Total Capital Expenditure	219,249	28,785	1,106	(2,659)	246,481	(27,698)	218,783

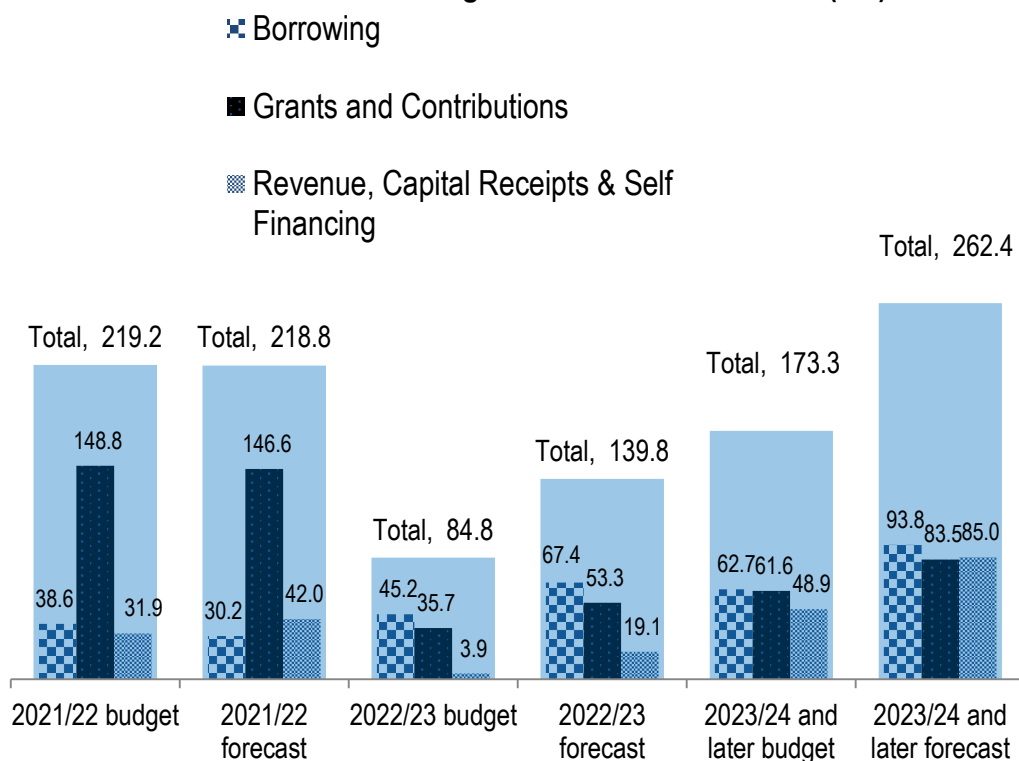
7.8. Adding £25.329m new projects to the capital programme in 2021/22 requires that an equivalent amount of additional funding has also been identified. For 2021/22, the additional funding is from grants (£5.125m for the Disabled Facilities Grant to be paid to the district/borough councils) and, primarily, the additional borrowing approved to finance the Warwickshire Recovery and Investment Fund of £20.000m in 2021/22 with a further £110.000m over the capital programme (see County Council decision on 1 July 2021).

7.9. Detailed explanation at a Service level of all changes to the capital programme is provided in **Annexes A to M**. The main reasons for the £17.656m movement to future years in the quarter compared to the approved budget are set out in Appendix B.

7.10. A wider issue which services have started to report but which may not be currently included in forecasts are cost pressures from HS2 and the Commonwealth Games using up local available materials/supplies and labour and inflating labour and supply costs. Any contracts not fixed will be exposed to these increasing costs from the reduced local supply of materials and labour and we expect this to be a feature for future quarterly monitoring reports.

- 7.11. Based on the analyses of trends and reoccurring patterns of capital forecasts in previous financial years, it is probable that the forecast presented in this report is subject to a level of optimism bias. No explicit adjustments have been made to individual capital schemes to eliminate the effect of this, but work is ongoing with project managers across the organisation to ensure that estimates of project cost, benefits and duration are realistic based on previous experience taking into account the unique characteristics of the current project portfolio. As a result of this work, a reduction in the forecast capital spend is anticipated in the forthcoming monitoring reports.
- 7.12. **Capital Financing**
All local authorities consider their gross capital spend and how it is financed separately. This is because where allowed, at a whole Council level, it is more cost effective to make use of any external capital resources (primarily government grants and capital receipts) before taking out additional borrowing. In 2021/22 we are forecasting to use £24.136m of Education capital grant to support overall capital spending. When the funding is required to finance the Education capital programme the Council will need to take out additional borrowing to fund gap between our spend and available funding for capital projects in that year.
- 7.13. These technical financing adjustments are managed on an on-going basis that also encompasses the cash balances we have available at the time. The capital resource required to fund the whole capital programme is reflected in the MTFS and any scope to delay borrowing by the effective use of our capital resources provides a one-off underspend that can be redirected to Members' priorities.
- 7.14. The most significant variable in financing the capital expenditure is forecasting the timing of the delivery of capital receipts. Forecasts are determined by the Council's and Warwickshire Property and Development Group's programme of disposals and subsequent income from capital receipts is used to avoid the need to incur additional borrowing. Any shortfall in the level of expected receipts may require the Authority to borrow sooner than expected.
- 7.15. The timing of when additional borrowing is taken out will depend on the Authority's cash position which may provide an opportunity to borrow from other Council resources in the short term to minimise the impact of financing long-term external borrowing on the revenue budget. Monitoring of longer-term balance sheet projections will continue to be undertaken to ensure the authority maximises its resources.
- 7.16. The chart and table below provide further detail on how the 2021/22 capital programme is currently planned to be financed.

Estimated Financing to 2023/24 & Later Years (£m)



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

	2021/22 budget £'000	2021/22 forecast £'000	2022/23 budget £'000	2022/23 forecast £'000	2023/24 and later budget £'000	2023/24 and later forecast £'000
Corporate Borrowing	38,604	30,226	45,203	67,361	62,724	93,839
Self-financed Borrowing	1,326	-	-	-	-	-
Grants and Contributions*	148,791	146,562	35,716	53,289	61,591	83,541
Capital Receipts	29,177	41,995	3,907	19,135	48,938	85,011
Revenue	1,351	-	-	-	-	-
Total	219,249	218,783	84,826	139,785	173,253	262,391

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

8. Financial implications

- 8.1. The report outlines the financial performance of the authority in the year 2021/22. There are no additional financial implications to those detailed in the main body of the report.
- 8.2. The key financial issue remains that the MTFs should reflect the need to put sustainable solutions in place for those services reporting material demand-led overspends; the need to ensure the ambitions of the capital strategy are aligned to the capacity to deliver; and that any plans developed to balance the budget going forward are robust so any decisions can be taken promptly.

9. Environmental Implications

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

10. Background Papers

- 10.1. None.

Appendices

Appendix A – Commentary on service revenue forecasts

Appendix B – Commentary on service capital forecasts

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

Commentary on Service Revenue Forecasts

1. Communities Directorate (and DSG)

Education Services (non DSG) £2.650m overspend including £0.590m Covid pressures

The main Covid related costs are the result of losses in income for traded services (with some increased costs). These services include Adult & Community Learning (£0.080m), Warwickshire Music (£0.153m), and Marle Hall (0.227m).

After taking account of Covid pressures and the impact of reserves, the remaining service variance of £1.979m overspends are primarily the result of:

- The SEND & Inclusion Service initially highlighted a potential shortfall in staffing budget compared to the establishment of £0.757m. Mitigating action on freezing recruitment, carrying maternity vacancies and increasing income has reduced the forecast in year overspend to £0.157m, which predominantly relates to the Education Psychologist team. Furthermore, service reviews are due to be completed by the end of August/September, where the service manager will endeavour to continue to permanently narrow the gap. The forecasts will be carefully monitored and updated as this work is reviewed and progresses.
- There is a Children with Disabilities service forecast overspend of £1.560m, against a budget of circa £12m. The unit costs for this group are high due to increasingly complex needs for which the supply of high-quality specialist placements is low; and where the use of emergency placements can be necessary and expensive. The ability to negotiate with the marketplace has been significantly impacted. Further work is required to review the spot contract forecast and its impact on the overall position, as the use of such contracts can avoid costly care proceedings and reduce some accommodation and associated costs. Work continues to review the strategies and options to secure quality and affordable placements and to move and maintain more children at Early Help stage to avoid them needing to enter care. The relationship between costs within the Children with Disabilities forecast and the High Needs Block is also being reviewed to have a clearer understanding of any correlation and cause/effect.
- £0.197m relates primarily to cost pressures on medical transport for pupils with medical conditions, coupled with cost pressures from taxi services. Further analysis of this pressure and intended mitigating action is being sought from Transport Operations.

DSG £7.887m overspend

Please note that the DSG forecasts are provisional until the refresh of the DSG recovery plan is concluded. The refresh is underway and includes further interventions being introduced; a review of the impact of the interventions in place; and a refresh of funding assumptions (following recent DfE funding announcements).

The DSG consists of 4 'Blocks' and the majority of the DSG overspend of £7.887m relates to the High Needs Block (HNB) for which the overspend is £7.894m.

If the service were performing to the targets and projections within the current recovery plan, the DSG overspend for 2021/22 would be £3.541m. This would represent the deficit still to be addressed through future year savings/interventions to be determined.

However the current Q1 projections (before the refresh of the recovery plan has been fully concluded) are forecasting the £3.541m deficit noted above (for which interventions are still to be determined) as well as a further £4.353m deficit on 'in year activity' that interventions in the current recovery plan were expected to have addressed.

For information, the 'in year' overspend is primarily in overspends in Mainstream School top ups, Independent Special Schools, Other Local Authorities schools, Post 16 education and SEND Commissions of £5.988m. These overspends are being offset somewhat by some underspends that are predicted in Special School top ups, Resource Provisions, Flex Learning, Alternative Provision, and the Specialist Teaching Service of £1.625m.

As noted in the body of this report, it is recommended that the SEND & Inclusion Board oversee the refresh of the recovery plan; have clarity on the interventions in the recovery plan that have had the required impact and those that have not - with an understanding of the reasons and future impact; obtain explanations on the short and long-term impacts of any growth, demand and funding updates; and ensure that sufficient, robust interventions are introduced that bring the updated recovery plan into balance in the required timeframe.

The timing of this will need to be closely aligned to the MTFS process as there is a risk that the High Needs Block deficit could present a significant challenge for the MTFS as the current forecast level of overspend is materially higher than used as the basis of the MTFS and is also higher than outlined in the current recovery plan.

Environment Services £0.501m overspend including £0.522m Covid pressures

Covid related expenditure mainly relates the requirement of barriers to make town centres safe and the removal of traffic management ramps.

After taking this into account the remaining service variance is a minor overspend of £0.025m due mainly to staff vacancies offsetting an increase in partnership contributions.

Fire and Rescue Services £0.041m underspend including £0.046m Covid pressures

After taking account of Covid related pressures of £0.046m; and the impact of earmarked reserves and Investment/Transformation funds, the remaining service variance is an underspend of £0.078m.

Please note that further work is required to understand the specific requirements and spend profile of a Fire Protection grant that has recently been received. The income for this grant of £0.145m may be masking an actual service overspend position of £0.067m if the grant is either fully spent in year or is approved for carry forward to future years.

Strategy and Commissioning for Communities £3.339m overspend including £3.061m Covid pressures

After taking account of Covid related pressures of £3.061m; and the impact of earmarked reserves and Investment/Transformation funds the remaining service variance is an underspend of £0.085m.

Included in Covid pressures are:

- £1.461m Business Economy (the balance of Adapt and Diversify grants to businesses initiated in 2020/21)
- £1.400 loss of income on Parking
- £0.200m increased spend in Country parks and Road Safety

It is expected that £0.400m spend on business support grants will be funded by earmarked reserves. The transformation underspend of £0.037 relates to Tourism and Leisure projects where there was a delayed start due to Covid restrictions.

2. People Directorate

Adult Social Care, overspend of £1.489m including £1.768m Covid pressures

The Quarter 1 forecast for Adult Social Care is an overspend of £1.489m. After taking account of the Covid element of the forecast of £1.768m; and the impact of earmarked reserves of £0.170m, the remaining service underspend is £0.449m, less than 0.01% of the Service budget.

The Covid forecast of £1.768m relates to:

- £1.568m of costs to be reimbursed from the Hospital Discharge Grant which supports the timely discharge of medically fit patients during the pandemic
- £0.200m to provide targeted financial support to Adult Social Care providers

There is expected to be a transfer from the earmarked reserve to reflect the agreement by the Health and Social Care Joint Commissioning Board for the Development Fund of the Better Care Fund to fund the additional costs of the Discharge to Assess pilot of £0.170m.

The underlying underspend for the Adult Social Care Service is £0.449m, set against a gross expenditure budget of £206m and a net budget of £159m. The overall position masks non-Covid overspends in Mental Health and Disabilities which are being mitigated by underspends elsewhere within the service. The combined overspends in Mental Health and Disabilities total £2.871m.

- In Mental Health this is due to increases across all areas of the service, with the largest increase being in supported living in the north of the county (younger people with complex needs) and nursing in the south of the county (where there are fewer alternatives to nursing care). The number of new entrants to the service has exceeded the number of leavers by >10% since April 2020 and high demand is expected to continue throughout 2021/22. Further to high demand, there is also a higher proportion of more complex, and therefore costly packages of care. This combination has led to the need to go outside of Warwickshire to secure beds, increasing the cost pressure further. To mitigate within the service there are plans to move a number of people on to more independent living.

- Within the Disabilities Service the overspends are mainly due to a pressure in physical disabilities, directly driven by increased expenditure in domiciliary care, supported living and direct payments. These three types of social care have increased by an average cost of 22% this year which represents both the intensity and complexity of packages i.e. individual customers requiring more support than provided previously; and there has also been an increase in the number of service users by 7%. The service is currently undergoing a comprehensive review of packages to ensure that they are appropriate and recorded correctly. Combined with a review of income charges, this may lead to a change in the forecast by Q2.
- Integrated Care Services are making a significant contribution to mitigating the overspends with a forecast underspend of £0.908m. This is predominantly due to Assistive Technology budget not expected to be spent due to Covid response dominating staff time leaving little capacity to run the pilot schemes that it was intended for. Staffing underspends are also making a smaller but valuable contribution.
- The non-Covid Older People's Service is also making a significant contribution of £1.311m to balance the overspends noted above. Older People are the main Service that incur expenditure as a result of hospital discharge, and hence some costs are being funded from the Hospital Discharge grant via the NHS. It should be noted that without the Hospital Discharge Grant, the Older People Service would be spending in line with budget.
- Finally, there are some further project, staffing and other minor underspends of approximately £1.100m across the service.

Children and Families £5.186m overspend including £2.191m Covid pressures.

After taking account of Covid and the impact of earmarked reserves and Investment/Transformation Funds, the remaining service overspend is £3.709m.

As part of the 2021/22 budget, the service was allocated a £0.631m Covid recovery budget. In addition to this, the service is forecasting to incur a further £2.191m on Covid related pressures, broadly consisting of:

- £0.621m additional placement / delays in leaving care costs.
- £1.570m additional staffing costs.

The overall Children Transformation Fund (CTF) / Child Friendly Warwickshire Transformation Programme is experiencing delay due to recruitment and interaction with 3rd sector partners taking longer than anticipated (often due to capacity and the post Covid effect on partners). Although the forecasted underspend for 2021/22 is £0.498m, the project leads are continually reviewing plans to ensure the overall 4-year programme to 2023/24 is on track to complete the objectives and fully utilise the DfE grant. The overall planned budget is fully committed over the re-phased life of the programme.

Key variances to note are as follows:

Children's Placements

- It is recognised that in addition to addressing the increasing number of Children in Care, the 'Placement Mix' is key to bringing down this overspend, with the need for the balance between internal and external (including residential) placements to be re-addressed to make an impact on the overspend. A number of initiatives are being progressed including new methods of recruiting and retaining internal foster carers, The WCC Children's Home (with plans to pursue funding for potential further homes), Early Help wrap around services to Children in Need Families, as well as wrap around support to foster carers to assist in stepdown from Residential.
- Despite an increase of budget compared to last financial year of £4.221m, Residential Care is forecasting a £2.762m overspend. The increase in forecasted weeks in 2021/22 compared to 2020/21 is 477 weeks (+21%). In addition, the current net average weekly cost is £4,524 per placement (compared to £3,989 in 2020/21) - an increase of £535 per week (+13%). The average full-time yearly unit cost is now £0.236m per placement - an increase of £0.028m from 2020/21.
- Activity levels within external foster care continue to increase as the new financial year begins. But the budget was increased by £1.499m for 2021/22 so overall there is a small overspend of £0.102m.
- Internal foster care continues the trend of last year and has seen an overall decrease in numbers this financial year. There has been a decrease in budget of £0.415m compared to 2020/21, but there is still a forecast underspend of £0.265m.

Leaving Care – Accommodation

Leaving care accommodation is currently showing a modest underspend of £0.222m. Demand and costs will continue to be closely monitored throughout the year.

Staffing

- There continue to be significant variances covering both direct staff and agency staff budgets – which are forecasting a combined overspend of £2.017m against a budget of circa £30m (note this excludes staffing budgets included elsewhere such as Asylum, Priority Families, Section 31, Covid and Children Transformation Fund).
- The Children & Families strategic workforce review has reviewed a number of strategies to encourage recruitment and retention of social workers which are being progressed. For example, the strategies include improved career pathways; and a commission with an organisation to recruit 40 permanent social workers to reduce agency costs. With current high demand, caseloads and turnover, staffing costs will continue to require close monitoring and review.
- Corporate Board approved a C&F report in April 2021 which estimated the circa £2m staffing pressure this financial year due to the need to revise structures and career pathways in order to recruit more effectively. These changes are part of a longer-term strategy to manage other costs within the service, including those that are demand led and agency related costs. As such the April 2021 report did not anticipate an ongoing pressure of £2m; but this will need to be reviewed and confirmed as part of the MTFS refresh process.

Other

- The forecast for legal costs is a £0.250m overspend due to monthly legal Service Level Agreement & disbursement costs consistently exceeding £0.250m per month. This correlates to the increase in demand and activity across C&F; but to mitigate this, the service are reviewing the workflow to Legal Services.

- There is a part year underspend of £0.435m from the soon to be opened WCC Children's home. This is partly due to the home not opening until Q3 as well as a reduced expected cost of the staffing model.
- Other underspends offsetting the overspends include underspends for USAC grant related services (due to recent day rate increases in Home Office grant) of £0.355m; Children in Need allowances underspend of £0.084m and a one-off ACE related underspend of £0.082m.

Strategic Commissioner for People, overspend of £5.756m including £6.407m Covid pressures

The Quarter 1 forecast for Strategy & Commissioning is an overspend of £5.756m. After taking account of Covid costs of £6.406m; the underspend of £0.159m on projects delivered through Investment Funds; and a net transfer from earmarked reserves of £0.085m, there is a remaining service underspend of £0.577m, 1.6% of the Service budget.

The Covid-19 forecast of £6.407m relates to:

- £4.535m Covid related activity funded from the Contain Outbreak Management Fund (which includes grants for businesses to ensure Covid measures are in place; funds to improve ventilation in schools, support for Covid related contract delivery and a number of Public Health related measures).
- £1.871m Covid related activity funded from non-COMF grants to WCC (which includes Mental Health and Community related projects)

The underspend of £0.159m on Investment Funded projects relates to two projects where Covid has resulted in delays which have meant a re-phasing of some of the project activity into future years.

The underlying underspend for the People Strategy and Commissioning Service is £0.577m and relates predominantly to the Domestic Abuse grant. This grant was received at short notice and requires appropriate planning time to ensure robust targeting of the funds and a realistic spend profile. It is currently anticipated that £0.523m, which is approximately 50% of the 2021/22 allocation, will be required in future years and Members are asked to approve the creation of an earmarked reserve for this purpose (see the recommendations in the body of the report).

3. Resources Directorate

Business and Customer Services £3.883m overspend including £2.986m Covid pressures

After taking account of Covid related pressures of £2.986m; and the impact of earmarked reserves the remaining service variance is an overspend of £0.904m which represents a 20.4% variance against the approved budget.

The Covid pressures include

- £1.553m additional welfare support
- £0.341m Backward Contact Tracing Team
- £0.310m Staffing/Agency Costs
- £0.259m Welfare and Critically Extremely Vulnerable (CEV) Support

- £0.219m income losses in Heritage & Environment.

The remaining service variance of £0.904m is the result of an increase in staffing and employee costs, with the majority of this within the Business Support area where there have been increases in demand particularly in relation to Adults and Children & Families where the service budget has not been increased to reflect substantial increases in front-line service budgets and it is proving difficult to manage costs within the previous budgeted level. It is also possible that further analysis of the forecast spend, which is currently being undertaken, may highlight some costs that should be treated as Covid related or awaiting funding from other service areas.

Please note that within Business Support there was also a 'one-off' budget allocation of £0.600m made to allow additional time for MTFs savings to be made. This will be removed in 2022/23 and, combined with the £0.904m remaining service pressure, presents a financial risk that requires careful management. Discussions are underway with the service to establish the drivers behind the forecast and what actions are necessary to plan for and address the required reductions in expenditure.

Commissioning Support Unit £6.607m overspend including £7.009m Covid pressures

After taking account of Covid related pressures of £7.009m; and the impact of Investment/Transformation funds the remaining service variance is an overspend of £0.044.

The Covid related expenditure includes £5.228m COMF funding to be spent in 2021/22 still to be allocated and £1.657m for Covid Community Testing.

There is currently a forecast of £0.445m in relation to transformation projects where expenditure is due to be rephased into 2022/23 due to more realistic timescales and implementation dates being assigned to the projects.

Enabling Services £1.600m underspend including £0.075m Covid pressures

The forecast Covid pressures relates to agency staff costs to support the work on reinstatement of buildings. These pressures are over and above the Covid budget that was set for Enabling Services in February 2021, as the service refines the reinstatement plan in accordance with ever-changing guidelines.

There is net drawdown from reserves forecast in relation to the graduate programme. There is £0.502m of transformation funding which due to current demands on the service is unlikely to be spent this year. The reasons are primarily Covid related – where projects were slowed or delayed due to the impact of Covid on capacity and/or activity.

This leaves a service-related underspend of £1.228m which comprises of the following:

- £0.386m underspend across Property Services – mainly due to over recovery of income, which is likely to be one off; and some staffing underspends
- £0.032m underspend across HR Enabling mainly from staffing
- £0.094m net underspend across Digital and ICT (£0.456m staffing underspends offsetting overspends of £0.362m related to Software and Licensing costs; the recurrent nature of each requires further analysis in order to establish any long-term impact)
- £0.711m underspend across ICT Strategy and Commissioning – £0.074m in year staff underspends and £0.637m one-off underspends from ICT project activity being limited

whilst staff continue to work from home. The Service is currently developing proposals for utilising this underspend to fund elements of the Digital Roadmap.

Finance Service £0.066m overspend including £0.126m COVID pressures

After taking account of Covid related pressures of £0.126m; and the impact of earmarked reserves, the remaining service variance is an underspend of £0.041.

Governance and Policy £1.364m overspend including £0.486m Covid pressures

The Covid pressures relate to employee costs, printing and advertising within Communications, costs of re-instatement of face-to-face Council meetings and additional staffing.

The remaining service forecast overspend predominantly comprises:

- £0.521m of historic savings which date back to 2017/18 and are no longer achievable within the strategic asset management service.
- £0.304m Legal Services increased spending on agency staff for backfill and decreased external income. Further review of this pressure is necessary in order to establish if there is a long-term impact and what mitigating actions are required to manage this pressure.

4. Corporate Services and Resourcing

Of the £16.093m Other Services underspend £14.249m is Covid related.

The Covid element consists of £14.911m of Covid income offsetting Covid spend reported across the services combined with a further £0.652m of Covid expenditure relating to £0.199m increased Coroner costs; and £0.450m additional cost incurred by Educaterers.

The non-Covid underspend of £1.844m is largely caused by the forecast underspend on the capital contingency through the effective management of how we finance the capital programme (£1.241m) and higher than budgeted grant income, with £0.357m relating to the Public Health Grant and £0.142m to the Fire Pensions Grant.

Commentary on service capital forecasts

The main reasons for the £27.698m movement to future years in the quarter compared to the approved budget are set out below. These delays on projects mean the expected benefits of the schemes will not be realised to the original time frame.

36% of the £27,698m delay is related to projects funded by S278 developer contributions. The timing of these schemes is largely outside of the control of WCC therefore they are excluded from the analyses below, but details of these schemes can be found in Annexes A to M.

Environment Services – £7.799 million delay caused by:

- £2.268m Bermuda Connectivity Project – delivery of this scheme has now started on-site. The re-profiled expenditure is reflecting the contractor's current planned delivery.
- £1.482m Historic Bridge Maintenance Programme – 2 accidents caused major delays to the programme as repairs were required to be carried out urgently resulting in re-programming of planned maintenance work. The availability of specialist materials to repair historic bridges lead to further delays as well as adverse weather conditions (too much rain) impacting on the timescales.
- £1.317m A444 Corridor improvements Phase 2 – Design issues and embargo to work around the Hospital due to Covid caused the delay. Based on the current position construction is not likely to be undertaken until 2022.
- £1.000m A46 Stoneleigh Junction Improvement – Poor weather in May 2021 has slowed progress on weather critical earthworks. This slower progress than forecast on the earthworks is reflected in reduced forecast spend pushing £1m from 2021/22 to 2022/23. Where this is a WCC risk under the contract it can be managed from the risk allowance within the overall scheme budget.
- £0.900m A47 Hinckley Road Corridor Scheme – The scope of this project hanged to include an off-road cycleway. Expenditure has been re-profiled to allow time to carry out the necessary re-design of the road layout.
- The remainder relates to delays over multiple projects, further details can be found in the annexes.

Fire and Rescue – £2.187 million delay caused by:

- Fire and Rescue HQ Leamington Spa – the project currently on hold, subject to the re-assessment of Fire HQ needs in the future.

Strategic Commissioning for Communities - £7.613 million delay caused by:

- £5,844m Emscote Road Corridor Improvements Scheme – In light of resource availability and priorities during Covid the construction phase of this project has been delayed until 2022/23.
- £1,447m A446 Stonebridge junction improvements – The project has been reprofiled to ensure alignment with the Greenman Crossing works which will need to precede. Both design and construction work now expected to be completed in future years.
- The remainder relates to lots of delays over multiple projects, further details can be found in the annexes.

Annex A Revenue - Environment Services - Scott Tompkins

Strategic Director - Mark Ryder

Portfolio Holders - Cllr Heather Timms (Environment, Climate & Culture)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funding	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Environment Services	374	0	374	0				0	
Trading Standards & Community Safety	2,575	(1,035)	1,539	41				41	Savings are continuing to be sought to mitigate the shortfall of moving staff to the Business Support section. This will be monitored going forward with the aim of achieving these savings.
County Highways	20,265	(6,106)	14,159	245			331	(86)	Town Centre management - barriers - to deal with COVID restrictions. There is an increase in cost due to new bus shelters for the Nuneaton area, and an underspend on salaries in Highways due to vacancies. There are now identified start dates for staff into vacancies later in the year.
Planning Delivery	4,508	(4,017)	491	(38)				(38)	Underspend is driven by vacancies in S38 Agreements which are currently being recruited to. Also, Environmental Landscape Services due to surplus recharges for professional services for Nuneaton regeneration regarding the Leamington roundabout.
Transport Delivery	38,751	(29,677)	9,074	191			191	0	This is for extra school bus services due to Covid.
Engineering Design Services	7,774	(7,180)	594	0				0	
Emergency Management	279	(118)	161	62				62	Agreement to increase partnership contributions. AD to look at how to fund this.
Net Service Spending	74,526	(48,133)	26,392	501	0	0	522	(21)	

Impact on specific service reserves (from Reserves tab)	0
Impact on Transformation funds	0
Impact on risk/general reserves	501

Annex A Reserves - Environment Services - Scott Tompkins
Strategic Director - Mark Ryder
Portfolio Holders - Cllr Heather Timms (Environment, Climate & Culture)

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
Proceeds of Crime	217			217
Domestic Homicide Reviews	77			77
Flood Management Reserve	506			506
S38 Developer Funding	602			602
Local Resilience Forum	463			463
Total	1,865	0	0	1,865

Annex A Savings - Environment Services - Scott Tompkins
 Strategic Director - Mark Ryder
 Portfolio Holders - Cllr Heather Timms (Environment, Climate & Culture)

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Expansion of traded income across the service - 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	200	0	The areas where the savings have been removed from are on target, therefore there is the assumption that the savings are on target.
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	152	152	0	The areas where the savings have been removed from are on target, therefore there is the assumption that the savings are on target.
Total	352	352	0	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,144	101	0	0	59,245	59,144	101	0	0	59,245	0	0	
10421000	Portobello Bridge	549	0	0	0	549	549	0	0	0	549	0	0	Code no longer in use - funding moved to Emscote Road project 11857001
11221000	M40 Junction 12	11,885	177	0	0	12,062	11,885	87	0	0	11,972	-90	-90	Agreed £90k developer funding transferred to Highways 11879000 Structural Maint. Annual Programme for ongoing landscape maintenance at M40 J12 Gaydon site now business as usual.
11272000	Rugby Gyratory Improvements	1,564	24	0	0	1,588	1,564	24	0	0	1,588	0	0	
11510000	A46 Stanks Island, Warwick	5,200	1,484	0	0	6,684	5,200	1,484	0	0	6,684	0	0	
11339000	Bermuda Connectivity	2,880	5,494	485	1,500	10,359	2,880	3,227	2,753	1,500	10,359	-2,268	0	Scheme started on site - expenditure slightly re-profiled to reflect Contractor's current planned delivery.
11604000	A444 Corridor Improvements - Phase 2	321	2,650	1,689	20	4,681	321	1,333	2,659	20	4,333	-1,317	-348	£347k developer funding transferred to Transforming Nuneaton (11611000). Design issues and embargo to working around hospital (due to Covid) has caused delays - construction delayed to 2022 likely
11605000	A3400 Bham Road Stratford Corridor Improvements	276	2,274	4,000	0	6,550	276	2,285	4,000	0	6,561	11	11	£11,160 S106 grant funding transferred from 11441010 Birmingham Road cycle scheme (Communities)
11649000	A46 Stoneleigh Junction Improvements	9,586	17,913	9,372	0	36,870	9,586	16,913	10,372	0	36,870	-1,000	0	Poor weather in May 2021 has slowed progress on weather critical earthworks. This slower progress than forecast on the earthworks is reflected in reduced forecast spend pushing £1m from 2021/22 to 2022/23. Where this is a WCC risk under the contract it can be managed from the risk allowance within the overall scheme budget.
11694000	A47 Hinckley Road Corridor	707	1,021	1,878	0	3,605	707	121	2,778	0	3,605	-900	0	Spend moved to 2022/23 to accommodate time for a re-design for change of scope which includes an off-road cycleway.
Street Lighting														
11279000	Pump Priming allocation for LED street lighting	4,823	142	0	0	4,965	4,823	480	0	0	5,303	338	338	Additional works added to scheme, funded from Revenue contribution (EB031)
11818000	Street Lighting Base Budget for 2020 / 2021	809	262	0	0	1,071	809	0	0	0	809	-262	-262	Unallocated 2020-21 funding transferred to new 2021-22 Street Lighting project code 11884000
11884000	Street Lighting annual maintenance 2021-22	0	534	0	0	534	0	796	0	0	796	262	262	Unallocated 2020-21 funding (11818000) transferred to new 2021-22 Street Lighting project code
Structural Bridge Maintenance														
11382000	Minor Bridge Maintenance schemes 2015/2016	1,683	3	0	0	1,686	1,683	1	0	0	1,684	-2	-2	Scheme deferred awaiting repairs to embankment which are the responsibility of Network Rail
11457000	Minor Bridge Maintenance schemes 2016/2017	531	1	0	0	532	531	0	0	0	531	-1	-1	Scheme completed - transfer of remaining funding to 2021-22 project code (11882000)
11587000	Minor Bridge Maintenance schemes 2017/2018	2,518	0	0	0	2,518	2,518	166	0	0	2,684	166	166	Budget reprofiled from 2021-22 allocation to enable completion of works
11658000	Minor Bridge Maintenance schemes 2018/2019	1,622	410	0	0	2,031	1,622	592	0	0	2,214	183	183	Budget reprofiled from 2021-22 allocation to enable completion of works
11717000	Bridges Base Budget 2019 2020	881	38	0	0	919	881	81	0	0	961	42	42	Budget reprofiled from 2021-22 allocation to enable completion of works
11816000	Bridges Base Budget 2020 2021	551	318	0	0	869	551	365	0	0	916	47	47	Budget reprofiled from 2021-22 allocation to enable completion of works
11833000	Historic Bridge Maintenance	332	3,743	2,225	0	6,300	332	2,261	2,250	1,477	6,320	-1,482	20	Programme budget reallocated across the Bridge Schemes on previous year project codes. Additional £20k allocated to Programme from Cllr Reilly's 2020/21 Delegated funding.
11882000	Bridges annual maintenance 2021-22	0	1,038	0	0	1,038	0	633	0	0	633	-404	-404	2021-22 Budget reallocated across previous years' schemes to enable completion/ongoing works
Structural Maintenance of Roads														
11361000	Highways Maintenance 16/17	15,096	0	0	0	15,096	15,096	0	0	0	15,096	0	0	
11545000	Highways Maintenance 2019/20	0	0	0	0	0	0	0	0	0	0	0	0	
11553000	National Productivity Investment Fund Money	0	0	0	0	0	0	0	0	0	0	0	0	
11720000	County Highways Base Budget 19-20	17,450	140	0	0	17,590	17,450	0	0	0	17,450	-140	-140	Unallocated 2019-20 funding transferred to new 2021-22 Highways project code 11879000
11785000	County Highways Base Budget 20-21	21,955	415	0	0	22,370	21,955	421	0	0	22,376	6	6	Budget reprofiled from 2021-22 allocation to enable completion of works
11808000	Vehicle Mitigation Barriers (Stratford upon Avon)	0	582	0	0	582	0	582	0	0	582	0	0	
11871000	Highways 2021-22 - Surface Dressing	0	1,419	0	0	1,419	0	1,628	0	0	1,628	209	209	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11872000	Highways 2021-22 - Slurry Seal	0	412	0	0	412	0	217	0	0	217	-195	-195	Reprofile of 2021-22 DFT funding based on planned works across Highways projects

11873000	Highways 2021-22 - Routine Patching	0	1,302	0	0	1,302	0	1,194	0	0	1,194	-109	-109	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11874000	Highways 2021-22 - Patching Surface Dressing	0	326	0	0	326	0	651	0	0	651	326	326	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11875000	Highways 2021-22 - Patching Slurry Sealing	0	163	0	0	163	0	54	0	0	54	-109	-109	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11876000	Highways 2021-22 - Structural Patching	0	2,156	0	0	2,156	0	309	0	0	309	-1,847	-1,847	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11877000	Highways 2021-22 - Road Marking Surface Dressing	0	1,628	0	0	1,628	0	868	0	0	868	-760	-760	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11878000	Highways 2021-22 - Structural Maintenance Annual Programme	0	201	0	0	201	0	429	0	0	429	228	228	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11879000	Highways 2021-22 - Structural Maintenance Annual Footways Programme	0	5,473	0	0	5,473	0	8,398	0	0	8,398	2,925	2,925	Reprofile of 2021-22 DFT funding based on planned works across Highways projects, plus transfer of £90k developer funding from M40 J12 for ongoing landscape maintenance requirements
11880000	Highways 2021-22 - Pot Holes and DFT Challenge budget	0	2,441	0	0	2,441	0	2,170	0	0	2,170	-271	-271	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11881000	Highways 2021-22 - Capital staff costs	0	887	0	0	887	0	887	0	0	887	0	0	
11912000	Highways 2021-22 Micro Asphalt	0	80	0	0	80	0	83	0	0	83	3	3	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
11913000	Highways 2021-22 Patching Micro Asphalt	0	10	0	0	10	0	10	0	0	10	-0	-0	
11914000	Highways 2021-22 Road marking for Micro Asphalt	0	10	0	0	10	0	7	0	0	7	-3	-3	Reprofile of 2021-22 DFT funding based on planned works across Highways projects
Traffic Signals														
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	13	0	0	194	0	0	
11657000	Traffic Signals Base Budget 2018-19	291	0	0	0	291	291	0	0	0	291	0	0	
11718000	Traffic Signals Base Budget 2019-20	230	31	0	0	261	230	31	0	0	261	0	0	
11817000	Traffic Base Budget 2020 2021	83	164	0	0	247	83	111	0	0	194	-52	-52	Unallocated 2020-21 funding transferred to new 2021-22 Traffic Signals project code 11883000
11848000	Replacement bollards in Stratford, Nuneaton and Bedworth	8	422	0	0	430	8	422	0	0	430	0	0	
11883000	Traffic signals annual maintenance 2021-22	0	250	0	0	250	0	302	0	0	302	52	52	Unallocated 2020-21 funding (11817000) transferred to new 2021-22 Traffic Signals project code
Flood management														
11424000	Snitterfield Emergency Works	2,793	0	0	0	2,793	2,793	0	0	0	2,793	0	0	
11427000	Ladbrooke Flood Alleviation	60	4	0	0	63	60	0	0	0	60	-4	-4	Small balance of funding transferred to Fillongley Flood Defence Scheme 11892000
11514000	Grendon Property Level	72	0	0	0	72	72	0	0	0	72	0	0	
11550000	Flood modelling	98	5	0	0	103	98	5	0	0	103	0	0	
11574000	Kites Hardwick flood alleviation	103	0	0	0	103	103	0	0	0	103	0	0	
11599000	Cherrington Flood Risk Management Scheme	62	3	0	0	65	62	0	0	0	62	-3	-3	Flood Grant not yet secured - removed from forecast expenditure
11686000	Whiteacre Health Flood Alleviation	56	0	0	0	56	56	0	0	0	56	0	0	
11735000	Grendon Capital Flood Scheme	13	99	0	0	112	13	35	0	0	48	-64	-64	Flood Grant not yet secured - removed from forecast expenditure
11794000	Flood Defence Maintenance 20-21	0	200	0	0	200	0	150	0	0	150	-50	-50	Unallocated 2020-21 funding transferred to Fillongley Flood Defence maintenance project code 11892000
11801000	Flood alleviation schemes CIF - Pailton	0	100	73	0	173	0	136	0	0	136	36	-37	Flood Grant not yet secured - removed from forecast expenditure
11802000	Flood alleviation schemes CIF - Fenny Compton	0	20	464	0	484	0	50	434	0	484	30	0	Project reprofiled to new year spend
11803000	Flood alleviation schemes CIF - Welford on Avon	0	105	0	0	105	0	0	43	0	43	-105	-62	Flood Grant not yet secured - removed from forecast expenditure
11804000	Flood alleviation schemes CIF - Galley Common	0	154	0	0	154	0	0	22	0	22	-154	-132	Flood Grant not yet secured - removed from forecast expenditure
11805000	Flood alleviation schemes CIF - Bermuda	0	230	0	0	230	0	32	0	0	32	-198	-198	Flood Grant not yet secured - removed from forecast expenditure
11806000	Flood alleviation schemes CIF - Brailles	0	115	0	0	115	0	115	0	0	115	0	0	
11870000	Flood Defence Maintenance 21-22	0	200	0	0	200	0	200	0	0	200	0	0	
11892000	Flood defence - Fillongley	0	83	0	0	83	0	122	0	0	122	39	39	Flood Grant not yet secured - removed from forecast expenditure; balance of funds transferred from 2020-21 project code 11794000
Community Safety														
11712000	Gypsy & Traveller Services 19-20	0	0	0	0	0	0	0	0	0	0	0	0	
11789000	Gypsy & Traveller Services 20-21	81	11	0	0	93	81	0	0	0	81	-11	-11	Unallocated 2020-21 funding transferred to new 2021-22 Gypsy & Travellers project code 11869000
11855000	Development and upgrade of three WCC owned Gypsy and Traveller sites	0	508	152	0	660	0	508	152	0	660	0	0	
11869000	Gypsy & Traveller Services 21-22	0	20	0	0	20	0	31	0	0	31	11	11	Unallocated 2020-21 funding (11789000) transferred to new 2021-22 Gypsy & Travellers project code
Transport Delivery														
11773000	CFM New Vehicle Reg No VO17ZJY Hyundai	8	0	0	0	8	8	0	0	0	8	0	0	
11854000	Replacement of 15 bus fleet vehicles (Home to School transport)	0	885	0	0	885	0	885	0	0	885	0	0	
Integrated Transport - Delivery														

11762000	Nuneaton to Coventry Cycle Route	32	36	944	0	1,012	32	100	880	0	1,012	64	0	Feasibility works only to commence in 21/22. Construction postponed to 22/23 due to conflict with S278 works.
11764000	Green Man Coleshill Signalised Junction	3	497	0	0	500	3	55	442	0	500	-442	0	Project spend re-profiled to reflect expected construction dates towards the end of this financial year, in order to allow for the completion of the scheme development including the advertising of Traffic Regulation Orders.
11911000	A452 Kenilworth Road to Leamington Spa town centre cycle route (GBF)	0	560	0	0	560	0	560	0	0	560	0	0	
11765000	Hinckley to Nuneaton Cycle Route	47	391	0	0	438	47	555	96	0	699	164	261	WCC CIF funding (£438k) to be replaced by external grant (EATF -DFT) £548,869 and S106 £102,628. Reprofile of timing of works into 2022-23
11778000	Cycle Route Leamington to Kenilworth	236	886	1,900	1,727	4,749	236	886	1,900	1,727	4,749	0	0	
Area Delegated														
11276000	Rugby Area Committee	416	36	0	0	452	416	36	0	0	452	0	0	
11354000	Area Delegated Funding 17-18	23	288	0	0	312	23	288	0	0	312	0	0	
11398000	Design Services Area Delegated Funding	152	8	0	0	160	152	8	0	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	0	684	0	684	0	0	1,077	0	1,077	0	393	Unallocated prior year funding (multiple cllrs and areas)
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian	86	2	0	0	88	86	0	0	0	86	-2	-2	Unallocated funds transferred to 11452000 with remainder of prior year funding
11485000	Delegated Budget 2016-17 Road Safety	540	0	0	0	540	540	0	0	0	540	0	0	
11487000	Delegated Budget 2016-17 Transport Planning	112	13	0	0	125	112	13	0	0	125	0	0	
11488000	Delegated Budget 2016-17 Casualty reduction	181	36	0	0	217	181	36	0	0	217	0	0	
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	5	0	0	6	1	5	0	0	6	0	0	
11590000	Delegated Budget 2017-18 Road Safety	737	37	0	0	774	737	21	0	0	758	-16	-16	Unallocated funds transferred to 11452000 with remainder of prior year funding
11592000	Delegated 17-18 County Highways	582	11	0	0	593	582	11	0	0	593	0	0	
11593000	Delegated Budget 2017-18 Transport Planning	41	9	0	0	50	41	9	0	0	50	0	0	
11652000	Jo Edwards Delegated Schemes 2018 2019	766	313	0	0	1,079	766	264	0	0	1,030	-50	-50	Unallocated funds transferred to 11452000 with remainder of prior year funding
11653000	John Grant Delegated Schemes 2018 2019	695	24	0	0	719	695	18	0	0	713	-6	-6	Unallocated funds transferred to 11452000 with remainder of prior year funding
11656000	Nigel Whyte Delegated Schemes 2018 2019	71	2	0	0	73	71	2	0	0	73	0	0	
11721000	Traffic Signals Delegated Budget 2019 2020	0	0	0	0	0	0	0	0	0	0	0	0	
11722000	St Lighting Delegated Budget 2019 2020	4	2	0	0	6	4	2	0	0	6	0	0	
11723000	County Highways Base Delegated Budget 2019 2020	395	250	0	0	645	395	230	0	0	626	-19	-19	Unallocated funds transferred to 11452000 with remainder of prior year funding
11724000	Traffic Road Safety Delegated Budgets 2019 2020	525	529	0	0	1,054	525	515	0	0	1,040	-14	-14	Unallocated funds transferred to 11452000 with remainder of prior year funding
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budget	106	63	0	0	170	106	63	0	0	170	0	0	
11799000	Area Delegated Budget 2020-21	0	0	0	0	0	0	0	0	0	0	0	0	
11835000	North Warwickshire Area Delegated	46	276	246	0	568	46	522	0	0	568	246	0	Expenditure reprofiled in line with expected scheme delivery
11836000	Nuneaton & Bedworth Area Delegated	294	626	456	0	1,376	294	806	140	0	1,240	180	-136	Some expenditure reprofiled in line with expected scheme delivery - remaining funds transferred to unallocated code 11452000
11837000	Rugby Area Delegated	117	514	351	0	981	117	619	246	0	981	105	0	Expenditure reprofiled in line with expected scheme delivery
11838000	Stratford Area Delegated	44	600	456	0	1,100	44	764	211	0	1,018	164	-81	Some expenditure reprofiled in line with expected scheme delivery - remaining funds transferred to unallocated code 11452002
11839000	Warwick Area Delegated	76	960	491	0	1,528	76	1,118	246	0	1,440	157	-88	Some expenditure reprofiled in line with expected scheme delivery - remaining funds transferred to unallocated code 11452003
Developer Funded Transport - s106 schemes														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	74	137	180	0	391	74	50	267	0	391	-87	0	No project development planned until Q3. Delays to 11417000 affect this sister project
11099000	Upgrade traffic signals Blackhorse Road	141	8	0	0	148	141	8	0	0	148	0	0	
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	0	0	0	0	0	0	0	0	0	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	135	9	0	0	145	135	11	0	0	147	2	2	Marginal increase in costs of materials
11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	0	0	
11194009	Bridleways Improvements Brownsver Rugby	0	6	0	0	6	0	6	0	0	6	0	0	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	6	0	0	6	0	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	571	997	140	0	1,708	571	800	337	0	1,708	-197	0	Delay with preparing stage 2 (of 3) of grant application to Dept of Transport. Limited detail design on-going.
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	71	112	0	0	183	71	112	0	0	183	0	0	
Developer Funded Transport - Europa Way														
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd. S278	3,045	0	0	455	3,500	3,045	0	0	455	3,500	0	-0	

11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	3,686	0	322	0	4,008	3,686	648	322	0	4,656	648	648	Budget will need to be revised due to further design/construction work required as a consequence of Dawnus' administration
11636000	A452 Myton Road And Shire Park Roundabouts S106	266	200	2,700	634	3,800	266	240	2,660	634	3,800	40	-0	Commonwealth Games means that the scheme cannot commence construction until Sept '22
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout S106	137	0	200	7,163	7,500	137	6	195	7,163	7,500	6	0	Feasibility design works ongoing prior to construction commencing in 23/24
11638000	A452 M40 spur west of Banbury Road S106	13	0	0	7,587	7,600	13	0	0	7,587	7,600	0	0	
11814000	C9878 A452 Europa Way Dualling, The Asps S278	0	0	150	0	150	0	50	100	0	150	50	0	Accelerated to reflect Developer's timescale for delivery.
Developer Funded Transport - s278 schemes														
10010000	Transport Developer	0	0	0	0	0	0	0	0	0	0	0	0	
10010001	Unallocated S278 developer funds	-46	0	1,662	0	1,616	-46	0	0	1,662	1,616	0	0	
10438000	Leamington, Junction Alterations At Former Potterton Works	4	6	0	0	10	4	6	0	0	10	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	10	0	0	37	27	10	0	0	37	0	0	
11195013	S278 Wellesbourne Distribution Park Signs	35	26	0	0	61	35	26	0	0	61	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	12	0	0	89	77	12	0	0	89	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	630	241	0	0	871	630	241	0	0	871	0	0	
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	80	5	0	0	85	80	0	0	0	80	-5	-5	Small reduction in overall expected scheme cost.
11326000	Elliots Field Retail Park	816	5	0	0	821	816	5	0	0	821	0	0	
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	199	0	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	478	0	0	0	478	478	0	0	0	478	0	0	
11336000	Ansty Business Park Phase 3	1,547	1,465	0	0	3,011	1,547	1,465	0	0	3,011	0	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	5	0	0	335	329	5	0	0	335	0	0	
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	432	19	0	0	451	432	19	0	0	451	0	0	
11419000	A423 Priority Junction and A425 Banbury Road Toucan	504	12	0	0	516	504	12	0	0	516	0	0	
11423000	A423 Coventry Road Southam New Priority Junction S278	508	12	0	0	520	508	12	0	0	520	0	0	
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	869	96	0	0	965	869	96	0	0	965	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	248	24	0	0	273	248	24	0	0	273	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,923	0	0	0	2,923	2,923	80	20	0	3,023	80	100	Additional scope profiled over this and next year for completion.
11435000	A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	308	12	0	0	320	308	12	0	0	320	0	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	452	52	0	0	504	452	52	0	0	504	0	0	
11437000	B4632 Campden Road /C47 Station Road - New Ghost Island & New Minor Access S278	577	8	0	0	585	577	8	0	0	585	0	0	
11438000	B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	601	20	0	0	621	601	20	0	0	621	0	0	
11439000	B4642 Coventry Rd / Cawston Grange Drive Cawston Construction of 5th Arm at Rdbt S278	1,401	16	0	0	1,417	1,401	16	0	0	1,417	0	0	
11441001	S278 Zebra Upgrade on Tachbrook Rd Leamington	60	0	0	0	60	60	20	0	0	80	20	20	Additional S278 funds added to cover potential costs during Maintenance Period.
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	116	1,085	0	0	1,201	116	885	200	0	1,201	-200	0	Reprofiled to reflect the Developer's programme for delivery.
11461000	A47 The Long Shoot, Nuneaton , New Traffic Controlled Junction S278	1,158	50	0	0	1,208	1,158	50	0	0	1,208	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	336	24	0	0	360	336	24	0	0	360	0	0	
11463000	B4451 Kineton Road Southam New Roundabout S278	609	18	0	0	627	609	18	0	0	627	0	0	
11467000	C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	555	18	0	0	573	555	18	0	0	573	0	0	
11505000	A422 Alcester Road, Stratford upon Avon	250	12	0	0	262	250	12	0	0	262	0	0	
11506000	A426 Southam Rd Southam access to quarry at Griffins Farm	307	16	0	0	323	307	16	0	0	323	0	0	
11507000	A428 Lawford Road, Rugby	411	84	0	0	494	411	84	0	0	494	0	0	
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	64	0	0	122	0	0	
11511000	A429 Ettington Road, Wellesbourne	1,216	34	0	0	1,249	1,216	34	0	0	1,249	0	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,987	8	0	0	1,995	1,987	8	0	0	1,995	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	699	20	0	0	719	699	20	0	0	719	0	0	

11517000	A47 Hinkley Road Nuneaton Puffin Crossing	116	20	0	0	136	116	20	0	0	136	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	453	47	0	0	500	453	47	0	0	500	0	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	437	19	0	0	456	437	19	0	0	456	0	0	
11527000	A423 Marton Road , Long Itchington - New Footway & Site Access S278	173	20	0	0	193	173	20	0	0	193	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	218	67	0	0	284	218	67	0	0	284	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	17	584	0	0	601	17	584	0	0	601	0	0	
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	303	73	0	0	376	303	73	0	0	376	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	142	199	0	0	341	142	199	0	0	341	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	36	54	0	0	90	36	54	0	0	90	0	0	
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	11	1,989	0	0	2,000	11	100	1,889	0	2,000	-1,889	0	Reprofiled to reflect latest discussions with Developer regarding construction delivery.
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	70	681	0	0	751	70	100	581	0	751	-581	0	Reprofiled to reflect latest discussions with Developer regarding construction delivery.
11578000	C98 Loxley Road, Tiddington.	877	839	0	0	1,716	877	800	39	0	1,716	-39	0	Reprofiled to reflect latest discussions with Developer regarding construction delivery.
11579000	D7050 Common Lane Kenilworth Traffic Signal Junction	3,294	1,159	0	0	4,453	3,294	500	0	0	3,794	-659	-659	Reduced S278 funds to reflect potential expected spend.
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	3,733	267	0	0	4,000	3,733	267	0	0	4,000	0	0	
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	69	3,431	0	0	3,500	69	2,431	3,000	1,000	6,500	-1,000	3,000	Reprofiled and additional funds added to reflect the Tender Return and the Developer's expected programme for delivery.
11595000	A422 Banbury Road Ettington Ghost Island	294	14	0	0	308	294	14	0	0	308	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	777	173	0	0	950	777	173	0	0	950	0	0	
11598000	A426 Leicester Road Rugby Highway Impt S278	2,714	67	0	0	2,781	2,714	67	0	0	2,781	0	0	
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	86	65	0	0	151	86	65	0	0	151	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	62	88	0	0	150	62	88	0	0	150	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	273	77	0	0	350	273	77	0	0	350	0	0	
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	217	83	0	0	300	217	83	0	0	300	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	505	100	0	0	605	505	100	0	0	605	0	0	
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	423	1,298	0	0	1,721	423	500	0	0	923	-798	-798	Reduced S278 funds to reflect potential expected spend.
11664000	C8 Trinity Road, Kingsbury (St Modwen)	3,023	20	0	0	3,043	3,023	20	0	0	3,043	0	0	
11665000	D538 Station Road, Coleshill (Aldi Stores)	10	140	0	0	150	10	140	0	0	150	0	0	
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	85	0	0	85	0	0	
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	1,024	26	0	0	1,050	1,024	26	0	0	1,050	0	0	
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	15	585	0	0	600	15	585	0	0	600	0	0	
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	35	465	0	0	500	35	465	0	0	500	0	0	
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	35	1,065	0	0	1,100	35	1,065	0	0	1,100	0	0	
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	400	0	0	400	0	0	0	0	0	-400	-400	Code no longer in use - scheme combined with Agresso code 11675000 (Banbury Road/Meadow Close) and rescoped
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	1,139	50	0	0	1,189	1,139	50	0	0	1,189	0	0	
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	15	735	0	0	750	15	735	0	0	750	0	0	
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	3,031	469	0	0	3,500	3,031	469	0	0	3,500	0	0	
11688000	S278 Highway Impts Rugby Free School	819	314	0	0	1,133	819	314	0	0	1,133	0	0	
11695000	A4023 Coventry Highway, Mappleborough Green.	3,918	132	0	0	4,050	3,918	132	0	0	4,050	0	0	
11696000	A428 Crick Road, Rugby. Developers	1,293	18	0	0	1,311	1,293	18	0	0	1,311	0	0	
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby. Developers	60	1,141	0	0	1,200	60	1,141	0	0	1,200	0	0	

11698000	B4632 Campden Road, Clifford Chambers. Developer	31	687	0	0	718	31	687	0	0	718	0	0	
11699000	B5000 Grendon Road, Polesworth. Developer	366	5	0	0	371	366	5	0	0	371	0	0	
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	495	5	0	0	500	495	5	0	0	500	0	0	
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	49	401	0	0	450	49	401	0	0	450	0	0	
11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	80	0	0	0	80	80	1,500	200	0	1,780	1,500	1,700	Increase on the original Capital programme estimate (£750k approved 15 March 2019) to cover increased design scope.
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	59	1,191	0	0	1,250	59	1,191	0	0	1,250	0	0	
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	686	314	0	0	1,000	686	314	0	0	1,000	0	0	
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	1,231	200	0	0	1,431	1,231	200	0	0	1,431	0	0	
11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	88	162	0	0	250	88	162	0	0	250	0	0	
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	2,208	700	0	0	2,908	2,208	700	0	0	2,908	0	0	
11743000	Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	3	2,897	0	0	2,900	3	2,897	0	0	2,900	0	0	
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	2,175	1,325	0	0	3,500	2,175	1,325	0	0	3,500	0	0	
11745000	Highways Impt Gallows Hill C9042 Gallagher S278	67	3,433	0	0	3,500	67	3,000	433	0	3,500	-433	0	Reprofiled to reflect Developer's expected timescale for delivery.
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop (C9836)	2	248	0	0	250	2	248	0	0	250	0	0	
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes (C9712)	2	248	0	0	250	2	248	0	0	250	0	0	
11749000	C93 Bishopton Lane SOA S278 Miller & T.Wimpey (C9163)	40	1,560	0	0	1,600	40	1,560	0	0	1,600	0	0	
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	5	1,095	0	0	1,100	5	95	1,000	0	1,100	-1,000	0	Reprofiled to reflect Developer's expected timescale for delivery.
11752000	B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	602	598	600	0	1,800	602	598	600	0	1,800	0	0	
11753000	B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	200	900	200	0	1,300	200	900	200	0	1,300	0	0	
11754000	C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	7	313	0	0	320	7	313	0	0	320	0	0	
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	20	480	0	0	500	20	480	0	0	500	0	0	
11757000	A425 Banbury Road and A452 Europa Way	3	3,498	0	0	3,501	3	498	3,000	0	3,501	-3,000	0	Reprofiled to reflect Developer's expected timescale for delivery.
11758000	B4632 Campden Road, Long Marston	244	2,975	0	0	3,219	244	3,475	500	0	4,219	500	1,000	Reprofiled and funds added to reflect Tender Return and Developer's expected delivery programme.
11759000	Birmingham Road, A4177 , Hatton.	3	597	0	0	600	3	97	500	0	600	-500	0	Reprofiled to reflect Developer's expected timescale for delivery.
11760000	SOUTHAM By-pass A423 , Southam.	3	1,797	0	0	1,800	3	797	1,000	0	1,800	-1,000	0	Reprofiled to reflect Developer's expected timescale for delivery.
11767000	A45 Stonebridge Highway / D2201 Rowley Road, Baginton	496	104	0	0	600	496	104	0	0	600	0	0	
11768000	B4029 Severn Road, Bulkington	48	556	0	0	604	48	556	0	0	604	0	0	
11769000	B4632 Campden Road, Quinton	552	948	0	0	1,500	552	848	100	0	1,500	-100	0	Reprofiled to reflect Developer's expected timescale for delivery.
11770000	C33 Bubbenhall Road, Baginton (Gateway South)	212	388	0	0	600	212	388	0	0	600	0	0	
11771000	D6216 Upper Henley Street, Stratford-upon-Avon	20	30	0	0	50	20	30	0	0	50	0	0	
11772000	M6 Junction 1 /A426 Leicester Road ,Rugby	267	30	0	0	297	267	30	0	0	297	0	0	
11774000	C32 Birmingham Road (Farmers Market Roundabout C9670	3	247	0	0	251	3	47	200	0	251	-200	0	Reprofiled to reflect Developer's expected timescale for delivery.
11815000	C9802 A46 Stoneleigh Rd (Whitley South) S278	29	71	0	0	100	29	71	0	0	100	0	0	
11823000	C9962 - A46 Alcester Road, Stratford-upon-Avon	1	49	0	0	50	1	49	0	0	50	0	0	
11824000	C9964 - B4632 Campden Rd (Freshfields Nursey), Clifford Chambers	4	46	710	0	760	4	46	710	0	760	0	0	
11825000	C9946 - C43 Gallows Hill (Strawberry Fields), Warwick	4	46	1,950	0	2,000	4	46	1,950	0	2,000	0	0	
11826000	C9973 - D7069 Glasshouse Lane, Kenilworth	3	47	0	0	50	3	47	0	0	50	0	0	
11827000	D1020 - A46/A428 Rugby Road, Binley Woods	24	0	0	0	24	24	26	0	0	50	26	26	Funds added to reflect capital programme approval 17 April 2020 (£50k)
11828000	C9990 - A426 Rugby Road/D3616 The Square (Dun Cow Crossroads), Dunchurch	26	574	0	0	600	26	574	0	0	600	0	0	
11829000	C9991 - A426 Dunchurch Rd/NB4429 Ashlawn Rd (Cock Robin Island), Rugby	18	232	0	0	250	18	132	100	0	250	-100	0	Reprofiled to reflect Developer's expected timescale for delivery.
11830000	C9992 - B4429 Ashlawn Rd/D3394 Barby Rd, Dunchurch	8	592	0	0	600	8	592	0	0	600	0	0	

11831000	C9983 - C93 Bishopton Lane (canal bridge traffic signals), Stratford-upon-Avon	15	585	0	0	600	15	585	0	0	600	0	0	
11832000	C9981 - D3948 Falkland Place, Temple Herdewyke	14	286	0	0	300	14	286	0	0	300	0	0	
11905000	B4438 Brinklow Road, Binley Heath S278	6	120	0	0	126	6	120	0	0	126	0	0	
11915000	D1175 B4429 Coventry Road Section 4&8 HE - Symmetry Park Coventry Road, Rugby South	0	0	0	0	0	0	130	330	0	460	130	460	Profiled to reflect Developer's expected programme for delivery.
11916000	D1251 - D11 C204 Birmingham Rd, Alcester, Right Turn Lane (Major)	0	0	0	0	0	0	1,000	72	0	1,072	1,000	1,072	
11918000	D1151 - A4390 Seven Meadows Rd (Shakespeare Marina), Stratford upon Avon (New Access)	0	0	0	0	0	0	200	44	0	244	200	244	Profiled to reflect Developer's expected timescale for delivery.
11919000	C9973 - Glasshouse Lane, Kenilworth School (MAJOR) Scheme	0	0	0	0	0	0	200	1,400	200	1,800	200	1,800	
11920000	D1216 - Gipsy Lane, Yew Tree Farm, Nuneaton	0	0	0	0	0	0	300	1,100	500	1,900	300	1,900	Profiled to reflect Developer's expected timescale for delivery.
Grand Total		239,671	118,654	34,761	19,086	412,172	239,671	104,809	53,832	23,925	422,237	-13,845	10,066	

Annex B1 DSG Revenue - Education Services - Ian Budd
 Strategic Director - Mark Ryder
 Portfolio Holders - Cllr Jeff Morgan (Children, Families & Education)

21/22 DSG Revenue Budget

Service	Exp	Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Education Services	2,129	(58)	2,071	10		10		0	Increased costs due to updated annual charge for school's copyright licences.
Education & Early Years (Commissioning & Strategy)	35,023	(23)	35,001	(59)		(59)		0	Underspends are primarily the result of vacancies in staffing and the difference between the actual scalepoint of staff and budgets being at midpoint. (Standard Protocol) There is also funding being held, which may be needed as part of a review which is taking place on the business support for the admissions service.
SEND & Inclusion (Commissioning & Strategy)	55,649	(711)	54,938	7,936		7,936		0	£3.540million of this overspend is due to savings that need to be made in future years as part of the DSG recovery plan. After taking this into consideration we have predicted an overspend of £4.395million, which relates to activity and costs of placements for this year. The areas which these overspends pertain to are, Mainstream School Top ups, Independent Special Schools, OLA's and Post 16 funding. These overspends are being offset by additional savings that are predicted in Special School Top ups, Resource Provisions, Flex Learning, Alternative Provision and the Specialist Teaching Service.
Net Education Service Spending	92,801	(792)	92,010	7,887	0	7,887	0	0	
DSG People Strategy & Commissioning	150	0	150	0	0	0	0	0	
DSG funding provided to maintained schools - Individual Schools Budget (ISB)	151,442	0	151,442	0				0	Funding provided to maintained schools, nurseries and resourced provisions
DSG Central Control	1,827	0	1,827	0				0	0.5% Disapplication move from Schools Block to High Needs Block
DSG Overheads	3,298	0	3,298	0				0	
Net DSG Spending	249,518	(792)	248,727	7,887	0	7,887	0	0	
Impact on specific service reserves (from Reserves tab)									7,887
Impact on risk/general reserves									0

Annex B Reserves - Education Services - Ian Budd

Strategic Director - Mark Ryder

Portfolio Holders - Cllr Jeff Morgan (Children, Families & Education)

Reserve	Approved Opening Balance		Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
	01/04/2021	£'000			
DSG Reserve - Central Block		500		109	609
DSG Reserve - Early Years Block		2,109		(94)	2,015
DSG Reserve - High Needs Block		(13,850)		(7,894)	(21,744)
DSG Reserve - Schools Block (Growth Fund)		871	(348)		523
DSG Reserve - Schools Block (other)		2,098	(2,057)	(8)	33
Total		(8,273)	(2,405)	(7,887)	(18,565)

Annex B2 Non-DSG Revenue - Education Services - Ian Budd
 Strategic Director - Mark Ryder
 Portfolio Holders - Cllr Jeff Morgan (Children, Families & Education)

21/22 Non-DSG Revenue Budget

Service	Gross Exp	Gross Income	Net		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Education Services	3,269	(882)	2,387	(1)				(1)	Underspends are primarily the result of vacancies in staffing and the difference between the actual scalepoint of staff and standard budgets being at midpoint.
Education & Early Years (Commissioning & Strategy)	12,247	(3,286)	8,960	352		81	74	197	The overspend is primarily due to cost pressures on medical transport for pupils with medical conditions, coupled up with cost pressures from taxi services due to a rise in demand on the number of solo journeys which require £0.193million. COVID costs and losses of income amount to £0.074million. There have been contributions to earmarked reserves from the Virtual School S31 Grant and from the earmarked Schools in Financial Difficulty reserve.
SEND & Inclusion (Commissioning & Strategy)	34,055	(5,433)	28,622	1,679			26	1,653	The overspend is primarily due to a £1.560million overspend on the Children with disabilities budget. There are significant pressures on the budget for Children in Care who have very complex needs, because of this there is a predicted overspend on the current budget. There is no forecast currently included for spot contracts therefore, the overspend may increase. At Q2 a realistic forecast for spot contracts will be easier to determine and included in the forecast. There are also overspends of £0.157million in Education Psychology, which are due to issues from the FOM and not having enough funding for staffing. This is being offset this year from additional SLA's that have been agreed, slightly more income from WES trading as well as vacancies that will not be recruited to. Minor COVID costs of £0.026million are due to an increase in services provided by WAS due to an increase in children being home schooled.
Education Service Delivery	6,480	(5,329)	1,151	620			490	130	The overspend is primarily due to losses of income due to COVID of £0.563million, a clawback from the EFA of £0.055million on the ACL grant due to the conditions of grant for 2020/21 not being fully met. Also, there is a pressure on the Warwickshire Music staffing teaching budget where Corporate Board have agreed for extended period of pay protection until September.
Net Service Spending (excluding DSG)	56,051	(14,930)	41,120	2,650	0	81	590	1,979	

Impact on specific service reserves (from Reserves tab)	81
Impact on Transformation funds	0
Impact on risk/general reserves	2,569

Annex B Reserves - Education Services - Ian Budd

Strategic Director - Mark Ryder

Portfolio Holders - Cllr Jeff Morgan (Children, Families & Education)

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
School Improvement Monitoring & Brokering Reserve	748	0		748
Virtual School for children looked after	145	0	129	274
Schools in financial Difficulty		0	(210)	(210)
Education Transformation Fund	1,176	(386)		790
Education management information system	44	0		44
Total	2,113	(386)	(81)	1,646

Annex B Savings - Education Services - Ian Budd
 Strategic Director - Mark Ryder
 Portfolio Holders - Cllr Jeff Morgan (Children, Families & Education)

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	(Shortfall)/ Overachievement £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	34	0	0	(34)	No information has been forthcoming on how these savings will be achieved
Maximise traded income from Education Service - Increase traded income from Governor and Attendance service as well as review and modernise music services.	10	10	10	0	
Total	44	10	10	(34)	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	1,788	0	0		1,788	1,788	0	0	0	1,788	0	0	
Learning - Non Schools														
10008000	Education - S106 Financing	1	0	0		1	1	0	0	0	1	0	0	
11399000	CMS Musical Instruments 2015/16-2017-18	101	0	0		101	101	0	0	0	101	0	0	
11583000	Early Years Capital Fund / Dunchurch Infants	132	0	0		132	132	0	0	0	132	0	0	
11715000	Marle Hall refurbishment works	35	0	0		35	35	0	0	0	35	0	0	
11750000	Pears Centre	11,224	4,088	355		15,668	11,224	4,088	355	0	15,668	0	0	
Learning - Other														
11393000	Minor Works Block Header 2015/16	663	0	0		663	663	0	0	0	663	0	0	
11476000	Nursery & pre school provision minor works	56	55	0		111	56	55	0	0	111	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	37	0	0		37	37	0	0	0	37	0	0	
11573000	Planning & Development block header 17/18	80	33	33	55	200	80	33	33	55	200	0	-0	
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	1,856	479	0		2,335	1,856	479	0	0	2,335	0	0	
11630000	Minor Works 18/19	327	0	0		327	327	0	0	0	327	0	0	
11678000	Seedlings Nursery HRI Wellesbourne	120	0	0		120	120	0	0	0	120	0	0	
11682000	Temporary classroom removal	141	39	0		180	141	39	0	0	180	0	0	
11683000	Healthy Pupil Capital Fund	0	0	0		0	0	0	0	0	0	0	0	
11741000	High Meadow - additional works	0	0	0		0	0	0	0	0	0	0	0	
11807000	Maintained Nursery Schools Capital Funding to Ensure Access for Children with SEND & Inclusion	0	184	0		184	0	184	0	0	184	0	0	
11852000	Early Years - Wincks	100	0	0		100	100	0	0	0	100	0	0	
Primary - expansion														
11073000	All Saints Junior Extension (Pupil Places) Warwick	932	0	0		932	932	0	0	0	932	0	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	0	0		878	878	0	0	0	878	0	0	
11255000	Paddox School extension - targeted basic need	2,731	20	0		2,751	2,731	20	0	0	2,751	0	0	
11262000	Cawston Grange extension	2,730	0	0		2,730	2,730	0	0	0	2,730	0	0	
11263000	Long Lawford extension (pupil places)	753	0	0		753	753	0	0	0	753	0	0	
11386000	Long Lawford Primary permanent expansion	2,727	415	0		3,141	2,727	415	0	0	3,141	0	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	692	0	0		692	692	0	0	0	692	0	0	
11468000	Oakfield Primary expansion (Academy)	451	0	0		451	451	0	0	0	451	0	0	
11471000	The Ferncumbe Primary School	100	0	0		100	100	0	0	0	100	0	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	270	5	0		275	270	5	0	0	275	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	260	0	0		260	260	0	0	0	260	0	0	
11566000	The Ferncumbe Primary School	502	0	0		502	502	0	0	0	502	0	0	
11568000	Welford on Avon Primary School	1,923	0	0		1,923	1,923	0	0	0	1,923	0	0	
11570000	Coten End Kitchen Extension	168	0	0		168	168	0	0	0	168	0	0	
11620000	Newdigate Primary School - Expansion and Internal refurb	2,114	0	0		2,114	2,114	0	0	0	2,114	0	0	
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	1,066	0	0		1,066	1,066	0	0	0	1,066	0	0	
11628000	Michael Drayton Primary - Expansion	2,456	28	0		2,484	2,456	28	0	0	2,484	0	0	
11646000	Barford St Peters Primary	235	17	0		252	235	17	0	0	252	0	0	

11647000	Coleshill Primary	252	0	0	252	252	0	0	0	252	0	0
11677000	Harbury Primary School - Internal Alterations	0	93	0	93	0	93	0	0	93	0	0
11736000	Weddington Primary School - Bulge Class	4	146	0	150	4	146	0	0	150	0	0
11737000	Southam Primary/Pre School, Pre School relocation	424	0	0	424	424	0	0	0	424	0	0
11738000	Harbury Primary, Internal redevelopment and reconfiguration	60	0	0	60	60	0	0	0	60	0	0
11739000	Harbury Pre School, Reconfiguration	23	0	0	23	23	0	0	0	23	0	0
11740000	Bidford Bright Stars Nursery, External Equipment	58	0	0	58	58	0	0	0	58	0	0
11777000	Heathcote Primary Expansion	2,632	62	0	2,694	2,632	62	0	0	2,694	0	0
11779000	Whitnash Primary School expansion	132	1,033	0	1,166	132	1,033	0	0	1,166	0	0
11780000	St Gabriel's CofE Academy internal alterations	130	0	0	130	130	0	0	0	130	0	0
11781000	Brailes CofE Primary School classroom extension	146	4	0	150	146	4	0	0	150	0	0
11843000	Long Lawford Studio Hall	119	516	0	635	119	516	0	0	635	0	0
11851000	Burton Green CofE academy	0	290	0	290	0	290	0	0	290	0	0
11862000	Coughton CofE Primary School - bulge class	0	85	0	85	0	85	0	0	85	0	0
11863000	Lighthorne Heath Primary School - relocation design	0	146	0	146	0	146	0	0	146	0	0
Primary - new												
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	0	0	3,006	3,006	0	0	0	3,006	0	0
11384000	New School, The Gateway, Rugby	271	2,779	2,365	5,416	271	2,779	2,365	0	5,416	0	0
11391000	New school, South Warwick (Heathcote Farm site)	3,950	0	0	3,950	3,950	0	0	0	3,950	0	0
11480000	Water Orton Primary School (re HS2 Conditional)	6,164	0	0	6,164	6,164	0	0	0	6,164	0	0
Primary - other												
11319000	Eastlands Primary Temporary Classroom	107	95	0	202	107	95	0	0	202	0	0
11321000	Long Lawford Pri temporary classroom	462	0	0	462	462	0	0	0	462	0	0
11331000	Newburgh play area	152	0	0	152	152	0	0	0	152	0	0
11847000	Kingsway Primary relocation of nursery and children's centre	0	3,119	2,046	5,165	0	3,119	2,046	0	5,165	0	0
11861000	Bridgetown primary SEN provision	0	38	0	38	0	38	0	0	38	0	0
School access												
11629000	DDA Blockheader 18/19	710	0	0	710	710	0	0	0	710	0	0
11728000	DDA Blockheader 19/20	459	0	0	459	459	1	0	0	461	1	1
11800000	Schools Access - Investment in school adaptations to reflect pupils access needs 20-21	615	25	0	640	615	24	0	0	639	-1	-1
11897000	Schools Access - Investment in school adaptations to reflect pupils access needs 21-22	0	400	0	400	0	571	0	0	571	171	171
Secondary - expansion												
11472000	Kineton High School	3,187	105	0	3,292	3,187	105	0	0	3,292	0	0
11619000	Campion Phase 1 (incl Sports Hall Refurb)	7,995	0	0	7,995	7,995	0	0	0	7,995	0	0
11645000	Coleshill Secondary School	3,327	73	0	3,400	3,327	73	0	0	3,400	0	0
11681000	Polesworth PSBP2	200	0	0	200	200	0	0	0	200	0	0
11742000	The Avon Valley School, Alternative Provision Accommodation	28	0	0	28	28	0	0	0	28	0	0
11776000	Campion School Expansion Phase 2	407	5,720	2,852	8,979	407	5,720	2,852	0	8,979	0	0
11842000	Stratford Upon Avon School - Dining Facilities	108	1,202	0	1,310	108	1,202	0	0	1,310	0	0
11859000	Stratford Upon Avon School - 2fe expansion	620	5,167	5,787	11,573	620	5,167	5,787	0	11,573	0	0
11860000	Etone College - 1fe expansion	1	2,376	2,377	4,753	1	2,376	2,377	0	4,753	0	0
Secondary - new												
11730000	New School Leamington	212	138	0	350	212	138	0	0	350	0	0
11899000	S106 contribution to Lower Farm	0	1,300	0	1,300	0	1,300	0	0	1,300	0	0
SEN - other												
11180000	Welcombe Hills vehicle access alterations	8	442	0	450	8	442	0	0	450	0	0
11408000	Boughton Leigh SISG	0	0	0	0	0	0	0	0	0	0	0
11495000	Stockingford Primary School new SISG module building	358	0	0	358	358	0	0	0	358	0	0
11569000	Paddox Primary SISG	709	32	0	741	709	32	0	0	741	0	0

Small amount of additional spend to be funded from remaining 2020-21 allocation

Additional funding to be added from Basic Need

Awaiting invoice from the DFE

11589000	SEND facilities block	99	214	0		313	99	229	0	0	328	15	15
11631000	Specialist Nurture Provision at Special School	0	200	0		200	0	200	0	0	200	0	0
11729000	Oakwood Special School - Conversion of ICT Room	68	17	0		85	68	17	0	0	85	0	0
11850000	Henley in Arden Resourced Provision	27	546	0		573	27	546	0	0	573	0	0
11629032	Lawrence Sheriff access	8	0	0		8	8	0	0	0	8	0	0
SEN - expansion													
11257000	Welcombe Hills school extension Targeted Basic Need	1,027	0	0		1,028	1,027	0	0	0	1,028	0	0
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	0		0	0	0	0	0	0	0	0
11624000	Evergreen School (was Round Oak reconfiguration)	65	185	0		250	65	185	0	0	250	0	0
11641000	Keeping SEND children local	0	190	0		190	0	190	0	0	190	0	0
11680000	Exhall Grange Modular Pod	987	0	0		987	987	0	0	0	987	0	0
11819000	Arden Fields, Food Tech Rooms	0	0	0		0	0	0	0	0	0	0	0
SEN - new													
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	6,009	0	0		6,009	6,009	0	0	0	6,009	0	0
11644000	Water Orton Evergreen Unit	583	65	0		648	583	65	0	0	648	0	0
Grand Total		83,558	32,167	15,815	55	131,595	83,558	32,353	15,815	55	131,781	186	186

Annex C Revenue - Fire & Rescue Service - Kieran Amos

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Crump (Fire and Community Safety)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Brigade Management	917	0	917	39	0	0	0	39	This forecasted overspend shows the additional salary costs for a member of staff covering a seconded role and a small, unbudgeted spend associated with the recruitment costs for the Assistant Fire Chief Officer role.
Service Delivery - Operational Response, Prevention, Protection, Control	15,602	(702)	14,900	(165)	0	0	0	(165)	This forecast appears to show a large underspend, and this is identified from the Fire Protection budget. However, this is not a true underspend. Our expectation is to carry all this forward to the 2022/23 budget, as part of the department restructure. We are not currently showing any variance across response personnel. We do expect a lot of retirees in this financial year due to changes in the pension regulations, possibly 3 or 4 times as many as previous years, and many will only have to give us one months' notice. Workforce strategy will closely monitor this situation. We have plans to replace these personnel through an extensive recruitment programme, and we also need to consider changing budgets due to the increase in personnel from the DCP mitigation funding. We should have much more information available for next quarter. With regards to the Prevention budget, there is no forecast variance.
Service Support - Training & Technical	4,262	(194)	4,068	48	0	0	0	48	The forecasted overspend is the result of the initial uniform allocation for the National Workwear Project not being received when expected, and the costs associated with new training provision whilst work is still in progress on the Training Capital Programme. These two overspends are mitigated by additional contract income from Training Course delivery and some savings related to reduction in training catering and fuel costs due to Covid.
Service Improvement - Business Transformation & Projects	641	(26)	615	21	(25)	0	46	0	The forecast shows the result of additional Covid related pressures and transformational funding which carry forward approval will be sought to cover fixed term contracts that extend beyond March 22. Confirmation is being sought for a £150k grant received for the ESN project to determine how and when it will be spent. This is likely to need carrying forward into 22/23 to help fund the Deploy phase of the project.
Service Support - HR, IT, Finance & Pensions	1,580	0	1,580	16	0	16	0	0	The forecasted variance is due to known revenue contributions towards ill-health pension costs above budget. This overspend will be funded by drawing down from the Fire Pensions reserve.
Net Service Spending	23,002	(922)	22,080	(41)	(25)	16	46	(78)	

Impact on specific service reserves (from Reserves tab)	16
Transformation	(25)
Impact on risk/general reserves	(32)

Saving Proposal	Target £'000	Actual to Date £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Day crew plus fatigue mitigation - 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		370	0	Whilst this saving will be achieved it should be noted that this will mean that the full risk mitigation measures as originally presented to Cabinet will not be achieved in this financial year.
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	15		0	15	The whole of the £15k saving on Third Party Spend was expected to come from savings achieved on the Training cost centre. Due to delays on the Training Capital Programme, this saving has so far been unachievable and does not look likely to be met this year.
Total	385	0	370	15	

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

Reserve	Approved Opening Balance		Movement in Year	Effect of Outturn	Forecast Closing Balance
	01/04/2021	£'000			
Emergency Service Network		832			832
Pensions Reserve		182		(16)	166
Vulnerable People Earmarked Reserve		127			127
Total		1,141	0	(16)	1,125

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11895000	Vehicle Replacement Programme 2021/22	0	1,212	0	0	1,212	0	1,262	0	0	1,262	50	50	Additional £50k spend expected to purchase 1 x Kia EV6. This will be funded by either additional self-financed borrowing or receipts from the sale of old vehicles.
Sub Total - F&R Self Financing Projects		0	1,212	0	0	1,212	0	1,262	0	0	1,262	50	50	
11894000	Equipment for new Fire Appliances 2021/22	0	191	0	0	191	0	191	0	0	191	0	0	Cutting equipment, ladders, portable pumps and other associated kit for 3 new Volvos.
Sub Total - Projects Funded from Corporate Resources		0	191	0	0	191	0	191	0	0	191	0	0	
11601000	Fire & Rescue HQ Leamington Spa	106	2,187	0	0	2,293	106	0	2,187	0	2,293	-2,187	0	Project currently on hold - Fire HQ needs will be reassessed at a later date.
Sub Total - F&R Future Estate Project		106	2,187	0	0	2,293	106	0	2,187	0	2,293	-2,187	0	
11374000	Training Centre - New Build	1,412	702	0	0	2,114	1,412	702	0	0	2,114	0	0	
11600000	WFRS Water Training Facility	0	0	0	0	0	0	0	0	0	0	0	0	
11700000	F&R Training Programme: Lea Marston	121	898	0	0	1,019	121	898	0	0	1,019	0	0	The planning decision has been deferred for this site. The board are currently in talks with the Environment Agency to consider alternative positions on the EA site and also exploring other sites across the County.
11701000	F&R Training Programme: Stratford	168	196	0	0	364	168	196	0	0	364	0	0	This project has been split into two phases. Phase 1 (office refurbishment) is now complete and in use and Phase 2 (drill tower works) are likely to commence mid July 2021 with an anticipated completion date of early October 2021.
11702000	F&R Training Programme: Kingsbury	153	1,145	0	0	1,298	153	1,145	0	0	1,298	0	0	This project is currently onsite with planned handover for 25/11/2021. There are a few variations which are currently being reviewed but not yet instructed.
11703000	F&R Training Programme: EA Water site	24	402	0	0	426	24	402	0	0	426	0	0	Awaiting direction on the Lea Marston HSH site and also due to potential planning issues alternative methods i.e. mechanical above ground solutions are being considered.
Sub Total - F&R Training Programme		1,877	3,345	0	0	5,222	1,877	3,345	0	0	5,222	0	0	
11766000	WFRS Emergency Services Network - Phase 1	211	402	208	0	820	211	402	208	0	820	0	0	Additional commitments for the year are expected to match budget for 21/22. This will be confirmed at Q2 when the contracts and payment/work schedules will have been drawn up.
Sub Total - F&R Emergency Services Network		211	402	208	0	820	211	402	208	0	820	0	0	
Grand Total		2,193	7,337	208	0	9,738	2,193	5,200	2,395	0	9,788	-2,137	50	

Annex D Revenue - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Jenks (Transport & Environment), Councillor Timms (Environment, Climate & Culture), Councillor Kaur (Economy & Place)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Communities	784	0	784	(37)	0	0	0	(37)	Lower than budgeted pension strain and legal costs, offset by unbudgeted contribution to the Midlands Engine Partnership.
Transport & Highways	8,681	(8,415)	266	1,868	0	200	1,516	152	Covid pressures mostly due to an expected reduction in parking income, because of measures to boost the local economy. Road Partnership Fund activities of £200k to be funded by the SAW reserve. £152k forecast overspend due to salary pressures.
Infrastructure & Sustainable Communities	3,711	(1,473)	2,238	80	0	0	100	(20)	£20k underspend due to vacant post. £100k COMF funding to support Covid pressures at Country Parks.
Waste & Environment	23,505	(3,231)	20,274	(232)	0	0	0	(232)	Forecast underspend based on early estimates of site throughput, and the impacts of retaining a booking in system and other Covid related restrictions. This position will require further evidence/analysis ahead of Q2.
Economy & Skills	3,682	(2,666)	1,016	1,660	(37)	200	1,445	52	£1.445m Covid pressure relates to remaining grant funding from 20/21. £200k reserves drawdown expected to be required to fund economic investment activities. Remaining service variance due to payment of prior year electricity charges at the Business Centres.
Net Service Spending	40,363	(15,785)	24,578	3,339	(37)	400	3,061	(85)	

Impact on specific service reserves (from Reserves tab)	400
	(37)
Impact on risk/general reserves	2,976

Annex D Revenue - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Jenns (Transport & Environment),
Councillor Timms (Environment, Climate & Culture), Councillor Kaur
(Economy & Place)

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	37	37	37	0	Funded in full by non-pay inflation during budget setting.
Household waste recycling centre storage - Purchase of storage containers to remove revenue cost of hire	38	0	19	19	Containers due to be ordered shortly, with delivery expected in November. Due to this delay, it is currently anticipated that 50% of the original savings target will be achieved.
Transport network service review - Remove external consultancy support for transport network reviews	20	0	20	0	Saving allocated to Transforming Nuneaton in error. The TN cost centre is currently forecasting to budget, but if this changes to an overspend position, then the variance will be required to be met corporately.
Total	95	37	76	19	

Annex D Revenue - Communities - Dave Ayton-Hill**Strategic Director - Mark Ryder****Portfolio Holders - Councillor Jenns (Transport & Environment),
Councillor Timms (Environment, Climate & Culture), Councillor Kaur
(Economy & Place)**

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
Speed Workshops	862		(200)	662
Rural Growth Network	242		(34)	208
Kenilworth Station	552			552
Skills Delivery for Economic Growth	139			139
European Match Funding	166		(166)	0
Total	1,961	0	-400	1,561

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary	
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 s £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000		
Integrated Transport - Cycle Schemes															
10324000	Lawford Road Cycle Route	498	0	0	0	498	498	0	0	0	498	0	0		
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	161	2	0	0	163	161	2	0	0	163	0	0		
10434000	North West Warwick Cycle Scheme	781	0	0	0	781	781	0	0	0	781	-0	-0	Scheme complete.	
11330000	Fillongley Crossroads realigning crossroad junction	232	0	0	0	232	232	0	0	0	232	0	0		
Integrated Transport - Other Schemes															
11456000	Stratford Park & Ride site alterations	86	13	0	0	99	86	13	0	0	99	0	0		
11650000	Electric Vehicle Charging Points	402	411	0	0	812	402	360	0	0	762	-51	-51	The number of sites that were planned to be installed has been reduced, as a result expenditure/grant funding is less than anticipated.	
11710000	Land at Crick Road Rugby (Rugby Parkway)	1,302	1,335	0	0	2,637	1,302	1,335	0	0	2,637	0	0		
Integrated Transport - Public Transport															
11193000	Access to Stations - Leamington	212	0	0	0	212	212	0	0	0	212	0	0		
11325000	Stratford Town Station Upgrade	237	0	0	0	237	237	0	0	0	237	0	0		
Economic Development															
10154000	Centenary Business Centre Phase 3	1,889	0	0	0	1,889	1,889	0	0	0	1,889	0	0		
11425000	Capital Growth Fund Business Loans and Grants	1,910	347	168	275	2,700	1,910	135	430	26	2,500	-212	-199	The overall forecast has reduced by £200k due to the actual loan amount being lower than originally anticipated. It is recommended that all funding currently allocated to support small business loans is moved to support additional grants following the introduction of the Government's CBILS and UK Loan Recovery schemes along with establishment of the WRIF and to support existing/ new WCC economic recovery programmes.	
11596000	Eliot Park Innovation Centre - improvements to the car park	458	0	0	0	458	458	0	0	0	458	0	0		
11612000	Capital Investment Fund/ Duplex Fund	900	960	87	53	2,000	900	1,050	50	0	2,000	90	0	Reprofiled based on latest forecast from delivery partner and the current pipeline of loan applications. Forecast assumes ongoing increase in business confidence and a full re-opening of the economy as per the current Government roadmap.	
11613000	Capital Investment Fund/ Small Business Grants	910	807	33	0	1,750	910	807	33	0	1,750	1	-0		
11668000	Business Centre Strategy	381	0	0	0	381	381	0	0	0	381	0	0		
11536004	Country Parks Car Parking Area, Ryton	0	0	0	0	0	0	0	0	0	0	0	0		
11858000	Creation of office space at Holly Walk, Leamington Spa (CIF)	33	980	0	0	1,013	33	894	86	0	1,013	-86	0	Project has slipped a little in timings due to building consent issues and the tendering process - won't spend 100% of budget by the time of practical completion at 31/03/21. Estimated £86,000 will be incurred in 2022/2023. This will be builders retention, final fees, contingency and agents/marketing and legal fees.	
11893000	Art Challenge Fund	0	341	0	0	341	0	341	0	0	341	0	0		
Economic Development - Transforming Nuneaton															
11611000	Transforming Nuneaton	5,392	2,163	0	0	7,555	5,392	2,511	0	0	7,902	347	347	Addition of s106 funds (£347,376.02) to budget to cover non-claimable fees associated with transport design work in the town centre	
11746000	Transforming Nuneaton - Coop Building Purchase	1,500	0	0	0	1,500	1,500	0	0	0	1,500	0	0		
11775000	Transforming Nuneaton - Library & Business Centre (CIF)	0	550	550	18,323	19,423	0	550	550	18,323	19,423	0	0		
11853000	Transforming Nuneaton - Highways (CIF)	0	500	4,500	16,704	21,704	0	280	4,720	16,704	21,704	-220	0	Delays to construction for 2021-22 due to land acquisition from NBBC requiring cabinet approval	
Major Transport Projects															
10362000	Kenilworth Station	13,069	839	0	0	13,908	13,069	839	0	0	13,908	0	0		
11509000	A444 Cotton Arches, Nuneaton	3,562	54	5	15	3,636	3,562	74	0	0	3,636	20	0	Budget brought forward to fund ongoing monitoring requirements	
11669000	Lawford Road / Addison Road Casualty Reduction	90	800	756	0	1,646	90	800	756	0	1,646	0	0		
11841000	Leamington Station infrastructure improvement	212	984	35	0	1,231	212	984	35	0	1,231	0	0		
11845000	A429 Coventry Road, Warwick corridor improvements CIF	0	357	357	3,967	4,682	0	357	358	3,967	4,682	0	1		
11846000	Measurement equipment to support evidence led decision making in tackling climate emergency CIF	114	1,644	300	0	2,058	114	1,644	300	0	2,058	0	0		

11849000	A446 Stonebridge Junction (Coleshill) CIF	9	1,507	862	0	2,378	9	60	862	1,447	2,378	-1,447	-0	Programme has been reprofiled to tie in with Greenman Crossing works which needs to will precede these - both design work and construction has been pushed back.
11857000	Emscote Road Corridor improvements	44	6,308	2,962	882	10,196	44	464	5,844	3,844	10,197	-5,844	0	Reprofiled following resourcing and conflicting priorities during Covid resulting in construction phase being pushed back.
11885000	All Electric Bus initiative	0	84	333	949	1,366	0	84	333	949	1,366	0	0	
11886000	Contribution to H52 bridge	0	409	0	0	409	0	409	0	0	409	0	0	
11904000	A46 / A452 Thickthorn roundabout (CIF pending S106 rcpt)	0	257	3,273	3,151	6,681	0	257	3,273	3,151	6,681	0	0	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,529	34	0	0	1,563	1,529	34	0	0	1,563	0	0	
11535000	HWRC Maintenance 2019/20	72	0	0	0	72	72	0	0	0	72	0	0	
11784000	HWRC Maintenance 2020/21	21	59	0	0	80	21	59	0	0	80	0	0	
11856000	Waste containers at the HWRC (CIF)	0	238	0	0	238	0	238	0	0	238	0	0	
11864000	HWRC Maintenance 2021/22	0	80	0	0	80	0	80	0	0	80	0	0	
Countryside														
11536000	Countryside Rural Services Capital Maintenance 2019/20 £20k to be removed for Env Svcs	108	38	0	0	146	108	38	0	0	146	0	0	
11788000	Country Parks Maintenance 2020-21	83	136	0	0	218	83	136	0	0	218	0	0	
11834000	Country Parks Car Parking Facilities - upgrade ticket machines	88	42	0	0	130	88	42	0	0	130	0	0	
11866000	Country Parks Maintenance 2021-22	0	200	0	0	200	0	200	0	0	200	0	0	
Developer Funded Transport - s106 schemes														
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	1	0	0	13	0	0	
11194010	Install bollards & associated traffic management - historic spine Stratford	69	0	0	0	69	69	0	0	0	69	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on-Avon bridge and Welford bridge	19	0	0	0	19	19	0	0	0	19	0	0	
11195009		21				21	21	0	0	0	21	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	196	111	0	0	307	196	95	16	0	307	-16	0	A small amount of the spend is now expected to extend into 22/23.
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	20	0	0	20	0	0	
11441009	Stratford	16	0	0	0	16	16	0	0	0	16	0	0	
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	0	0	0	5	-11	-11	Remaining grant funding transferred to the Birmingham Road major scheme (11605000) in Environment Services.
11441011	Heathcote Primary School Puffin Crossing Harbury Ln Nr	0	0	0	0	0	0	0	0	0	0	0	0	
11441012	Heathcote Primary School Puffin Crossing Harbury Ln Nr Garrett Drive Lspa	0	0	0	0	0	0	0	0	0	0	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	22	1	0	0	23	22	0	0	0	22	-1	-1	Scheme completed in 2019-20. No further capital spend is expected. Remaining £990 of corporate resources not required.
11441014	Highways improvements to bus stops at land off the	12	19	0	0	31	12	19	0	0	31	0	0	
11464000	Clifton On Dunsmore Traffic Calming S106	403				403	403	82	0	0	485	82	82	Additional funding required to meet unrealisable grant debtor - £81k transferred from Casualty Reduction (11355000).
11607000	Southbound bus stop on A426 Leicester Road Rugby	15	64	0	0	80	15	64	0	0	80	0	0	
11614000	Bus Stop Enhancement Works In Alderminster	14	0	0	0	14	14	0	0	0	14	0	0	
11615000	Rd,Alcester	10	0	0	0	10	10	0	0	0	10	0	0	
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in Stratford upon Aon	14	0	0	0	14	14	0	0	0	14	0	0	
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	13	7	0	0	21	13	7	0	0	21	0	0	
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	23	60	0	0	82	23	60	0	0	82	0	0	
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	1	21	0	0	23	1	21	0	0	23	0	0	
11704000	Barford Safety Junction	59	169	0	0	228	59	0	0	0	59	-169	-169	Scheme complete, unused S106 funds to be returned to developer.
11782000	Campden Road (B4035), Shipston-on-Stour NEW BUS STOPS	0	38	0	0	38	0	38	0	0	38	0	0	
11783000	Mancetter Road / Camp Hill Road, Nuneaton BUS STOP IMPROVEMENTS	4	12	0	0	16	4	12	0	0	16	0	0	
11821000	Nuneaton/Plough Hill/Puffin crossing and improvements to Bus shelters	0	74	0	0	74	0	74	0	0	74	0	0	
11822000	Bidford on Avon/ Waterloo Road/Provision of a Bus Stop and shelter	2	25	0	0	27	2	25	0	0	27	0	0	

11906000	Construct two new bus stops on Orton Road near to the junction with Barn End Road in Warton	0	9	0	0	9	0	9	0	0	9	0	0	
11907000	Upgrading the existing bus stop infrastructure on Knights Lane (5 bus stops) in Tiddington	0	19	0	0	19	0	19	0	0	19	0	0	
11908000	Upgrading a bus stop in the vicinity of the new development to provide a bus shelter on Birmingham Road in Stratford-upon-Avon.	0	94	0	0	94	0	94	0	0	94	0	0	
11909000	Improving or providing bus stops along bus routes in the vicinity of the development in Bishopton Lane in Stratford-upon-Avon.	0	17	0	0	17	0	17	0	0	17	0	0	
Warwick Town Centre														
11552000	Warwick Town Centre transport proposals	1,087	0	0	0	1,087	1,087	0	0	0	1,087	0	0	
11809000	Warwick Town Centre	4	1,821	1,800	793	4,418	4	1,821	1,800	793	4,418	0	0	
Integrated Transport - Safer Routes to Schools														
11635000	Home to School Routes 17-18	1,152	621	0	0	1,773	1,152	621	0	0	1,773	0	0	
11635049	St Faiths Primary School , Alcester. Safer Routes To School	0	0	0	0	0	0	0	0	0	0	0	0	
11635048	B'ham Road, Stratford (Safer Routes to School)	0	0	0	0	0	0	0	0	0	0	0	0	
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,585	3	0	0	1,588	1,585	3	0	0	1,588	0	0	
11761000	Average Speed Cameras	25	869	869	0	1,764	25	869	869	0	1,764	0	0	
Integrated Transport - School safety zones														
11359000	School Safety Zones 16/17	1,987	0	0	0	1,987	1,987	0	0	0	1,987	-0	-0	
11564000	School Safety Zones 17/18 A	700	0	0	0	700	700	0	0	0	700	0	0	
11585000	School Safety Zones 18/19	793	0	0	0	793	793	-3	0	0	790	-3	-3	Unallocated funding transferred to 19/20 project code (11586000)
11586000	School Safety Zones 19/20	380	0	0	0	380	380	4	0	0	385	4	4	Unallocated funding transferred to 19/20 project code from 18/19 code plus a £1k revenue contribution required for a current year charge.
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	1,604	202	0	0	1,805	1,604	120	0	0	1,724	-82	-82	Transfer of £81,521 of corporate resource to Clifton on Dunsmore Cycle scheme (11464000) to fund expenditure that was incurred.
11356000	Casualty Reduction Schemes 16/17	272	2	0	0	274	272	0	0	0	272	-2	-2	Unallocated funding transferred to 21-22 project code (11865000)
11357000	Casualty Reduction Schemes 17/18	19	0	0	0	19	19	0	0	0	19	0	0	
11453000	Casualty Reduction Schemes 18-19	212	1,568	0	0	1,779	212	951	0	0	1,162	-617	-617	Unallocated funding transferred to 21-22 project code (11865000)
11546000	Casualty Reduction Schemes 19-20	0	0	0	0	0	0	0	0	0	0	0	0	
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme	80	760	760	0	1,601	80	760	760	0	1,601	0	0	
11763000	A439 - Southern reduction Scheme	43	457	0	0	500	43	457	0	0	500	0	0	
11635047	Wootton Wawen (Signs & Lining)	0	0	0	0	0	0	0	0	0	0	0	0	
11786000	Casualty Reduction Schemes 20-21	300	54	0	0	354	300	54	0	0	354	0	0	
11865000	Casualty Reduction Schemes 21-22	0	350	0	0	350	0	660	308	0	969	310	619	Unallocated funding transferred to 21-22 project code frm prior years (11356000 and 11453000)
Grand Total		47,454	29,961	17,651	45,112	140,179	47,454	22,055	21,384	49,204	140,097	-7,907	-82	

Annex E Revenue - Adult Social Care - Pete Sidgwick
 Strategic Director - Nigel Minns
 Portfolio Holders - Cllr Margaret Bell (Adult Social Care & Health)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	(Contr to)/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Adult Social Care	7,631	0	7,631	(2,179)	0	0	334	(2,513)	Covid costs of £0.334m for hospital discharges and support for the provider market. Reduced project expenditure partially offsetting the overspends in Mental Health and Disabilities with a further adjustment to reduce spend as the AD assesses the Disabilities and/or Mental Health overspends forecast to be potentially higher than the eventual outturn.
Disabilities	85,089	(9,583)	75,506	2,604	0	0	107	2,497	Covid expenditure is in relation to the hospital discharge process. The overspend is driven by the pressure in Physical Disabilities of £2.1m, this is directly driven by increased expenditure in Homecare, Supported Living & Direct Payments, these three Services have increased by an average cost of 22% this year which represents both the complexity of packages provided and cost per se, and have also increased in terms of numbers of service users by 7%. The remaining overspend of £0.5m is linked to Learning Disabilities as well as growing service demand in Supported Living & Daycare. There is an increase of 6% in the number of packages of care in supported living and cost increases of 4% on average across both service areas. Additionally, and to illustrate the impact of a small number of people we have two unforeseen complex packages within supported living, which alone account for £0.250m of the overspend this financial year. As the service is demand driven, mitigating actions have taken place by the Assistant Director and Integrated Care Service, and utilising the benefit of the underspend in Older People.
Mental Health	14,096	(752)	13,344	1,884	0	0	10	1,874	Covid expenditure is in relation to the hospital discharge process. Increased cost of care packages forecast across all services, with the largest increases being in supported living in the North and nursing in the South. Service user numbers are increasing, with a net growth since April 2020 of 10.2% and levels of high demand expected to continue throughout 2021/22. Further to high demand, there is also a higher proportion of more complex, and therefore costly packages of care. This combination has led to the need to go outside of Warks to secure beds, increasing the cost pressure further. The high cost supported living packages in the north are predominantly due to younger people with complex needs. A lack of sufficiently supportive alternatives to nursing care in South Warwickshire has contributed to the overspend, with the number of discharges from nursing homes being low during the pandemic.
Older People	84,231	(33,998)	50,233	176	0	170	1,317	(1,311)	Contribution from Reserves is to reflect the agreement by the Health and Social Care Joint Commissioning Board, for the Development Fund of the joint Better Care Fund to fund the additional costs of the Discharge to Assess pilot. Covid expenditure is in relation to the hospital discharge process, some of which would ordinarily be funded from Adult Social Care, whereas this is currently being funded via the hospital discharge grant, creating an underspend at the level of the Older Peoples service. This is being used to mitigate the overspend forecast in Disabilities and Mental health. The forecast overspends in domcare and nursing has been offset by reduced expenditure for residential placements and increased client contributions. There are a growing number of domcare packages where weekly hours exceed 28, as more service users are wishing to remain in the community. Nursing placement numbers remain static, however, the average cost is increasing. This is due in part to more expensive placements coming through from Health.
Integrated Care Services	10,964	(1,000)	9,964	(908)	0	0	0	(908)	The projected underspend of £0.908m is predominantly made up of the Assistive Technology budget of £0.700m which is not expected to be used within this financial year. This is due to the teams not having the capacity to run the pilots as the focus is on essential work dealing with the Covid-19 crisis. There is currently limited face to face contact with clients and the main focus of the teams are on the NHS bed crisis across the county. Discussions with the District and Borough Councils who we would probably partner with, currently have no capacity to engage as they are centralising Lifeline provision countywide. The remaining underspend of £0.208m is all attributable to staffing underspends. The forecast underspend falls in line with the previous two financial years with 20/21 being an underspend of £1.133m and 19/20 being an underspend of £1.082m. This is being used to mitigate the pressures in Disabilities and Mental Health.
Development & Assurance	3,691	(969)	2,723	(88)	0	0	0	(88)	Relatively minor underspend
Net Service Spending	205,702	(46,302)	159,401	1,489	0	170	1,768	(449)	

Impact on specific service reserves (from Reserves tab)	170
Impact on Transformation reserves	0
Impact on risk/general reserves/covid	1,319

Annex E Savings - Adult Social Care - Pete Sidgwick
Strategic Director - Nigel Minns
Portfolio Holders - Cllr Margaret Bell (Adult Social Care & Health)

Reserve	Approved Opening Balance		Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
	01/04/2021	£'000			
BCF System Development Fund		1,000		(170)	830
Total		1,000	0	-170	830

Annex E Savings - Adult Social Care - Pete Sidgwick

Strategic Director - Nigel Minns

Portfolio Holders - Cllr Margaret Bell (Adult Social Care & Health)

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Business support and direct payments - Reduced cost of business support as part of the wider organisation review of support functions and the introduction of the new payments system	300	300	0	
Commissioning approach for younger adults - Redesign the commissioning approach for younger adults to ensure a more efficient arrangement and an improved brokerage function.	200	200	0	
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	217	0	217	Unachieved but mitigated by wider service underspends. There is no wider impact while service operating within budget (after funding for the impact of Covid).
Housing with support for older people - 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	200	0	
Management of cost of adults service provision - Management of the budgeted cost increases of externally commissioned care	700	700	0	
Reduce demand for adult social care support - 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	250	0	
Total	1,867	1,650	217	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget				Forecast					Variation		Commentary	
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000		Total Variance £'000
11555000	Extra Care Housing	0	313	0	0	313	0	313	0	0	313	0	0	
Grand Total		0	313	0	0	313	0	313	0	0	313	0	0	

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

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contro to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Children & Families	4,428	(100)	4,328	256	(30)	0	389	(103)	Transformation is underspending by £30k due to slight delays in the appointment of expected staff. Despite budgets worth £631k for Covid-19 that has been allocated to this AD line, the overspend on Covid-19 stands at £389k. This is comprised of a £500k over-spend on placements, which has been an estimation of the on-going likely impact during this financial year. There is also a £34k overspend on the Innovate Agency staff contract. At this early point in the financial year legal charges for Covid-19 are showing a £120k underspend. There is a £52k overspend on third party savings but this is yet to be explored further and identified by CSU. Legal charges are £250k overspending as at P2. There is a £50k under-spend on the replacement PAM system and £301k underspends held to aid pressures elsewhere in the Service. The asylum grant contribution to indirect costs for the whole service is £261k above expectation at this early stage in the financial year, although this is a cautious estimation.
Initial Response (MASH, IR, EDT)	5,578	(351)	5,227	1,364	(78)	0	761	681	Transformation is currently predicting a £78k underspend on unfilled staffing posts. In total £761k has been forecasted for Covid-19 spending with £641k of this attributable to additional agency staff. The remaining overspend in this area is made up of £712k on employing additional agency staff to cover vacancies and the increase in demand this service finds itself under. £97k is also being forecast as an overspend for Workers outside IR35, who are performing ISW assessments to help address the backlog.
Early Help & Targeted Support	9,391	(2,829)	6,562	221	(92)	(151)	337	127	Transformation is showing a £92k underspend due to salaries and recruitment issues. Priority Families is currently underspending by £151k due to greater than expected Payment by Results grant. Spending on Covid-19 is forecasting a loss of income within the youth service of £95k and £135k on staff and £107k on additional agency staff.
Children's Safeguarding & Support	29,617	(95)	29,522	1,077	(28)	0	372	733	There is an underspend of £113k showing against transformation at this point, with the bulk of this due to under recruitment of staffing. The asylum grant excluding Covid-19 spend, is forecasting a surplus of £94k although this maybe under-estimated as the new guidance for 2021/22 is still to be published, which may affect this initial P3 forecast. Therefore, this should be seen as a cautious forecast until firm communication has been received from the HO. Despite a significant investment in the budget for placements for this financial year, external foster-care and residential care are £102k and £2,762k overspending, although internal foster-care is currently £265k underspending. Current weekly average unit cost of residential stands at £4,524 per week against 2020/21 outturn of £3,989. This represents at face value, a £535 increase. Of these costs it has been estimated that £500k is due to Covid-19 which is captured in the AD line, but an additional £500k has been added in for the potential growth in placements costs till the end of the financial year. Allowances including an element for growth is currently showing an underspend of £84k at Quarter 1. Within the Covid-19 forecasted spend there is £266k on additional agency and £270k for additional staff to cover demand and £126k due to over 16 additional maintenance payments. Leaving care accommodation and allowance payments are currently showing a modest underspend of £222k as additional budget was allocated for 21/22. Unit costs of these placements are rising with many placements being on par with the cost of residential. Demand and costs will continue to be closely monitored throughout the year. WCC internal residential home is underspending by £435k due to the reprofiling of the staffing costs which are lower than modelled at this point, as well as it not being operational until November. Salaries are £186k overspending and agency staff are £398k overspending. There has been a re-alignment of the staff travel budget in 2021/22 to reflect different working practices but currently this is showing a £57k overspend.
Corporate Parenting	27,498	(6,172)	21,326	2,307	(85)	1	292	2,099	
Youth Justice	3,427	(588)	2,839	51	(31)	0	38	44	Transformation funding is showing a small underspend of £31k which is due to staffing and £38k spending on Covid-19. Establishment staffing budgets are overspending by £184k.
Children's Practice Improvement	4,820	(358)	4,462	(26)	(154)	(1)	1	128	Transformation is forecasting a large underspend of £154k due to re-profiling of plans and under-spends on staffing. The remaining overspend within the service is on Hay and predominately within the IRO service.
Adoption Central England	6,305	(5,845)	460	(64)	0	(65)	1	0	At Quarter 1 it is anticipated that the volume of buying placements will be on budget with a small under achievement of £9k. Salaries are currently forecasting an overall underspend of £41,000 and a further £45k is forecast to underspend on 3 projects which were identified to take place this financial year. Funding for this was utilised from the large reserve pot at the beginning of the financial year.
Net Service Spending	91,064	(16,338)	74,726	5,186	(498)	(216)	2,191	3,709	

Impact on specific service reserves (from Reserves tab)	(216)
Impact on Transformation funds	(498)
Impact on risk/general reserves	5,900

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

Reserve	Approved Opening Balance		Movement in Year	Effect of Outturn	Forecast Closing Balance
	01/04/2021	£'000			
Adoption Central England		933	(460)	65	538
Priority Families Reserve		1,201	0	151	1,352
Controlling Migration Fund		284	(284)	0	-
Youth Justice Remand Equalisation		661	0	0	661
Total		3,079	(744)	216	2,551

**Annex F Savings - Children & Families - John Coleman
Strategic Director - Nigel Minns**

Portfolio Holders - Councillor Morgan (Children's Services)

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	52	0	52	No information has been forth coming on how these savings will be achieved
Maximise income and contributions to care packages - Efficient collection of health contributions to children in care placements and income from safeguarding training	275	225	50	Due to continued COVID related issues and pressures the Safeguarding Training will not reach the turnover anticipated to make the £50,000 income savings target.
New ways of working in children's services - Expected reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid	315	315	0	
Recalibration and reduction of staff - 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	667	222	Due to continued COVID related issues and pressures / demands on the whole of C&F, it has not been feasible to take the anticipated post reductions forward.
Rightsize Children's and Families budgets - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services.	101	101	0	
Total	1,632	1,308	324	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11295000	Children and Families property adaptations, purchases and vehicles	271	135	0	0	406	271	135	0	0	406	0	0	Withdrawal of SGO carers who had submitted application for large extension
11693000	Adaptation of Sydenham Children's Centre	83	0	0	0	83	83	0	0	0	83	0	0	
11713000	Adaptation of Children's Centres to Children and Family Centres	230	65	0	0	295	230	65	0	0	295	0	0	
11756000	Westgate Children & Family Centre/Westgate Primary School Safeguarding Walkway	35	10	0	0	45	35	10	0	0	45	0	0	
11792000	Adaptations to support child placements 20-21	0	15	110	0	125	0	0	125	0	125	-15	0	Potential SGO carers withdrew where a substantial amount of funding for an extension had been agreed and forecast for . Therefore funds not required at this time but will be required for future adaptations when applied for.
11901000	Establishment of residential care for under 18s	0	282	0	0	282	0	282	0	0	282	0	0	
11902000	Children and Families property adaptations, purchases and vehicles 2021/22	0	0	40	85	125	0	0	0	125	125	0	0	
Children & Families		619	507	150	85	1,361	619	492	125	125	1,361	-15	0	

Annex G Revenue - People Strategy & Commissioning and Public Health - Becky Hale
 Strategic Director - Nigel Minns
 Portfolio Holders - Cllr Margaret Bell (Adult Social Care & Health)

21/22 Revenue Budget

Service	Exp	Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	(Contr to)/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Strategy & Commissioning People	518	(25)	493	17			25	(8)	Covid costs on Business Continuity support staff, offset by underspend on staff training and conferences
Director of Public Health	2,355	(216)	2,139	4,484		308	4,279	(103)	Transfer from earmarked reserve to return pooled Test & Trace grant to contributing LA's due to change of sub regional spending plans. Covid costs in relation to Test & Trace activities, supporting homelessness, supporting BAME communities and focus on suicide prevention, funded from COMF grant and corporate covid funding. Non covid increase in staffing recharges and water fluoridation costs, offset by underspend on homelessness service due to addition income
Health & Well Being	24,056	(6,048)	18,008	1,538	(159)		1,697	0	Covid costs in relation to Sexual health service, NHS health checks, meals on wheels service, respite for carers and improving mental wellbeing in Warwickshire, funded by COMF and corporate covid funding. Non covid in year underspend on Investment funded family wellbeing prevention fund programmes due to covid and strategy sign off delays - required in future years.
Integrated and Targeted Support	16,699	(7,227)	9,471	(472)		(223)	113	(362)	Contribution to earmarked reserves relates to Learning Disability & Autism and Community Discharge services which are grant funded and spending plans are still being developed. Covid related mental health commissioner and suicide prevention roles funded by corporate covid funds. Net underspends contributed to by additional grants for the drugs & alcohol service and domestic abuse in relation to the safe accommodation duty. The latter being a £1m per annum grant for 3 years and requires time to plan and commence spending. Underspend of 2021/22 allocation is intended to be set aside in an earmarked reserve to allow expenditure as grant intended in future years.
All Age Specialist Provision	6,060	(712)	5,348	189			293	(104)	Covid costs on additional L&D officer and housing support service, funded from COMF grant and corporate covid funding. Non covid underspends on commissioning staffing and on supporting people programme due to delayed rollout
Net Service Spending (excluding DSG)	49,688	(14,228)	35,459	5,756	(159)	85	6,407	(577)	

Impact on specific service reserves (from Reserves tab)	85
impact on Transformation reserves	(159)
Impact on risk/general reserves	5,830

Annex G Revenue - People Strategy & Commissioning and Public Health - Becky Hale
 Strategic Director - Nigel Minns
 Portfolio Holders - Cllr Margaret Bell (Adult Social Care & Health)

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
Social Care & Health Partnership	866	0	(85)	781
Total	866	0	-85	781

Annex G Revenue - People Strategy & Commissioning and Public Health - Becky Hale

Strategic Director - Nigel Minns

Portfolio Holders - Cllr Margaret Bell (Adult Social Care & Health)

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	103	0	103	Unachieved but mitigated by allocating budget awarded to meet inflationary pressures. There is no wider impact while service operating within budget.
Health, wellbeing and self-care - 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	0	
Integrated and targeted support - Review of expenditure on smoking cessation and falls prevention targeted support.	69	59	10	£10k re smoking cessation overspend, covered by remainder of service underspend. There is no wider impact while Service operating within budget.
Total	287	174	113	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10608000	Mental Health Grant 2010/11	223	3	0	0	226	223	3	0	0	226	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	353	91	0	0	444	353	50	41	0	444	-41	0	11021006 Changing Places - one facility being installed currently- funds passed to Warwickshire parks previous year. Second facility in progress, there have been delays due to Covid, intention is to install this financial year. A third facility is hoping to resume work, also delayed due to Covid, to install in 2022. Plans for fourth facility being confirmed.
11420000	Disabled Facilities Capital Grant	23,111	0	0	0	23,111	23,111	5,125	0	0	28,236	5,125	5,125	Disabled Facilities Grant allocation for 2021-22 added to programme.
11903000	MH Signage	0	250	0	0	250	0	250	0	0	250	0	0	
Grand Total		23,688	344	0	0	24,032	23,688	5,428	41	0	29,157	5,084	5,125	

Annex H Revenue - Business & Customer Services - Sarah Stear
 Strategic Director - Rob Powell
 Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	696	(2)	695	65				65	The overspend is directly attributed to the temporary cover of the Assistant Director post and the associated salary costs. The permanent post holder is on long term sick.
Business & Customer Support	8,260	(120)	8,139	851			240	611	A full budgetary and service delivery review is being undertaken. Current overspend relates to staff salary and Agency staff expenditure due to service delivery demand. Finance are in the process of reviewing these significant overspends for accuracy.
Operational Excellence	2,863	0	2,863	557			548	9	The overspend can be mainly associated to COVID-19 expenditure against Backward Contact Tracing Team, Education - Covid Response Team and Critically Extremely Vulnerable Support. The remaining overspend relates to staff salary expenditure.
Customer Contact - Customer Connect	2,518	(248)	2,270	1,937		(7)	1,744	200	Additional Welfare Support Grant of £1,669k makes up most of the variation. The remaining is made up by overspends on staff salaries (2 new posts which were not budgeted for) and an increase in Agency staff costs both in relation to extended service demand.
Customer Contact - Community Hub	7,181	(2,127)	5,054	473			454	19	Due to a £90k adjustment for expenditure in relation to the Digital Poverty project this area is now showing a small underspend (£71k). The underspend can be attributed to a reduction in salary expenditure.
Net Service Spending	21,518	(2,497)	19,021	3,883	0	(7)	2,986	904	

Impact on specific service reserves (from Reserves tab)	(7)
Impact on risk/general reserves	3,890

Annex H Reserves - Business & Customer Services - Sarah Stear

Strategic Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
Museum, Records and Libraries Trust Funds and Bequests	340			340
Warwickshire Local Welfare Scheme	582		7	589
Corporate Customer Journey Programme	210	(210)		0
Total	1,132	-210	7	929

Annex H Savings - Business & Customer Services - Sarah Stear
 Strategic Director - Rob Powell
 Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Customer support service redesign - Review and rationalisation of the organisation's approach to customer support.	150	150	0	
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	14	14	0	
Reduced use of printing and stationery - Future reductions in spend on printing and stationery predicated on digitisation work.	100	100	0	
Vacancy management - Recognise natural underspends from staff turnover and operating undercapacity.	260	115	145	Vacancy management savings not achieved in many areas due to service delivery pressures.
Total	524	379	145	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10623000	County Records Office Service - Digital Asset Management	95	0	0	0	95	95	0	0	0	95	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	909	0	0	0	909	909	0	0	0	909	0	0	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	204	0	0	0	204	204	0	0	0	204	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	998	181	250	1,198	2,627	998	181	250	1,199	2,628	0	1	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	373	0	0	0	373	373	0	0	0	373	0	0	
Grand Total		2,579	181	250	1,198	4,207	2,579	181	250	1,199	4,208	0	1	

Annex I Revenue - Commissioning Support Unit - Steve Smith
 Strategic Director - Rob Powell
 Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Commissioning Support Unit	263	0	263	0				0	
Business Intelligence	3,081	(120)	2,962	(171)	(154)			(17)	Variance against transformation funding because projects either continue into 22/23 or project contingency is currently unallocated.
Portfolio Management Office	3,232	(1,842)	1,391	6,746			6,713	33	Majority of overspend attributed to Covid, including unallocated COMF (Covid-19 Contain Outbreak Management Funding). An underspend of £47k for PMO Management is the result of an £80k budget carry forward which will be used to fund a new post whose fixed term will span into 22/23 and another carry forward will be requested. The remaining overspend are additional homeworking costs and increased staffing costs.
Contract Management & Quality Assurance	2,125	(958)	1,167	244			209	35	Predominantly COVID pressures.
Change Management	1,219	0	1,219	(212)	(291)		87	(8)	Variance against transformation funding because project scope and timelines uncertain due to projects being currently paused with a potential for carry forwards into 22/23. A more definitive position will be expected at Q2.
Transformation	134	0	134	0				0	
Net Service Spending	10,054	(2,920)	7,136	6,607	(445)	0	7,009	43	

Impact on specific service reserves (from Reserves tab)	n/a
Impact on risk/general reserves	6,607

Annex I Savings - Commissioning Support Unit - Steve Smith

Strategic Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	7	7	0	Third Party Spend savings were allocated to Head of Service Cost Centre which is currently forecast to budget.
Management of cost of CSU service provision - Management of the budgeted cost increases of externally purchased services	18	18	0	All cost centres this saving were allocated to are currently forecasting underspends.
Reduction in use of consultancy, subscriptions and apprentices - Review of the use of subscriptions, consultants and apprentices to ensure value for money	21	21	0	No forecasted overspend on the budget lines this saving was allocated to.
Total	46	46	0	

Annex J Revenue - Enabling Services - Craig Cusack

Strategic Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customers & Transformation), Peter Butlin (Finance and Property)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Conrt to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Enabling Services	825	0	825	(6)				(6)	
Facilities Management	16,625	(7,446)	9,178	(311)			75	(386)	Overspend of £75k agency staff member Covid costs (costs in DC001). Underspends across the service as the various elements within Facilities Management adapt to COVID and post COVID ways of working.
HR Enabling	5,769	(2,415)	3,354	22	(2)	55		(31)	Time limited funding and the use of reserves for the ongoing Graduate and Apprenticeship schemes accounts for a net £55k overspend which will be funded from specific reserves. The remaining variances are underspends of £52k due to in year vacancies, offset by a reduction in income to the Salary Sacrifice scheme with reduced staff using childcare.
Digital & ICT	13,633	(4,360)	9,273	(94)				(94)	Net forecast of £94k underspend includes overspend of £335k in DD013 Infrastructure Unit Charge due to an increase in Microsoft E5 Licences volume and a small increase in Azure usage and £110k in DD024 Network Team due to Amalan charges final year of 4 year contract. This has been mitigated by a combination of staffing costs variations and a predicted reduction on the costs of Granicus software costs and software licences.
ICT Strategy & Commissioning	3,314	0	3,314	(1,211)	(500)			(711)	Main forecast underspends of £637k in Corporate ICT Development regarding identified savings, £500k in Transformation Digital following the release of capacity on current understanding of ICT demand, and £45k in ICT Strategy and Commissioning Management Team due to staff vacancy.
Net Service Spending	40,166	(14,221)	25,944	(1,600)	(502)	55	75	(1,228)	

Impact on specific service reserves (from Reserves tab)	55
Impact on risk/general reserves	(1,655)

**Annex J Reserves - Enabling Services - Craig Cusack
Strategic Director - Rob Powell
Transformation), Peter Butlin (Finance and Property)**

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
HR - Service Improvement Projects	60		(55)	5
Total	60	0	-55	5

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

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Enabling services delivery review - 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	633	0	DD005 D0001 £350,000, DD001 D0001 £283,000 - across the two Cost Centres there is a total underspend of £634k.
Facilities cost savings from property asset rationalisation - Facilities management and maintenance cost savings linked to asset rationalisation	44	44	0	DC051 D0001 - currently assuming that savings will be made. Already removed from budget, and forecasting an underspend of £4k at outturn.
ICT Service delivery review - Review past ICT budget growth and focus on efficiencies through development projects	64	64	0	DD001 D0001 - currently showing a small overspend of £3k at outturn - assume this saving will be made.
Management of cost of Enabling Service external provision - Management of the cost increases of externally purchased services including a review of services purchased from third parties to ensure value for money.	147	147	0	DD041 D0001 - £79,292, DC037 D0001 £67,708 - DC037 has a forecast underspend of £12k. Not sure if DD041 is still a live Cost Centre.
Property service delivery review - 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	100	0	DC050 D0001 - currently assuming that savings will be made. Already removed from budget and forecasting an underspend of £10k at outturn.
Review of maintenance and engineering work profile - Drive efficiencies in the work planning and prioritisation across maintenance and engineering.	130	130	0	DC018 D0001 - this Cost Centre is showing a small overspend of £5k but Landlord Delegated as a whole is £38k under, so assuming this saving will be made.
Total	1,118	1,118	0	

Enabling Services - Craig Cusack

Strategic Director - Rob Powell

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Structural Maintenance														
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,800	0.059	0	0	5,800	5,800	0	0	0	5,800	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,699	0	0	0	5,699	5,699	0	0	0	5,699	0	0	Additional funds required after settlement of Final Accounts (373.96) taken from Current year allocation.
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,744	0	0	0	1,744	1,744	-4	0	0	1,740	-4	-4	Additional funds returned after settlement of Final Accounts (£3,798.63) to Current year allocation.
11288000	Schools Asbestos & Safe Water Remedials 2017/18	769	0	0	0	769	769	-1	0	0	767	-2	-2	Additional funds returned after settlement of Final Accounts (£1,925.46) to Current year allocation.
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,409	0	0	0	5,409	5,409	0	0	0	5,409	0	0	Additional funds required after settlement of Final Accounts (425.05) taken from Current year allocation.
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,010	0	0	0	7,010	7,010	1	0	0	7,011	1	1	Additional funds required after settlement of Final Accounts (£686.43) taken from Current year allocation.
11442000	Non Schools Asb & Safe Water Remedials 2018/19	334	0	0	0	334	334	0	0	0	334	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	2,038	0	0	0	2,038	2,038	1	0	0	2,038	1	1	Additional funds required after settlement of Final Accounts (£673.60) taken from Current year allocation.
11444000	Schools Asbestos & Safe Water Remedials 2018/19	810	0	0	0	810	810	0	0	0	810	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	7,249	0	0	0	7,249	7,249	-7	0	0	7,242	-7	-7	Additional funds returned after settlement of Final Accounts (£7,140.68) to Current year allocation.
11538000	Non Schools Asb & Safe Water Remedials 2019/20	10	0	0	0	10	10	0	0	0	10	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	2,035	0	0	0	2,035	2,035	10	0	0	2,045	10	10	Additional funds required after settlement of Final Accounts £10,148.40 taken from current years allocation.
11540000	Schools Asbestos & Safe Water Remedials 2019/20	452	0	0	0	452	452	0	0	0	452	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	6,760	0	0	0	6,760	6,760	5	0	0	6,765	5	5	Additional funds required after settlement of Final Accounts £5,336.67 taken from current year allocation.
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	101	0	0	0	101	101	0	0	0	101	0	0	
11787000	Non Schools Building Maintenance 2020-21	2,298	227	0	0	2,525	2,298	243	0	0	2,541	16	16	Additional funds required after settlement of Final Accounts £16,162.92 taken from current year allocation.
11791000	Schools Asbestos and Safe Water 2020-21	737	242	0	0	979	737	118	0	0	855	-124	-124	Additional funds returned to current year allocation after settlement of Final Accounts and delay in execution of planned works due to Covid-19 (£123,782.97)
11793000	Non Schools Asbestos and Safe Water 2020-21	76	638	0	0	715	76	16	0	0	92	-623	-623	Additional funds returned to current allocation after settlement of Final Accounts and delay in execution of planned works due to Covid-19 (£112,408.87). Transfer of £510,105 to 11896000 Lillington CTA
11795000	Schools Building Maintenance 2020-21	6,968	418	0	0	7,385	6,968	260	0	0	7,228	-157	-157	Additional funds returned to current years allocation after settlement of Final Accounts and delay in execution of planned works due to Covid-19 (£157,442.98)

11887000	Non Schools Building Maintenance 2021-22	0	2,122	0	0	2,122	0	2,099	0	0	2,099	-23	-23	
11890000	Schools Asbestos and Safe Water 2021-22	0	746	0	0	746	0	872	0	0	872	126	126	Additional funds returned to current years allocation after settlement of previous year Final Accounts and delay in execution of planned works due to Covid-19 (£125,708.43)
11889000	Non Schools Asbestos and Safe Water 2021-22	0	325	0	0	325	0	437	0	0	437	112	112	Additional funds returned to current year allocation after settlement of previous year Final Accounts and delay in execution of planned works due to Covid-19 (112,408.87)
11888000	Schools Building Maintenance 2021-22	0	6,988	0	0	6,988	0	7,146	0	0	7,146	158	158	Additional funds returned to current year allocation after settlement of previous year Final Accounts and delay in execution of planned works due to Covid-19 (157,442.98)
11896000	Lillinton Academy CTA works	0	0	0	0	0	0	510	0	0	510	510	510	Transfer of funds from Block Header 11793000 to accommodate project
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	652	0	0	0	652	652	0	0	0	652	0	0	
11318000	Universal Free School Meals Programme	0	0	0	0	0	0	0	0	0	0	0	0	
Energy														
10400000	Climate Change 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	0	0	4	0	0	
Information Assets														
11121000	Development of Rural Broadband	27,268	8,354	2,273	1,333	39,228	27,268	8,367	2,228	1,500	39,362	13	134	CSW Broadband is working in collaboration with DCMS on the Broadband Gigabit Project. This additional work is being funded by DCMS to support Gigabit Mapping and Data Analysis. The project continues to be subject to change with delays in delivery due to: a) the project working in more rural areas b) a national shortage of civil engineering contractors c) revised DCMS guidance regarding finances and project end dates and d) the recent Covid 19 pandemic.
11310000	Client information systems review	3,423	0	0	0	3,423	3,423	0	0	0	3,423	0	0	
11465000	WCC Information Assets Purchases (multiple years)	1,581	0	0	0	1,581	1,581	0	0	0	1,581	0	0	
11796000	2020-21 IT infrastructure	32	0	0	0	32	32	0	0	0	32	0	0	
11891000	2021-22 IT infrastructure	0	400	0	0	400	0	400	0	0	400	0	0	
11900000	Local Full Fibre Networks Programme (LFFN) CSW in conjunction with DCMS	0	5,699	0	0	5,699	0	3,854	0	0	3,854	-1,845	-1,845	DCMS issued final change controls and grant variation notices in May 2021, reducing the overall sites from 320 to 220 which must be built by September 2021. This means the new capital costs and funding for the programme have been reduced accordingly. The project is currently on track to deliver the agreed 220 sites.
Strategic Asset management														
11134000	Warwick Shire Hall - Refurb Of Old Shire Hall	2,008	0	0	0	2,008	2,008	0	0	0	2,008	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	220	0	0	0	220	220	0	0	0	220	0	0	
11532000	Saltway Centre Stratford upon Avon	470	0	0	0	470	470	0	0	0	470	0	0	
11844000	2020-21 ICT Software Development	0	0	0	0	0	0	0	0	0	0	0	0	
		91,956	26,159	2,273	1,333	121,721	91,956	24,327	2,228	1,500	120,011	-1,832	-1,711	

Annex K Revenue - Finance - Andrew Felton
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Butlin (Finance & Property)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Finance	253	(5)	248	(1)				(1)	
Finance Delivery	4,772	(3,056)	1,716	30		(19)	70	(21)	£70k COVID related spend for Employee/ Agency costs. £22k of in year savings on salary vacancies and turnover. A £19k underspend in respect of the School Absence Insurance Scheme which will be moved into the specific equalisation reserve for future years.
Investments, Treasury and Audit	1,213	(529)	684	55			54	1	£54k of Covid related spend for a Risk Officer.
Commercialism	577	(15)	562	0				0	
Strategic Finance	685	(32)	654	(11)				(11)	In year salary savings due to a vacancy.
Finance Transformation	4,332	(1,951)	2,381	(7)			2	(9)	Slight reduction in Staffing/ Secondment costs.
Net Service Spending	11,832	(5,588)	6,245	66	0	(19)	126	(41)	

Impact on specific service reserves (from Reserves tab)	(19)
Impact on risk/general reserves	(60)

Annex K Reserves - Finance - Andrew Felton
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Butlin (Finance & Property)

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
LA Counter Fraud Fund Grant	16			16
Schools Absence Insurance Equalisation Account	924		19	943
Total	940	0	19	959

Annex K Savings - Finance - Andrew Felton
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Butlin (Finance & Property)

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	6	6	6	0	
Management of cost of Finance Service provision - Management of the budgeted cost increases of externally purchased services.	10	10	10	0	
Total	16	16	16	0	

Annex L Revenue - Governance & Policy - Sarah Duxbury
 Strategic Director - Rob Powell
 Portfolio Holders - Cllr Andy Jenns (Customers & Transformation)

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	(47)	0	(47)	17				17	The overspend relates to the Marcomms SLA with G&P which has currently been charged to the AD - it is hoped the cost can be mitigated and correctly allocated throughout the year.
Communications	1,147	(672)	475	427			409	18	£409k COVID variance related to additional employee costs, advertising and printing for COVID related activities - £290k allocated from COMF. £18k is the net balance of a shortfall in trading income and a reduction in employee costs.
HR Organisational Development	831	(64)	767	57			14	43	Structurally underfunded budget (£80k) to support the FOM staffing level, which has been partially mitigated by some in year salary savings and unbudgeted income.
Property Management	1,470	(897)	572	546				546	£521k unachievable, historic savings target. Balance relates to an incorrect creditor movement which has caused a pressure in 2021/22.
Legal & Democratic	8,071	(7,699)	373	317			63	254	The variance relates to the relationship between staffing costs and the recharge rates for internal and external work. There has been a move in the ratio of internal/external work throughout the COVID pandemic which continues to affect recovery rates. However, there are signs that levels of external work are increasing, and this is reflected in the Quarter 1 revised forecast from Period 2. The situation will continue to be monitored on a monthly basis to ensure forecasts are as accurate as possible based on activity to date.
Corporate Policy	371	0	371	0				0	
Net Service Spending	11,843	(9,332)	2,511	1,364	0	0	486	878	

Impact on specific service reserves (from Reserves tab)	0
Impact on risk/general reserves	1,364

Annex L Reserves - Governance & Policy - Sarah Duxbury
Strategic Director - Rob Powell
Portfolio Holders - Cllr Andy Jenns (Customers & Transformation)

Reserve	Approved Opening Balance		Movement in Year	Effect of Outturn	Forecast Closing
	01/04/2021	£'000			
One Public Estate		335			335
Going for Growth Apprenticeship Scheme		297			297
Total		632	0	0	632

Annex L Savings - Governance & Policy - Sarah Duxbury
 Strategic Director - Rob Powell
 Portfolio Holders - Cllr Andy Jenns(Customers & Transformation)

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Electronic record keeping - Reduced storage requirements as a result of the move to electronic record keeping	10	10	0	GC016
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	7	0	(7)	GA011 is currently showing an overspend due to the inclusion of SLA costs for the services within G&P. It remains to be seen whether these can be mitigated during the year and therefore bring this budget, which has already had the savings removed, back on target.
Vacancy management - Recognise natural underspends from staff turnover and operating undercapacity.	341	341	0	The forecasts to date suggest that these savings will be achievable in 2021/22 although they do rely on the recruitment, retention and turnover of staff throughout the year. The situation will continue to be monitored on a quarterly basis.
Total	358	351	(7)	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10972000	Planning Consent For Europa Way	756	0	0	0	756	756	0	0	0	756	0	0	
11136000	Various Properties - Renewable Energy/Reducing Energy	240	0	0	0	240	240	0	0	0	240	0	0	
11292000	Rural Services Capital Maintenance 2017/18	400	227	0	0	627	400	195	0	0	595	-32	-32	£30,758 funding has been diverted to cover expenditure on schemes under 11446000 and £2,088 to 11542000
11335000	Rationalisation of County Storage	9,382	195	0	0	9,577	9,382	195	0	0	9,577	0	0	
11440000	Strategic Site Planning applications	2,610	1,316	0	0	3,927	2,610	1,316	0	0	3,927	-0	-0	
11446000	Rural Services Capital Maintenance 2018/19	76	0	0	0	76	76	31	0	0	107	31	31	Expenditure incurred against two schemes in 2021/22 - funding from 11292000 to be used.
11542000	Rural Services Capital Maintenance 2019/20	167	130	0	0	297	167	132	0	0	299	2	2	
11689000	Maintaining the smallholdings land bank	0	761	0	0	761	0	761	0	0	761	0	0	
11790000	Rural Services Capital Maintenance 2020/21	0	356	0	0	356	0	356	0	0	356	0	0	
11867000	Rural Services Capital Maintenance 2021/22	0	356	0	0	356	0	356	0	0	356	0	0	
11910000	Decarbonisation Grant	0	284	0	0	284	0	284	0	0	284	0	0	
Grand Total		13,631	3,626	0	0	17,257	13,631	3,626	0	0	17,257	0	0	

21/22 Revenue Budget

Service	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Government Grants & Business Rates	0	(150,127)	(150,127)	(15,472)			(14,911)	(561)	Of the £15.472m favourable variance £14.911m represents Covid grants that we have not budgeted for. This income is offset by expenditure reported by the services relating to Covid which was also not budgeted. Of the remaining variation £357k relates to Public Health Grant being higher than budgeted and £140k to Fire Pension Grant.
Transformation and Investment Funds	0	0	0	0				0	
Capital Financing Costs	30,078	(2,878)	27,200	(1,241)				(1,241)	Capital financing charges are forecast to be £50k over budget offset by £1,291k forecast underspend on capital contingency. The £50k net overspend on capital financing is attributable to £567k underspend on external interest payments offset by reduced interest received on deposits and management fees.
Strategic Management Team	1,224	0	1,224	18				18	
County Coroner	700	(138)	562	199			199	0	Increase in coroner cost driven by Covid - £130k forecast overspend relating to mortuary fees and £69k relating to post mortem fees.
County Council Elections	255	0	255	0				0	
Environment Agency - Flood Defence Levy	257	0	257	0				0	
External Audit Fees	161	0	161	(2)				(2)	
Pensions deficit under-recovery	1,437	0	1,437	0				0	
Members Allowances and Expenses	1,108	0	1,108	0				0	
Apprenticeship Levy	1,136	0	1,136	0				0	
Other Administrative Expenses and Income	8,036	(3,859)	4,177	405			453	(48)	Covid variation relates to £450k Educaterers cost and £3k of mortuary costs above 20/21 accrual. Of the remaining variation £48k underspend relates to corporate subscriptions.
Warwickshire Property and Development Company	1,537	0	1,537	0				0	
Provision for DSG Deficit	0	0	0	0				0	
Net Service Spending (excluding DSG)	45,929	(157,002)	(111,073)	(16,093)	0	0	(14,259)	(1,834)	

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

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
School Balances	21,324			21,324
Loans To Schools	14			14
Total Earmarked School Reserves	21,338	0	0	21,338
NNDR Pool Surplus Reserve	5,532			5,532
Total Earmarked External Reserves	5,532			5,532
LATC Operational Reserve	248			248
Local Resilience Forum - Brexit funding	463			463
Corporate Apprenticeship Fund	861			861
Redundancy Fund	7,036	(206)		6,830
Schools in Financial Difficulty	1,752		(210)	1,542
Total Internal Policy (Annual review)	10,360	(206)	(210)	9,944
Financial Instruments Reserve	3,731			3,731
Insurance Fund	8,578			8,578
Capital Fund	759			759
NNDR Appeals Reserve	7,951			7,951
Pensions Deficit Reserve	466			466
Quadrennial Elections	926			926
Audit Fee Reserve	172			172
IT Sinking Fund	2,773			2,773
Interest Rate Volatility Reserve	5,436			5,436
Schools Liability Reserve	500			500
Total Volatility (Annual Review)	31,292	0	0	31,292
Fire Transformation Fund	766	(93)		673
Childrens Tranformation Fund	9,458	(5,886)	497	4,069
Council Change Fund	9,098	(2,228)	1,169	8,039
Unringfenced Government Grants	3,288			3,288

Revenue Investment Funds	20,009	(2,348)		17,661
Covid Grants Ringfenced	9,405			9,405
Covid Grants Unringfenced	15,040		(2,511)	12,529
Total Invest To Save Funds	67,064	(10,555)	1,666	58,175
Directorate Risk Reserve - Communities	5,355	(1,759)	(1,795)	1,801
Directorate Risk Reserve - People	10,477	(449)	(2,673)	7,355
Directorate Risk Reserve - Resources	2,954	(1,332)	(556)	1,066
Contingency to cover DSG Overspend	12,314	1,364		13,678
General Reserves	21,417		2,145	23,562
Total Management of Financial Risk	52,517	(2,176)	(2,879)	47,462
Medium Term Financial Contingency	42,496			42,496
Total Contingency Reserves	42,496	0	0	42,496
Total	230,599	(12,937)	(3,934)	214,984

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

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Early Invoice Payment Rebates - Increased take-up of early invoice payment offer. (Delivery will be the responsibility of the Assistant Director - Finance)	185	185	0	
Reduction of asset sales contingency - Remove budget held to cover risk of delays in sales of assets. (Delivery will be the responsibility of the Assistant Director - Finance).	135	135	0	
Treasury Management - 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	
Release of unused contingency	750	750	0	
Total	1,245	1,245	0	

2021/22 to 2023/24 Capital Programme

Description	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11868000	Warwickshire Property Development Company	0	0	13,716	106,384	120,100	0	0	13,716	106,384	120,100	0	0	
11917000	Warwickshire Recovery Investment Fund	0	0	0	0	0	0	20,000	30,000	80,000	130,000	20,000	130,000	Forecast per WRIF Business Plan
Corporate		0	0	13,716	106,384	120,100	0	20,000	43,716	186,384	250,100	20,000	130,000	

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Cabinet

9 September 2021

Warwickshire Youth Justice Plan 2021/22

Recommendation

That Cabinet supports and recommends to Council the Warwickshire Youth Justice Plan.

1. Executive Summary

- 1.1 Under the Crime and Disorder Act 1998, there is a requirement for the production of an Annual Youth Justice Plan.
- 1.2 An exceptional decision was made by the Youth Justice Board (YJB) to exempt local partnerships from this requirement for 2020/21 in the context of the circumstances created by the COVID-19 pandemic. Instead the YJB required that an action plan was developed to sustain services during the pandemic, alongside required improvements in accordance with national 'Standards for Youth Justice' guidance. This action plan has been overseen and progressed monitored by the multiagency Chief Officer Board for the Youth Justice Service with successful outcomes that are referred to in the attached plan.
- 1.3 The 2021/22 plan is prepared in accordance with the requirements prescribed by the Youth Justice Board with a particular emphasis on a 'Child First' approach to young offenders.
- 1.4 Whilst this Youth Justice Plan is prepared in accordance with the YJB requirements and is shared by the whole partnership, this document is well aligned with the Warwickshire County Council Plan 2020-2025. The main goal of the Youth Justice Service is to prevent offending and reoffending and is in accordance with the County Council priority outcome to support our communities to stay safe and independent. An increasing area of Youth Justice delivery involves targeting young people at an early stage to stop them progressing into the Youth Justice system. The key Council priority relating to job readiness and training is a key priority outlined in this plan and YJS resources are being realigned to ensure that we work to improve our young offender engagement in schools and training. Our work to refresh our contacts with victims as we emerge from the lockdown of the pandemic is also a key target moving forward. As outlined in the plan we are seeking opportunities to train and develop our workforce in respect of trauma informed practice, disproportionality and to refresh our longstanding commitment to relationship-based practice, utilising the power and strength of family through the

application of Restorative Practice. As our Council Plan states: 'we will ensure that young people understand and take responsibility for their behaviour. We will identify and manage risk in the community and ensure the voices of victims are heard and responded to'.

- 1.5 The report highlights our continued strong performance in the key areas of Youth Justice Performance measures. Warwickshire reoffending rates for young people remain in line with statistical comparators although the frequency of offending by those who do reoffend is higher than some. It is believed that this reflects the complexity of some of the Warwickshire young people who do offend, and also is a reflection of their involvement in Criminal Exploitation. The increase in youth violence and weapon related crime is a national trend that is reflected locally. Warwickshire Youth Justice Service is actively involved in the development of the local 'Preventing Youth Violence Strategy' and targeted efforts to address issues of serious and organised crime.
- 1.6 Through the pandemic our level of First Time Entrants into the Youth Justice system has increased to become more akin to the levels of our statistical comparators. Many of these First Time Entrants remain outside the Court system being made the subject of an 'Out of Court Disposal'. This local trend of a statistical increase in lower-level crime is also noted in the recent thematic (Her Majesty's Inspectorate of Probation) report at a national level.
- 1.7 The Warwickshire Youth Justice Plan outlines our response to the COVID-19 pandemic where the Service was well supported by efforts and resources put in place by Warwickshire County Council including new technology, Personal and Protective Equipment and agile working arrangements. In line with all Public Services, Warwickshire Youth Justice will learn from the experience of working during the pandemic and ensure that we carry forward the best parts of new practice whilst restoring some features that were not part of our COVID Secure approach. An example of this would be that we have found that many young people respond very positively to exchange and challenge through virtual media, but the learning is that this needs to be supported by regular in person contact to ensure the best safeguarding and risk management approach.
- 1.8 A key area of concern as we move out of the pandemic is the under engagement of Youth Justice Service users in Education, Training and Employment which is one of the most significant protective factors in the prevention of crime. Consistent and relevant education/training provision provides structure, occupation, peer group relationships and personal discipline for young people. Within Youth Justice we are realigning staffing to ensure that we target this area of performance moving forward and this is highlighted in the Youth Justice Plan.

- 1.9 The Youth Justice Service is working with the Equality and Inclusion Partnership (EQUIP) to look at areas of inequality in our services and an action plan is being developed to address these.
- 1.10 Services to victims of youth crime are being refreshed as we emerge from the pandemic, and the use of our Referral Order Panel volunteers in the delivery of Community Justice.

2. Financial Implications

- 2.1 None, other than the overall cost of operating the service.

3. Environmental Implications

- 3.1 There are no direct environmental implications in the Youth Justice Plan.

4. Supporting Information

- 4.1 The purpose of this report is to seek support for the 2021/22 Youth Justice Plan and ensure that Cabinet are aware of the continuous improvement actions within the Warwickshire Youth Justice Service.
- 4.2 The Warwickshire Youth Justice Plan provides an outline of our response to the pandemic and key areas of development moving forward.
- 4.3 Warwickshire is a high performing Youth Justice Service which has successfully sustained service delivery during the pandemic. There are clear plans for improvement as we emerge from the restrictions of the pandemic which also incorporate learning and practice developed during the lockdown period.
- 4.4 There are ongoing challenges in relation to emerging Youth Violence, disproportionality, and a need to continue to track performance against statistical comparators particularly in relation to First Time Entrants into the system.
- 4.5 The actions associated with the Plan will be tracked and monitored by the Youth Justice Chief Officer Board in line with the requirements of the Crime and Disorder Act 1998.

5. Timescales associated with the decision and next steps

- 5.1 Approval by Council.

Appendix

2021/2022 Youth Justice Plan

	Name	Contact Information
Report Author	<p>Sally Nash Group Manager, Warwickshire Youth Justice Service</p> <p><u>Contributions from :</u> Warwickshire Youth Justice Young People Warwickshire Youth Justice Chief Officer Board</p> <p><u>Shared and consulted with :</u> Warwickshire Youth Justice Chief Officer Board Warwickshire Youth Justice Management Team</p>	sallynash@warwickshire.gov.uk
Assistant Director	John Coleman	johncoleman@warwickshire.gov.uk
Lead Director	Nigel Minns	nigelminns@warwickshire.gov.uk
Portfolio Holder	Councillor Jeff Morgan	jeffmorgan@warwickshire.gov.uk

The report was shared with the Children and Young People Overview and Scrutiny Committee.

"Working in partnership to support young people, families and victims to prevent offending and reduce re-offending to build a safer and stronger community."



Office of the
Police and Crime
Commissioner
for Warwickshire

WARWICKSHIRE YOUTH JUSTICE PLAN 2021/22

1. Introduction, Vision and Strategy

- 1.1 Warwickshire Youth Justice Service (WYJS) is preparing this plan at a time when we are emerging from the lockdown arrangements necessitated by the unprecedented effects of the COVID-19 pandemic. WYJS and partners are proud of the way we have sustained and appropriately modified services during this time, to ensure that our practice is as COVID secure as possible, whilst also focussing on the needs of our service users. We have maintained oversight and contact with young people and have demonstrated timely responses to the work demands generated by both the Out of Court Disposal system and also from our Youth and Crown Courts.
- 1.2 Warwickshire County Council is striving towards the achievement of a Child Friendly Warwickshire approach. In this we seek to ensure that children and young people are at the heart of everything we do, be it through direct practice or in wider decision making about life in our County. This also reflects the ambition of the Youth Justice Board (Strategic Plan 2021-24) to ensure we are a 'Child First' Youth Justice Service. As part of this ambition and as part of the preparation for this plan our Chief Officer Board commissioned dialogue with a variety of our service users so that in addition to our normal service user feedback processes, young people could share their experiences of our services during the pandemic and also assist us shape our vision and planning for our Youth Justice services moving forward.

'You're doing your best, you were still going out to see me, and phoning me'

'COVID hasn't worked for me at school, now I'm always getting into trouble because I didn't work at home and now, I'm behind and not in the top set anymore'

'You get good support, and a good bond with your YJS worker'

'My tag ripped at my hairy legs and was so uncomfortable particularly in the heat'

'Being on police bail I felt in the dark'

'People work for a month for what I can earn in a night, you want things and you can earn and you are not going to get a proper job'

'I'm sick of my order'

'The YJS helped me get my CSCS card, everyone I know doesn't have a job, it's a big problem'

'It's a bit embarrassing when you have to explain your offences'

- 1.3 Within Children and Family Services we have adopted a Restorative Practice approach to our work which is something our YJS has been able to provide leadership with, given the longstanding feature of Restorative Justice in our work. The model of high support and high challenge is something that is well placed in the Youth Justice system. The Youth Justice Board Strategic Plan 2021-24 highlights the importance of relationship based practice and our local initiatives support the ambition to embed this approach to work across the

Sector. Our understanding of trauma informed practice assists us understand the young person's journey, and helps us to focus on the reasons and context of their behaviour, whilst encouraging them to take responsibility for their current situation working WITH them to ensure they have an opportunity to move on into a more constructive lifestyle.

- 1.4 We recognise our work needs to be sensitive and relevant to our whole community. This is also emphasised in the Annual Report of our Inspectorate, HMIP. The 'Black Lives Matter' movement has brought all of these ambitions into sharper relief. We are currently working with our local provider EQUIP to scrutinise our current work and shape a bespoke plan for change that should reflect our increased awareness of the experience of minority service users and drive work for targeted and specific improvements. This will reflect the conclusions of the Lammy report which seeks explanation and actions to address disproportionality .
- 1.5 Our vision for WYJS moving forward is that young people are at the heart of everything we do, and we ensure best possible outcomes with them both in terms of quality of life and the prevention of offending. We recognise that many of our young people have increasingly complex needs and whilst our cohorts may be smaller the level of demand in respect of their risk and need is often greater.
- 1.6 Our strategy will be to work in the strength of our partnership across services to ensure best outcomes , with agreed mutual actions and philosophy. We also recognise that in implementing this strategy we are able to lean on an active and engaged Chief Officer Board to achieve this. All of this emanates out of strong partnership arrangements that exist in Warwickshire . Our 'Standards for Youth Justice' audit highlighted a lot of strengths in our work but also the challenges. Achieving our vision calls for the support and proactivity of the whole partnership in so many ways. One example is supporting the transitions that young people as experience in their lives across the breadth of partnership delivery e.g education, health and Children in Care placements, all of which can so profoundly affect them both now and also in their future life chances.
- 1.7 A draft of this plan and the feedback from our young people was shared and actively considered in our June 2021 Chief Officer Board . The vision, strategy and actions that emanate out of this plan are wholeheartedly endorsed across our whole YJS partnership.

2. Governance, leadership, and partnership arrangements

- 2.1 In line with the Crime and Disorder Act 1998, our Youth Justice Service reports into the Safer Warwickshire Partnership. The line management and oversight of the Service sits within the Local Authority Children and Family Service. The cross cutting agenda of the child and community safety is reflected in our reporting both to Elected Members and the wider

partnership. Our Youth Justice partnership is well represented at our Local Criminal Justice Board (LCJB) and is actively involved in the management of the multiagency Justice Centres located in Nuneaton and Leamington Spa. There is a positive and active connection with the Office of the Local Police and Crime Commissioner, and our Commissioner is an active member of the YJS Chief Officer Board. WYJS regularly attends Youth Court Panel meetings and at recent meetings has provided input in respect of proportionate Out of Court Decision Making, Youth Justice Planning and Youth Crime Prevention. The portfolio of responsibility of our WYJS Service Manager also includes Domestic Abuse and Child Exploitation and this facilitates the joint management of the overlapping aspects of these issues.

- 2.2 As is reflected around the country and highlighted in recent reports by HMIP and also in the YJB Strategic Plan, Warwickshire has experienced increasing prevalence and concern in respect of the growth of Youth Violence, County Lines and associated features. The YJS is a key and active partner in the development of the Warwickshire Violence Prevention Strategy, and the Warwickshire County Council lead officer for Community Safety is a regular attendee and contributor at Chief Officer Board.
- 2.3 In line with national trends, Out of Court Disposals (OOCDD) constitute an increasing portion of our business. The OOCDD Joint Decision Making outcomes are regularly reviewed by the Regional Scrutiny Panel. As we move out of the pandemic we will review and look forward to widening the membership of our weekly Decision Making Panel. Within the Children and Family Service there has been a strong move to develop our Early Help offer including the 'Pathway to Change' assessment where crime prevention and working with young people on the cusp of offending is a key priority. The Targeted Youth Support senior managers sits as part of our OOCDD Panel. In this way we are seeking to address the needs of young people on the cusp of our system before they move into Youth Justice, a concern that is highlighted by HMIP.
- 2.4 The WYJS Chief Officer Board (Strategic Management Board) meets quarterly and is well attended. Meetings have been sustained on a virtual basis throughout the pandemic period. The Director of Children's Services (who is also a lead member of the Warwickshire Safeguarding Board) is Chair of our Chief Officer Board. The five Youth Justice statutory partners which comprise Children's Social Care, Education, Police, Health and Probation are all represented. Our Health membership includes both Commissioner and Provider representatives. The Board also welcomes the renewed attendance from the local Youth Court Panel. In addition, our Police and Crime Commissioner and County Council lead for Community Safety are regular members and contributors. This breadth of membership within the Board ensures that there is linkage and interface with a very wide range of strategic drivers and meetings. Our Service Manager is an active member of

the Safer Warwickshire partnership, the Warwickshire Safeguarding Partnership, and associated subgroups.

- 2.5 Over the last two years we have worked to improve and develop ways to ensure Chief Officer Board members are in touch with WYJS front line work and understand the craft of Youth Justice. Examples of these improvements would include the participation of strategic members of the Board in the YJS Quality Assurance auditing process, as well as a 'Practice Spotlight' presentation at each Board meeting highlighting an aspect of service delivery. This latter feature is presented by frontline staff and recent examples include Court delivery, the ASSETplus assessment document and working to deliver services in the COVID environment. Several Board members have also observed and provided feedback on our Out of Court Disposals Joint Decision Making Panel. The Board receives quarterly performance reports and the associated discussions guide future improvement plans which are also tracked and reported on in Board meetings. All of this contributes to a cycle of continuous improvement. Different Board members are key strategic leads for aspects of our 'Standards for Youth Justice' audit and improvement plan. The Board receives budget and finance reports which guide the shaping of staffing and services. Learning from significant cases that highlight Safeguarding and/or Public Protection issues are shared with the Board to inform strategic thinking and service developments.
- 2.6 Both strategically and operationally we are keen that our user voice is included and impacts upon our planning and work moving forward. We continue to utilise the Viewpoint feedback system and seek other methods of feedback including our recent Black Lives Matter strategic review work and the specific conversations with service users about this plan.
- 2.7 At an operational level there are strong partnership arrangements in place to ensure support for children on the cusp of, or already part of the justice system. We hold regular meetings at an operational level with partnership providers from both the statutory and voluntary sector to ensure our mutual delivery agenda and challenges are addressed. Strong examples of this would be our regular meetings with Police Custody Sergeants, Barnardos, Health and Safety advisers, Local Early Action Partnerships, Area Behaviour Partnerships (education) and Strategy meetings within Children's Social Care. Operational and management staff access training and liaison meetings within Children and Family Support which increasingly eases professional relationships and dialogue about the needs of mutual young people.
- 2.8 There are multiple examples of joint working with Early Help and Targeted Youth Support colleagues to identify and address the needs of young people on the cusp of offending. This has been a strong challenge throughout the pandemic period, and we have worked to divert young people away from involvement in crime, and wherever possible provide constructive alternatives including a Virtual Youth Club to occupy their time and investment in proactive outreach youth work. There is an overlap of Youth Justice young people who

are also known to the dedicated multiagency Child Exploitation team and we work to continually improve our mutual services to ensure that they are joined up and streamlined so that young people caught in this cycle of behaviour receive the best possible services.

- 2.9 For those organisations with staff who are seconded into the Youth Justice Service, there are working agreements in place to ensure coherent management and regular three way delivery review meetings. All statutory partners have staff in the Service, with WCC funding both Education and Social Care staff.

3. Resources and Services

- 3.1 The grant received from the Youth Justice Board is used for the provision of staff within the Service and this is evidenced in our annual audit certificates. A full breakdown of our partnership financial contributions is provided to the Youth Justice Board as part of our July data set. These contributions are represented both in staffing and cash contributions.

- 3.2 In terms of our key statutory partners we can confirm:

- Children's Social Care provide seven qualified social worker posts to our Youth Justice Service who are also supported in their work by YJS practitioners who come from a variety of professional pathways.
- The National Probation Service second the equivalent of one full time post which comprises both Probation Officer hours and Probation Service Officer time. A small cash contribution is also made towards YJS overheads
- Warwickshire Youth Justice has two seconded police officers as part of the delivery team with an additional cash contribution towards work to prevent offending
- A YJS Practitioner post is dedicated to the delivery of effective education and training liaison services. Youth Justice has retained a budget for the provision of some specific Education Psychology Services
- Services in relation to young people's mental health are provided as part of the WCC commissioned RISE (CAMHS) services. There are two secondees one of whom focusses on statutory work, with the other targeting Out of Court Disposals. We have strong links with the local Liaison and Diversion scheme for young people at the point of apprehension/arrest.
- The YJS has two Substance Misuse secondees from our Voluntary Sector COMPASS partner. These posts are funded by the Office of the Police and Crime Commissioner.

- Other partners who actively contribute time and bespoke effort into our Youth Justice Service include Prospects (careers and training advice); Local Neighbourhood partnerships; Child Exploitation Team (WCC); Targeted Youth Support and Early Help (step downs).
- 3.3 In terms of our building assets, we remain active partners in our two unique Justice Centres. We support the delivery of Youth and Crown Court Services in Coventry but regret the bespoke more local facilities are currently not utilised. We are working to develop our delivery centre in Bloxham to widen its use and reach for the benefit of young people across our community.
- 3.4 The development of flexible working, in part in response to the pandemic has taught us that young people can respond positively to the virtual environment but that this must always be balanced with face to face contact with staff and providers.
- 3.5 We use our YJB grant, partner contributions and other available resources to deliver our YJS and associated prevention and step down services. This is all with the aim of supporting our vision to improve the quality of life of our young people and the wider community by preventing and reducing offending. As will be seen later in this plan the drivers for the use of our resources will be to reinstate full services and target key areas of improvement.

4. Performance and priorities

- 4.1 Our Chief Officer Board receives a quarterly performance report which provides updates on the three national indicators but also details more localised offending information and other areas that contribute towards desistance including the engagement of young offenders in Education, Training and Employment , local safeguarding and risk measurements.

What priorities is our performance information guiding us to?

- Small or individual numbers of young people can skew our performance data
- There is a continued concern about the prevalence of violence related offences
- There is an increase in the rate of First Time Entrants into our Youth Justice System which may in part reflect our embedding of an Out of Court Disposal system, but also may reflect issues that arise out of the pandemic
- There has been an increase in Remand bed nights in custody during the pandemic due to delays in the Courts listing systems. We also have evidence of being able to provide high risk alternatives to remands in custody that have kept young people and the community safe.
- We have an increase of young people in custody who are serving sentences for serious crime although numbers remain small

- The partnership has not received regular information from the centre about reoffending rates but is aware that the frequency of the reoffending of those who do reoffend has increased. This may be attributed to a small number of young people who have been found to prolifically reoffend. This reflects national trends recognised by both HMIP and the YJB. We also recognise that the cycle of Exploitation and crime traps young people into a pattern of behaviour
- We make regular referrals to the national NRM system in an effort to address the consequence of exploitation and ensure that prosecution is proportionate and reflective of the level of culpability
- Our engagement levels in Education Training and Employment are low and require remedial action which is outlined later in this plan. This does reflect national trends following the pandemic but is a primary priority for our local partnership.

5. Responding to the pandemic and recovery from COVID-19

- 5.1 We asked our young people how they had experienced our services during the pandemic :

'My order finished, and I had missed some sessions because of COVID. I decided with my worker that I needed a few extra sessions and that's why I am still here.'

'They (YJS) helped me get my CSCS card, everyone I know doesn't have a job, it's a big problem'

'I wouldn't have known where to start with it all and the pandemic without X (YJS worker)'

'I've missed the transfer window in football because of COVID and I won't get the chance to play in the higher league'

- 5.2 The management of Youth Justice Services during the pandemic required an agile and flexible response to service users and all stakeholders including the Courts, Custody blocks, the Secure estate, and our staff. The issues highlighted in the November HMIP (Her Majesty's Inspectorate of Probation) thematic report into the impact of the pandemic on services has resonance for the Warwickshire experience. Many of the key issues highlighted there reflected our local challenges and these include relationships with the Secure Estate, the prevalence of child to parent/care abuse, and the Digital Divide.
- 5.3 Warwickshire Youth Justice was well placed with the introduction of new technology hardware to enable staff to work remotely utilising the 'Microsoft Teams' system to engage with partners, young people and the Courts. The Local Authority was also able to be part of the Government issue of computer hardware to eligible young people who were struggling to access education

and other services because of a lack of equipment suitable for remote working.

- 5.4 The provision of Appropriate Adult services in police cells was a particular challenge and the Local Authority moved quickly to ensure the provision of full PPE for relevant staff which also facilitated any other necessary 'in person' contacts with young people and their families. We utilised our digital technology to keep in contact with young people in the Secure Estate or appearing in Courts. We also participated in the Public Health led meetings to address the pandemic outbreak in a local Secure Institution.
- 5.5 Many young people have engaged well in the virtual environment and have been able to undertake some reflective offending behaviour work through the use of media and technology. Our experience mirrors that in the thematic HMIP report that there were a variety of responses to our adapted services. We worked hard to address compliance with those young people for whom the virtual world did not fit so well and there is no indication of an increase in enforcement through the Courts. The key learning from this time has been that there are newly recognised benefits of working with young people in the virtual environment, but nothing replaces real time interpersonal contact where we can tailor interventions to match bespoke need. The importance of establishing relationship based practice with a young person whilst agreeing an Intervention plan is reinforced by this whole experience. We have also found effective engagement both with victims and parents was severely hampered by lock down.
- 5.6 In terms of staff care, Youth Justice Staff acquired keyworker status within the Authority and were also prioritised for early vaccination opportunities at their own choice. As indicated in the HMIP thematic report, there has never been a more important time to focus on staff support and supervision, and we have increased virtual team 'check in' opportunities and other support mechanisms. We have been particularly mindful of the induction process for new staff in a situation where they have lacked the opportunity to personally meet their colleagues. One such member of staff was part of the presentation to our Chief Officer Board on her experience of working during the pandemic.
- 5.7 Our Referral Order Panel volunteer group largely comprised vulnerable and protected groups which, combined with our large geographical area and limited access to secure technology made the provision of our Panel work a challenge. Substitute Panel arrangements were instigated which sustained the oversight of the very small number of Orders that were imposed by the Courts. This natural break in our normal cycle of Panel work has resulted in a refresh of approach and the introduction of additional technology for our volunteers. We will also undertake a refreshed recruitment drive with the ambition to ensure that moving forward our volunteers represent a more diverse demography whilst also valuing our longer standing Panel Members.

- 5.8 Much is reported about Court backlogs generated by the pandemic situation. Our existing strong and supportive mutual relationship with the Youth Court facilitated a prompt and proactive response to managing Court lists and attendance with a view to addressing the backlog. In this we also worked with our neighbouring YOT, Coventry, with whom we share a Youth Court. It is pleasing to report that this joint partnership effort by Courts and YOTs to address the backlog has resulted in our Youth Court getting back to 'real time' quicker than many comparators.
- 5.9 As part of our Local Authority responsibilities we had prepared a COVID Recovery plan which included the arrangements to ensure COVID secure practice. The existence of a Business Continuity Plan that was pre pandemic assisted us in ensuring our Recovery Plan was comprehensive but also, to plan for the move out of lockdown. Throughout the period of the pandemic we have continued to provide a reception, duty, Court and Appropriate Adult office presence supported by a duty manager. Moving forward, our original COVID Recovery Plan has been modified in accordance with the changing times within the pandemic. In respect of the removal of restrictions, there has been a challenge in the changing government timescales for those plans and we have worked hard to ensure this does not create a start/stop approach to recovery. Presently, YJS is working towards increased office presence and ensuring that routine face to face contact with young people is always the norm, whilst recognising that some young people have thrived in the virtual environment. We have learned that a developed blended approach could well be effective in preventing offending.
- 5.10 The resumption of an 'in person' presence in Court, cells and the Secure Estate assists the reach, effectiveness and Safeguarding within our practice.

6. Challenges, risks, and issues

- 6.1 Warwickshire Youth Justice Service has sustained a realistic resourcing level and has plans to refocus some interventions on the emergence from the pandemic.
- 6.2 A realignment of resources and healthy staff turnover has produced a recruitment campaign with appointed staff awaiting take up post. The induction of new staff in an environment where some COVID related restrictions are still in place is a challenge and the Service is experiencing some capacity pressure. This is seen as short term and the arrival of new staff with new focus is seen as a real opportunity within the Service as we refocus our work on the emergence from lockdown.
- 6.3 With our Court work back in real time, we continue to encounter the challenge of being based in Court buildings that are no longer utilised for Youth Court work and having to provide time and resources for staff to work outside of County when attending Courts.

- 6.4 We have noted in our performance information the increasing use of Out of Court Disposals and at both a strategic and operational level we are seeking to ensure that these Disposals are both proportionate and in accordance with risk and need of the young people involved and the wider community. We need to ensure that our First Time Entrants population is monitored, and we increase the liaison with Targeted Youth support and schools to ensure that young people are diverted from the system before matters escalated. The reflections in the HMIP annual report on Youth Offending Teams in respect of the management of First Time Entrants and ensuring those diverted get services is something that is mirrored locally.
- 6.5 As we emerge from the pandemic, we need to ensure that we re-invigorate our work with Victims ensuring they retain their voice in the Youth Justice system. Our consultation with young people in respect of this Plan has indicated that young people often have a very different perception of risk and levels of victim empathy can be varied. The reinstatement of our Referral Order Panel members will also provide the opportunity to refresh the voice or presence of victims in Panel work.
- 6.6 Our work with EQUIP and action planning to address potential discrimination in our system is a real opportunity to drive forward on these issues which is welcomed both by our strategic partnership and the operational staff group.
- 6.7 A key performance challenge is the area of engagement in Education Training and Employment of our young people, again a concern that is identified in the HMIP Annual report. We are re-aligning our resources to create a dedicated YJS practitioner post, change the role of the EP (Educational Psychologist) Service in our work. There are also plans to receive part-time Speech and Language support for our young people. All of this combined with increased performance drill down is intended to improve our performance levels over the period of this planning cycle.
- 6.8 Recent involvements in a cross border (but out of area) Serious Case Review highlighted the need for quality communication and information sharing. We are confident that our business support and data responses are fit to respond to fulfil this ambition. The issue of young people who move across local government borders as part of County Lines or exploitation activity remains a challenge, but Warwickshire now has a cross border agreement in place with our neighbours to the West.
- 6.9 Our Youth Justice data is now managed within a centralised Corporate department and much work has been undertaken to ensure that the training and data quality functions remain as strong as has been historically the case. Given the current unreliability and historical nature of centrally generated PNC reoffending data, Warwickshire is exploring the potential to implement a more up to date reoffending toolkit that over time will plan to measure reoffending of those subject to Community Resolution which is a current gap highlighted in the HMIP Annual Report.

- 6.10 During the pandemic period WYJS has refreshed its approach to Quality Assurance of our work and is looking to ensure that lessons learned from audit cycles are cascaded to staff and produce changes for process but also in outcomes for children.
- 6.11 We are aware that we have a higher number of children serving sentences in custody than has recently been the case, although numbers remain small. Custody reviews are undertaken on all cases and our Chief Officer Board receives explanation and reassurance that those committed into the Secure Estate reflect a proportionate response to risk and offending.
- 6.12 Warwickshire continues to track and drive changes generated by our Standards for Youth Justice Audit, in particular concerns about transitions for young people be it as placements for Children in Care, changes in education provision, changes in health status, or the transition to adulthood via services from Probation.

7. How are we contributing to and learning from wider Youth Justice sector improvements?

- 7.1 Three of our senior managers have been involved in the work of the national YJSIP providing coaching and mentoring, management training and participating in Peer Reviews (when pandemic restrictions permit)
- 7.2 We have also appreciated advice and guidance in respect of our Out of Court disposal processes from YJSIP including proportionate Youth Justice focussed assessments.

8. Service improvement plan and the ambition for what we will achieve

- 8.1 Improvements for 2021/22 will focus upon:
- Engagement of young offenders in Education, Training and Employment
 - Concerns about the prevalence of Youth Violence and the development of a Prevention Strategy
 - Continuous improvement in our Out of Court Disposal processes and the rise in First Time Entrants into our system.
 - Cycle of continuous improvement in practice and recording, supported by our improving Quality Assurance processes
 - Development of a bespoke parenting approach with direct links but distinct from our work with young people.
 - Provision of improved technology for sessional and volunteer staff
 - Induction and training of new and existing Staff. We have an ambitious training and development programme including a focus on the trauma informed approach, Restorative Practice, practice improvements following audit findings, AIM (Harmful Sexual Behaviour), refresh of Anti discriminatory practice training and development for staff

List of Acronyms and Local Organisations

AIM	licenced model of work utilised to address Harmful Sexual Behaviour
ASSETplus	nationally prescribed core assessment for Youth Justice in respect of risk and need factors
Barnardo's	Voluntary sector provided utilised by YJS to provide intensive remand accommodation and support
COB	Chief Officer Board (local equivalent of YOT Management Board)
COMPASS	Local substance misuse service for young people
EQUIP	Local Equalities provider/consultancy approved by WCC
HMIP	Her Majesty's Inspectorate of Probation (government body with mandate to inspect Youth Offending Teams)
LCJB	Local Criminal Justice Board
OOCD	Out of Court Disposals (work in the pre Court space with lower risk offending)
OPCC	Office of the Police and Crime Commissioner
RISE	Local Child and Adolescent Mental Health (CAMHS) provider
SFYJ	Standards for Youth Justice, nationally prescribed standards of work for YJ delivery
SWP	Safer Warwickshire Partnership
Viewpoint	Provider of bespoke software for Youth Justice customer feedback
WCC	Warwickshire County Council
WSB	Warwickshire Safeguarding Board
WYJS	Warwickshire Youth Justice Service
YJB	Youth Justice Board
YJS	Youth Justice Service
YOT	Youth Offending Team

Reports referenced in this report

- **Child First Justice:**
[https://repository.lboro.ac.uk/articles/report/Child First Justice the research evidencebase Summary report /14153162](https://repository.lboro.ac.uk/articles/report/Child_First_Justice_the_research_evidencebase_Summary_report_/14153162)
- **YJB Strategic Plan 2021-2024 :**
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966200/YJB Strategic Plan 2021 - 2024.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966200/YJB_Strategic_Plan_2021_-_2024.pdf)
- **A thematic review of the work of youth offending services during the COVID-19 pandemic can be viewed online here:**
<https://www.justiceinspectorates.gov.uk/hmiprobation/wpcontent/uploads/sites/5/2020/11/201110-A-thematic-review-of-the-work-of-youth-offendingservices-during-the-COVID-19-pandemic.pdf>
- **Ethnic disproportionality in remand and sentencing in the youth justice system:**
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/952483/Ethnic disproportionality in remand and sentencing in the youth justice system.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/952483/Ethnic_disproportionality_in_remand_and_sentencing_in_the_youth_justice_system.pdf)
- **HMIP Annual Report: Inspection of youth offending services (2019-2020) :**
<https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/yar2020/>
- **The Lammy Review :**
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf
- **2020 Update :** <https://www.gov.uk/government/publications/tackling-racial-disparity-in-the-criminal-justice-system-2020>

Cabinet

9 September 2021

Education (Schools) Capital Programme 2021/22

Recommendations

That Cabinet:

- 1) Recommends to Council that £49.5 million be added to the capital programme to deliver the new all-through provision in South Leamington/Warwick (Oakley Grove).
- 2) Authorises, subject to Council approving the necessary addition to the Capital Programme, the Strategic Director for Communities, in consultation with the Portfolio Holder for Children, Families and Education, to invite tenders and enter into contracts that he considers necessary on terms and conditions acceptable to the Strategic Director for Resources.

1. Executive Summary

- 1.1 This report recommends proposals for allocating resources in the Education (Schools) Capital Programme to the specific project set out in Section 2. The proposal includes funding from developer contributions.
- 1.2 Further information relating to how the Council plans for and anticipates the growth in demand for school places, is laid out in the Education Sufficiency Strategy and Annual Sufficiency Update.
- 1.3 All proposed education capital projects are considered against independently published third-party data to benchmark the cost to the Council of providing school places and ensuring effective allocation of resources. The cost per additional mainstream place utilises the Department for Education Local Authority School Places Scorecard 2019.
- 1.4 The current available funding is set out in section 3.
- 1.5 Warwickshire County Council (WCC) knows that there are insufficient school places in the South Leamington/Warwick area for 2023, regardless of how quickly families move into new homes.
- 1.6 There has recently been a significant increase in construction cost inflation with contributing factors such as HS2, EU exit and to a lesser extent Covid-

19. This is resulting in both labour and material shortages which has inevitably increased prices. As such, contractors are having to factor in both known and likely further increases to tenders which has led to a sizeable increase in inflation. Due to the ongoing impact of HS2 and EU exit over the next few years it is anticipated these pressures will continue. In accordance with the Council's project management policies and arrangements, projects will be robustly monitored. The budget set out includes contingencies for additional costs at 15% and contingency plans are in place for the education of the incoming Year 7 cohort via temporary accommodation if required.

2. Proposals for addition to the 2021/2022 Capital Programme

New All-through Provision, South Leamington/ Warwick (Oakley Grove)

- 2.1 Based on pupil forecasting data, it is estimated that 4500 new homes in the South Leamington/ Warwick area will generate an additional 1022 children, or 6 to 7 forms of entry (FE), per year group.
- 2.2 In order to meet this demand, the first new primary provision opened in September 2017 and has since expanded to accommodate 2 FE entry (420 places). It is proposed that a further three new primary schools will be required across the area, one of which will be included in the primary phase of the proposed all-through school (Oakley Grove). Developer contributions and land secured via s106 agreements are key to delivery of the necessary provision.
- 2.3 Following funding approval by Council in December 2019, phase 2 of the expansion at Champion School is currently underway to accommodate an additional 550 pupils. While further bulge classes could be accommodated in some of the existing local secondary schools in the short term, the expected number of additional places associated with the housing growth in the local plan is significant enough to mean a new secondary school is required by 2023.
- 2.4 As outlined in the Education Sufficiency Strategy 2018-2023, where new housing developments justify additional primary and secondary school provision the preferred option is to open all-through schools to attain economies of scale. In order to deliver the new all-through school, an 11-hectare site has been secured at no cost to the Council via s106 agreement.
- 2.5 Without the delivery of this new education provision a shortfall of school places is inevitable, and WCC would not be able to meet need in the local area. This would require the transportation of children, potentially at some distance, to other secondary schools within Warwickshire or possibly outside the County, with a resulting increased revenue cost pressure on the Home to School transport budget.
- 2.6 Warwick District Council (WDC) Planning Committee granted outline

planning permission in November 2019, under application W/19/1030, for the Oakley Grove school site. Several planning conditions have been attached and the proposed new school will need to provide out of hours access for both community use of the sports provision and car parking for the neighbouring country park.

- 2.7 Current pupil forecast data shows the need for both the primary and secondary school element of the new provision to open for entry in September 2023. The aim, subject to Cabinet and Council approval, would be for secondary provision to open for Year 7 entry only in the first year and grow by one additional year group at a time over the next 5 years. This is a standardised approach and the preferred approach when opening schools that support new development because it means that the school grows with the local community rather than drawing in pupils from wider afield.
- 2.8 Similarly, it is expected the primary school will open from reception only and grow with each admissions year for the same reason as presented above. The exact timing to open the primary provision and the number of places initially available will depend on the delivery of any additional new primary provision in the wider local area.
- 2.9. Securing the contractor is key to confirming delivery costs and sequencing. Given market conditions and the current unknowns, engagement on cost pressures, contingencies and the delivery programme will be critical. This will need to include consideration of and approval for any temporary or interim accommodation needs pending practical completion and formal opening of the new school building.
- 2.10 The proposed Oakley Grove school will consist of:
- early years provision (50 places);
 - 2 FE (420 place) primary school;
 - 6 FE (900 place) secondary school; and
 - SEND resource provision attached to both the secondary and primary provision (8 places at primary and 10 to 14 places at secondary for SEMH).
- 2.11 The existing planning permission includes an option for future delivery of a 300-place 6th form and the current design proposals include the option on site for this provision. Current DfE guidance relating to new secondary schools places a presumption against inclusion of post-16 provision in new schools. Capital costs for the required 6th form teaching space have been ascertained but are excluded at this stage from the current proposal and will be submitted to Cabinet for consideration at a future date if required.
- 2.12 Sufficiency of post-16 provision across the wider local area is currently being reviewed and opportunities for expansion to meet projected need will include other local post-16 provision alongside future delivery of provision on this site.

- 2.13 This new school will be opened via the free school presumption route and the responsibility for delivery and funding of this project will reside with the County Council. As part of this process, a competition will be undertaken for Multi-Academy Trusts to bid for the opportunity to operate the new school. The presumption competition to select the sponsor Academy Trust, will run in Autumn 2021, with the successful Trust being appointed in early 2022. This process is determined by the Department for Education for all local authorities when delivering new schools.

Secondary need for places

- 2.14 Table 1 below outlines the current forecast need for secondary places in this area. Table 2 outlines the impact of this capital proposal towards meeting the need outlined in Table 1.

Table 1: Current expected shortfall in secondary school places (age 11-16) in the Leamington and Warwick planning area

Planning Area	Academic Year	Year 7 Capacity -PAN	Year 7 Forecast Pupil Numbers	Available Capacity (4% target)	Forms of Entry Available / Shortfall
Warwick and Leamington	2021/22	1081	1080	0%	0.0
	2022/23	1081	1145	-6%	-2.1
	2023/24	1081	1265	-17%	-6.1
	2024/25	1081	1213	-12%	-4.4
	2025/26	1081	1226	-13%	-4.8
	2026/27	1081	1340	-24%	-8.6
	2027/28	1081	1270	-18%	-6.3

Source: 2021 Forecast Pupil Numbers, Leamington and Warwick Secondary Year 7 entry (1 form of entry = 30 places)

Table 2: Impact of proposed new secondary school provision (showing additional places available from September 2023)

Planning Area	Academic Year	Year 7 Capacity -PAN	Year 7 Forecast Pupil Numbers	Available Capacity (4% target)	Forms of Entry Available / Shortfall
Warwick and Leamington	2021/22	1081	1080	0%	0.0
	2022/23	1081	1145	-6%	-2.1
	2023/24	1261	1265	0%	-0.1
	2024/25	1261	1213	4%	1.6
	2025/26	1261	1226	3%	1.2
	2026/27	1261	1340	-6%	-2.6
	2027/28	1261	1270	-1%	-0.3

Source: 2021 Forecast Pupil Numbers, Leamington and Warwick Secondary - Expected impact of new provision opening from September 2023 (1 form of entry = 30 places)

- 2.15 Prior to the opening of this new provision, the increased demand for 2022 entry will be accommodated via bulge classes and discussions have already taken place with existing schools. Following the opening of this new secondary provision, any future shortfalls associated with current predicted growth will be accommodated via bulge classes in existing secondary schools in the area. Current designs for this new secondary provision allow for longer term future expansion on site, subject to available funding and planning consents.

Primary need for places

- 2.16 Table 3 below outlines the current forecast need for primary places in this area. Table 4 outlines the impact of this capital proposal towards meeting the need outlined in Table 3.

Table 3: Current expected shortfall in primary school places (age 4-11) in the South Leamington planning area

Planning Area	Academic Year	Reception Capacity - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Forms of Entry Available / Shortfall
South Leamington	2021/22	478	457	4%	0.7
	2022/23	478	456	5%	0.7
	2023/24	478	534	-12%	-1.9
	2024/25	478	524	-10%	-1.5
	2025/26	478	551	-15%	-2.4

Source: 2021 Forecast Pupil Numbers, South Leamington Primary (1 form of entry = 30 places)

Table 4: Impact of proposed new primary school provision (showing additional places available from September 2023)

Planning Area	Academic Year	Reception Capacity - PAN	Reception Forecast Pupil Numbers	Available Capacity (4% target)	Forms of Entry Available / Shortfall
South Leamington	2021/22	478	457	4%	0.7
	2022/23	478	456	5%	0.7
	2023/24	538	534	1%	0.1
	2024/25	538	524	3%	0.5
	2025/26	538	551	-2%	-0.4

Source: 2021 Forecast Pupil Numbers, South Leamington Primary - Expected impact of new provision opening from September 2023 (1 form of entry = 30 places)

- 2.17 Table 4 above shows the impact of this new primary provision opening with a published admission number of 60 from 2023 onwards. This approach is designed to provide future proofing for planned housing development in the locality over the coming years. Given the geographical spread of housing development in the area this will be kept under review as it may be more appropriate to limit the intake of this primary provision to 30 places initially and to open additional new primary provision elsewhere in the local area to meet the need, thus providing local places for local children. . Any such proposal will need to account for the

practicalities of primary age children accessing new provision, including travel safety, while widescale building works continue and will be subject further to a separate report to Cabinet. It is more financially viable to build a 2FE school for a primary, based on future projected housing, than to add on additional capacity at a later date. Consideration must also be given to the location of any future additional provision.

- 2.18 Exact timings on the need for places will depend on the building schedule of housing development across the wider area and officers will liaise with Warwick District Council, as the local planning authority, to monitor progress.
- 2.19 It should be noted that neighbouring primary planning areas, including North Leamington and Warwick, are forecast to retain available capacity. All new provision in South Leamington will deliver local places for local children as per the key priorities outlined in the Education Sufficiency Strategy 2018-2023 and are sized according to immediate local need of the accompanying housing development.

Site Master Planning and Conditions

- 2.20 Feasibility and master planning exercises have been undertaken to review delivery options for the site. The required accommodation has been produced to DfE building guidelines and factoring in the requirements for community use and country park access as required in the outline planning consent. The location of this site allows the opportunity to integrate the pedestrian entrances into the surrounding housing and the proposed neighbouring country park. The school site has been designed in collaboration with Warwick District Council's design for the country park to ensure walking and cycle routes through the park maximise sustainable travel to the new school. Throughout the design and development process the project team has engaged with partners at Warwick District Council and Bishops Tachbrook Parish Council and will continue to do so as the project moves forward.
- 2.21 The current planning consent outlines conditions requiring an agreement for community use of the school sport facilities outside of school hours. To satisfy the wider community use requirements stipulated by Warwick District Council, an uplift to the total floor area for the sports hall has been included to provide additional changing facilities, storage space, office and reception area and an enlarged main hall space. In comparison to an equivalent standard facility for school use this equates to an additional £679,000 in construction costs and associated fees. Officers are exploring with partners potential alternative funding contributions for these additional elements.
- 2.22 In addition, current designs and cost plan include an enlarged Artificial Grass Pitch to meet the requirements for wider community use which equates to an additional £388,000 in construction costs compared to a standard school use facility. In partnership with Warwick District Council,

a bid will be submitted to the Football Foundation to secure funding towards the total cost of the artificial pitch which is expected to cover the uplift in cost. The next opportunity to apply for this funding will be July 2022 and a condition for successful bids will include the need for the sports hall facility to include the wider community use uplifts outlined above.

- 2.23 This gives a total cost increase over £1 million to uplift the sports facilities to meet the requirements for wider community use as stipulated by Warwick District Council. This amount is currently included within the total project costs to allow design work and preparation of planning documents to proceed. If external funding is secured, education capital resources allocated to this project will be returned to the Education Capital pot and will be available for other schools' investment projects. If external funding is not secured, consideration will need to be given as to the optimal scheme design taking into account the planning conditions and any relevant known costs pressures at the appropriate time.
- 2.24 There has recently been a significant increase in construction cost inflation with contributing factors such as HS2, and regionally, the Commonwealth Games. In addition, EU exit and Covid-19 have disrupted supply chains. This is resulting in both labour and material shortages which is increasing prices. As such, contractors are having to factor in both known and anticipated further increases into tenders which has led to a sizeable increase. Due to the ongoing impact of HS2 and EU exit in the next few years it is expected these pressures will continue. Additionally, the nature of the site and access has also resulted in higher costs for groundworks and highways access. Topography of site requires extensive groundworks to create level plateaus for the formal sports pitches which has also resulted in increased costs for the external works. Prior to the securing of the outline planning consent an options appraisal was undertaken with Warwick District Council on possible alternative sites for this new provision and no other sites were found to be appropriate and available.
- 2.25 When compared to national benchmarking data, adjusted for inflation, the secondary phase of the works is significantly higher than the national benchmark for a new build secondary school. This has been reviewed during the feasibility work and it has been ascertained this increase relates to the anticipated general increased construction costs, site-specific community use requirements of the sports hall and the extensive abnormal ground works required to create the level plateaus required to construct the school buildings and sports pitches. The primary phase of the works concerning the primary school and early years provision compares with the DfE benchmark cost per place for new build primary school provision. All abnormal groundwork costs are attributed to the secondary school phase of the construction.
- 2.26 Given this project is significantly above national benchmarking for comparable schemes, cost estimates will continue to be rigorously monitored and kept under review. Value engineering will be undertaken

continuously to minimise costs and achieve best value. The figures provided in this report are the most accurate we have available, including contingencies, at the time of submission to allow delivery work to commence.

- 2.27 Work will be required once a construction contractor has been appointed to review the phasing of construction in detail and plan for mitigating options with the aim of the site being able to accommodate an initial September 2023 intake of pupils in Reception and Year 7. This will focus on a phased handover and completion of the buildings but is likely to require the use of temporary accommodation the costs of which would need to be considered and funding identified when there is greater certainty.
- 2.28 Total cost estimate for the proposed scheme is £50.05 million. To date £550,000 has been approved for design and development work undertaken for this scheme and has therefore been excluded from the total proposed allocation below.
- 2.29 Cabinet is asked to recommend to Council the proposal to allocate £49.5 million as follows:

Developer funding	£11.23 million
Education capital resources	£38.27 million

3. Financial Implications

Overall Package (Table 5)

Total estimated project cost:	£50.050 million
Current approved funding:	£550,000 (excluded from total funding sought & taken from Developer contribution s106 funding)
Available developer contributions (s106) funding:	£11.230 million
Education Basic Need grant funding (from Department for Education):	£38.270 million
Total funding approval sought:	£49.500 million

Basic Need Grant

- 3.1 Education Basic Need Capital resources currently available for all education projects totals £38.270 million. Due to projected costs for this project, all of the current available education capital resource is required and therefore it can be expected there will be challenges in funding future education capital projects.
- 3.2 £10 million of Basic Need Grant is currently forward-funding future s106 receipts. When these receipts are delivered, they will be returned to the Education Capital pot and will be available for other schools' investment.
- 3.3 Limited future Basic Need Grant funding is expected in the 2021-26 MTFS period, currently forecast at £4 million per annum.
- 3.4 Future education capital projects will need to utilise a combination of future Basic Need Grant and received and forecasted developer contributions. The balance of funding will be a call on corporate funds (mostly Capital Investment Fund) to ensure school places can be delivered in the right place to meet the need of growing cohorts.

Current s106 Developer Agreements

- 3.5 Table 6 below shows that developer contributions towards education provision secured within existing legal agreements countywide to date is in excess of £230 million, of which £139 million* is still to be received.
- 3.6 The timing for receipt of those funds still due will vary depending on the trigger points included within the individual legal agreements. All due funds once received will be required to be utilised in line with the obligations of the individual agreements.

- 3.7 **Table 6: S106 Developer Contributions in Respect of Education (as at 30th July 2021)**

Planning Authority	Contribution Required in S106	Received	Due
North Warwickshire Borough Council	£2,029,758	£669,192	£1,360,566
Nuneaton and Bedworth Borough Council	£27,955,624	£11,867,855	£16,087,769
Rugby Borough Council *	£90,484,434	£21,945,760	£68,538,676

Stratford Council	District	£62,096,045	£22,901,217	£39,194,828
Warwick Council	District	£49,297,567	£34,987,584	£14,309,984
Totals		£231,863,428	£92,371,607	£139,491,821

** It should be noted that these figures include the S106 for Houlton (Mast Site). This agreement allows the developer to deliver the schools rather than pay a financial contribution if they wish.*

- 3.8 To date £92 million of developer contributions have been received with £55 million spent or allocated to previous education capital projects. This leaves £37 million in received developer contributions currently available for future education capital projects countywide, reducing to £26 million once the proposal within this report is accounted for.
- 3.9 In total £35.1 million has been included in s106 agreements to date from developments in the South Leamington/ Warwick area towards providing new education provision. To date £27.1 million has been received and £13.6 million of received developer contributions have been allocated to existing education capital projects in the area. This includes the delivery of the new Heathcote Primary School and the expansions of Champion School and Whitnash Primary School to meet the initial increases in pupil numbers in this area.
- 3.10 There are a number of live s106 agreements where funding can be allocated to support the Oakley Grove project. £0.550 million has previously been allocated from S106 and a further £11.2m collected is being proposed to allocate to the project outlined in this report.
- 3.11 There are a number of live agreements where trigger points have not yet been reached but where funding in support of the Oakley Grove project is identified. Subject to continued development and reach of trigger points, we could expect to receive a further £5.5 million (which is in addition to the £10m of 'forward funding' referred to in paragraph 3.2 that is also to be returned to the Capital Education Pot in due course). These amounts will be subject to indexation and so could increase. If, and when these amounts are received, these will be applied to the project in order to return Basic Need funding to corporate funds.
- 3.12 A further £4.25 million due or received in this area relates to specific obligations within the associated legal agreements in the local area and will be utilised for future education capital schemes, including SEND and Post 16 sufficiency.

- 3.13 It should be noted not all housing developments approved have included education contributions in s106 agreements, despite the requests and evidence provided by the County Council, as a result of historical challenges from developers relating to the financial viability of the developments.

Future s106 Developer Agreements

- 3.14 National planning guidance expects developers to pay for the full cost of providing the additional school places made necessary by their development, unless exceptionally viability considerations preclude that. Should further housing development come forward in the area, further contributions to this scheme will be sought where the statutory criteria for contributions are met.

Capital Investment Fund

- 3.15 Due to the significantly reduced Basic Need Grant expected in future years and forecast infrastructure requirements exceeding the amount of developer contributions secured through existing agreements, any funding gap which cannot be met by future developer contributions will require additional borrowing via the Capital Investment Fund (CIF). The fund currently has £90.9 million available over the 2021-26 MTF period. Were this specific scheme to be funded from this source instead of Basic Need Grant (in order to maintain Education Capital resources for other pressures) then WCC will incur an opportunity cost in being unable to utilise CIF for other strategic investment opportunities.
- 3.16 Work is being undertaken on the Education Capital forward plan to ascertain the future capital requirements for new projects required over the short, medium and longer term and to identify any shortfalls in funding to inform the pipeline for future Capital Investment Fund priorities.

Revenue Contributions

- 3.17 Revenue funding for pre and post opening costs associated with the new school will be funded from the DSG Growth Fund allocation.

See Appendix for breakdown of income and expenditure.

4 Environmental Implications

- 4.1 Where feasible, the County Council will look to use modern methods of construction to achieve efficiencies and benefits particularly in terms of time, cost, and the environment.

- 4.2 Environmental risk assessments, together with mitigation statements to reduce any potential environmental impacts, are required for any capital project.
- 4.3 Larger scale projects will follow design objectives to ensure revenue costs are reduced and sustainable schemes are delivered within the financial envelope. This will be done incorporating design features to minimise heating and cooling demands, the careful selection of building materials, air tightness, and the inclusion of renewable energy features where economically feasible.
- 4.4 Proposed schemes aim to ensure the sufficiency of, and accessibility to, provision in local settings avoiding the need to travel further afield to access education or childcare provision.

5 Timescales associated with the decision and next steps

- 5.1 Subject to Cabinet approval, this report will be submitted to Council for approval on 28th September 2021.
- 5.2 In reviewing the future education capital programme requirements, every effort will be made to secure delivery by other routes where possible including the DfE Wave process (as has been successfully achieved with the proposed Higham Lane North School at Top Farm in North Nuneaton) or by utilising available additional capacity in existing schools where possible.

Appendix

Schools Capital Programme 2021-22 Finance Breakdown

Background Papers

None

Supporting Papers

- 1. Education Sufficiency strategy 2018-2023.
- 2. Annual Education Sufficiency Update 2020.

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

Local Member: Cllr Jan Matecki

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Cabinet

9 September 2021

Warwickshire Safe Accommodation Strategy 2021 - 2024

Recommendation

That Cabinet approve the Warwickshire Safe Accommodation Strategy 2021-2024.

1. Executive Summary

- 1.1 The Domestic Abuse Act 2021 places a statutory duty on Warwickshire County Council (WCC) as a Tier One local authority to develop and publish a Safe Accommodation Strategy.
- 1.2 There is a further requirement to reflect the safe accommodation and support needs of the local area within the Strategy. These must be identified via a mandatory Safe Accommodation Needs Assessment, which has to be conducted and refreshed on an annual basis.
- 1.3 The Warwickshire Safe Accommodation Strategy 2021 – 2024 has been informed by a range of multiagency engagement, including consultation with neighbouring authorities, and endorsed by the:
 - Safer Warwickshire Partnership Board (SWPB)
 - Violence Against Women and Girls Board (VAWG)
 - Safe Accommodation Working Group (SAWG)
- 1.4 The Strategy outlines the following five objectives:
 1. Early intervention and prevention: that victim-survivors (adults and children) are supported at an early stage and provided with options to remain safe at home to prevent homelessness. This includes holding perpetrators to account for their behaviour.
 2. Accessible services: that victim-survivors and professionals know how to access safe accommodation options, both within and outside of Warwickshire.
 3. Appropriate safe accommodation: that accommodation options and appropriate support is in place for all victim-survivors who need it.
 4. Multiagency delivery: that the needs of victim-survivors will be met by effective, collaborative multi-agency support.

5. Support to return home or move on: that victim-survivors are supported to return home safely and/or move into alternative permanent accommodation.

1.5 The implementation of the Strategy will be led by SAWG and overseen by the VAWG Board. A delivery plan and financial plan are in the process of being developed which will be monitored on a quarterly basis. The Strategy will be reviewed annually within the context of the refreshed Safe Accommodation Needs Assessment.

2. Financial Implications

2.1 Under new burdens, the Ministry of Housing, Communities and Local Government (MHCLG) issued a section 31 grant to WCC which provides additional revenue funding via a 3-year settlement to deliver the Safe Accommodation duty. This will be allocated to the delivery of the Warwickshire Safe Accommodation Strategy.

2.2 Table one outlines the amount allocated by MHCLG for 2021/22, along with details of how much has been allocated to individual district and borough councils.

Local Authority	Funding allocation for 2021/22
Warwickshire County Council	£1,040,132
North Warwickshire Borough Council	£34,867
Nuneaton and Bedworth Borough Council	£31,944
Rugby Borough Council	£34,240
Warwick District Council	£34,498
Stratford District Council	£34,416
Total	£1,210,097

Table one: MHCLG funding allocation to Local Authorities in Warwickshire 2021-2022

2.3 The Council has discussed the option of pooling financial resources across the county; district and borough councils are in the process of reviewing this.

2.4 A financial plan, allocating the spend is in the process of being developed.

3 Environmental Implications

None

4 Supporting Information

- 4.1 The Government guidance associated with the Domestic Abuse Act, outlines that the Strategy must include:
- An overall and holistic approach to deliver a rounded offer of support to victims in safe accommodation.
 - An outline of plans and approaches setting out how this will be delivered by working across Tier One and Tier Two local authorities. This includes working with other services within the local authority, specialist domestic abuse providers, the Police and Crime Commissioner, housing, and health bodies.
- 4.2 There is a further requirement to reflect the safe accommodation and support needs of the local area within the Strategy. These must be identified via a mandatory, Safe Accommodation Needs Assessment, which needs to be refreshed on an annual basis. The Needs Assessment provides an overview of the differing requirements of victim-survivors and maps the current support provided to them.
- 4.3 Tier One local authorities must outline how they will source and provide the support and meet the needs of all victim-survivors. This must include, but is not limited to:
- Addressing the barriers faced by victim-survivors with protected characteristics and / or multiple complex needs.
 - Meeting the support needs of children and young people who are accommodated with their families within safe accommodation provision.
 - Ensuring that victim-survivors crossing local authority boundaries will be accommodated, and that services are not restricted by the victim-survivors locality.
 - Outlining the level of funding being committed to deliver on the areas set out in the strategy.
- 4.4 The Strategy is also required to:
- Set out how local authorities plan to spread awareness of domestic violence and abuse and the support available to victims-survivors.
 - Demonstrate links with other relevant areas, such as: Violence Against Women and Girls, Modern Slavery, Community Safety, Housing, Homelessness Reduction and Safeguarding.

5 Timescales associated with the decision and next steps

- 5.1 If approved by Cabinet, the Warwickshire Safe Accommodation Strategy 2021-2024, will be published by the 31st October 2021 in accordance with the Government guidance. Implementation and delivery will immediately follow.

Appendix

Appendix: *Warwickshire Safe Accommodation Strategy 2021-2024*

Background Papers

None

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Local Member(s): Portfolio Holder for Fire & Rescue and Community Safety - Councillor Andy Crump

Other members: Councillors Golby, Holland, Drew and Rolfe

The Warwickshire Safe Accommodation Strategy

2021 - 2024



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Why is the Safe Accommodation Strategy required?

1



Foreword

We are delighted to present to you the Warwickshire Safe Accommodation Strategy. This strategy outlines how Warwickshire County Council will work with partners to meet new duties to provide safe accommodation and support in Warwickshire for adult and child victims as part of the Council's statutory requirements within the Domestic Abuse Act. We will work to ensure that all victim-survivors are supported to remain safe in their own home if they wish, or access alternative safe accommodation and support.

Domestic abuse is a leading cause of homelessness for adult and child victim-survivors. SafeLives Insights data shows that 22% of people accessing support from a domestic abuse service were living with the perpetrator when they entered the service. However, it is an even wider group whose accommodation is destabilised by abuse; whether or not, they were living with the perpetrator, over half (52%) needed support to secure new accommodation or stay safe in their own home¹.

Victim-survivors in Warwickshire have said that a lack of suitable accommodation options, the trauma of fleeing abuse and leaving their home and the fear of perpetrators not being held to account for their behaviour, can prevent victim-survivors from seeking support.

In Warwickshire, we do not believe that homelessness, inappropriate accommodation or remaining in an abusive relationship is a choice that any victim-survivor should be faced with. The Safe Accommodation Strategy outlines how all agencies will work collaboratively to provide victim-survivors with a range of options to remain safe at home or access suitable alternative safe accommodation and support.



Cllr Andy Crump

Chair of Safer
Warwickshire
Partnership Board



Cllr Margaret Bell

Portfolio Holder for Adult
Social Care and Health
(Warwickshire County
Council)

Executive Summary

The Safe Accommodation Strategy 2021 – 2024 outlines how Warwickshire will implement the statutory duties associated with the provision of safe accommodation, as required by the Domestic Abuse Act 2021. It describes how safe accommodation and support for domestic abuse (DA) victim-survivors will be provided over the next three years and outlines five objectives that will be the focus of delivery. These include:

1. **Early intervention and prevention:** victim-survivors (adults and children) are supported at an early stage and provided with options to remain safe at home to prevent homelessness. This includes holding perpetrators to account for their behaviour.
2. **Accessible services:** victim-survivors and professionals know how to access safe accommodation options, both inside and outside of Warwickshire.
3. **Appropriate safe accommodation:** accommodation options and appropriate support is in place for all victim-survivors who need it
4. **Multiagency delivery:** victim-survivors needs will be met by effective, collaborative multi-agency support
5. **Support to return home or move on:** victim-survivors are supported to return home safely and/or move into alternative permanent accommodation.

This strategy will complement existing work that is taking place across the county to address the health and wellbeing, community safety and housing needs of those who experience domestic abuse in Warwickshire. Ultimately it aims to enrich the lives of victim-survivors and their children by providing safe accommodation options and appropriate support to those who need it.

This strategy has been produced by Warwickshire County Council and received support from the Safer Warwickshire Partnership Board[1] whose remit is to create safer communities through the reduction of crime and the promotion of safety. The membership of the Board is as follows:

- **Warwickshire County Council**
- **Warwickshire Fire and Rescue Service**
- **Warwickshire Police**
- **Warwickshire Police and Crime Commissioner**
- **North Warwickshire Borough Council**
- **Nuneaton and Bedworth Borough Council**
- **Rugby Borough Council**
- **Stratford District Council**
- **Warwick District Council**
- **NHS Coventry and Warwickshire Clinical Commissioning Group**
- **Warwickshire CAVA**
- **Equality & Inclusion Partnership**
- **Warwickshire Association of Local Councils**
- **National Probation Service**
- **Warwickshire and West Mercia Community Rehabilitation Company**
- **Warwickshire Criminal Justice Board**

The implementation of the Safe Accommodation Strategy will be led by the Safe Accommodation Working Group (SAWG) and overseen by the Violence Against Women and Girls (VAWG) Board. A delivery plan and joint financial plan will be developed which will be monitored on a quarterly basis. Each year, the strategy will be reviewed within the context of a statutory Safe Accommodation Needs Assessment and regular updates will be provided to the Ministry of Housing and Local Government (MHCLG).

Context

The Scope of the Warwickshire Safe Accommodation Strategy

The Safe Accommodation Strategy 2021 – 2024 outlines how Warwickshire will implement the statutory duties that relate to safe accommodation, included within the Domestic Abuse Act 2021.

It seeks to describe how safe accommodation and support for domestic abuse victim-survivors will be provided. During 2021 Warwickshire's Violence against Women and Girls partners will be developing a holistic Domestic Abuse Strategy. The strategy will articulate the broader partnership response to domestic abuse and provide further detail about elements, such as, the early intervention approach and the partnership response to perpetrators.

Whilst the Safe Accommodation Strategy covers a three-year period, it will be reviewed annually to ensure it is responsive to the emerging needs of victim-survivors of domestic abuse who access services in Warwickshire. A delivery plan, with an accompanying financial plan, will be developed outlining how the objectives within this strategy will be met. This will focus on both the immediate and longer-term actions that need to be taken to enrich Warwickshire's safe accommodation offer.



What is Domestic Abuse?

Domestic abuse causes significant harm to individuals, children, families, and communities.

The scale and impact is vast. In Warwickshire during 2019/20 there were an estimated 23,500 cases in adults aged between 16-74 years. Warwickshire's Domestic Abuse Service supported 806 victims-survivors. 30 - 40% of victims experienced domestic abuse (DA) multiple times and around 1,600 children and young people were impacted. DA has a lasting impact on physical and mental health, as well as resulting in financial and housing insecurity.

This strategy adopts the Government definition of domestic abuse which is outlined in the 2021 Domestic Abuse Act³. The new definition emphasises that domestic abuse is not only physical violence, but can also be emotional, coercive or controlling behaviour, and economic abuse.

Behaviour is classed as "domestic abuse" if:

Both individuals are each over 16 years of age

Both individuals are personally connected to each other and the behaviour is abusive.

Furthermore, behaviour is considered abusive when it consists of any of the following:

Physical or sexual abuse

Violent or threatening behaviour

Controlling or coercive behaviour

Economic abuse

Psychological, emotional, or other abuse

The Domestic Abuse Act 2021

The Domestic Abuse Act 2021 introduced a number of tools and powers² that will positively impact on Warwickshire’s victims-survivors, their children and perpetrators. According to Victoria Atkins MP, Minister for Safeguarding:

“This landmark Bill will help transform the response to domestic abuse, helping to prevent offending, protect victims and ensure they have the support they need.”³

The Domestic Abuse Act also introduces a new ‘Safe Accommodation’ duty for tier 1 local authorities, this Safe Accommodation Strategy outlines WCC and its partner’s response to this new duty.

The Act seeks to:

Raise the awareness and understanding of the devastating impact of domestic abuse on victims and their families.

Improve the effectiveness of the criminal justice system in providing protection for victims of domestic abuse and bringing perpetrators to justice.

Strengthen the support available to victims of abuse by statutory agencies.

“This landmark Bill will help transform the response to domestic abuse, helping to prevent offending, protect victims and ensure they have the support they need.”⁴



The Safe Accommodation Duty

Definition

The Domestic Abuse Act 2021 defines Safe Accommodation as:

“...solely dedicated to providing a safe place to stay for victims of domestic abuse, including expert support...”⁵

Safe Accommodation Types:

Refuge accommodation – a refuge offers accommodation and intensive support which is tied to that accommodation. Victims, including their children, must be refuge residents to access expert emotional and practical support.

Specialist safe accommodation – specialist refuges for Black and Minority Ethnic (BAME) communities, Lesbian, Gay, Bisexual, Transgender Questioning and other (LGBTQ+) communities, and disabled victims and their children. These may provide single gender accommodation with dedicated specialist support to victims who share a protected characteristic(s). This includes services that are led by those that also share the protected characteristic and/or have complex needs.

Dispersed accommodation:

- i. Safe (secure and dedicated to supporting victims of DA), self-contained accommodation with the same level of specialist domestic abuse support as provided within a refuge but which may be more suitable for victims who are unable to stay in a refuge with communal spaces due to complex support needs or for families with teenage sons for example.
- ii. Safe (secure and dedicated to supporting victims of domestic abuse), self-contained ‘semi-independent’ accommodation which is not within a refuge but with support for victims who may not require the intensive support offered through refuge, and are still at risk of abuse from their perpetrator(s).

Accommodation such as Bed and Breakfast accommodation is not considered relevant safe accommodation and for this reason are specifically excluded in the Regulations.

Safe Accommodation Types continued:

Sanctuary Schemes – properties with local authority installed Sanctuary Schemes or other similar schemes, which provide enhanced physical security measures within a home. A Sanctuary Scheme is a survivor centred initiative which aims to make it possible for victims of domestic abuse to remain in their own homes, where it is safe for them to do so, where it is their choice, and where the perpetrator does not live in the accommodation.

Move-on and / or second stage accommodation – these are interchangeable terms for projects temporarily accommodating victims, including families who no longer need the intensive level of support provided in a refuge, but would still benefit from a lower level of domestic abuse specific support for a period before they move to fully independent and permanent accommodation. There is no expectation that every victim will require this. Many victims are ready to move straight to a permanent new home from refuge. However, move-on and / or second stage accommodation may be helpful in some cases.

Other accommodation designated by the local housing authority, registered social landlord or registered charity as domestic abuse emergency accommodation– i.e. a safe place with support. To give victims an opportunity to spend a temporary period of time to make decisions in an environment which is self-contained and safe. This would include access to wrap around support and specialist support for victims with complex needs (including mental health needs and substance misuse).

Domestic Abuse Support in Safe Accommodation

The Domestic Abuse Act statutory guidance describes Domestic Abuse Support within Safe/ relevant Accommodation as⁶:

-
- Overall management of services within relevant accommodation – including, the management of staff, payroll, financial and day to day management of services and maintaining relationships with the local authority (such functions will often be undertaken by a Service Manager)
-
- Support with the day-to-day running of the service, for example scheduling times for counselling sessions, group activities (such functions may often be undertaken by administrative or office staff)
-
- Advocacy support – development of personal safety plans, liaison with other services (for example, GPs and Social Workers, welfare benefit providers);
-
- Domestic abuse prevention advice – support to assist victims to recognise the signs of abusive relationships, to help them remain safe (including online), and to prevent re-victimisation.
-
- Specialist support for victims
 - Designed specifically for victims with relevant protected characteristics (also known as by and for), such as faith services, translators and interpreters within BAME-led refuges, immigration advice, interpreters for victims identifying as deaf and / or hard of hearing, and dedicated support for LGBTQ+ victims [not limited to].
 - Designed specifically for victims with unique and / or complex needs such as, mental health advice and support,
-
- drug and alcohol advice and support, including sign posting accordingly.
-
- Children’s support – including play therapy and child advocacy.
-
- Housing-related support – providing housing-related advice and support, for example, securing a permanent home, rights to existing accommodation and advice on how to live safely and independently.
-
- Advice service – financial and legal support, including accessing benefits, support into work and establishing independent financial arrangements; and,
-
- Counselling and therapy (including group support) for both adults and children, including emotional support.
-

Safe Accommodation Duty Funding

The Ministry of Housing, Communities and Local Government (MHCLG) has committed to providing a three-year settlement for the delivery of the Safe Accommodation duty. WCC and the district and borough councils across Warwickshire have each received additional funding and there is potential for this to be pooled in the future. For 2021/22 the amount is outlined in table one, along with details of how much each district and borough council has been allocated:

Table 1: MHCLG funding allocation to Local Authorities in Warwickshire

LOCAL AUTHORITY	FUNDING ALLOCATION
Warwickshire County Council	£1,040,132
North Warwickshire Borough Council	£34,867
Nuneaton and Bedworth Borough Council	£31,944
Rugby Borough Council	£34,240
Warwick District Council	£34,498
Stratford-upon-Avon District Council	£34,416
TOTAL	£1,210,097

It is not clear whether the financial allocation awarded in 2021/22 will be reflected at the subsequent years of this strategy. Both years 2 and 3 are tied to a Central Government spending review. A joint financial plan will be developed in tandem with this strategy and outline how funding will be allocated to the specific requirements of the duty.

Wider Strategic Context

To fulfil the requirements of the safe accommodation duty, Warwickshire has established a 'Safe Accommodation Working Group' (SAWG) as a sub-group of Warwickshire's Violence Against Women and Girls (VAWG) Board. Consisting of both county and local district councils and providers, the SAWG seeks to:

- Assess the need and demand for accommodation-based support for all victims and their children, including those who require cross-border support. This will be conducted via an annual safe accommodation assessment of need.
- Support joint working required between Tier one and Tier two Local Authorities.
- Develop and publish strategies for the provision of support to cover the locality and diverse groups of victims.
- Give effect to strategies by making commissioning decisions.
- Meet the support needs of victim – survivors and their children.
- Monitor and evaluate local delivery, reporting back to central Government.



Warwickshire’s Violence against Women and Girls (VAWG) Board’s role:

- | | |
|---|--|
| <ul style="list-style-type: none"> □ Accountable to the Safer Warwickshire Partnership Board | <ul style="list-style-type: none"> □ Develops and implements an over-arching strategy and action plan that identifies Board priorities and facilitates integrated and innovative solutions and activities |
| <ul style="list-style-type: none"> □ Supports the Warwickshire Health and Wellbeing Board | <ul style="list-style-type: none"> □ Seeks to identify, develop and undertake joint commissioning and service development opportunities |
| <ul style="list-style-type: none"> □ Seeks to maintain a ‘gendered’ approach to working collaboratively with statutory and Third Sector agencies to prevent, protect and reduce violence | <ul style="list-style-type: none"> □ Acts as a conduit to consider and respond to national guidance and policy for VAWG related items |

The Safe Accommodation Strategy has also been informed by, and will support the delivery of:

- | | |
|--|--|
| <ul style="list-style-type: none"> □ Preventing Homelessness in Warwickshire Strategy- 2020 - 2025 | <ul style="list-style-type: none"> □ Warwickshire Health and Wellbeing Strategy - 2021-2026 |
| <ul style="list-style-type: none"> □ Warwickshire County Council Council Plan - 2020 - 2025 | <ul style="list-style-type: none"> □ Local Community Safety Partnership (CSP) priorities |
| <ul style="list-style-type: none"> □ Safer Warwickshire Partnership Board’s Community Safety Agreement priorities for 2021 - 2022 | <ul style="list-style-type: none"> □ District and Borough Councils Homelessness Strategies |

Summary of Domestic Abuse in Warwickshire

Warwickshire County Council has conducted a holistic DA Needs Assessment, which found:

- ❑ There were an estimated 23,500 cases of DA in 2019 in adults aged between 16-74 years in Warwickshire.
- ❑ Out of the estimated 23,500 cases, this is made up of approximately 15,600 females and 7,800 males.
- ❑ In 2019/20, the Warwickshire's Domestic Abuse Service provided short-term support, long-term support or refuge accommodation to 806 victims-survivors in Warwickshire. This means that roughly 3.4% of the estimated need for DA services is currently being met through commissioned DA services.
- ❑ Nuneaton and Bedworth has a higher rate of DA offences (13.29 per 1,000 people) compared to the other four district / boroughs, whilst Stratford-on-Avon has the lowest rate (7.36 per 1,000 people).
- ❑ Between 30-40% of victims in Warwickshire in 2019 have experienced DA multiple times.
- ❑ Referrals to DA Services were lower in 2019/20, than in 2018/19 and 2017/18.
- ❑ For the vast majority of DA offences (11,000) no action is taken despite having evidence and a named suspect because the victim didn't want to pursue it. This suggests that two thirds of DA perpetrators in Warwickshire are not being brought to justice.
- ❑ The Police refer the largest proportion of people to the Warwickshire Domestic Abuse Service, with the second highest proportion being self-referrals.

Warwickshire's Domestic Abuse Service operates as part of a national model called "Routes to Support" which provides a database of refuge provision available nationally, (including specialist provision) this allows for victim-survivors and their families to be placed out of their county in order to be accommodated for their needs and to ensure their safety.

Summary of Safe Accommodation needs:

As part of the 'Safe Accommodation' duty, Tier One Local Authorities are required to undertake an annual Needs Assessment to determine the level of demand for accommodation and DA support needs within their local area. The Safe Accommodation Strategy will be reviewed annually throughout its duration in light of this.

A key part of the Needs Assessment has been to determine the demand for safe accommodation and the areas of Warwickshire where it is needed most. Table two illustrates the number of households who presented as homeless as a result of domestic abuse across Warwickshire within each District and Borough area for the last 3 years.

It is important to note that due to the nature of DA, victims and their families will often be placed outside of the county boundary for their safety. This means that the data shown is not solely focussing on the demands and needs of Warwickshire only residents. For context, in 2020/21, Warwickshire's

DA Accommodation Service received 241 referrals, 43 of which were from Warwickshire residents, 198 of which were from out of county.

Table 2: Households who presented as homeless as a result of Domestic Abuse broken down by District and Borough in Warwickshire (2018-2021)

DISTRICT/BOROUGH	2018/19	2019/20	2020/21
Warwick	70	78	139
Stratford	95	107	110
Nuneaton & Bedworth	53	74	94
Rugby		60	50
North Warwickshire	28	12	27
TOTAL	246	331	420

The Safe Accommodation Needs Assessment also found:

□ In the last three years, the numbers of victim-survivors presenting to services have increased in those aged 45 years plus.

□ Though most victim-survivors are predominantly cisgender females, the numbers of cisgender male victim-survivors are increasing as well as those who are transgender.

□ Data suggests that there that there is an over-representation of victim-survivors of ethnic minorities and minoritised British groups engaging with services.

□ Data also highlights that there is an over-representation of victim-survivors with disabilities/ health conditions being affected compared to Warwickshire equivalent figures. Specifically, Warwickshire understand that there is a high prevalence of victim-survivors reporting mental health needs. Over the last

3 years, Warwickshire’s commissioned provider, Refuge supported 109 victim-survivors with disabilities or health conditions, of which 71 had mental health problems.

□ Victim-survivors had varied experiences of accessing safe accommodation, temporary accommodation and permanent accommodation within the county

□ Lack of availability of suitable accommodation and/or support services (there are instances where needs are so high that victim-survivors have had to be referred to refuges out of county where dedicated support is provided – Warwickshire does not have any refuges with 24 hour support)

□ Almost one third of all children in families presenting as homeless as a result of Domestic Abuse, were under 5 years old highlighting how frequently young families are affected by DA.



□ There are examples where (temporary) generic accommodation provided was not suitable for the individual(s) needs (examples including; accommodation with no cooking facilities, no outside/garden space, poor/unfit condition, not suitable for children, lack of ground floor accommodation for those with disabilities or pregnant mothers, lack of accommodation suitable for males, those with a disability, non-British survivors)

□ There needs to be more of a focus on the victim-survivor's experience and empowering them to make decisions for themselves

□ Consideration of the child(ren)'s needs and perspectives

The Safe Accommodation Needs Assessment has revealed what Warwickshire must do to improve the offer for victim-survivors and their families. It has also highlighted some inconsistencies in the way agencies collect and record demand for services and for accommodation.



Warwickshire's Safe Accommodation gaps

The Safe Accommodation Needs Assessment and the holistic DA Needs Assessment 2021 highlights the following issues and gaps which will be addressed by this Safe Accommodation Strategy:

-
- Demand for safe accommodation for domestic abuse victim-survivors in Warwickshire, outstrips current supply. Victim-survivors are routinely being placed in temporary accommodation due to a lack of available and suitable local safe accommodation.⁷

 - The majority of victim-survivors accommodated within Warwickshire's refuge provision are from outside of the county. Reciprocal arrangements are in place to meet the needs of Warwickshire's victim-survivors who require out of county accommodation provision.

 - There are limited numbers of refuge accommodation spaces which are accessible for victim-survivors with a physical disability and / or older victim-survivors.

 - Demand for self-contained refuge accommodation is higher than for communal accommodation and demand for multiple bedrooms outstrips supply. Women with more than two children and / or teenage sons regularly find it challenging to access appropriate and safe accommodation within and outside of Warwickshire.

 - The safety of victim-survivors may mean that their preference is to be accommodated out of area and / or out of county.

 - There are significant numbers of women that are pregnant and / or have children that require safe accommodation.

 - The perception of a "refuge" can prevent women and men from seeking support or safe accommodation.

 - Temporary accommodation is routinely used to house victim-survivors of Domestic Abuse. Depending on the appropriateness of it this can be re-traumatising and may result in victims returning to a perpetrator.

 - There is a high prevalence of mental health needs of victim-survivors that access the DA accommodation and support services which is not currently being met due to demand outweighing supply.

- “Moving-on” from temporary accommodation and / or refuge accommodation into permanent accommodation can be challenging for victim-survivors:
 - High cost of private rented accommodation and an unwillingness of landlord to accept universal credit as payment
 - Impact of debt / rent arrears
 - Availability of social housing stock
 - Accessing social housing “out of area” with no local connection
- There is no safe accommodation provision for those that require intensive / 24-hour support.
- There is no dedicated domestic abuse accommodation or support provision for LGBTQ+ victim-survivors and / or male victim-survivors.
- There is a growing need for safe accommodation for male victim-survivors and older victim-survivors.
- There is a lack of awareness amongst professionals about the Sanctuary Scheme and an opportunity for it to benefit more people.
- It is estimated that there is a large “unseen” safe accommodation demand which is met by victim-survivors “sofa surfing” and living with friends or family.



WHAT WILL
WARWICKSHIRE'S SAFE
ACCOMMODATION
STRATEGY ACHIEVE?

2



SafeLives Insights data shows that 22% of people accessing support from a domestic abuse service were living with the perpetrator when they entered the service.

However, it is an even wider group whose accommodation is destabilised by abuse; whether or not they were living with the perpetrator, over half (52%) needed support to secure new accommodation or stay safe in their own home⁸. The Safe Accommodation Strategy will address this need through the delivery of five objectives:

Warwickshire will ensure that victim-survivors are at the centre of their provision. We will listen and understand their wishes and provide appropriate options for accommodation and support. This strategy will support our partnership efforts to hold perpetrators to account for their behaviour and ultimately reduce the devastating impact of domestic abuse on individuals and our communities.

1. Early intervention and prevention: victim-survivors (adults and children) are supported at an early stage and provided with options to remain safe at home to prevent homelessness. This includes holding perpetrators to account for their behaviour.

2. Accessible services: victim-survivors and professionals know how to access safe accommodation options, both within and outside of Warwickshire.

3. Appropriate safe accommodation: accommodation options and appropriate support is in place for all victim-survivors who need it

4. Multiagency delivery: victim-survivors needs will be met by effective, collaborative multi-agency support

5. Support to return home or move on: victim-survivors are supported to return home safely and/or move into alternative permanent accommodation

1. Early intervention and prevention:

Victim-survivors (adult and children) are supported at an early stage and provided with options to remain safe at home to prevent homelessness. This includes holding perpetrators to account for their behaviour.

What is Warwickshire already doing?

Warwickshire has a comprehensive community based Domestic Abuse Service –

The service provides a range of support to all victim-survivors over the age of 16, at all levels of risk. Warwickshire's Domestic Abuse Service can support people living within their own home, to remain safe at home. This includes:

- A helpline / single point of contact for anyone requiring advice and support about domestic abuse
- 1:1 support by Independent Domestic Violence Advocates (IDVA), outreach workers and GP based domestic abuse workers
- Drop-in sessions in community venues across the county and group recovery programmes.
- Sanctuary Scheme provision (home adaptations that seek to improve security of a home).

Warwickshire has strong partnership arrangements in place to share information and develop joint plans to protect victim-survivors and hold perpetrators to account –

Warwickshire Multi-Agency Risk Assessment Conference (MARAC) meetings take a joint approach to risk assessment and safety planning for victim-survivors living in Warwickshire. Agencies work together to consider the wishes of the victim, options for keeping individuals safe in their own home and powers that can be used to hold perpetrators to account for their behaviour.

Warwickshire County Councils' Childrens Services provide a range of support to families to recognise and respond to the early signs of domestic abuse and provide support to families in need. This includes the Caring Dads Programme and support by the Early Help team to facilitate and respond to disclosures of domestic abuse. There is also the expansion of the Domestic Abuse Team in Children's Services and the development of multi-disciplinary teams (Domestic Abuse Social Workers, Mental Health and Drug and Alcohol services) to better support families where domestic abuse is occurring.

Warwickshire agencies use existing duties and powers to hold perpetrators to account – Warwickshire Police and other criminal justice agencies deploy a range of tools and powers, which includes but is not limited to: Domestic Abuse Protection Orders and Notices, Non-Molestation Orders, Integrated Offender Management and promotion of Claire's Law (Domestic Abuse Disclosure Scheme). By deploying these duties, victim-survivors can be supported to remain in their own homes.

What opportunities will Warwickshire take to improve services further?

Warwickshire partners will promote the range of support available to victim-survivors to remain safe in their own home, this includes but is not limited to greater use of the Sanctuary Scheme and 1:1 support provided by Warwickshire's Domestic Abuse Service.

Warwickshire agencies will work together to protect the safety of survivors so that staying at home is a safe and realistic option for more people. This will include utilising the new Domestic Abuse Act duties and powers, increasing awareness of new offences, and encouraging reporting.

Warwickshire will work with social landlords to:

- Explore whether domestic abuse can be considered by social landlords as a breach of tenancy conditions so that perpetrators can be held accountable and potentially evicted as part of a multi-agency response.
- Consider whether a mechanism can be introduced to facilitate the early identification of properties where property damage and repairs indicate that abuse is present.

Victim-survivors will be supported to remain safe in their own home through the delivery of broader work that Warwickshire partners have committed to.

This includes:

- Responding to the recommendations that emerge from the Independent Review of Warwickshire's Perpetrator Offer.
- Implementation of the DA specific elements of the Children's Transformation Programme e.g. the Caring Dads and Parenting Practitioners work.

Warwickshire will consider what further early intervention and prevention offer is required in Warwickshire to:

- Encourage and assist families to access support early.
- Support children, young people and adults to recover and move on from their experience of witnessing or being in a household where abuse is occurring.



2. Accessible services:

Victim-survivors and professionals know how to access Safe Accommodation options, both inside and outside Warwickshire.

What is Warwickshire already doing?

Warwickshire has a Single Point of Contact (SPOC) for access to Domestic Abuse Support and Refuge provision – Any victim-survivor or professional in Warwickshire can call Warwickshire's Domestic Abuse Service SPOC to access refuge provision within or outside of the county. The SPOC is signed up to "Routes to Support" which provides a database of refuge provision available nationally, including specialist provision. Victim-survivors are also able to access 1:1 support, access an immediate risk assessment and support to develop a safety plan. This can include plans for leaving an abusive partner and / or safety measures to enable the victim-survivor to remain in their own home such as use of the sanctuary scheme.

Victim-survivors of Domestic Abuse that require accommodation routinely present to housing teams at the District and Borough Councils and are prioritised for temporary accommodation whilst a move on plan is established. Permanent housing solutions are also considered, and referrals made into the DA Accommodation and Support Services are routinely conducted.

What opportunities will Warwickshire take to improve services further?

Warwickshire will have a Single Point of Contact for all Domestic Abuse Safe Accommodation provision within the county. Victim-survivors and professionals will not need to contact different housing authorities and support services to identify available, suitable safe accommodation. All safe accommodation available in the county, will be accessed via a Single Point of Contact. Transitional arrangements will be agreed between WCC and the District and Borough Councils until new additional safe accommodation has been commissioned.

3. Appropriate Safe Accommodation:

Accommodation options and appropriate support are in place for all victims-survivors who need it

What is Warwickshire already doing?

Warwickshire's Safe Accommodation offer currently includes:

24 units of refuge accommodation in the County –

This is commissioned by Warwickshire County Council and the Warwickshire Police and Crime Commissioner.

- The refuge is open to women and children.
- It is open to Warwickshire and non-Warwickshire residents as per the Domestic Abuse Act.
- The accommodation is a mix of self-contained and communal accommodation.
- The provision includes Domestic Abuse Support Workers and re-settlement support.

Sanctuary Scheme provision is commissioned as part of Warwickshire's Domestic Abuse Service. The scheme provides homes security measures and is available for any victim-survivor living in their own home in Warwickshire that feels unsafe.

Warwickshire residents can access refuge provision out of county either via the Warwickshire Domestic Abuse Service helpline or via the National Domestic Abuse Helpline.

Victim-survivors of DA routinely present as homeless to district and borough housing teams and are housed in temporary accommodation. Victim-survivors of DA are considered a priority for accommodation and their need for temporary and / or permanent accommodation. The temporary accommodation provided would not meet the Domestic Abuse Act definition of "Safe Accommodation". It is not dedicated to DA victim-survivors however, victim-survivors would be able to access DA support from the Warwickshire Domestic Abuse Service.

What opportunities will Warwickshire take to improve services further?

Warwickshire will develop a model of dispersed refuge / safe accommodation across the county to address current gaps. The accommodation will be:

- Open to male and female, cisgender, and transgender victim-survivors over the age of 16 and their children.
- Open to Warwickshire and non-Warwickshire residents as per requirements of the Domestic Abuse Act
- Self-contained
- Single gender accommodation
- Of varying sizes to accommodate families with multiple children
- Accessible for individuals with a disability and / or for older victim-survivors
- Include pet friendly accommodation (a proportion of units will welcome pets)
- Compliant with minimum standards (include white goods, curtains, beds etc)
- Accessible to amenities and public transport.



Warwickshire will ensure that responsive and effective Domestic Abuse Support is delivered alongside safe accommodation, which will include:

- Domestic Abuse Advocacy
- Practical and emotional advice and support
- Housing options advice and re-settlement support
- Counselling and therapy for adult and child victim-survivors
- Dedicated specialist support for children
- Provision of specialist support to address specific needs, this includes but is not limited to:
 - o Male victim-survivors
 - o Victim-survivors of Honour Based Violence, Faith Based Abuse, Forced Marriage, Female Genital Mutilation and/or modern day slavery
 - o Victim-survivors who have No Recourse to Public Funds
 - o Victim-survivors who are older (over the age of 65)
 - o Victim-survivors with a disability
 - o Victim-survivors from the gypsy/traveller community
 - o Victim-survivors who are LGBTQ+
 - o Victim-survivors who are younger (16-21)
 - o Victim-survivors who have experienced honour-based violence, faith based abuse, modern day slavery and exploitation and / or harmful practices.
 - o Victim-survivors who have drug and / or alcohol dependencies

Warwickshire will ensure that the safe accommodation offer is promoted to all those in need (professionals and the public).

WCC will work with District and Borough Councils, Homes England, Housing Providers, Domestic Abuse Specialists and other stakeholders and providers to shape and develop the market to meet our safe accommodation requirements.

Warwickshire's VAWG partners will work to develop new refuge provision in the county.

This might involve re-purposing an existing building or developing a new purpose-built refuge.

Warwickshire will enhance the Domestic Abuse support available to victim-survivors in Warwickshire refuges to address the needs of children and young people and for victim-survivors with mental health needs (both adult and children).

Warwickshire will work to ensure that all victim-survivors currently accessing temporary accommodation as part of the transitional arrangements, are provided support by our Domestic Abuse Accommodation and Support Service.

Warwickshire will work with neighbouring local authorities to consider options to jointly commission safe accommodation and support Services where appropriate.

Warwickshire County Council, Warwickshire District and Borough Councils and the Warwickshire Domestic Abuse Service will develop and agree robust transitional arrangements to deliver the Safe Accommodation Strategy.

Warwickshire recognises that it will take time to design and commission additional safe accommodation provision and support, and to achieve the improvements intended. Warwickshire partners will work together to identify and deliver immediate improvements to our safe accommodation offer for victim-survivors, as well as working to deliver a comprehensive responsive offer longer-term.

4. Multi-agency delivery:

Victim-survivors needs will be met by effective, collaborative multi-agency support

What is Warwickshire already doing?

Good multi-agency working:

Partners routinely work together to support victim-survivors and reduce risk of harm.

This includes but is not limited to: Warwickshire Domestic Abuse Service, WCC Children's Social Care and Adult Social Care, Warwickshire Police, District / Borough Housing teams, Mental Health Services, Drug and Alcohol Services, Health Visiting / Maternity Services, Primary Care and Secondary Care and schools.

Specialist advice is gained to support victim-survivors in relation to No Recourse to Public Funds (NRFP), honour-based violence, FGM, modern slavery, forced marriage and faith-based abuse.



What opportunities will Warwickshire take to improve services further?

Warwickshire will continue to engage with victim-survivors about their experience of accessing local services, this will inform improvements across agencies.

Multi-agency awareness raising - There is an opportunity to enrich the broader understanding of DA across partner organisations further to ensure the early identification of DA concerns, effective responses are facilitated and referral pathways into services are fully understood.

Warwickshire partners will address improvements raised in the independent review of the Warwickshire Multi-agency Risk Assessment Conference (MARACs). The review recognised strong practice in place, and this will be promoted. Actions to enhance practice further across Warwickshire agencies, will be delivered.

Expanding dual diagnosis to consider domestic abuse – Within Warwickshire, a Dual Diagnosis policy operates between the providers of substance misuse and adult mental health services to ensure that appropriate, collaborative interventions are provided to those who have a dual diagnosis. There is an opportunity to expand this to incorporate those who are also experiencing or perpetrating domestic abuse.

5. Support to return home, or move one:

Victim-survivors are supported to return home safely and / or move on into alternative permanent accommodation

What is Warwickshire already doing?

Warwickshire's Domestic Abuse Service includes:

- **Refuge accommodation and re-settlement support - ensuring victim-survivors can move on and re-settle within a community of their choice, through the provision of effective re-settlement support within the community**
- **1:1 support based in the community to understand housing and legal options to move back home safely or access alternative accommodation.**

Warwickshire District and Borough Council Housing teams respond to victim-survivors who present as homeless because of DA and provide temporary and permanent accommodation solutions.

What opportunities will Warwickshire take to improve services further?

Victim-survivors will be supported to return home safely if that is their preference.

Perpetrators will be held to account for their behaviour and the emphasis will be on them to move to alternative accommodation. This will be through the utilisation of police powers, supporting victims to understand their legal options, access to Sanctuary Schemes, close working between housing, criminal justice agencies and the Domestic Abuse Service.

Warwickshire will support victim-survivors to understand their options for permanent accommodation (be this within or outside of Warwickshire) and provide practical support to re-settle should they require it.

This may include support to complete applications for housing, signing up to new schools, accessing charitable donations to source furniture.

Warwickshire will treat all survivors of domestic abuse as having a priority need for accommodation.

The Domestic Abuse Act introduces a requirement for all domestic abuse victim-survivors to be automatically considered in priority need and therefore benefit from the statutory homelessness process and receive an offer of settled housing.

Warwickshire will address “Move On” challenges for victim-survivors of Domestic Abuse.

Housing allocation schemes in all five D&Bs will be reviewed to ensure that arrears, debts, anti-social behaviour and other factors that may limit rehousing options always require an evaluation of whether these may have arisen from, or be a consequence of, domestic abuse. Where this is the case these factors should not be regarded as behaviour of choice but because of the domestic abuse.

Warwickshire will ensure that all victim-survivors of domestic abuse in social housing, are provided with a secure lifetime tenancy as required under the Domestic Abuse Act (where tenancy has been granted.)

Warwickshire County Council will work with District and Borough Councils to inform housing development strategies. Work will take place to develop plans that secure sufficient housing stock to meet safe accommodation needs now and in the future.

HOW WILL THE SAFE ACCOMMODATION STRATEGY BE DELIVERED?

3



How will the Safe Accommodation Strategy be delivered?

1 Warwickshire's Safe Accommodation Working Group will develop and implement a delivery plan, that is annually refreshed and reviewed by VAWG on a quarterly basis. This will identify short-term transitional arrangements and improvements as well as medium to long-term work that is required to deliver the strategy. A set of measures will be developed to monitor the impact of the strategy.

2 To address current gaps, service commissioning options for additional safe accommodation and support will be developed and delivered.

3 A joint financial plan will be developed and agreed via SAWG to spend tier 1 and tier 2 safe accommodation funding allocations. This will be spent on "safe accommodation" and accompanying DA support as defined by the Statutory Guidance. This will be annually refreshed and may include options to pool resources.

4 A single point of contact for safe accommodation will be developed and implemented alongside the introduction of expanded safe accommodation provision.

5 Awareness raising, training and communications on the safe accommodation offer will be delivered for professionals across Warwickshire's agencies.

6 Warwickshire will raise awareness of Domestic Abuse and communicate safe accommodation and the broader DA offer to residents of Warwickshire.

7 Warwickshire will monitor progress to deliver the strategy and report to VAWG Board on a quarterly basis and the Safer Warwickshire Partnership Board, Health and Wellbeing Board and the ministry for Housing, Communities and Local Government (MHCLG) when required.

HOW WILL WE KNOW WE ARE MAKING A DIFFERENCE?

4



Warwickshire will develop and agree measures to monitor the impact of the Safe Accommodation Strategy. The objectives of the strategy will have been delivered when:

1 More victim-survivors are reporting incidents of domestic abuse to the Police and are accessing Warwickshire's Domestic Abuse Services.

5 Adults and children referred to services report that their voices were heard; that they feel safer and support was provided at the right time.

2 Warwickshire has a range of safe accommodation options in place so that all victims-survivors requiring safe accommodation, can access it.

6 That the numbers of victim-survivors experiencing domestic abuse related repeat victimisation is reduced.

3 Victim-survivors of domestic abuse that require "safe accommodation and support" are not housed in generic temporary accommodation in Warwickshire.

7 The workforce in Warwickshire is familiar with the Safe Accommodation offer and utilise this appropriately.

4 Warwickshire has a comprehensive community based domestic abuse services in place alongside safe accommodation.

ACKNOWLEDGEMENTS

5



Acknowledgements

We would like to thank the Warwickshire victim-survivors of domestic abuse and their family and friends that have chosen to share their story with us. Many of these victim-survivors may still be recovering from abuse, and we really value their strength to share their experience with us. They have communicated their ordeal, their views of the support they have received and shared what needs to be improved. By sharing their stories, they will help Warwickshire's Violence Against Women and Girls (VAWG) partners to ensure we are able to support all victim-survivors to remain safe in their own home, or access alternative safe accommodation and support that meets their needs.

We would like to thank members of the Safe Accommodation Working Group for their commitment and work to assist in the development of this strategy and to wider stakeholders within Community Safety Partnerships who provided their knowledge and expertise to help inform its objectives.

We would also like to thank Refuge - the commissioned provider for Domestic Abuse Services in Warwickshire and both local and national advocate for victim-survivors of domestic abuse.

Endnotes

- 1 https://safelives.org.uk/sites/default/files/resources/Safe_at_home_Spotlight_web.pdf
- 2 <https://www.legislation.gov.uk/ukpga/2021/17/section/1/enacted>
- 3 <https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/domestic-abuse-bill-2020-overarching-factsheet>
- 4 *ibid*
- 5 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/993825/Domestic_Abuse_Act_-_draft_statutory_guidance.pdf
- 6 *ibid*
- 7 The data shown is not solely focussing on the demands and needs of Warwickshire only residents, this shows anyone placed in Warwickshire whether they are a resident or not. For context, in 2020/21, Warwickshire's DA Support Service received 241 referrals, 43 of which were from Warwickshire residents, 198 of which were from out of county.
- 8 https://safelives.org.uk/sites/default/files/resources/Safe_at_home_Spotlight_web.pdf

How to get help if you or someone you know is experiencing domestic abuse

If you or someone else is in immediate danger, ring or text 999.

If you are deaf, hard of hearing or have any speech impairment, please dial Minicom/Textphone 18001

If you're worried a friend, family member, neighbour or colleague might be a domestic abuse victim you can report your concerns anonymously to Crimestoppers online here: <https://crimestoppers-uk.org/keeping-safe/personal-safety/domestic-abuse>

We know this can be daunting but the services below will support you every step of the way.



Warwickshire Domestic Violence Service - If you are experiencing domestic violence in Warwickshire, Refuge's domestic violence service can support you and your children to keep safe. Refuge is a county-wide service that provides support to women, men and children experiencing domestic violence in Warwickshire.

T: **0800 408 1552**

W: <https://www.refuge.org.uk/our-work/our-services/refuge-warwickshire-domestic-violence-service/>



Rights of Women - Rights of Women aims to increase women's understanding of their legal rights and improve their access to justice enabling them to live free from violence and make informed, safe, choices about their own and their families' lives by offering a range of services including specialist telephone legal advice lines, legal information and training for professionals.

T: **020 7251 6577** (family law helpline – other numbers are available on the website)

W: <https://rightsofwomen.org.uk/>



Galop – Galop is a charity offering advice and support to LGBT+ people who have experienced violence or domestic abuse.

T: **0800 999 5428**

W: <http://www.galop.org.uk/>



Mankind – A confidential helpline is available for male victims of domestic abuse and domestic violence across the UK as well as their friends, family, neighbours, work colleagues and employers.

T: **01823 334 244**

W: <https://www.mankind.org.uk/>



RoSA - RoSA is an independent charity working throughout Warwickshire, offering free confidential support for anyone who has experienced rape, sexual abuse, or sexual violence.

T: **01788 551151**

W: <http://www.rosasupport.org>



Safeline - Safeline is a specialist charity providing a range of services across Warwickshire to support all survivors of rape and sexual abuse.

T: **01926 402498** (or text **07860 027573**)

W: <https://www.safeline.org.uk/>



The Blue Sky Centre

(Sexual Assault Referral Centre) –

The Blue Sky Centre is a SARC where any victim of rape or sexual assault will receive medical care, police intervention (if they wish to report the crime), and various other support services.

T: **01926 507805**

W: <https://blueskycentre.org.uk/>



Respect Phonenumber - Is your abusive behaviour costing you your relationship? Help is available.

T: **0808 802 4040**

W: <https://respectphonenumber.org.uk/>

A full range of support options are available at:

<https://www.talk2someone.org.uk/>



Cabinet

9 September 2021

Review of Overview and Scrutiny

Recommendation

That Cabinet recommends to Council the proposals for scrutiny reform as set out in Appendix 2

1. Background

- 1.1. The purpose of scrutiny is to provide a means to hold decision makers to account and to investigate and inquire into issues of interest and relevance to local people.
- 1.2. In light of the Government publishing statutory guidance on overview and scrutiny and the Centre for Public Scrutiny (now the Centre for Governance and Scrutiny (“CfGS”) updating its “Good Scrutiny Guide” in 2019, the Council invited Dr Jane Martin CBE to review how the Council currently operates scrutiny and to advise on improvements that would build on the statutory guidance and assist the Council to deliver on its objectives.
- 1.3. The review was commissioned in February 2020 and during subsequent months was conducted via a series of remote interviews with members and officers, and included a desk top analysis of past agendas, minutes and Task and Finish Group outputs. The review covered the following themes:
 - Culture and behaviours;
 - Reinforcing the value and importance of challenge;
 - Ownership of recommendations and actions;
 - Support for scrutiny members;
 - Aligning scrutiny more effectively to our Council Plan objectives; and
 - How to involve the public in scrutiny more effectively.

2. Report Findings

- 2.1. Overall, the feedback was positive and highlighted several areas of good practice, particularly around the use of member working groups during Covid. However, it also concluded that the scrutiny function would benefit from reinvigoration. A principles-based approach was recommended to drive scrutiny forward, reflecting the principles embedded in statutory guidance, being:

- independent ownership;
- driving improvement;
- critical friend challenge; and
- public voice.

2.2. The review outlined a number of opportunities to strengthen the overview and scrutiny function. These were:

- **Parity of esteem:** Scrutiny must have an authoritative voice and support to enhance executive policy development and decision-making.
- **Scrutinising performance:** Scrutiny discussions should be clearly led so that presentations add value, there is a clear line of sight to corporate success indicators and interpretation of the data is usefully aligned to risk.
- **Build a corporate partnership:** Scrutiny should hold the executive to account where necessary. Scrutiny members own the process recognising the wider public interest for Warwickshire. The agenda should be focused on corporate business with purposeful evidence-based discussion.
- **Work smarter:** Meetings should be more flexible, proactive and responsive to corporate priorities. Meetings should be collegiate, constructive and challenging.
- **Member support and training:** Members and officers involved in training should be supported and provided with appropriate training to maximise the benefit from their roles in the scrutiny process.
- **Develop external focus:** Imaginative thinking to reach local people is needed. Scrutiny should be aligned with public consultation exercises to inform executive strategy.

2.3. The report also focussed on a series of principles that would drive the refreshed approach. These were:

- **Partnership:** The scrutiny function is an integral, authoritative corporate partner with the executive in policy development and decision-making. This partnership is focused and aligned with the council's strategic objectives, corporate performance indicators, and the corporate business and planning cycle. Whilst the function is independent of Cabinet and owned by scrutiny members it will be flexible, dynamic and pro-active in support of the executive decision-making process.
- **Purposeful:** The scrutiny function is focused on making an impact and exerting influence on corporate policy and practice to develop

learning and improvement. Its main aim is to ensure WCC can be the best it can by building corporate experience and expertise based on a sense of place, especially in a fast-paced transformational change environment.

- **Challenging:** The scrutiny function will provide constructive cross-party challenge to hold the executive to account based on evidence and reflecting the views of local people. This includes both internal and external scrutiny. As ‘critical friends’, scrutiny members should respectfully ask the tough questions of the executive and professional officers of the Council, as well as external partners and providers, from an informed perspective and expect considered and informative answers.
- **Transparent:** The scrutiny function should shine a light internally and externally. It is an important vehicle for public consultation which should engage external partners, local people, and service users, and represent their views. Overview and Scrutiny should provide open and transparent scrutiny in the public interest to enhance the legitimacy of the local authority and build public trust and confidence.

2.4. The recommendations reached in the review can be seen in the full report at Appendix 1. In summary these included:

- 2.4.1. Relaunch the scrutiny function, championed by the Leader and Cabinet, with a corporate “common purpose” WCC scrutiny guide setting out the ambition and expectations for the function based on a partnership of mutual respect, transparency and constructive challenge.
- 2.4.2. Create greater alignment with corporate objectives by restructuring scrutiny committees in parallel to foster greater scrutiny of corporate themes and objectives and corporate performance.
- 2.4.3. Provide recognised authoritative leadership and direction for the scrutiny function by creating a new role of Chair of Overview and Scrutiny to chair a new Overview and Scrutiny Panel comprised all scrutiny Chairs.
- 2.4.4. Greater use of virtual meetings technology and, where appropriate, social media to engage the public, service providers and external partners and encourage elected member active participation.
- 2.4.5. Consider creating a dedicated team of O&S officers resourced adequately to provide data (particularly performance data) and information, advice and support to O&S Chairs and members, including liaison with strategic directors and senior staff.
- 2.4.6. Review the timetable for scrutiny committees to ensure meetings are held at the optimum time alongside the corporate business cycle and Cabinet meetings. Allow for greater meeting and agenda flexibility and greater use of Task and Finish Groups for scrutiny work, from single issue to corporate strategic themes, conducted

to a strict brief and timescale with a project planning methodology. Dynamic Task and Finish Groups should be able to conduct a review in as little as one day where appropriate. But also conduct in-depth longer pieces of work.

- 2.4.7. Make use of virtual technology, in-house training and briefings should be provided for scrutiny Chairs and members on appointment and on-going, including subject updates as required and skills development. Committees should conduct an annual self-evaluation. A suite of scrutiny questions may be a good prompt to build confidence

3. Next Steps

- 3.1. The recommendations from the Report were considered by the four Overview and Scrutiny Committees during the period March 2021 – July 2021.
- 3.2. The feedback from members was considered in light of Dr Martin's report and additional guidance from Centre for Governance and Scrutiny (CfGS) and has resulted in the proposals recommended within this report.
- 3.3. The key recommendation was that the Council develop a principles-based approach to reset and drive scrutiny, reflecting the principles of good scrutiny embedded in statutory guidance:
 - 3.3.1. independent ownership;
 - 3.3.2. driving improvement;
 - 3.3.3. critical friend challenge and
 - 3.3.4. public voice
- 3.4. Members favoured most but not all of the recommendations made. On balance members did not universally favour the idea of an OSC 'Chair of Chairs' to provide a coordinating role across the overview and scrutiny committees. Nor was there a consensus in favour of a bespoke team of scrutiny officers, and differing views were expressed in respect of greater use of virtual meetings and increasing the number/ frequency of OSC meetings per year.
- 3.5. In addition, officers identified some practical challenges with implementation of some of the recommendations, notably:
 - 3.5.1. realignment of OSCs to Council Plan outcomes – whilst this would focus attention on delivery of objectives it risks being at the expense of other matters that the Council has a statutory duty to consider
 - 3.5.2. proposal for more virtual formal meetings of scrutiny - whilst attractive this would require legislative change as following the repeal of the changes permitted during the
 - 3.5.3. dedicated team of OSC officers – impact on deployment of resources and recruitment and retention

- 3.6. In order to ensure continued delivery, the proposals also recommend a cap on the number of active TFGs at any one time. This will assist in managing resource and the quality/ level of officer support available.
- 3.7. The proposals have been split into three areas to cover the themes of the recommendations in the Independent Report. These are Cultural, Planning and Agility. A “Miscellaneous” heading is also included to cover issues arising from the recommendations.
- 3.8.
- 3.9. The tables in Appendix 2 summarise the proposals and the timetables for implementation of each recommendation.

4. Financial Implications

- 4.1. There are no direct financial implications of this report.
- 4.2. The proposals are intended to be implemented within the current budgetary envelope of Legal and Democratic Services. There is a recommendation that resource levels within Democratic Services are reviewed after 6 – 9 months of implementation to ensure that the recommended outcomes of the scrutiny review are being delivered.

5. Environmental Implications

- 5.1. There are no direct environmental implications of the proposal

6. Timescales associated with the decision and next steps

- 6.1. The timescales for each proposal are included within the tables at Appendix 2 below.

Appendices

Appendix 1 - Report of Dr Jane Martin OBE
Appendix 2 - Scrutiny Review Proposals

Background Papers

None

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Report Author	Nichola Vine Strategy & Commissioning Manager Legal and Democratic	nicholavine@warwickshire.gov.uk
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The report was circulated to the following members prior to publication:

Local Member(s): Not applicable

Other members: The proposals were shared with the Chairs and Vice Chairs of the four overview and scrutiny committees and the Leaders of the Political Groups

Appendix 1

**Review of the Overview and Scrutiny Function
Warwickshire County Council**

FINAL REPORT

**Dr Jane Martin CBE
October 2020**

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The Brief

WCC (consistent with revised statutory guidance May 2019) believe effective overview and scrutiny should:

- Provide constructive ‘critical friend’ challenge;
 - Amplify the voices and concerns of the public;
 - Be led by independent people who take responsibility for their role; and
 - Drive improvement in public services.
-
- Scrutiny will not be effective unless an organisation’s culture, behaviours and attitudes support it
 - Resourcing of scrutiny is critical to its long-term success and to embedding the culture within any authority
 - Effective scrutiny requires good planning. The recommendations of scrutiny should make a tangible difference to the work of the authority and, in order to do so, require a long-term agenda and forward plan that is flexible enough to accommodate any matters of urgency that may crop up.
 - Warwickshire’s model of specialist OSCs supported by Democratic Services Officers and with expert input from specialist officers is a valid model, provided it is adequately resourced but there are other models and approaches which may provide a greater level of benefit in the new landscape we are operating in

Corporate Board agreed that now is an appropriate time to review the approach to scrutiny. The Leader of the Council is fully supportive of this review.

A final report will present recommendations to Corporate Board and subsequently members on:

- (a) appropriate principles for scrutiny (considering the challenges above and in light of the statutory guidance),
- (b) feedback on key opportunities to improve upon our current ways of operating scrutiny, and
- (c) a recommendation as to how WCC might move forward to develop its scrutiny approach to deliver on the Council Plan and objectives.

Methodology

In order to gain a broad insight into the current arrangements, challenges and opportunities of the overview and scrutiny function, telephone interviews were conducted with 27 participants during June, July and August. These included:

The Leader and Deputy Leader of the Council
Cabinet Portfolio Holders
Chair of Scrutiny Committees
Representatives from each of the political parties
The Chief Executive
Strategic Directors
Democratic Services Officers

The interviews were confidential and no interviewee will be quoted. The interviewer took written notes of the discussions for the sole purpose of this report which will be destroyed when the report is received and signed off.

Interviews were based on questions organised around the following themes:

1. How do we embed scrutiny in the DNA of the organisation and drive the necessary culture and behaviours required to ensure scrutiny adds value to delivery of our organisational priority outcomes?
2. How do we give voice to and drive a change in the approach/attitude to scrutiny by members and officers; i.e. Reinforce the value and importance of challenge, remove the perception that it is “fault finding”, and drive an effective and collaborative approach to scrutiny which is impactful?
3. How do we manage disagreements in approach - i.e. executive-scrutiny protocols etc.?
4. How do we embed ownership with members and officers of recommendations from scrutiny, and ensure that the actions that arise are followed through and monitored?
5. How do we ensure scrutiny members are supported in having an independent and open mind-set and have the right skills set to fulfil their role?
6. How do we align scrutiny more effectively to our Council Plan objectives – including commitments to climate change and commercial approach to problem solving?

7. How do involve the public in scrutiny more effectively?

Desk-based background review of relevant corporate documents including minutes of scrutiny meetings was also undertaken.

Throughout this report the overview and scrutiny function will be referred to as the scrutiny function or scrutiny.

Overview

Warwickshire County Council currently operates with four Overview and Scrutiny Committees: Resources and Fire & Rescue; Communities; Children & Young People; Adult Social Care and Health with an additional joint Health Committee. The Council has a Conservative majority group of 33 elected members with small opposition groups formed by 7 Labour, 8 Liberal Democrat and 2 Green Party representatives. In addition, there are 4 Independents. There are 3 vacant seats at the current time. The Council has in the past often had no political party in overall control. The ways of working from this tradition seem to have coloured a consensus approach and some deference to officers which persists. Reflecting the current political environment, members of the majority group have been nominated for the Chairs of all Scrutiny committees. The Leader of the Council and her Deputy both value the importance of an effective scrutiny function and want to encourage a more impactful role.

Across all interviewees there was clear support for developing an effective scrutiny function. In most cases, from a range of perspectives, interviewees were positive about the work carried out and felt that the Cabinet were open to different views, ideas and challenge. But there is inconsistency between committees and the contribution of committee members, sometimes coloured by party politics, and often a general lack of constructive challenge. Reasons for this are not entirely clear, but it is certainly felt that scrutiny members need to be fully supported, with clearly presented information; that they need to keep their knowledge base up to date; and fully understand the role they can play and the influence that can be brought to bear on corporate policy development and decision. Frustration expressed around some of these issues demonstrates the need for change, and the willingness to change. The potential of the scrutiny function is not currently being developed or harnessed to support the strategic ambition of the Council.

There is, however, much good practice. Some Chairs are particularly mentioned for their skilled chairing and effective approach to reviews which have been greatly valued. For example, the cross-party work of the Climate Change Working Group; external scrutiny of GP provision; and the scrutiny review of Home/School Transport.

The Council clearly fosters good relationships. There is good cross-party working and a good working relationship between executive and scrutiny. Although scrutiny appears to make few recommendations back to the executive, when they do these are fairly considered. It is notable that although not formally scrutiny groups, the cross-party Cabinet Working Groups for post-Covid strategy development have been universally welcomed, not least for the clear focus and deadlines. The regular agenda setting meetings between scrutiny committee Chairs and their portfolio holder counterparts (spokes and chairs meetings) supported by officers are clearly very effective. It must be said, however, that although Council officers

are supportive of scrutiny, scrutiny committee members expressed a sense that they felt the needs of executive members were usually prioritised.

All concerned were positive about the support from Democratic Services Officers and valued the role they played. But it was acknowledged that resources had been pared back over recent years and the department was mainly focused on administration. The lack of resources was most acute in limiting the number of task and finish scrutiny groups. These groups were regarded as the most effective way of working but required proper resourcing which was now lacking. Resourcing may also have a knock-on effect on public engagement arrangements and there could be opportunities to build on the corporate 'Let's Talk' public consultation exercise. In any event, there is potential for more imaginative thinking on public involvement in scrutiny, which is often best tapped into in a task and finish group environment. Whilst there are some very good examples of external scrutiny which involve external partners and user groups, there is more that could be done. It was acknowledged that the geography of the County could mitigate against participation and that the use of technology for more remote engagement could be an opportunity

In the main, however, the scrutiny function seems to be 'stuck in a rut' and needs to be reinvigorated. Routine scrutiny committee meetings are in danger of losing their way based on a formulaic cycle with the addition of members' topics of interest. Indeed the balance currently being struck is between review of individual scrutiny members' special interests which motivate engagement, and effective scrutiny of corporate business (especially performance) and good overview of policy development which is not yet seen as meaningful by some members. There is also frustration on the part of many members at the length of some agendas, and the way business is conducted which can stifle robust discussion. Scrutiny business needs to be much more purposeful and prioritised in relation to the Council corporate cycle and forward plan. Across the piece scrutiny members need to be better engaged in this regard and scrutiny Chairs need to be both supported and more open to achieving this. The routinised approach to committee meetings with a set timetable is frustrating for many, including the executive, and means that scrutiny is not timely and too slow. Indeed, many interviewees were critical of the lack of flexibility and pro-activity. This devalues the role of scrutiny. The Council's ambitious plans for transformational change only highlights the lack of dynamism.

Appropriate principles for scrutiny

The following principles should be adopted to reset and drive a refreshed approach to the overview and scrutiny function. They reflect the principles of good scrutiny embedded in statutory guidance: independent ownership; driving improvement; critical friend challenge and public voice.

- 1. Partnership: The scrutiny function is an integral, authoritative corporate partner with the executive in policy development and decision-making.** This partnership is focused and aligned with the council's strategic objectives, corporate performance indicators, and the corporate business and planning cycle. Whilst the function is independent of Cabinet and owned by scrutiny members it will be flexible, dynamic and pro-active in support of the executive decision-making process.
- 2. Purposeful: The scrutiny function is focused on making an impact and exerting influence on corporate policy and practice to develop learning and improvement.** Its main aim is to ensure WCC can be the best it can be by building corporate experience and expertise based on a sense of place, especially in a fast-paced transformational change environment.
- 3. Challenging: The scrutiny function will provide constructive cross-party challenge to hold the executive to account based on evidence and reflecting the views of local people.** This includes both internal and external scrutiny. As 'critical friends', scrutiny members should respectfully ask the tough questions of the executive and professional officers of the Council, as well as external partners and provider, from an informed perspective and expect considered and informative answers.
- 4. Transparent: The scrutiny function should shine a light internally and externally.** It is an important vehicle for public consultation which should engage external partners, local people and service users, and represent their views. O&S should provide open and transparent scrutiny in the public interest to enhance the legitimacy of the local authority and build public trust and confidence.

Key opportunities to improve

There are a number of key areas where there are significant opportunities to improve.

Parity of esteem: Scrutiny should not be seen as a second-class function. It must have an authoritative voice. This means that all members and officers should demonstrate in their day to day practice how best to realise the potential for an effective scrutiny function to enhance executive policy development and decision-making.

Scrutinising performance: The way in which corporate performance is scrutinised is not yet satisfactory. The way in which performance data is presented to scrutiny has been carefully considered and reviewed recently, and the general view is that this is now better, but there is still room for improvement so that scrutiny members make the best use of the data. Scrutiny discussions should be clearly led so that presentations add value, there is a clear line of sight to corporate success indicators and interpretation of the data is usefully aligned to risk. Effort put into this by both officers and members will pay dividends

Build a corporate partnership: From a strong base of good working relationship and mutual member and officer respect there must be more rigorous challenge from scrutiny and acknowledgement that the scrutiny function should hold the executive to account where necessary: a 'one Council' model. The executive and senior management are open and welcome the challenge from scrutiny. It is notable that scrutiny is rarely the theatre for oppositional politics but scrutiny members must collectively own the process and not depend on officers. This means more rigour but best behaviour. It is also importance that members get the balance right between representing the views of their constituents and recognising the wider public interest for Warwickshire. They should set the agenda but be focused on corporate business with purposeful evidence -based discussion. All scrutiny members from all parties have a role to play in this endeavour.

It is also notable that the recent opportunity to work together to develop common aims in Cabinet cross-party working groups post-Covid has been universally welcomed. To build this partnership in practice, scrutiny needs to work cross-boundaries and not be silo focused. Scrutiny chairs and members should be thinking of how they can impact constructively on policy development and decisions. This does not mean routinely 'clearing' executive decisions but prioritising and acknowledging where challenge and accountability is most needed. It also means working with senior management and portfolio-holders but also holding them to account. Scrutiny needs to understand the evidence-base for policy and decisions and the impact on local people but recognise corporate objectives and understand that the executive has to work effectively and often quickly to respond to local issues and/or government initiatives. The overview function of policy is equally important in driving

transformation, improvement and learning by shaping policy throughout the annual corporate planning cycle.

Work smarter: Scrutiny meetings vary in their practice and impact but there is much potential for improvement. The 'chairs and spokes' meetings work well but still agendas can be too long and packed with pet topics. Meetings must be more flexible, pro-active and responsive to corporate priorities. The respectful environment must not be cosy but nor should it be confrontational. Behaviour in meetings should follow 3 C's: collegiate, constructive and challenging. The development of virtual meetings using remote technology has shown that more efficient use of time can be made. Many interviewees said this should be continued not least to avoid travel time and costs.

Member support and training: Scrutiny members need adequate support from officers across the Council so they are properly informed and advised. This is especially the case for scrutiny Chairs. This review presents an opportunity to redefine 'what good looks like' for scrutiny and agree how best to achieve this. It seems that resources for training and support is lacking but virtual technology provides a cost-effective opportunity for in-house briefings and scrutiny skills development. The in-committee member training initiated in the Health and Social Care Scrutiny Committee was acknowledged as effective and helpful

Develop external focus: There are some very good examples of external scrutiny reviews including transport providers and Academy Trusts, but this requires sufficient resources. Scrutiny is the Council function designed to gather the views and experiences of service users and providers to feed into the corporate cycle. Imaginative thinking to reach local people and not just known activists is needed. A one Council approach means that scrutiny should be aligned with and can often lead public consultation exercises to inform executive strategy.

Recommendations to develop WCC approach to scrutiny

1. The Council should relaunch the scrutiny function, championed by the Leader and Cabinet, with a corporate 'common purpose' WCC scrutiny guide setting out the ambition and expectations for the function based on a partnership of mutual respect, transparency and constructive challenge. This should highlight a behaviour code based on the 3 C's: collegiate, constructive and challenging.
2. Provide recognised authoritative leadership and direction for the scrutiny function by creating a new role of Chair of Overview and Scrutiny to chair a new Overview and Scrutiny Panel comprised all scrutiny Chairs. This post could be an elected position by all council members.
3. Create greater alignment with corporate objectives by restructuring scrutiny committees in parallel to foster greater scrutiny of corporate themes and objectives and corporate performance. In the current circumstances, restructuring to follow the four change portfolio themes; Place, Economy and Climate; Community; Health and Wellbeing and Social Care; and Organisation could be an effective way forward. Any restructure would have to take into account statutory requirements.
4. Review the timetable for scrutiny committees to ensure meetings are held at the optimum time alongside the corporate business cycle and Cabinet meetings. Allow for greater meeting and agenda flexibility and greater use of Task and Finish Groups for scrutiny work, from single issue to corporate strategic themes, conducted to a strict brief and timescale with a project planning methodology. Dynamic Task and Finish Groups should be able to conduct a review in as little as one day where appropriate. But also conduct in-depth longer pieces of work.
5. Create a dedicated team of O&S officers resourced adequately to provide data (particularly performance data) and information, advice and support to O&S Chairs and members, including liaison with strategic directors and senior staff.
6. Greater use of virtual meetings technology and, where appropriate, social media to engage the public, service providers and external partners and encourage elected member active participation.
7. Making use of virtual technology, in-house training and briefings should be provided for scrutiny Chairs and members on appointment and on-going, including subject updates as required and skills development. The Adult Health and Social Care Committee model of in-committee member briefings should be rolled out further.

Committees should conduct an annual self-evaluation. A suite of scrutiny questions may be a good prompt to build confidence.

Dr Jane Martin CBE 2 October 2020

Appendix 1

List of interviewees

1. Councillor Adrian Warwick
(Chair of Resources and Fire & Rescue OSC)
2. Councillor Alan Cockburn
(Chair of Communities OSC)
3. Councillor Andy Crump
(Portfolio Holder for Fire & Rescue and Community Safety)
4. Councillor Colin Hayfield
(Portfolio Holder for Education and Learning)
5. Councillor Heather Timms
(Portfolio Holder for Environment and Heritage & Culture)
6. Councillor Izzi Seccombe
(Leader of the Council and Conservative Group and Portfolio Holder for Economic Development)
7. Councillor Jeff Clarke
(Portfolio Holder for Transport & Planning)
8. Councillor Jeff Morgan
(Portfolio Holder for Children's Services)
9. Councillor Jerry Roodhouse
(Leader of the Liberal Democrats)
10. Councillor John Holland
(Labour member)
11. Councillor Jonathan Chilvers
(Leader of the Green Party)
12. Councillor Kam Kaur
(Portfolio Holder for Customer and Transformation)
13. Councillor Keith Kondakor

(Green Party Member)

14. Councillor Les Caborn
(Portfolio Holder for Adult Social Care & Health)

 15. Councillor Peter Butlin
(Deputy Leader of the Council and Conservative Group and Portfolio Holder for Finance and Property)

 16. Councillor Wallace Redford
(Chair of Adult Social Care & Health OSC)

 17. Councillor Yousef Dahmash
(Chair of Children and Young People's OSC)
-

18. Helen Barnsley – Democratic Services Officer

19. Mark Ryder – Strategic Director (Communities)

20. Monica Fogarty – Chief Executive

21. Nic Vine - Strategy and Commissioning Manager (Legal and Democratic)

22. Nigel Minns – Strategic Director (People)

23. Paul Spencer – Senior Democratic Services Officer

24. Paul Williams – Democratic Services Team Leader

25. Rob Powell– Strategic Director (Resources)

26. Sarah Duxbury - Assistant Director (Governance & Policy)

Appendix 2

Proposals - Cultural	Timeframe
Agree a Statement of Behaviours drafted by OSC members and officers, based on the principles identified in the independent report; Collegiate, Constructive, Challenging	September 21 – January 22
Annual Training for Members	Already in member training plan
OSC Chairs to discuss with Cabinet and Corporate Board matters where it is considered Scrutiny could add value to the decision-making process, and to liaise with other OSC Chairs to ensure that such matters can be considered in an efficient and effective way without causing undue delay to any proposal. Chair and Party Spokes with Strategic Directors to consider which upcoming projects, programmes or decisions would benefit from pre-Cabinet engagement with OSC Scrutiny. Also opportunity for greater involvement of OSC in considering the development of new policies as part of Forward Plan programme prior to Cabinet.	Work could begin in September meeting cycle
Updates not requiring input or decision to be dealt with electronically to free agendas for those matters intended to result in recommendations to decision making bodies	September 21 onwards
Proposals Planning	Timeframe
The OSC Committee cycle should be driven by the work programme but as a matter of principle each OSC Committee should meet between 5 and 6 times a year	Start from next Municipal Year

The OSCs will remain at 4 with the same Terms of Reference for the remainder of the municipal year. Climate change to be factored into the current work programme of either Communities OSC or as a cross cutting theme. Wider review of remit of OSCs to take place in advance of May 2022 Annual Council with any changes approved by Council.	Focus on climate change from September. Other changes from May 2022
All OSCs to consider the key themes arising from the Council Plan and agreed priorities, including cross cutting themes such as wellbeing, climate and tackling inequalities when undertaking their role.	From September cycle
Regular Chair, Vice Chair and Spokes meetings to specifically focus on the Forward Plan for decision making and scrutiny activity over coming months	From September cycle
The Chief Executive and Leader meet with Chairs and Vice Chairs of OSC's on a 6 monthly basis to consider potential future themes to assist the committees with consideration of work programmes.	From new municipal year

Proposals Planning	Timeframe
The OSC Committee cycle should be driven by the work programme but as a matter of principle each OSC Committee should meet between 5 and 6 times a year	Start from next Municipal Year
The OSCs will remain at 4 with the same Terms of Reference for the remainder of the municipal year. Climate change to be factored into the current work programme of either Communities OSC or as a cross cutting theme. Wider review of remit of OSCs to take place in advance of May 2022 Annual Council with any changes approved by Council.	Focus on climate change from September. Other changes from May 2022

All OSCs to consider the key themes arising from the Council Plan and agreed priorities, including cross cutting themes such as wellbeing, climate and tackling inequalities when undertaking their role.	From September cycle
Regular Chair, Vice Chair and Spokes meetings to specifically focus on the Forward Plan for decision making and scrutiny activity over coming months	From September cycle
The Chief Executive and Leader meet with Chairs and Vice Chairs of OSC's on a 6 monthly basis to consider potential future themes to assist the committees with consideration of work programmes.	From new municipal year

Proposals - Agility	Timeframe
Task and Finish Groups will be used in a dynamic fashion and will be cross party. Task and Finish Groups are encouraged to seek public input into the matters under discussion where appropriate as part of their process of review. There will be a ceiling agreed on the numbers of TFGs that can be undertaken at any one time to manage officer support capacity	From September 2021
Chairs of individual OSCs will be encouraged to agree joint Overview and Scrutiny activity with another chair if that is considered the most effective use of resources in respect of any topic.	From September 2021
Resource requirements within Democratic Services will be reviewed within 6 – 9 months of the proposals being implemented	June 2022

Proposals - Miscellaneous	Timeframe
There will be no separate Scrutiny Team within Resources Directorate as it is felt this will undermine work of current Democratic Services Team and has not proved effective in the past	September 2021

Technology will be used where it can be – current legislation does not permit public meetings to be virtual or hybrid. Until this changes OSC meetings will need to be held in public and in person (although they will be streamed also)	September 2021
Legal attendance will become more common at OSCs to provide support to Democratic Services and enable succession planning/skills development	September 2021
We will work to align Scrutiny more closely with Integrated Planning and encourage public engagement, including use of the Voice of Warwickshire to identify suitable T&F topics.	September 2021

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Cabinet

9 September 2021

Local Transport Plan Refresh

Recommendations

That Cabinet:

- 1) Notes the outcomes of the formal consultation and Citizens' Panel processes that took place in the first half of 2021.
- 2) Approves in principle the adoption of a flexible and easily updatable suite of LTP documents and authorises the Strategic Director for Communities, in consultation with the Portfolio Holder for Transport & Planning, to determine the most suitable structure of documents for this purpose to inform the next phase of consultation.
- 3) Approves the drafting of Local Transport Plan 4 using the four key themes consulted upon as the basis for the document and authorises the Strategic Director for Communities, in consultation with the Portfolio holder for Transport & Planning, to approve materials for public consultation at the earliest opportunity in 2021.

1. Executive Summary

- 1.1 The County Council has under way a project to refresh its Local Transport Plan.
- 1.2 In accordance with Cabinet's decision in October 2020 issues and opportunities surrounding transport in Warwickshire have been developed and refined into four "Key Themes" which are intended to form the basis of the next Local Transport Plan. The key themes are as follows:
 - 1.2.1 Environment - Transportation emissions are one of the biggest contributors to climate change. It is creating poor air quality which can damage health. We want to put the environment at the heart of our decision making in order to achieve the government's targets around emissions and to address the climate emergency declared by WCC
 - 1.2.2 Wellbeing - Transport can have a significant impact on people's mental and physical health; having good transport options can help link a community, promoting the happiness and wellbeing of everyone living and working there. We think our transport plan should consider how to

keep people safe and secure whilst travelling and provide people with swift and convenient ways to get together.

1.2.3 Economy - As we look to bounce back from the pandemic, we consider that transport infrastructure is key to stimulating the local economy and facilitating the smooth operation of businesses. Our transport plan will play a vital role in attracting investment into Warwickshire and creating jobs for local people. There will be a clear focus on driving sustainable and inclusive economic growth, productivity and prosperity within the LTP.

1.2.4 Place - A sense of place is a unique collection of qualities and characteristics, including visual, cultural, social, and environmental that make up a location. In our case, Warwickshire is made up of a wide variety of rural and urban places from villages to market towns that all have unique characteristics. Transport choices in Warwickshire should support high quality places throughout the County, reflecting the specific requirements of those places in line with their different characteristics and needs.

- 1.3 The proposed Key Themes were discussed with key stakeholders at both officer and elected member level as part of the refinement process. The Member Working Group formed at the instruction of Cabinet in October 2020 played a key role in this process.
- 1.4 These Key Themes have been subjected to formal consultation between January and March 2021 and considered by a “Citizens’ Panel” of Warwickshire residents.
- 1.5 Warwickshire County Council wishes to present its next Local Transport Plan as a strategic and agile document that is easily accessible and able to stay as relevant as possible through timely revisions.
- 1.6 To maintain an agile LTP, officers wish to further investigate what documents should form a “core” LTP as defined by legislation and what may be considered supporting documentation with less arduous revision processes.
- 1.7 The project team wish to present the findings of the consultation processes to Cabinet and seek approval to appoint relevant managers to draft proposed LTP documents in accordance with the four key themes.

2. Financial Implications

- 2.1 The project will be funded from existing revenue budgets.
- 2.2 The funding, deliverability and suitability of individual transport schemes will be addressed in the LTP itself and in supporting documents such as action plans and monitoring programmes.

3. Environmental Implications

- 3.1 The Local Transport Plan sets out the County Council's policies and strategies for maintaining and developing the transport network within Warwickshire and for interacting with wider regional, sub-regional, national and international transport connectivity. The document is also a material consideration within the planning process and has a role in defining infrastructure requirements to support housing and employment growth.
- 3.2 The document therefore has significant scope to aid the County Council in its efforts to address the climate emergency by driving decarbonisation in both public and private modes of transport whilst also contributing to the achievement of the Council's wider plans and objectives. The new plan will be accompanied by a Strategic Environmental Impact Assessment (assuming no change in legislation).

4. Supporting Information

- 4.1 The proposed “Four Key Themes” have engendered broad support from stakeholders after consultation with all interested parties. The themes identified in the Consultation Brochure attached as **Appendix A** align well with the County Council’s corporate objectives and wider regional and national objectives and can be integrated with other relevant plans and strategies.
- 4.2 A formal consultation into the suitability of the four key themes in **Appendix A** took place between January and March 2021. This took the form of a survey questionnaire on <https://ask.warwickshire.gov.uk/>. The survey was also available as a paper copy and in alternative formats and languages on request.
- 4.3 In total, 758 respondents completed the survey.
 - 4.3.1 There was a general high level of agreement for the inclusion of each of the four key themes in developing LTP4:
 - 4.3.2 In terms of agreement (either agreed or strongly agreed):
 - 4.3.2.1 94.9% (n=719) agreed with the inclusion of environment as a theme,
 - 4.3.2.2 75.6% (n=573) agreed with the inclusion of the theme of economy,
 - 4.3.2.3 79.2% (n=600) agreed with the inclusion of the theme of place, and;
 - 4.3.2.4 87.5% (n=663) agreed with the inclusion of the theme of wellbeing
- 4.4 Respondents expressed broad support for the inclusion of each of the four key themes presented - Environment, Economy, Place, and Wellbeing.
- 4.5 The environment theme emerged as being the theme that respondents supported most and when asked were more likely to prioritise over other

themes, this was followed by the theme of wellbeing.

- 4.6 There was significant consistency in the issues raised by respondents, both between questions and across respondent groups. There was also considerable repetition in the main issues, challenges and solutions raised in response to different questions, with some clear areas emerging, both in addition to, and in relation to, the four main themes presented. These were:
 - 4.6.1 Improving active travel facilities for walking and cycling to support active lifestyles and contribute to improvements in the environment.
 - 4.6.2 General improvements in/encouragement to use sustainable (public) transport
 - 4.6.3 Planning to reduce the reliance on private cars and to enable electrification
 - 4.6.4 Environmental concerns relating to road layout and traffic (e.g. congestion, air/noise pollution, climate change, loss of habitat, and green spaces)
 - 4.6.5 Recognising the importance of transport on quality of life (particularly mental health and physical wellbeing) and for access to health and wellbeing services (e.g. doctors, medical centres)
 - 4.6.6 Concerns around the pressures of housing developments and/or increasing populations on the existing road network(s)
 - 4.6.7 The long-term impact(s) of the COVID-19 pandemic on transport and the existing transport network including changing travel patterns, home-working and an increase in online shopping
- 4.7 It was clear that the majority of respondents had not used or referred to the current local transport plan (LTP3) before and the reason for this was mainly due to those respondents not being aware of it.
- 4.8 Going forward to ensure LTP4 is more visible and accessible respondents provided responses on how the plan should be presented and promoted, and where it should be made available. The main suggestions were:
 - 4.8.1 A simple, clear and easy to understand plan with graphics/images
 - 4.8.2 A summarised version of the plan.
 - 4.8.3 Available on-line, and as a hard copy on request and in key public places
 - 4.8.4 Promoted via social media; local groups, networks and organisations; the local press; door-to door leafleting; posters; and websites.

- 4.9 Considering equalities issues and impacts is also key to ensuring the LTP is beneficial to everyone. The main areas raised by respondents were:
- 4.9.1 Consideration of people with disabilities
 - 4.9.2 Accessibility for vulnerable and isolated groups with a particular focus on affordability of transport
 - 4.9.3 Consideration of all age groups from school-aged children to older citizens
 - 4.9.4 Consideration of other/non-vehicle road users (e.g. pedestrians, cyclists)
- 4.10 With regard to process, the need to consult with stakeholders and the general public (from a range of different backgrounds) and to provide clear and accessible information as the LTP4 progresses was reiterated. As was collaborative working with stakeholders locally, regionally and nationally
- 4.11 The responses to the formal public consultation that took place in the first quarter of 2021 are summarised in **Appendix B** and reported in more detail in **Appendix C**.
- 4.12 To complement the findings of the survey based formal consultation officers also commissioned a “Citizens Panel” of Warwickshire residents to consider the proposed key themes in some detail and provide recommendations.
- 4.13 The panel of 29 residents was ethnographically and demographically representative of the population of Warwickshire as well as being representative of the range of travel behaviours exhibited by our residents.
- 4.14 Panellists were not familiar with Local Transport Plans at the beginning of the process. They were provided with background material to research the subject further and then discussed what they considered to be the priorities linked to travel in Warwickshire in facilitated discussions.
- 4.15 Panellists’ views towards travel and transport in Warwickshire are rooted in their experience as users of these services and residents of the county. For most, their initial ‘vision’ for what the LTP should seek to achieve was therefore focused on changes which would have an immediate personal benefit i.e. reducing congestion, a faster / better connected bus network, and ensuring public transport was safe, clean and affordable.
- 4.16 The Local Transport Plan was generally seen as comprehensive and spoke to the issues that mattered to them. It was felt to cover a lot of ground (and areas which Panellists had not linked to transport before) and to be well thought through. Beyond considering the cost of services to users, participants struggled to identify additional themes or sub-themes. However, many also criticised the Plan for being too broad, and felt that achieving in all

areas would be difficult under funding constraints.

- 4.17 The themes of 'Wellbeing' and 'Environment' emerged early on as being of highest priority to Panellists. They were able to easily make the connection to transport and could understand the personal relevance. The pandemic has brought issues relating to 'Wellbeing' to the fore, making this theme feel important and relatable. Meanwhile, the 'Environment' theme was also seen to have significant personal implications as well as being a major long-term challenge in which changes to travel can make a difference.
- 4.18 'Economy' and 'Place' were harder to grasp and the link with personal transport use felt less intuitive, meaning they resonated less well. For example, it was difficult to relate broad economic concepts like 'productivity and competitiveness' with supporting local jobs and high streets, which is a more tangible concern for Panellists. Similarly, though thriving communities or preventing isolation did feel important to Panellists, 'Place' struggled to stand out as a unique theme.
- 4.19 There are some ongoing tensions between Panellists' desire for the LTP to put the environment at the heart of decision-making, and the expectation that there will be limited inconvenience to users. There is clear support for prioritising the environment in future investments, with the caveat that panellists expect genuinely attractive / accessible public and active transport options, which are introduced gradually enough that no one feels constrained or limited to one form of transport.
- 4.20 The Citizens' Panel process and the recommendations of the panel are explained in more detail in **Appendix D**.
- 4.21 Short videos of some of the panellists discussing the process and their experiences can be found in **Appendix E**.

URL

<https://web.microsoftstream.com/video/3e9465f4-c548-469f-96db-9dc5e02248a1?list=studio>

- 4.22 Subject to approval from Cabinet officers will now seek to draft LTP documents reflecting the four key themes as suggested and widely supported through both methods of consultation. Further consideration will be given to the relative priorities of the themes as expressed through the consultation responses and how this can be reflected in the proposed draft, though all four themes will permeate the entire LTP.
- 4.23 Feedback from the Citizens' Panel in particular will allow officers to consider how to communicate the importance of certain aspects of the LTP and key themes which were less well understood by the panellists but still considered important, for example the economic importance of transport.

- 4.24 The Local Transport Plan is adopted by Warwickshire County Council under the Transport Act 2000. Experience with previous LTPs has demonstrated that it is difficult to keep the plan up to date when action plans and geographically specific documents have to go through the full process of adopting a new LTP to be updated.
- 4.25 Feedback from the consultation has highlighted “deliverability” as a key aspect of the LTP. In order to ensure that strategy flows through to deliverable interventions that achieve our aims it is proposed to create a “modular” LTP that defines subject specific strategies, leading to geographically specific action plans and monitoring plans.
- 4.26 Officers are exploring the best configuration of documents to ensure that the Council complies with all legal requirements whilst keeping the next LTP as up to date, relevant and deliverable as possible. Section 108 of the 2000 Act requires that the plan must contain our policies for the promotion and encouragement of safe, integrated, efficient and economic transport and our proposals for the implementation of those policies. However, this does leave scope for more detailed matters to be dealt with by way of modular supporting documents.
- 4.27 An example of a structure that could achieve this is included in **Appendix F**. The suitability of this structure will be refined as necessary as we move through the drafting process.

5. Timescales associated with the decision and next steps

- 5.1 Anticipated timescales for this project are as follows,
- 5.1.1 Drafting of new LTP documents – September – November 2021
 - 5.1.2 Preparation of LTP documents for public consultation – November – December 2021
 - 5.1.3 Formal public consultation of draft LTP – Early 2022
 - 5.1.4 Present consultation responses to Cabinet and Full Council – Mid 2022
 - 5.1.5 Adopt new LTP at Full Council – Mid 2022

Appendices

1. Appendix A Key Themes brochure
2. Appendix B Formal consultation “dashboards”
3. Appendix C Formal consultation report
4. Appendix D Citizens’ Panel process and recommendations
5. [Appendix E Citizens’ Panel “Vox pops”](#) **Please note this is a video link. Either click on the link or copy and paste the following URL.**

<https://web.microsoftstream.com/video/3e9465f4-c548-469f-96db-9dc5e02248a1?list=studio>

6. Appendix F Indicative LTP structure

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Local Member(s): n/a

Other members: Councillors Clarke, Chilvers, D'Arcy and Fradgley

WARWICKSHIRE LOCAL TRANSPORT PLAN



KEY THEMES CONSULTATION

What the consultation is about?

Warwickshire County Council (WCC) is in the process of updating its Local Transport Plan (LTP) which is a document that sets out the transport needs, challenges, priorities, and objectives of the Council. The key objectives include a vibrant economy and safe, healthy and independent communities.

An LTP sets policies to shape future transport schemes and developments within the County. It allows us, as the County Council, to channel resources to deliver a transport network that gives people who live and work in Warwickshire access to the facilities they need to go about their daily lives.

It's time for a refresh

We think it is time to refresh Warwickshire's LTP to allow us to address new and emerging transport needs. This will be the 4th revision, known as LTP4. We are now starting the process of shaping the new LTP and consulting on our approach and key transport themes.

The current LTP3 covers the period from 2011 to 2026, however the document has become outdated. It is too static; meaning it is not adaptive to the changes in transport, social and environmental trends. Refreshing Warwickshire's LTP presents a unique chance to adapt to the changes in policy and will allow us to meet the challenges, as well as seize the opportunities, in the changing world we live in.

We are starting the process of refreshing the LTP and have identified four main themes to look at in LTP4. These are the themes of Environment, Economy, Place and Wellbeing. We want to know if these are the right themes to consider and to understand your priorities. We also want to know if we have identified the key benefits and issues for each theme or if there is anything more we should consider.

Consulting with you at an early stage will help us determine if we are going in the right direction. The LTP will shape the transport strategy in the County over the next decade, and we want to make sure we are considering what is important for the people of Warwickshire.

How to have your say

Your feedback will help us develop a transport plan that is beneficial and reflects the views of the local community and wider stakeholders. You can share your views in the following ways:

Complete an online questionnaire on Ask Warwickshire (www.warwickshire.gov.uk/ask) using a computer, tablet or internet enabled phone

Request a paper copy of the survey (or alternative format or language) by telephone (**01926 410 410**) or email (TPU@Warwickshire.gov.uk).

Feed back to us directly by email: TPU@Warwickshire.gov.uk

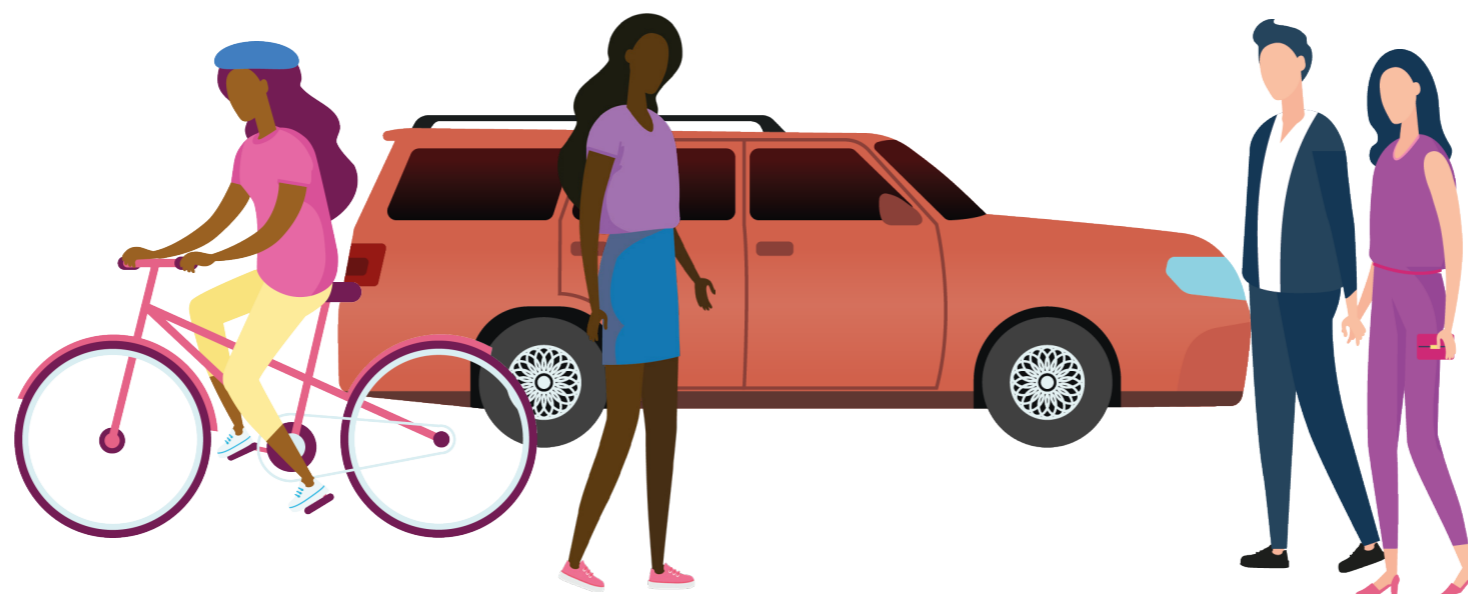
Write to us at: Transport Planning Team, Warwickshire County Council, Shire Hall, Warwick, CV34 4SX

If you would like us to send you a copy of the questionnaire, contact us on the email address shown above. The consultation opens on Thursday 21st January 2021 and closes at midnight on Thursday 18th March 2021.

What will happen after the consultation?

Once the consultation has closed, we will collate and analyse all feedback received and will consider this as we develop the draft LTP4.

Once we have developed a draft LTP4 there will be further opportunity for you to share your views on this detailed document draft during another public consultation. We anticipate further details on progress and consultation will be published later in 2021.



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Policy context

Since we developed LTP3, a number of changes have occurred in the national and local context which affect the way we plan, use and move around our area. These changes will be taken into consideration as we continue to develop LTP4 and include:

Withdrawal of the national LTP guidance

Since LTP3 was published national guidance on developing LTPs has been removed. This gives us a new opportunity to prepare LTP4 in a way that meets Warwickshire's local and regional needs.

Climate emergency declared

The need to respond to the climate emergency is changing transport policy and will influence the strategies and priorities in the LTP. Transport is expected to play a role in lowering carbon emissions and improving air quality. The Government has set out how it will support the transition to zero emission road transport including announcing that sales of new petrol and diesel cars will end in the UK by 2030¹ and set out ambitions to create a step-change in cycling and walking in coming years².

Wider policy influences

Decisions made by sub-national and regional authorities have a significant influence on Warwickshire's LTP4, particularly on regional transport infrastructure and services. Examples of sub-national and regional authorities include Midlands Connect, Transport for West Midlands and England's Economic Heartland.

Alignment with Warwickshire's Council Plan

Our Council Plan 2020-2025 sets out our priority areas for action and how we will achieve them. The LTP4 will align with the vision, strategic objectives and priority outcomes that are set out in this plan.

Our aim for LTP4

One of Warwickshire's priority outcomes which we are aiming to achieve through LTP4 is to:

“ **Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way.** ”

To see the Council Plan including Warwickshire's Priority Outcomes please click here: **Council Plan 2020**

This means creating a transport network that is fit for purpose, in good condition and safe, and improves equality of access for all transport users. It is about making it easier for you to make more sustainable journeys (like cycling, walking, using public transport) by providing a better connected and more efficient transport network that helps reduce congestion. It is also about providing an improved network that is ready for the predicted population growth and the additional housing that comes with it, while providing an accessible transport network for all users such as disabled or elderly residents.³

This outcome, along with the other priority outcomes outlined in **Our Council Plan 2020-2025**, is guided by the overarching principles of:



People - An LTP which considers the differing needs of people within our community and how these can influence our travel choices.



Activity - An LTP which enables our people, organisations and businesses to carry out and participate in the broad range of activities which make up our society, including leisure and work activities.

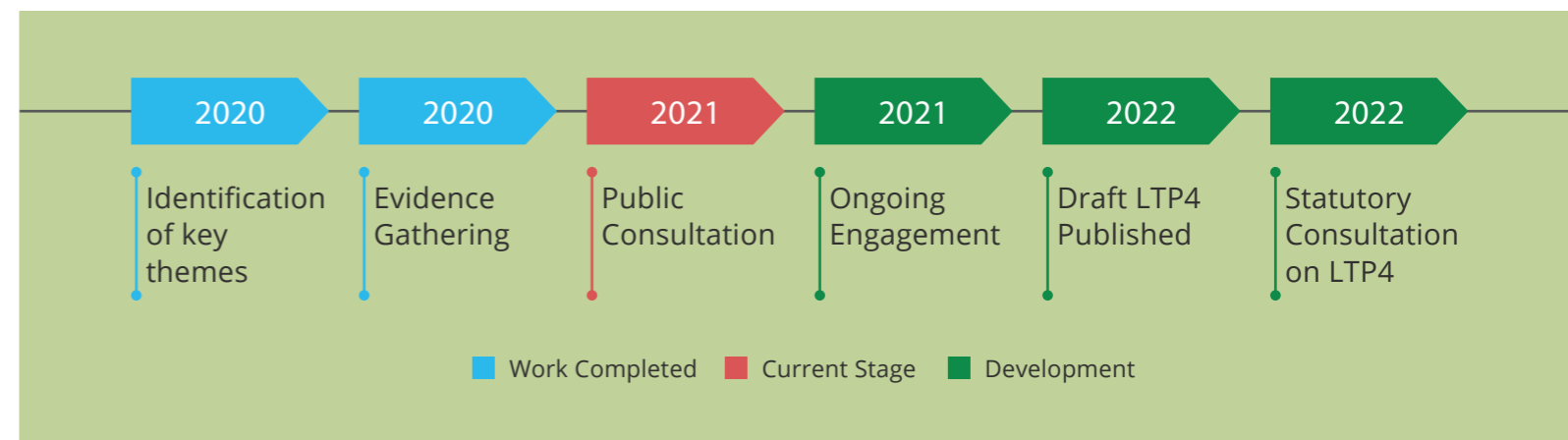


Transport - An LTP which enables transport to change and develop and which meets demand for travel.

Work to date

We are at the early stages of developing LTP4, before we start preparing the Policies and Strategies which form the plan, we want to make sure we have the fundamentals right. We have been working with WCC's elected representatives and officers, along with key stakeholders such as other local authorities in Warwickshire, national and regional transport authorities and policy makers. This is so we can understand and agree the broad range of requirements of a new LTP and develop an evidence base to support the policies and strategies taken forward.

We are now asking for wider input and feedback, particularly on the key priorities and core themes that we believe should form the foundation of the new plan. The timetable for preparing LTP4 is set out below. Although the draft LTP4 will not be published until 2022, your input is needed now to help shape and inform the specific policies and priorities for this area.



We have identified four key themes that we think should form the cornerstones of the new LTP4. These themes are: The Environment, The Economy, Place and Wellbeing and form the basis of this consultation.

The Environment

The Economy

Place

Wellbeing

¹ <https://www.gov.uk/government/publications/reducing-emissions-from-road-transport-road-to-zero-strategy>

² <https://www.gov.uk/government/publications/cycling-and-walking-plan-for-england>

³ Transport Act 2000, Section 112 - <https://www.legislation.gov.uk/ukpga/2000/38/section/112>



The Environment

Transport emissions are the biggest contributors to climate change and poor air quality is also damaging to health. We want to put the environment at the heart of our decision making in order to achieve the government's and WCC's targets on emissions and to address the climate emergency declared by WCC.

We consider the environment to be a key theme within the LTP with a focus on protecting our climate and enhancing our spaces. We will respond to the effects of transport on climate change, the net zero carbon target and to drive forward a more sustainable future. As a County, the activities of our people and organisations within it have a huge impact on our environment.

Initial work on the LTP has identified the following challenges:



To help address these challenges, we have identified some high-level aims of the LTP which are outlined in **GREEN** below. These will be developed in more detail as work on LTP4 progresses.



Noise Pollution

Transport is one of the main contributors to noise pollution which can negatively affect health, wellbeing, productivity and the natural environment.

Exposure to transport related noise in Warwickshire is primarily concentrated along the motorway and trunk road network and key rail corridors.

The LTP will aim to consider noise-reducing measures to minimise noise pollution, particularly along key transport corridors. This aim is in line with objectives set out in the Department for Environment, Food and Rural Affairs Action Plan.



Loss of Habitat and Wildlife

Habitat loss poses the greatest threat to species. Transport related infrastructure such as roads, railways and stations have an impact on surrounding habitats. For example, roads divide our landscape and create barriers which are impassable for many species⁴.

At the end of 2018, Warwickshire had 600 Local Wildlife Sites spanning across an area of approximately 7,000 hectares⁵ which we aim to preserve for future generations.

The LTP will seek to minimise transport impacts to habitats and wildlife and consider implementation of green infrastructure where possible.

⁴ https://www.wildlifetrusts.org/sites/default/files/2018-06/Nature_recovery_network_final.pdf

⁵ <https://www.warwickshirewildlifetrust.org.uk/HBA>



Flooding and Water Management

One of the outcomes of Climate Change has been increased flood events, which in turn can impact on the transport network such as roads, cycling and walking routes, bridges, and rail tracks. The design of transport infrastructure itself can also have an impact on flooding through drainage from the highway and transport network. Therefore, transport plays a key role in the County's water management plans.

The LTP will aim to ensure that the transport network does not contribute to flooding issues and seek to reduce the impact when it occurs. We will work with organisations such as the Environment Agency to manage impacts and develop a safe and resilient transport network.



Air Quality

Air quality is the term we use to describe how polluted the air we breathe is. When air quality is poor, pollutants in the air may be hazardous to people, particularly those with lung or heart conditions.

Transport is a major contributor to poor air quality in Warwickshire. For example, road traffic accounts for 65% of NO₂ and contributes to greenhouse gas emissions⁶. Breathing air with high levels of NO₂ can cause respiratory and other health issues with between 28,000 and 35,000 deaths a year in the UK attributed to long term exposure to air pollution⁷.

Nine Air Quality Management Areas have been declared within Warwickshire in response to high pollutant levels. Eight out of these nine areas in Warwickshire are ranked within worst air quality areas nationally⁸.

The LTP will aim to improve air quality by reducing traffic, tackling congestion, encouraging people to travel sustainably (e.g. walking and cycling) and encouraging use of clean energy vehicles.

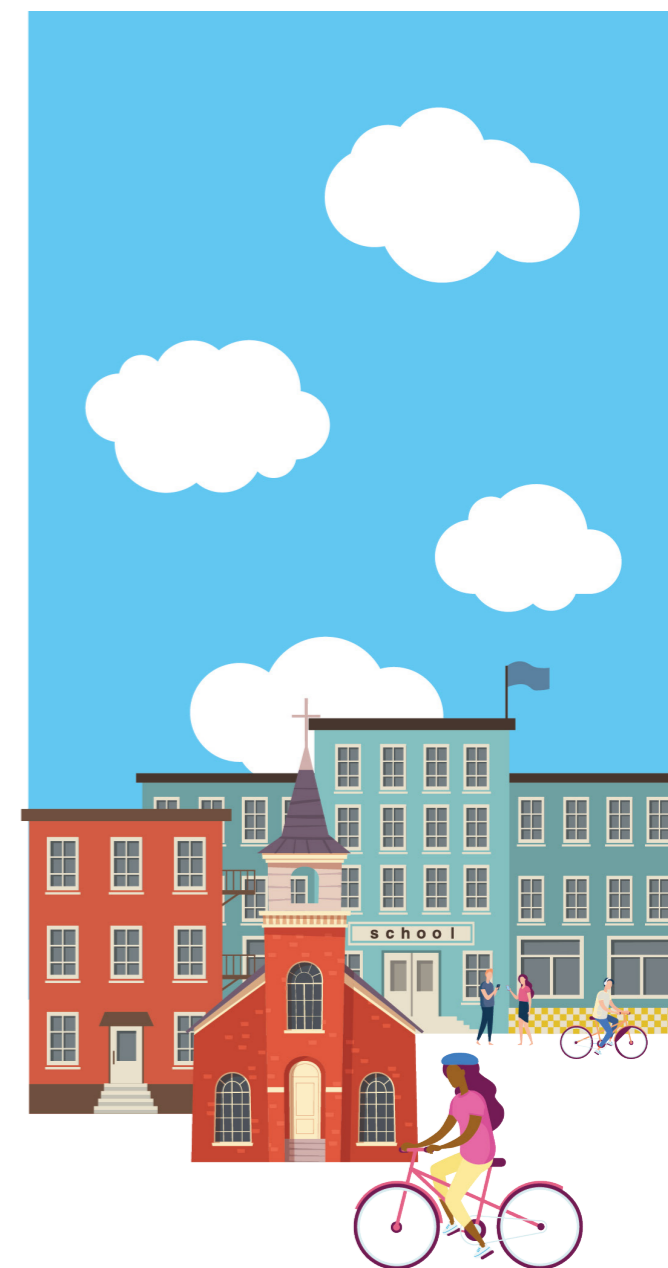
⁶ Transport for the West Midlands Congestion Management Plan



Climate Change

A Climate Change emergency was declared in Warwickshire in 2019. Declaring a Climate Emergency makes it a requirement to take immediate action to drastically reduce carbon emissions. This means the Council is now accountable for delivering the requirements of its **Climate Emergency Declaration**. Transport is the largest contributor to carbon emissions.

We are committed to be Carbon Neutral by 2030, and the LTP will play a vital role in achieving this.



⁷ <https://www.gov.uk/government/news/public-health-england-publishes-air-pollution-evidence-review>

⁸ Warwickshire Challenges (2019)



The Economy

Having the right transport infrastructure in place is key to stimulating the local economy and facilitating the smooth operation of businesses. Our transport plan will play a vital role in attracting investment into Warwickshire and creating jobs for local people. This will also be important to supporting the recovery from economic impacts of the COVID-19 pandemic. There will be a clear focus on driving sustainable and inclusive economic growth, productivity and prosperity within the LTP.

Warwickshire has a varied economy, with large and small businesses both urban and rurally located, all of which focus on a number of different sectors that in turn have varying transport requirements. An LTP with a strong economy focus could prioritise issues such as economic growth, increasing productivity and supporting delivery of housing and employment developments. The LTP can also seek to support growth in a sustainable way. For example, the County Council is working with partners to support the development of green transport solutions and innovations, such as Very Light Rail, battery development and hydrogen propulsion. It can also support this in a sustainable way.

The following challenges have been identified which the LTP will need to address:



To help address these challenges, we have identified some high-level aims which are outlined in GREEN below. These targets will be developed in more detail as work on LTP4 progresses.



Access to education, training and skills

Transport can improve our quality of life by providing access to training and education. For example, in 2017 & 2018, almost 4000 new apprentices started an apprenticeship in Warwickshire⁹. We want to improve people's access to these opportunities so that more time and energy can be spent learning, contributing to the community and building the local economy. The average journey time to the nearest secondary school in Warwickshire is 11 minutes by public transport and 22 minutes on foot¹⁰.

The LTP will aim to develop a transport system that is accessible and opens opportunities for students, apprentices and young adults to learn and grow in Warwickshire.



Changing and flexible working patterns

Home working and flexible working patterns has had a major impact on the transport network, with more people choosing to work from home on a more regular basis therefore reducing the need to use public transport and private vehicles. Whilst working flexible hours will not necessarily reduce total trips overall, we may see less traffic in the traditional 'rush-hours' and will potentially become more staggered throughout the day.

The LTP will consider the changes to work patterns and travel behaviours during the pandemic, shortly after it and in the long-term.

⁹ Warwickshire Challenges (2019)

¹⁰ <https://data.warwickshire.gov.uk/children-and-young-people/>



Productivity and competitiveness

Warwickshire's economy is innovative, competitive and entrepreneurial. Warwickshire will look to harness and support this to enable a productive and competitive economy. In 2019, congestion cost the UK economy £6.9 billion, with the average UK road user losing 115 hours to congestion¹¹. Congestion also impacts on the productivity and competitiveness of businesses locally although access to transport networks is a key reason many businesses locate in Warwickshire. The County Council is working with Midlands Connect and other partners to bring forward improvements on the A5 and A46 corridors which will support productivity and improve access to international trade by providing better connections to locations such as East Midlands Airport and ports at Humberside, Bristol and South Wales.

The LTP will facilitate emerging businesses in the varying ways they use the transport network, as well as improving journey times and reducing congestion.



Access to workforce, materials and markets

The transport network provides access to workforce, materials and markets. The LTP will play an important role in maintaining and improving this. Vehicle design, manufacturing and technology is a prominent industry within Warwickshire and requires good access to workforces, materials and markets. Tourism also relies heavily on the transport network and generates just over £1 billion to the local economy, which in turn supports over 18,000 jobs.

The LTP will need to consider the diverse range of industries within Warwickshire and provide a high quality transport network for the County's needs.

¹¹ <https://inrix.com/press-releases/2019-traffic-scorecard-uk/>

¹² Warwickshire COVID-19 Recovery Plan <https://democracy.warwickshire.gov.uk/mgConvert2PDF.aspx?ID=8436>

¹³ Warwickshire Challenges (2019)



Brexit

Although there are many unknown variables, Brexit is likely to have a significant impact on transport and the transport network nationally and within Warwickshire.

The LTP will consider potential impacts that Brexit will have on the transport network in Warwickshire, especially in relation to freight and distribution.



Impacts and recovery from COVID-19

Covid-19 has had a major impact on key sectors of our economy and has provided us with economic uncertainty. **The Warwickshire Covid-19 Recovery Plan**¹² provides further details of how we can target our recovery and provide support to where it is most needed. The County Council will work with regional partners such as Coventry and Warwickshire LEP and Midlands Connect to identify how transport can contribute to achieving the Government's commitment to 'build back better and bolder' from the aftermath of Covid-19, particularly for disadvantaged communities. A high number of people have encountered job losses and face future financial hardship. The number of people claiming benefits across Warwickshire has more than doubled, from 1.9% in May 2019 to 5.0% in May 2020¹³.

The LTP will consider ways to support access to jobs and businesses for those who have been impacted by COVID-19, as well as playing a key role in the recovery of town centres.



Internet based working and shopping

In recent months, people have become more digitally connected than ever before, due to an increase in home working and online shopping.

The LTP will consider how this will affect travel patterns, commuting and maintaining the vitality of local town centres.



Place

A sense of place is a unique collection of qualities and characteristics, including visual, cultural, social, and environmental that make up a location. In our case, Warwickshire is made up of a wide variety of rural and urban places from villages to market towns that all have unique characteristics. Transport choices in Warwickshire should support high quality places throughout the County, reflecting the specific requirements of those places in line with their different characteristics and needs.

Warwickshire benefits from being located at the heart of the UK transport network with good road, rail and air links to the rest of the country and beyond. These strong and improving links have helped drive economic development and job creation in the County.

The LTP will focus on supporting and maintaining high quality places that promote connections within, between and beyond settlements across all areas of Warwickshire and further afield.

Initial work on the LTP has identified the following challenges:

Regional Connections	National and International Connections	Access between Rural and Urban Areas
Public Space and Improvement of Place and Character	Rural Isolation (Lack of Connection to Wider Areas and Services)	Housing Growth and Development

To help address these challenges, we have identified some high-level targets which are outlined in GREEN below. These targets will be developed in more detail as work on LTP4 progresses.

Rural Isolation (Lack of Connection to Wider Areas and Key Services)

A key rural issue is the lack of connection to local activities, services and the wider transport network. Over 32% of Warwickshire's population live in rural areas¹⁴, meaning that a lack of access to critical services such as healthcare, education and childcare affects a significant proportion of people. Access to superfast broadband can also support rural living and benefit the transport system, for example by enabling home based working which can reduce travel demand.

The LTP will aim to reduce rural isolation through improving rural accessibility as well as embracing innovative ways of connecting rural communities to key services.

Housing Growth and Development

New housing and population change has a significant impact on the transport network. Warwickshire had an increase of over 4,000 new houses in 2018-2019¹⁵, and many more new homes are planned to be built over the next 10 years and more than 500 hectares of employment land has been identified for development, creating new demand for travel and pressure on the transport network.

The LTP will account for future housing projections and employment growth identified within the local plans to ensure new demand for travel can be accommodated.

Regional Connections

There is significant movement across Warwickshire's borders to surrounding areas for commuting, business and other activities. This is supported by good road and rail links including for example connections to the Thames Valley via the Chiltern Line and M40, East Midlands and East of England via rail corridors and A14, South and South East via rail corridors including the North Cotswold Line, A34, A5, South West via the A46, A429 and A350 and North West Midlands/Wales via the West Coast Main Line and A5. The regional transport network supports commuting journeys made between Warwickshire and Coventry, the West Midlands conurbation, Tamworth, Hinckley, Lutterworth, Daventry, Banbury and Redditch.

The 2011 census found that approximately 35% of people who work in Warwickshire commuted into the county from surrounding areas. Almost 40% of commuters who live in Warwickshire travel to work in other counties, mainly Birmingham and Coventry.¹⁶

The LTP will need to maintain and improve regional connectivity with the wider Midlands cities and destinations, while accounting for the changing needs and travel behaviour.

Access between Rural and Urban Areas

Transport between rural areas, villages, larger towns and market towns provides access to vital services as well as leisure, education and employment opportunities. The average travel time to reach the nearest key services in Warwickshire is longer than the average in England¹⁷. Rural-urban transport links are key to improving this.

The LTP4 will consider rural – urban connections to improve access to key services such as medical, educational services and grocery stores.

National and International Connections

Access to global markets has been restricted by the COVID-19 pandemic, however it is still important, and Warwickshire needs strong links to gateways such as Birmingham Airport and coastal ports in order to support its businesses.

In addition, the County draws in tourism from around the world, particularly to Stratford-upon-Avon, Warwick, and increasingly to other locations such as Nuneaton. The M6, M6 Toll, M40, M42, M45, M69, A5, A38, A45 and A46 all provide access into Warwickshire. The Chiltern Main Line and the West Coast Mainline railways run through Warwickshire and future connections with HS2 are in the pipeline.

The LTP will support maintaining and enhancing these existing connections to National and International markets.

Public Space and Improvement of Place and Character

Traffic and transport infrastructure can have both a detrimental impact on the appearance and character of our towns and streets, as well as playing a role in their revitalisation. It can also impact on how we use our streets and interact with the places around us. Warwickshire has a rich cultural heritage and many of our towns feature historic town centres and streetscapes. With local plans setting out housing growth, it is important to maintain Warwickshire's character.

Our new LTP will consider Warwickshire's existing assets. We have high quality public and green spaces, a strong identity and culture, which attracts 9.3 million visitors each year¹⁸. We must protect and enhance the character of these places when making changes to our transport network, towns, villages and public spaces.

14 <https://api.warwickshire.gov.uk/documents/WCCC-644-418>
 15 <https://data.warwickshire.gov.uk/housing/>
 16 <https://api.warwickshire.gov.uk/documents/WCCC-1014-319>
 17 <https://api.warwickshire.gov.uk/documents/WCCC-644-418>
 18 <https://api.warwickshire.gov.uk/documents/WCCC-688-360>

Wellbeing

The pandemic has shown us all how connected we are and how much we rely on connections to services, leisure, and each other for our wellbeing. Transport can have a significant impact on people's overall wellbeing including their mental and physical health and this has also been brought to the fore during the Covid-19 pandemic as more people have chosen to walk and cycle to stay healthy. Having good transport options can help link a community, promoting the happiness and wellbeing of everyone living and working there. We think our LTP4 should consider how to keep people safe and secure whilst travelling and provide people with swift and convenient ways to get together also ensure people have access to services, leisure, job and education opportunities.

Initial work on the LTP has identified the following challenges:



To help address these challenges, we have identified some high-level aims which are outlined in GREEN below. These will be developed in more detail as work on LTP4 progresses.

Mental Health

Our mental health is just as important as our physical health, and we must take care of our minds as we do with our bodies. Being able to get around safely, interact with others, and access the services we need is important for our wellbeing.

Around 43,000 people aged 65 years and over are estimated to experience some degree of loneliness¹⁹ and an estimated 46,000 people in Warwickshire (aged 16 – 74) have a common mental health problem²⁰. There are significant mental health and wellbeing benefits to regular walking and cycling²¹, and being able to access green space.

The LTP will support and raise awareness of the mental health and wellbeing benefits of walking, cycling and being able to access green spaces.

Security and Safety

Crime and the fear of crime can impact how we carry out our lives and the transport choices we make. Transport-related crime and safety has larger impacts on some segments of society than others. In Warwickshire 4,097 vehicle crimes and 442 bike thefts were reported between November 2019 and October 2020), both above the average for the West Midlands²². Lorry parking and associated anti-social behaviour has become an issue in parts of Warwickshire, particularly on corridors such as the A5 where the logistics sector has a strong presence.

The LTP will aim to consider measure that reduce transport-related crime, fear and intimidation. Security and safety will influence the development of the priorities set out in the LTP.

Transport related Pollution

There is strong evidence that links exposure to air pollution, including the harmful emissions produced by motorised vehicles such as cars, trucks and buses, to health issues such as the development of coronary heart disease, stroke, respiratory disease and lung cancer, and that it exacerbates asthma. Approximately 29,000 deaths per year in the UK are linked with air pollution associated with road traffic.²³ Transport can also create noise pollution which can also impact on health.

The LTP will aim to improve congestion and reduce the impact of transport on air pollution.

Supporting Active Lifestyles

We know that being active is good for our health and there is increasing recognition that encouraging 'active travel', such as walking and cycling has significant potential to address some of the key public health issues facing the UK, such as obesity, heart disease and strokes.

In 2016/17 18% of adults in Warwickshire walked to work and 2% cycled to work at least three days per week, significantly lower than the average for England²⁴.

The LTP will consider ways to encourage walking and cycling, to significantly increase levels of active travel.

Road Safety

Road safety remains a significant concern. In 2019, 1,110 Road Traffic Collisions which resulted in an injury were reported in Warwickshire. Furthermore, concerns over safety remain a significant barrier to people choosing to make more journeys by bicycle or on foot.

The LTP will aim to put road safety at the forefront of corporate and local objectives to make Warwickshire a safer place to live, work and visit.

Access to Health and Social care

An effective transport network is essential to give people access to services that keep us healthy and happy. Predictions suggest that we are likely to have more older people within our population, and this will have an impact on the demand for health and social care services in the future²⁵. Access to healthcare by all transport modes will be increasingly important. A 2015 study showed that less than a third of Warwickshire's population could reach a hospital within 60 minutes via public transport²⁶.

The LTP will aim to improve access to key services whilst considering the changing way people access these services.

Social Inclusion

We all need social interaction and transport plays an important part in our ability to meet with other people. There are nearly 42,000 residents in Warwickshire whose day-to-day activities are drastically limited because they do not have access to suitable transport options.²⁷ Age and disability can reduce access to transport options.

Our target is to set out a vision for the future where we can support an inclusive transport system that works for everyone, enabling everyone to feel part of a community.

¹⁹ <https://api.warwickshire.gov.uk/documents/WCCC-644-418>

²⁰ <https://api.warwickshire.gov.uk/documents/WCCC-644-418>

²¹ <https://api.warwickshire.gov.uk/documents/WCCC-630-956>

²² <https://data.warwickshire.gov.uk/crime-and-community-safety/>

²³ <https://api.warwickshire.gov.uk/documents/WCCC-630-956>

²⁴ <https://api.warwickshire.gov.uk/documents/WCCC-644-418>

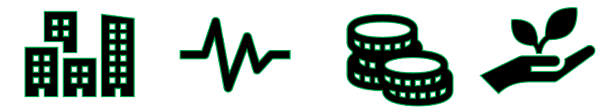
²⁵ <https://api.warwickshire.gov.uk/documents/WCCC-1014-319>

²⁶ <https://api.warwickshire.gov.uk/documents/WCCC-644-420>

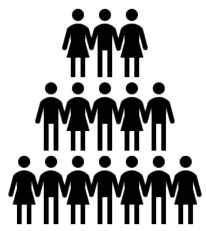
²⁷ <https://data.warwickshire.gov.uk/health-and-social-care/>

Consultation Feedback Summary

There were 758 responses to the online and paper-based survey



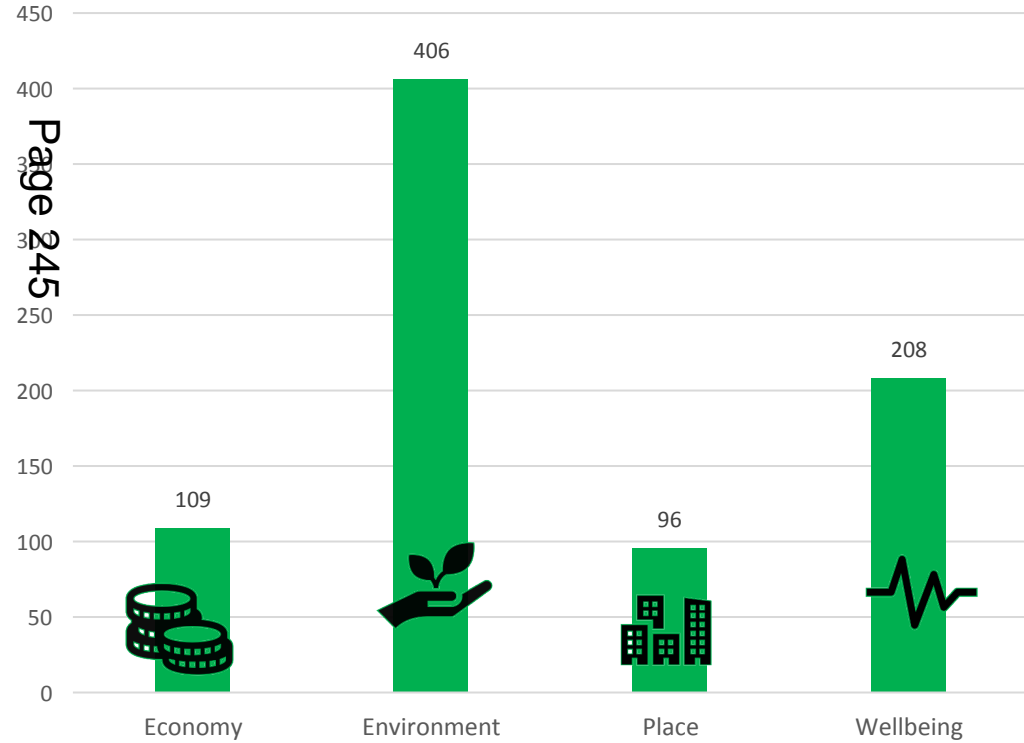
A high level of agreement for the inclusion of each of the four key themes in developing LTP4
(Environment, Economy, Place, & Wellbeing)



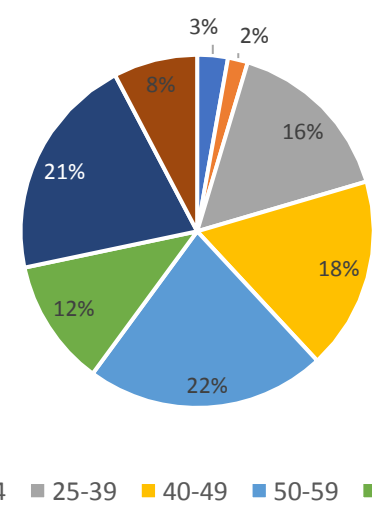
There was a noticeable difference in responses based on the age and living/employment of respondents



Highest Priority Themes

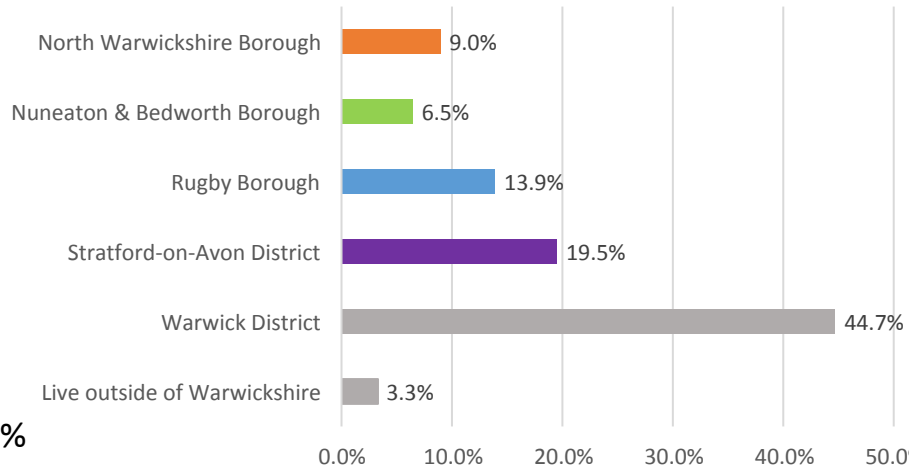


Age of Respondents

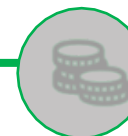


Legend for Age of Respondents: Under 18 (blue), 18-24 (orange), 25-39 (grey), 40-49 (yellow), 50-59 (light blue), 60-64 (green), 65-74 (dark blue), 75+ (brown)

Location of Respondents



83% of the respondents were members of the general public, the other 17% represented a local business, special interest groups or were elected members.



Respondents suggested the theme of environment should be given a higher priority over the other themes



Climate Change and Carbon Emissions were identified as being the most important issue to address on the LTP.



Followed by Air Quality/ Pollution



Loss of Habitat/ Wildlife and Flooding were identified as being as important



Noise Pollution was ranked as least important

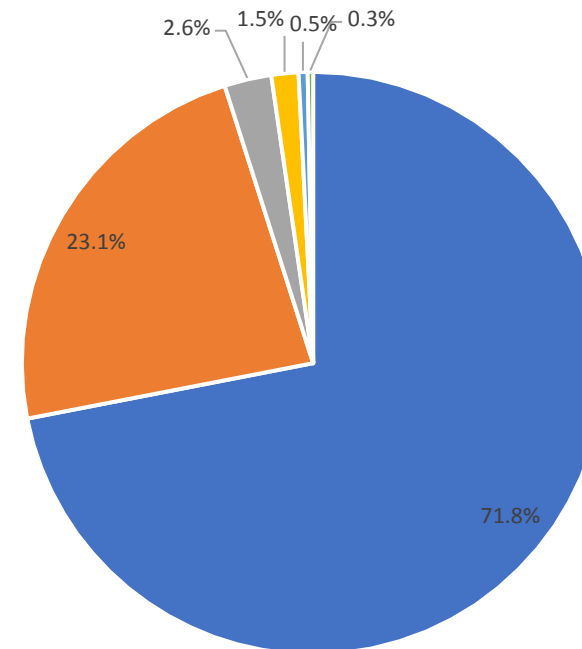
IMPORTANT

Providing more and better provision for cycling
Supporting a move to low or zero emission buses

LESS IMPORTANT

Discouraging use of private cars for journeys to work

“To what extent do you agree that ‘environment’ should be one of the themes we use in developing LTP4?”




■ Strongly Agree
 ■ Agree
 ■ Neither Agree or Disagree
■ Disagree
 ■ Strongly Disagree
 ■ Don't know / not sure


A third of respondents who gave an additional response to environment concerns were around traffic (namely congestion, air/noise pollution, speeding)




Initial work on the LTP had identified the following challenges:

- Impact and recovery from COVID-19
- Brexit
- Changing and flexible work patterns
- Internet based working and shopping
- Access to education, training and skills

 Impact and recovery from COVID-19 was ranked as the most important issue to be addressed

 Followed by, access to education, training and skills

 Changing and flexible work patterns was ranked as the third most important

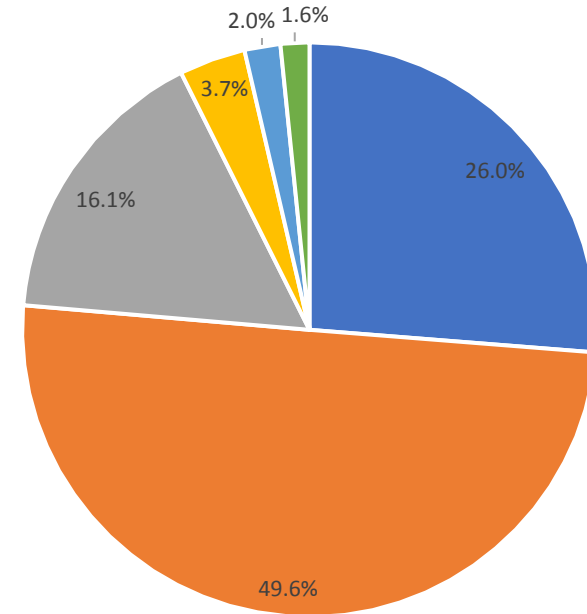
IMPORTANT

Investment in cycling and public transport as alternatives to driving to work


LESS IMPORTANT

Improving links to national and international transport to help move goods/freight

“To what extent do you agree that ‘economy’ should be one of the themes we use in developing LTP4?”



■ Strongly Agree ■ Agree ■ Neither Agree or Disagree
■ Disagree ■ Strongly Disagree ■ Don't know / not sure

A third of respondents who gave an additional response to economy concerns were focused around reinvigoration of local economy (town centre/high street recovery, rise of out of town shopping centres, supporting small businesses) 

The response of the survey showed:



Public space improvement was highest ranked issue that needs to be addressed in the LTP



Followed by, access to between rural and urban areas



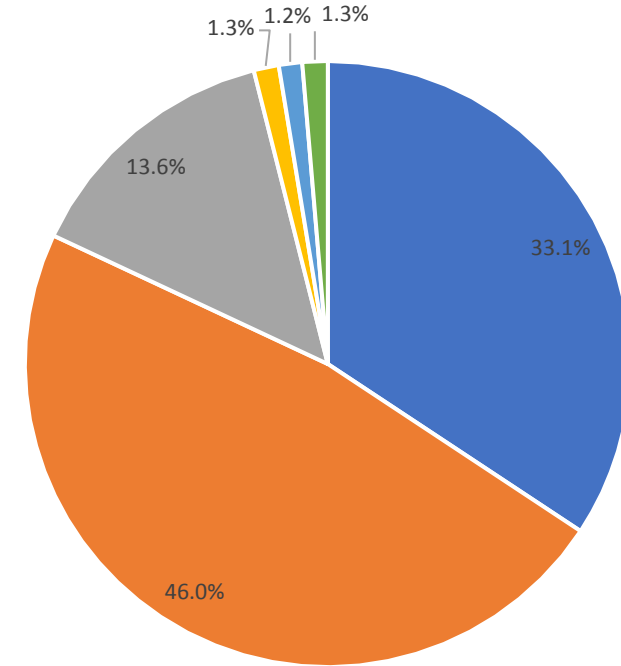
Rural isolation was also considered an important issue that needs to be addressed in the LTP



National and international connectivity was ranked one of the least important issues



“To what extent do you agree that ‘place’ should be one of the themes we use in developing LTP4?”



Strongly Agree Agree Neither Agree or Disagree
Disagree Strongly Disagree Don't know / not sure

IMPORTANT

Making town centre streets and spaces more attractive for pedestrians

LESS IMPORTANT

Reducing sign clutter and street furniture


35% of respondents who gave an additional response to place issues and concerns mentioned housing growth and development



Consultation Feedback - Wellbeing



The wellbeing theme emerged as being the theme that respondents supported as the second most important and were more likely to prioritise over other themes.

 Almost a third of respondents ranked supporting active lifestyles as the most important priority

Cross-tabulation showed there was a **statistically significant difference** in responses based on the **age and living/employment** representation of respondents.

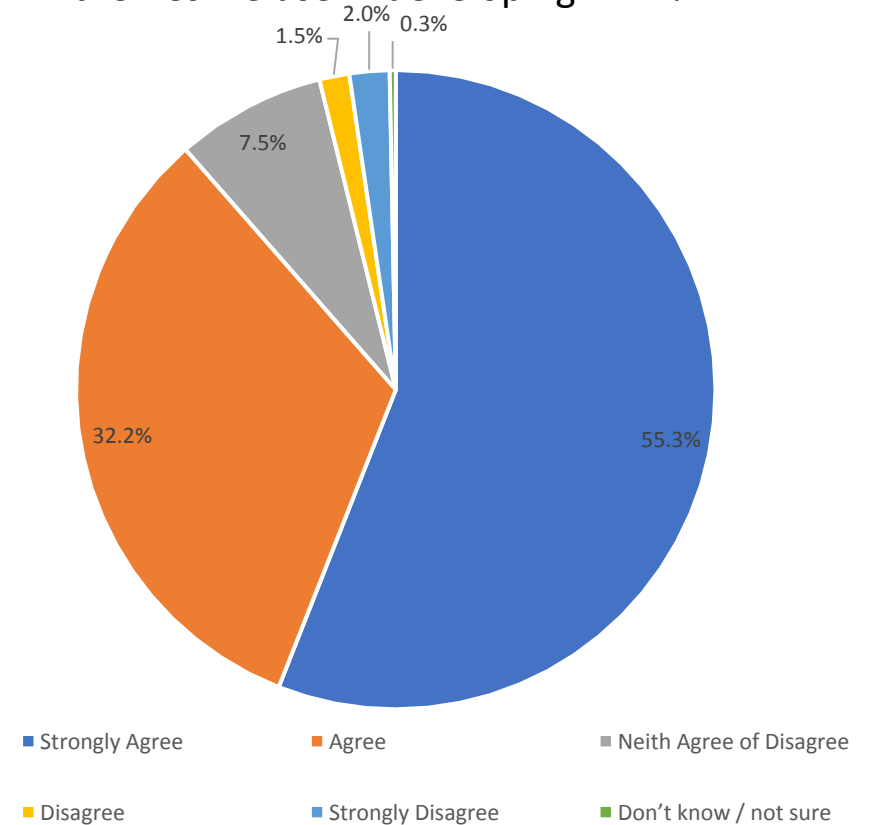
For example, those aged under 60 were more likely to rank supporting active lifestyles as their first concern compared to those over 60. Further to this, respondents living in or representing Warwick District were significantly more likely to rank supporting active lifestyles or transport-related pollution as their first concern compared to the other districts and boroughs.

IMPORTANT



Improving facilities for walking and cycling was extremely important. Furthermore, prioritising vulnerable road users such as pedestrians and cyclists over motorised transport

“To what extent do you agree that ‘wellbeing’ should be one of the themes we use in developing LTP4?”



31% of respondents who gave an additional response to wellbeing-related concerns mentioned active travel (e.g. walking, cycling)



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LOCAL TRANSPORT PLAN (LTP) KEY THEMES CONSULTATION ANALYSIS REPORT

Author: Chloe Kinton

Date published: April 2021

Report produced by Business Intelligence, Commissioning Support Unit

BACKGROUND

Warwickshire County Council (WCC) is in the process of updating the current Local Transport Plan (LTP) which sets out the transport needs, challenges, priorities and objectives for the county. An LTP sets policies to shape future transport schemes and developments within the County. It allows the County Council to channel resources to deliver a transport network that gives people who live and work in Warwickshire access to the facilities they need to go about their daily lives.

The current LTP3 covers the period from 2011 to 2026, but needs to be updated to meet the challenges and opportunities of the changing world we live in. The update (known as LTP4) will be published in 2022, and input has been sought to help determine the priorities which the plan should address. Initial consultation has focused on the four main themes (Environment, Economy, Place, and Wellbeing) and the key benefits and issues associated with each theme. Information from this consultation will be considered when developing LTP4 and will help WCC work towards developing a transport plan that reflects the views of the local community and wider stakeholders. Once a draft LTP4 has been developed, there will be further opportunity to share views on this detailed document draft during another public consultation.

METHODOLOGY

A range of methods were used to gather views as part of the consultation. These included:

- An online survey on Ask Warwickshire using Citizen Space.
- A paper-based version of the standard online survey could be requested by telephone or email. Alternative formats and languages could also be requested.
- Comments could be sent directly to the Transport Planning Team (via phone, post or email).
- Additionally, members of the Transport Planning Team spoke directly with and sought feedback from a range of stakeholders (analysis of this correspondence features in the 'additional comments' section of the report).

In addition to the feedback analysed in this report, other work has been undertaken to gather insight and feedback. These include deliberative sessions with a sample panel of Warwickshire residents.

The consultation period ran from 21st January to 18th March 2021. A range of promotion activities were carried out before and during the consultation period to raise awareness and encourage participation. This included emails to relevant distribution lists, news releases/articles, promotion via a range of social media assets and email reminders. Furthermore, an animation video was created in order to try to engage with as many people as possible. Prior to the consultation, a list of key stakeholders including neighbouring authorities, transport operators, charities, and major employers was reviewed through a mapping exercise. Emails were sent to 77 key stakeholders promoting the LTP consultation and welcoming their views. A database of other stakeholders and members of the public (containing 327 email addresses) was reviewed prior to emails being sent out promoting the LTP consultation at the start of the consultation period. This database was updated throughout the consultation with local interest groups and alternative contact details. Material received via email, post and telephone has been analysed separately to the online and paper-based survey responses and has been incorporated into the qualitative analysis under the 'additional information' section and referenced accordingly.

EXECUTIVE SUMMARY

KEY FINDINGS

- In total, 758 respondents completed the survey.
- There was a general high level of agreement for the inclusion of each of the four key themes in developing LTP4:
 - In terms of agreement (either agreed or strongly agreed): 94.9% (n=719) agreed with the inclusion of environment as a theme, 75.6% (n=573) agreed with the inclusion of the theme of economy, 79.2% (n=600) agreed with the inclusion of the theme of place, and 87.5% (n=663) agreed with the inclusion of the theme of wellbeing.

Environment

- Almost half of all respondents (47.7%, n=356) ranked climate change/carbon emissions first as the most important issue in this theme. In addition, although air quality was ranked first by fewer respondents (27.2%, n=203), this issue was ranked 1st, 2nd or 3rd by 85.5% (n=638) of respondents. In contrast, the issues of noise pollution and flooding were more likely to be ranked 4th or 5th (least important) by respondents.
- The most frequently mentioned other issue regarding the environment was concerns around traffic (namely congestion, air/noise pollution, speeding) – this was mentioned by almost a third of respondents (28.8%, n=36) who provided an additional issue to those already listed.
- The most common reason given for respondents' environment-related selections was that climate change/carbon emissions requires urgent action – 37.1% (n=158) of respondents who left a comment mentioned this.
- On a scale of 'extremely important' to 'not at all important', respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on the environmental challenges mentioned. Almost half of all respondents who answered this question stated that providing more and better provision for cycling (47.5%, n=357) and supporting a move to low or zero emission buses (45.2%, n=341) were extremely important. In contrast, discouraging use of private cars for journeys to work was considered extremely important by just 22.2% (n=167) – indeed 14.6% (n=110) suggested this was not at all important.

Economy

- A third of all respondents (33.9%, n=248) selected the impacts of and recovery from COVID-19 as the most important issue to address in the theme of economy. In addition, 60.7% (n=443) ranked education, training and skills in their top three (ranked either 1st, 2nd or 3rd). In contrast, only 4.0% (n=29) of respondents ranked Brexit first, with this issue ranked in the top three of just 21.8% (n=159) of respondents and ranked seventh (or last) by 39.0% (n=271) of respondents.
- The most frequently mentioned other issue regarding the economy was around the reinvigoration of the local economy (not necessarily linked to transport explicitly) – 35.4% (n=34) of respondents who provided an additional issue mentioned this in their answer.
- The most common response related to the reasoning behind respondents' economic selections was the impact(s) of / recovery from the COVID-19 pandemic – 39.5% (n=124) of respondents who left a comment mentioned this in their answer.
- On a scale of 'extremely important' to 'not at all important', respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on the economic challenges mentioned. Over half of all respondents who answered this question stated investment in cycling and public transport as alternatives to driving to work (51.5%, n=387) were extremely important. In contrast, improving links to national and international transport to help move goods/freight was considered extremely important by just 18.6% (n=139). In total, 6.7% (n=50) suggested that providing new transport

infrastructure /solutions to encourage businesses to locate and invest in Warwickshire was not at all important.

Place

- 43.5% (n=322) ranked public space and improvement of place and character as the most important issue to address in the place theme. Indeed, 72.6% (n=536) of all respondents ranked this option in their top three and 71.3% (n=525) ranked access between rural and urban areas either first, second or third. In contrast, only 5.1% (n=38) of respondents ranked national and international connections first, and this issue ranked in the top three of just 26.5% (n=195) of all respondents.
- The additional issue mentioned most frequently regarding place was housing growth/development – 34.5% (n=29) of respondents who provided an additional issue mentioned this in their answer. This was also the most common response related to the reasoning behind respondents' economic selections – 28.0% (n=70) of respondents mentioned housing developments/population growth in their answer.
- On a scale of 'extremely important' to 'not at all important', respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on the place-related challenges mentioned. 41.0% (n=306) of all respondents who answered this question stated making town centre streets and spaces more attractive for pedestrians was extremely important. In contrast, reducing sign clutter and street furniture was considered extremely important to just 14.2% (n=106). In total, 12.4% (n=93) suggested that reducing sign clutter and street furniture was not at all important.

Wellbeing

- Almost a third of respondents (29.1%, n= 216) ranked supporting active lifestyles as the most important issue in the wellbeing theme. Indeed, 59.5% (n=441) of all respondents ranked this option in their top three. In contrast, only 7.1% (n=53) and 7.3% (n=54) respectively ranked social inclusion or security and safety in their top three.
- The additional issue mentioned most frequently regarding wellbeing was around green spaces/environmental impacts – 47.8% (n=33) of respondents who provided an additional issue mentioned this in their answer.
- The most common response related to the reasoning behind respondents' wellbeing selections was around mental health – 28.3% (n=69) of respondents who left a comment mentioned this in their answer. Other common themes included: concerns around pollution, travel-related safety, and improving active travel facilities to support active lifestyles.
- On a scale of 'extremely important' to 'not at all important', respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on wellbeing-related challenges. Half of all respondents (50.8%, n=378) who answered this question stated improving facilities for walking and cycling was extremely important. Similarly, 42.3% (n=316) stated prioritising vulnerable road users such as pedestrians and cyclists over motorised transport was extremely important.

Priority themes

- Almost three quarters (71.6%, n=543) of all respondents felt that a theme (or multiple themes) should be given greater priority over other themes. The theme of environment was selected as a priority theme by 406 respondents, almost twice as many times as the theme of 'wellbeing' (selected as a priority by 208 respondents). The themes of place (n=96) and economy (n=109) were selected less frequently.

Equality and accessibility

- The overarching theme from the equality questions was that the plan should be presented in a simple, clear and easy to understand way, via a variety of different methods of engagement, and made available across multiple locations. It should also take into account equalities issues and impacts to ensure it is beneficial to everyone
- Just 16.5% (n=125) of all respondents had used or referred to LTP3, whilst 67.4% (n=511) had not and 14.2% (n=108) suggested they did not know/or were not sure.

KEY MESSAGES

- Respondents expressed broad support for the inclusion of each of the four key themes presented - Environment, Economy, Place, and Wellbeing.
- The environment theme emerged as being the theme that respondents supported most and when asked were more likely to prioritise over other themes, this was followed by the theme of wellbeing.
- There was significant consistency in the issues raised by respondents, both between questions and across respondent groups. There was also considerable repetition in the main issues, challenges and solutions raised in response to different questions, with some clear areas emerging, both in addition to, and in relation to, the four main themes presented. These were:
 - Improving active travel facilities for walking and cycling to support active lifestyles and contribute to improvements in the environment.
 - General improvements in/encouragement to use sustainable (public) transport
 - Planning to reduce the reliance on private cars and to enable electrification
 - Environmental concerns relating to road layout and traffic (e.g. congestion, air/noise pollution, climate change, loss of habitat, and green spaces)
 - Recognising the importance of transport on quality of life (particularly mental health and physical wellbeing) and for access to health and wellbeing services (e.g. doctors, medical centres)
 - Concerns around the pressures of housing developments and/or increasing populations on the existing road network(s)
 - The long-term impact(s) of the COVID-19 pandemic on transport and the existing transport network including changing travel patterns, home-working and an increase in online shopping
- It was clear that the majority of respondents hadn't used or referred to the current local transport plan (LTP3) before and the reason for this was mainly due to those respondents not being aware of it.
- Going forward to ensure LTP4 is more visible and accessible respondents provided responses on how the plan should be presented and promoted, and where it should be made available. The main suggestions were:
 - A simple, clear and easy to understand plan with graphics/images
 - A summarised version of the plan.
 - Available on-line, and as a hard copy on request and in key public places
 - Promoted via social media; local groups, networks and organisations; the local press; door-to-door leafleting; posters; and websites.
- Considering equalities issues and impacts is also key to ensuring LTP is beneficial to everyone. The main areas raised by respondents were:
 - Consideration of people with disabilities
 - Accessibility for vulnerable and isolated groups with a particular focus on affordability of transport
 - Consideration of all age groups from school-aged children to older citizens
 - Consideration of other/non-vehicle road users (e.g. pedestrians, cyclists)
- With regards to process, the need to consult with stakeholders and the general public (from a range of different backgrounds) and to provide clear and accessible information as the LTP4 progresses was reiterated. As was collaborative working with stakeholders locally, regionally and nationally.

CONSULTATION ANALYSIS

There were 758 responses to the online and paper-based survey.

ABOUT RESPONDENTS

Respondents were asked what their main reason was for completing the survey. Table 1 gives a breakdown of responses.

Table 1. Main reason for completing the survey

Reason for completing survey	Total
Member of the general public	628 (82.8%)
Represent a local business	21 (2.8%)
Represent a local voluntary organisation or charity	18 (2.4%)
Member of a special interest group	13 (1.7%)
Elected member of a council or Parliament (including parish/town council(s))	45 (5.9%)
Responding in job capacity as a Warwickshire County Council employee	14 (1.8%)
Responding in job capacity as an employer of another public sector organisation	9 (1.2%)
Other	10 (1.3%)
Total	758

The figures in Table 1 indicate that 82.8% (n=628) of all respondents stated they were members of the general public. In terms of those who stated they were a member of a special interest group, these included Health and Wellbeing partnerships, Neighbourhood Watch, climate and/or wildlife groups, cycling clubs and the Police Cadets. Of those respondents who answered 'other', this included respondents who stated they were residents (of specific areas in Warwickshire), respondents with disabilities and those specifying they had a specific interest in the consultation (e.g. pollution, cycling infrastructure).

Table 2. In which district or borough do you live or undertake your role?

Location	Total
North Warwickshire Borough	68 (9.0%)
Nuneaton & Bedworth Borough	49 (6.5%)
Rugby Borough	105 (13.9%)
Stratford-on-Avon District	148 (19.5%)
Warwick District	339 (44.7%)
Live outside of Warwickshire	25 (3.3%)
County-wide	19 (2.5%)
Other	5 (0.7%)
Total	758

Furthermore, respondents were asked to specify the district or borough in which they live (or undertake their role if this was the main reason for completing the survey). The results of this are presented in Table 2. Almost half of all respondents live or undertake their role in Warwick District (44.7%, n=339). According to the Office for National Statistics mid-year 2019 population estimates, 24.9% of Warwickshire's total population live in Warwick District, suggesting respondents from this area are over-represented. However, whilst the mid-year estimates

suggest Nuneaton & Bedworth is home to 22.5% of Warwickshire’s total population, the survey results show that just 6.5% (n=49) of all respondents to this survey live or undertake their role in this area.

LOCAL TRANSPORT PLAN (LTP) KEY THEMES

At the beginning of the survey, respondents were informed of the aim of the Local Transport Plan Refresh (LTP4): to manage and maintain Warwickshire’s transport network in a safe and sustainable way. Four main themes were identified to be considered in more detail in a refreshed transport plan – environment, economy, place, and wellbeing. Respondents’ thoughts on priorities, benefits and issues related to these themes were sought.

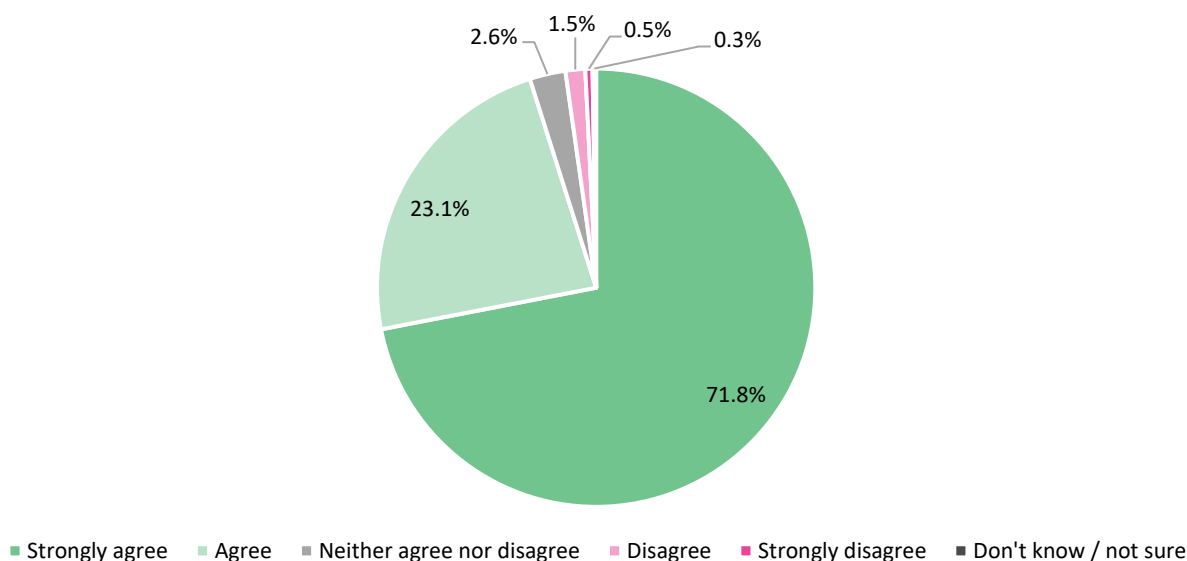
LOCAL TRANSPORT PLAN (LTP) KEY THEMES - ENVIRONMENT

The environment was highlighted as a key theme to consider within the LTP4, with a focus on protecting climate and enhancing spaces. Initial work on the LTP had identified the following challenges:

- Climate change
- Air quality
- Noise pollution
- Flooding
- Loss of habitat and wildlife

High-level aims to accompany each of these challenges/targets were presented to respondents to help them make informed choices as they moved through the environment section of the survey.

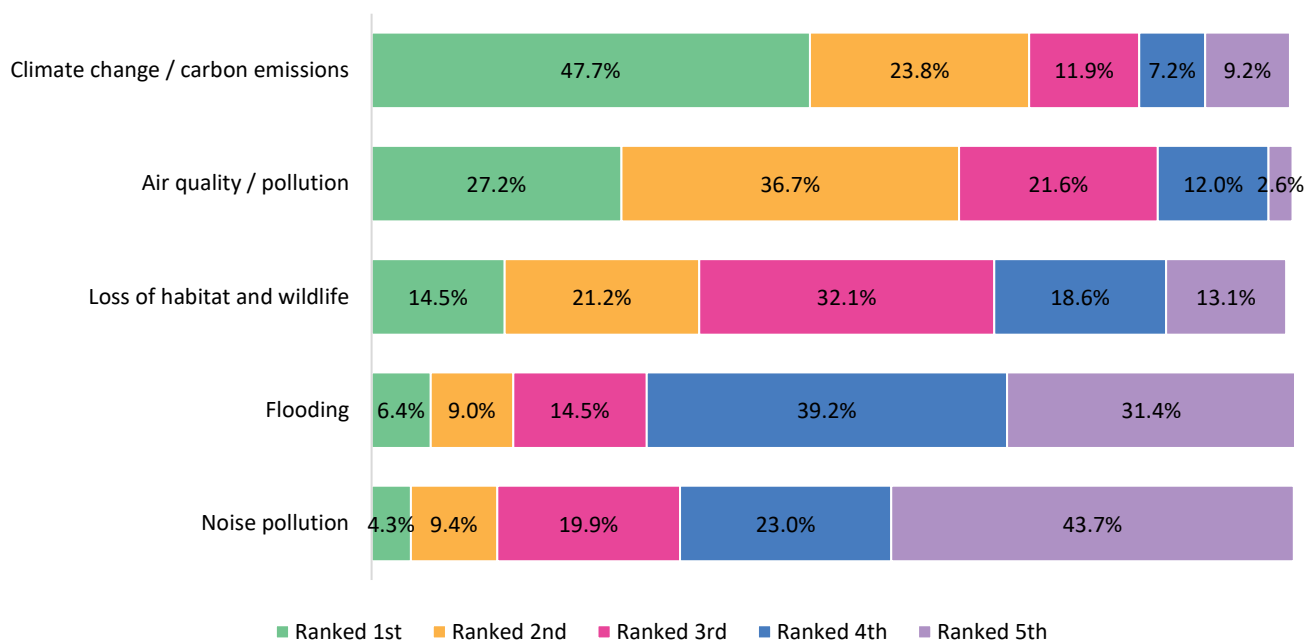
Figure 1. To what extent do you agree that the theme of environment should be one of the themes we use in developing LTP4?



First, respondents were asked to what extent they agreed that the theme of environment should be one of the themes used in developing LTP4. As Figure 1 shows, there was a high level of agreement – 94.9% (n=719) either agreed or strongly agreed with the inclusion of this theme. Just 15 respondents (2.0%) disagreed (either disagreed or strongly disagreed) with the potential inclusion of this theme.

Next, respondents were asked to consider the information provided about the environment and to then rank a list of issues in the order they should be addressed in the LTP. For the environment, respondents were asked to rank five issues in priority order (1st being the most important, 5th the least important). As Figure 2 shows, almost half of all respondents (47.7%, n=356) ranked climate change/carbon emissions first as the most important issue. Whilst air quality was ranked first by fewer respondents (27.2%, n=203), this issue was considered important with 85.5% (n=638) of all respondents ranking it 1st, 2nd or 3rd. In contrast, the issues of noise pollution and flooding were considered less important (more often ranked 4th or 5th). Responses to this question suggest a preference towards addressing climate change/carbon emissions and air quality/pollution over the other listed issues, although this does not mean that respondents do not consider the other issues worthy of wider consideration.

Figure 2. Thinking about the information provided about the environment, please rank the following issues in order of how important you feel they are to address in the LTP (with 1 being the most important)



Cross-tabulation showed there was a statistically significant difference in responses based on the borough/district where respondents live or represent. For example, those living or representing Stratford-on-Avon District were significantly less likely to rank air quality/pollution as their first concern compared to those in the other boroughs/districts (just 17.5% of Stratford-on-Avon District residents or representatives ranked this issue first). Respondents in the north of the county (North Warwickshire Borough, Nuneaton & Bedworth Borough) were significantly more likely to rank loss of habitat and wildlife first than those in the south. Interestingly, those aged under 65 were more likely to rank loss of habitat and wildlife first than those aged 65 and over - this was statistically significant.

Respondents were then encouraged to list and rank (in line with the issues already given) any other issues related to the environment that they felt should be considered. Themes based on comments regarding other environmental-related issues are presented in Table 3. In total, 125 respondents gave a comment to this question however these were not consistently ranked by respondents. Of those respondents who suggested other issues, only 37 (29.6%) gave the issue(s) a rank/position, it is therefore unclear if respondents considered the further issues suggested more or less important than the original issues presented.

The most frequently mentioned theme regarding the environment was concerns around road layout and traffic (namely congestion, air/noise pollution, speeding) – almost a third of all respondents (28.8%, n=36) who left a comment mentioned this in their answer. Other common themes mentioned included: comments relating to the listed issue(s) (climate/carbon emissions, air quality/pollution, loss of habitat/wildlife, flooding, noise pollution), concerns regarding developments/building (housing and or commercial), and the importance of sustainable travel and/or active travel options.

Table 3. If there are any other issues related to the environment not listed please tell us. Please list your issue and where you would rank it

Theme / description	Count (%)	Example quotation(s) for illustration
Environmental effects relating to road layout and traffic (e.g. congestion, air/noise pollution, speeding)	n=36 (28.8%)	<p><i>“Traffic congestion. I would rank this 1st”</i></p> <p><i>“There doesn't seem to be any good traffic control or weight control of the lorries, tractors and cars thundering through our village. Plus the air quality has significantly deteriorated over the last 20 years”</i></p> <p><i>“Removing traffic calming measures that create pollution - particularly speed bumps in densely populated housing”</i></p> <p><i>“Reduce number of cars queuing in or near town centres with better controlled traffic signals reducing cars idling for long periods”</i></p> <p><i>“If good road networks are available then it would help with all of the above”</i></p>
Emphasis/further detail relating to the listed issue(s) (climate/carbon emissions, air quality/pollution, loss of habitat/wildlife, flooding, noise pollution)	n=23 (18.4%)	<p><i>“I am aware that CO2 levels continue to rise alarmingly, and we must start addressing this important but difficult issue immediately and locally. We must protect the planet and the biosphere and humanity while we still have the chance. We are at a critical point in global warming. It may soon be too late to avert climate disaster”</i></p> <p><i>“I actually feel that climate change and loss of habitat/wildlife should be jointly 1st as they interact with one another”</i></p> <p><i>“... untold damage to the natural world in terms of loss of habitat especially trees. It will be decades before newly planted replacement trees are of height and density to have any meaningful impact on the environment”</i></p> <p><i>“Water quality is sort of picked up in flooding/habitat but should be included as the vast majority of watercourses in Warwickshire that are failing on Water Framework Directive status are due to polluted run-off from the transport network”</i></p> <p><i>“We are suffering greatly with the increase in traffic, in particular, HGV's and this is impacting on the residents' emotional wellbeing due to suffering noise pollution which affects sleep quality and our road has become very noisy”</i></p>

Development(s) (housing and/or commercial) / building (e.g. impact of planning policies on the landscape)	n=15 (12.0%)	<p><i>“Over-development which I would rank 1st”</i></p> <p><i>“Need to limit the expansion of the massive urban sprawl... All the favourite countryside I knew as a child is being desecrated by housing”</i></p> <p><i>“The key issue is the disjointed link to land use planning and not prioritising road building to solve the problem of increasing levels of movement”</i></p> <p><i>“At the moment it feels like local housing development and planning does not align strategically with wider county transport planning... There needs to be some agreed direction of travel that everyone is working towards for the benefit of Warwickshire (and the planet)”</i></p>
Sustainable travel (e.g. public transport) and/or active travel (e.g. cycling/walking)	n=14 (11.2%)	<p><i>“Cycling would be high on the environment priorities because it eliminates cars on the roads and therefore has a double benefit (less congestion AND less emissions from the individual journey). For very short journeys it's the very best thing for the environment and I'm shocked it's missing from your list”</i></p> <p><i>“Public transport would decrease the non-essential and essential use of cars”</i></p> <p><i>“1. Cycle paths of good quality, suitable for people going to work and for leisure, like they have in Holland, with woodland borders for wildlife, and enough room for walkers. All this would reduce pollution, Carbon, noise, promote health, happiness, and mindfulness”</i></p>
Importance of green space(s)	n=13 (10.4%)	<p><i>“Protecting green social spaces (parks, canals, playing fields, walking etc) – 2”</i></p> <p><i>“Loss of green belt. I would list 4th”</i></p> <p><i>“Quality of public outdoor space and human built environment - Rank between 3 and 4”</i></p>
Light pollution	n=10 (8.0%)	<p><i>“Light pollution - any changes to the transport infrastructure bring additional lighting and signage requirements/energy usage which also degrades the natural environment and impacts wildlife. Additional lighting increases traffic velocity on roads”</i></p> <p><i>“Light pollution which leads to loss of insects and disruption of wildlife routines”</i></p> <p><i>“Light pollution would be 6th”</i></p>
Waste (e.g. recycling, fly-tipping, litter)	n=8 (6.4%)	<p><i>“Waste, Plastics, renewables, biodegradable – 2”</i></p> <p><i>“Waste management... e.g. providing recycling bins for waste on buses/trains and in transport hubs etc. This would rank as 6”</i></p> <p><i>“Litter – 2”</i></p>
Comments relating to the weighting/ranking of issues	n=7 (5.6%)	<i>“These issues are equally as important as each other and are interlinked”</i>

		<p><i>"No additional points, but to note that all these themes are very difficult to separate and all should be considered of high importance (especially 1-3)"</i></p> <p><i>"Asking respondents to rank these areas of concern is to adopt an overly simplistic approach. All of these environmental elements are important and, crucially, they are inter-linked and inseparable. They simply cannot be separated from each other as the structure of the question implies"</i></p>
Resources / materials	n=6 (4.8%)	<p><i>"Reduction in the use of materials such as concrete which contributes to all of the above. An increase in the use of materials which allow surface water to penetrate rather than move water away. This is of course linked to flooding and would rank 5 in my list"</i></p> <p><i>"Overuse of finite resources - 2.5"</i></p>

Other themes mentioned by a smaller number of respondents included: visual impact (n=4), electrification (e.g. vehicles) (n=4), specific concerns about trees/ancient woodlands (n=4), water pollution (n=3), joined up thinking/approach (n=2), concerns around the impact of HS2 (n=2), impact on quality of life (including mental health) (n=2), and agricultural pollution (n=2).

Following this, respondents were asked why they had chosen the environment issues they had selected (or any other issues they indicated in the previous question) and were asked to explain this in more detail. Analysis was undertaken and themes based on qualitative comments are presented in Table 4. The general sentiment was a clear urgent concern for the environment. Indeed, the majority of respondents chose to give more detail around their selections, therefore not necessarily giving the reasons behind their choices (nor directly linking their comments to transport). In total, 426 respondents gave a comment to this question. The most common response related to the reasoning behind respondents' environmental selections was climate change/carbon emissions requires urgent action – 37.1% (n=158) of respondents who left a comment mentioned this in their answer. Other common themes included: loss of habitat/wildlife requires urgent action, air quality/pollution requires urgent action, and general concerns around health and wellbeing (e.g. quality of life).

Table 4. Why have you chosen the environment issues selected (and any others you have indicated)?

Theme / description	Count (%)	Example quotation(s) for illustration
Climate change/carbon emissions needs (urgent) action (to stop negative impacts increasing/accelerating)	n=158 (37.1%)	<p><i>"The science is telling us unequivocally that if we do not tackle climate change and loss of habitat urgently, then our planet is going to be uninhabitable in an alarmingly short amount of time"</i></p> <p><i>"Climate change is a very urgent problem that affects us all"</i></p> <p><i>"I believe there is serious climate change, which is to the detriment of all our lives"</i></p> <p><i>"Climate change is the most important factor in considering future policy, not only for transport but for many other issues"</i></p> <p><i>"Climate change is the single biggest threat to our future so this should be at the heart of all transport considerations"</i></p>

		<p><i>"Climate change is the overriding priority at the moment, and it is clear that currently this is not being given sufficient consideration by WCC in its transport projects, despite the Climate Emergency Declaration... Far more emphasis needs to be given to this issue in practice, not just in theory"</i></p>
Loss of habitat/wildlife needs (urgent) action (to stop negative impacts increasing/accelerating)	n=123 (28.9%)	<p><i>"Wildlife and nature is often irreplaceable if lost and can play an important part in the fight against climate change"</i></p> <p><i>"Wildlife is extremely vulnerable and depends on high quality habitat being left undisturbed. Many transport plans disrupt habitat. For example, tress may be cut down. I know that new trees will be planted in their place but it is not 'like for like' - it can take a hundred years for a new tree to support the wildlife that the old tree supported"</i></p> <p><i>"Because we are destroying a lot of wildlife habitats"</i></p> <p><i>"Too much habitat loss already is having a detrimental impact"</i></p> <p><i>"Protection of wildlife and habitats should be the first priority as the natural world underpins and supports the rest of the environment. Any environmental measures that have any detrimental effect on wildlife and habitats are therefore counterproductive"</i></p>
Air quality / pollution needs (urgent) action (control/action is required to stop negative impacts increasing/accelerating)	n=83 (19.5%)	<p><i>"Pollution from cars needs to be reduced"</i></p> <p><i>"Pollution concerns me. I can feel it and taste it in Warwickshire towns and I worry that, based on the evidence, it is affecting my health"</i></p> <p><i>"Air quality I have put first, people are dying prematurely due to the quality of air in Warwick district, people shouldn't be having their lives cut short due to poor air quality & having no choice on the air they breathe"</i></p> <p><i>"Air pollution is a big problem with the excesses of motor vehicles on the road, not helped by those who remain stationary constantly running their engines"</i></p> <p><i>"Air pollution in towns is one main threats to human health with 36,000 deaths per year in the UK. The massive reliance on polluting cars for transport is the biggest single contributor. We need positive action in order to deal with this, hence why it is the highest priority. Diesel and petrol cars are also the biggest contributor to carbon emissions and climate change"</i></p>
General concerns around health and wellbeing (e.g. quality of life, physical/mental health)	n=74 (17.4%)	<p><i>I have put air quality first due to the immediate health impacts on people in Warwickshire... The excessive amount of cars on many of Warwickshire's roads impacts on the quality of life of residents</i></p> <p><i>"Ranked in an order I consider to be most important for general and mental health and well-being"</i></p>

		<p><i>"Pollution and loss of wildlife is, to me, more about health (or worse life) loss so I viewed as higher priorities. I recognise the health impacts of noise pollution, especially on mental health"</i></p> <p><i>"It is really important for the future, otherwise it will have an impact on people's... health and mental wellbeing"</i></p>
Concern for future generations (e.g. long-term negative environmental impacts)	n=62 (14.6%)	<p><i>"Concern for my children's future — I want them, and eventually their own children, to enjoy a clean and safe environment"</i></p> <p><i>"If we don't do everything we possibly can to slow climate change and reduce carbon emissions there is no future for the human race on this planet. That is quite important!"</i></p> <p><i>"I feel it is now time for the UK and the rest of the world to recognise the problems that human life has created and seek ways to improve the situation for future generations. everyone has a part to play in responding to the crisis we are facing"</i></p>
Ranking of issues based on prioritisation (e.g. ranked largest/most important to smallest/least important)	n=57 (13.4%)	<p><i>"I've ranked them in order of importance for our county... I think air pollution is the most important as it affects immediate health and it's more of a prevalent issue than loss of wildlife (which is rarer)"</i></p> <p><i>"By tackling climate change and the impact on habitats, we should indirectly be tackling the impact of air/noise pollution and flooding, which is why I have ranked them lower"</i></p> <p><i>"I do not wish to indicate by the ranking that issues like noise pollution are unimportant - they certainly are not. If it were possible to mark all number 1, I would"</i></p>
(Re)consideration/(re)prioritisation of transport (e.g. congestion concerns, sustainable/active travel)	n=56 (13.1%)	<p><i>"Transitioning to electric vehicles, sustainable transport (cycling/walking), reduced green field destruction are essential"</i></p> <p><i>"Traffic congestion has been a major problem across the UK for many years. It needs to be addressed. My fear is that in the push to change to electric vehicles and the current reduced volumes due to Covid, traffic congestion will be forgotten"</i></p> <p><i>"The UK is not currently on target to meet its carbon emissions targets. Particularly vehicle emissions have reduced very little. Reducing the use of private car is crucial for reducing CO2 emissions. This is best addressed by enabling and encouraging active travel. This will also help other issues such as air quality and obesity"</i></p>
The environmental issues listed are all interlinked/connected/important (e.g. holistic approach required)	n=48 (11.3%)	<p><i>"They are all important and ranking such closely rated issues is difficult some will impact on the others also, a holistic approach is required"</i></p> <p><i>"There are in fact fine lines between the five factors listed. Frankly they stand as a group"</i></p> <p><i>"it is very difficult to rank these in order as they are all very important and inextricably linked e.g. loss of trees means less CO2 absorbed, more flooding / landslides etc."</i></p>

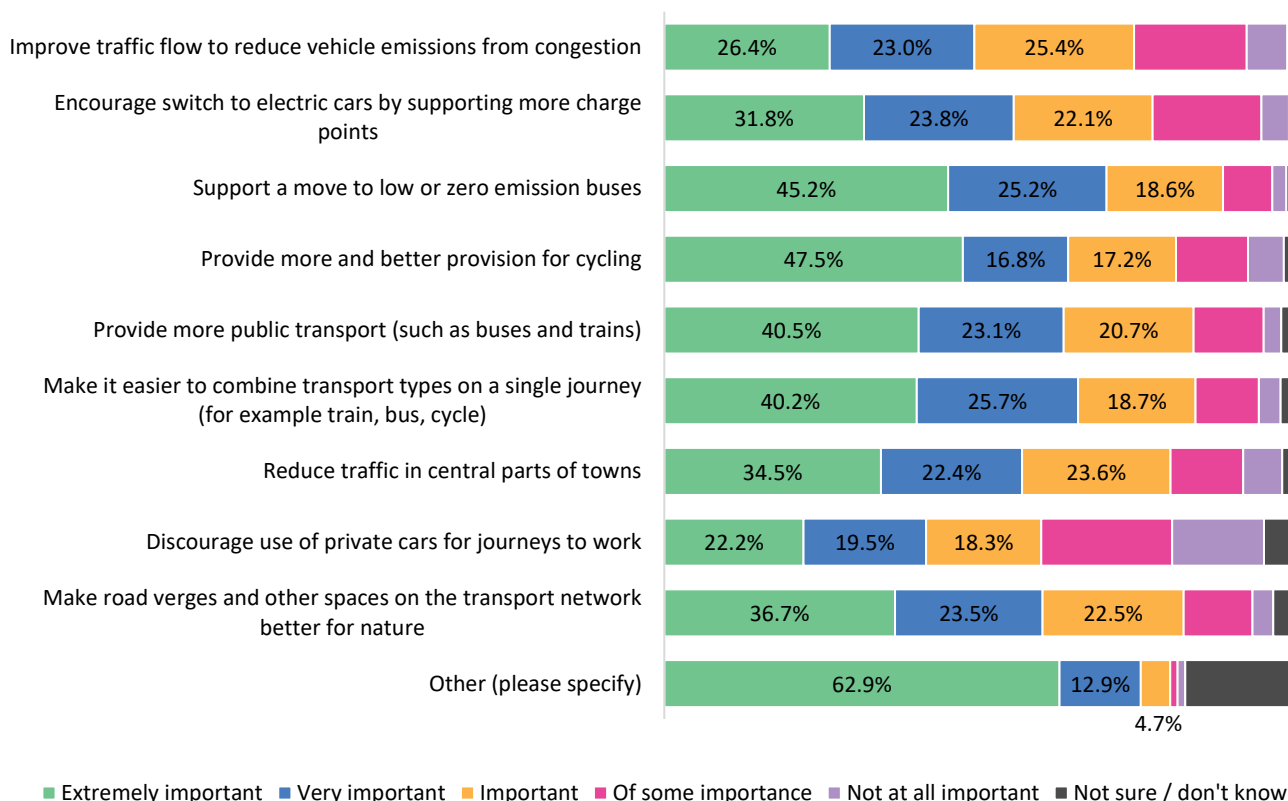
Environmental issues are of personal concern / respondents are personally affected/impacted	n=38 (8.9%)	<p><i>"I have prioritised air pollution because that is what the individual can relate to much more easily and feel the impact personally. I think, as a consequence, this is more likely to make people support measures to address this"</i></p> <p><i>"Because being residents of Leamington town centre we are directly impacted by the increase of traffic as a result of current, previous and potential initiatives and can't see any action to make it better"</i></p> <p><i>"I am a... Environmentalist and have direct experience as well as personal interest"</i></p>
Flooding needs (urgent) action (to stop negative impacts increasing/accelerating)	n=24 (5.6%)	<p><i>"Flooding has an instant and direct effect, so I have placed this no. 1"</i></p> <p><i>"Flooding top issue as an easy fix would be for the Environment Agency to do their job and dredge rivers"</i></p> <p><i>"Flooding of homes and businesses can create an on-going financial and emotional toll on those that are affected"</i></p>
Consideration of the local-level (in conjunction with national/international-level)	n=23 (5.4%)	<p><i>"Climate change is a worldwide issue that we need to address at a global and local level. Unless we do this, the others in this list are probably unachievable or irrelevant"</i></p> <p><i>"Climate change is a global issue for which there will only ever be any real impact made if all local governments across the world, make it one of their top priorities"</i></p> <p><i>"WCC should... identify those issues upon which it can have greatest local, specific and tangible effect"</i></p>
Perceived lack of action (e.g. investment, policies/strategies)	n=19 (4.5%)	<p><i>"As there has been little change in the 21 years since retiring to Warwick, we feel it will take some time to reach any acceptable level in the issues mentioned"</i></p> <p><i>"Warwickshire make the right noises on environmental issues but always defaults to road schemes to achieve its ends"</i></p> <p><i>"There is a climate crisis going on and people are not taking it seriously. Why are you not taxing people buying new petrol or diesel cars?... Why are you not investing in electric buses?... Why are you not incentivising/ requiring landowners to plant trees to mitigate/ sequester the emissions of Warwickshire?"</i></p>
Concerns regarding noise pollution (to stop negative impacts increasing/accelerating)	n=17 (4.0%)	<p><i>"Noise pollution is not pleasant, and every measure should be taken possible to avoid the nuisance it causes, a reduction will make the area more attractive and provide comfort to residents"</i></p> <p><i>"Noise pollution is second highest because the impact on peoples' homes and wellbeing is so dramatic and can be permanently distorted from a badly placed roundabout or junction. High priority should be given to noise surveys and analysis in decision making"</i></p> <p><i>"Noise pollution is my biggest issue, particularly noise from HGVs"</i></p>
Housing developments / (over)population needs action (to	n=15 (3.5%)	<i>"These vast housing estates on green belt land annoy me. Use brownfield sites first"</i>

stop negative impacts increasing/accelerating)		"There is a lot of loss of habitat due to the approx 16,000 houses being built over the next few years, which is devastating for wildlife and includes taking areas out of the Green Belt"
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Other themes mentioned by a smaller number of respondents included: specific concerns regarding HS2 (n=10), consideration of science/data (n=8), impact of the COVID-19 pandemic (n=5), and joined-up thinking required (n=4).

Next, on a scale of 'extremely important' to 'not at all important', respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on the environmental challenges mentioned above. Nine options were presented to respondents (along with an 'other' option) and the results of this are presented in Figure 3 and Table 5 below. In general, the listed ideas were considered to be either extremely important, very important or important by the majority of respondents. For example, almost half of all respondents who answered this question stated that providing more and better provision for cycling (47.5%, n=357) and supporting a move to low or zero emission buses (45.2%, n=341) were extremely important. Discouraging use of private cars for journeys to work was considered extremely important, very important or important by fewer respondents compared to the other initiatives 60.0% (n=452) – indeed 14.6% (n=110) suggested this was not at all important.

Figure 3. Which of the following do you think are important to consider in the LTP when thinking about the environment challenges above?



In terms of 'other' ideas to consider, 170 respondents suggested an 'other' idea and rated this accordingly. Perhaps unsurprisingly, respondents tended to consider their chosen idea(s) as extremely important (61.8%, n=94). Those who completed the 'other' option were asked to specify. In total, 187 respondents gave a comment

to this question. The majority of comments were supportive of/in agreement with the ideas presented in Figure 3. Themes based on the comments are presented in Table 5. The most common response related to general improvements in/encouragement to use public transport and/or reduction in the use of private cars – this was mentioned by almost a third of respondents (29.9%, n=56) who left a comment to this question. Other common themes included: support for active travel (e.g. cycling/walking provision), reduction in speeding/improving safety, and reduction in traffic/congestion and/or improvements in traffic flows.

Table 5. 'Other' considerations to consider in the LTP when thinking about environmental challenges

Theme / description	Count (%)	Example quotation(s) for illustration
General improvements in / encouragement to use public transport / reduction in use of private car(s)	n=56 (29.9%)	<p><i>"Provide more joined-up public transport"</i></p> <p><i>"Park & ride at rail stations or other key sites (that encourage public transport travel)"</i></p> <p><i>"Make public transport available, reliable, affordable and regular so that it is an attractive alternative to personal vehicle use"</i></p> <p><i>"Reduce private car journeys, especially short ones"</i></p> <p><i>"Encourage modal shift from private cars to more sustainable methods of transport"</i></p>
Support for active travel (cycling/walking provision)	n=36 (19.3%)	<p><i>"Zero traffic around schools and encourage active travel for journeys to school"</i></p> <p><i>"Provide safe walking routes"</i></p> <p><i>"Provide adequate facilities for walking and cycling along all routes"</i></p> <p><i>"I think improving access for people who walk is also of importance here, as many roads are not welcoming for pedestrians"</i></p>
Reduction in speeding/improving safety (e.g. implementation of speed cameras, traffic calming measures)	n=31 (16.6%)	<p><i>"Properly thought out traffic separation schemes such as segregated cycle lanes to make cycling safer and discourage drivers from taking unsafe action when overtaking"</i></p> <p><i>"For emissions and noise reduction and better road safety, install more traffic calming measures"</i></p> <p><i>"Speed cameras are the only thing that will work to reduce speeders therefore reducing noise and air pollution"</i></p> <p><i>"Safety - speed of 20 mph through villages"</i></p>
Reduction in traffic/congestion and/or improvements in traffic flows	n=24 (12.8%)	<p><i>"Reducing car traffic in all areas"</i></p> <p><i>"Low Emission Zones"</i></p> <p><i>"Just closing town centres to traffic is not a solution if it massively increases the traffic in the surrounding streets"</i></p>

		<i>"Rid the town centres of traffic altogether by creating town by-passes and shop unloading rules"</i>
Support for green spaces	n=11 (5.9%)	<i>"Add Green Corridors without hesitation"</i> <i>"Allow rewinding of green areas - stop mowing all verges - encourage meadows"</i> <i>"Verges and trees along roads should be better maintained"</i>
Improve connections to/from rural/isolated areas	n=10 (5.3%)	<i>"Address the fact that many rural communities are cut off from town due to a lack of public transport or cycle/footpaths over the motorway network"</i> <i>"Spend time and money improving localised and rural roads"</i> <i>"Rural areas need to be connected, needs to be affordable"</i>
Subsidised transport (e.g. cheaper public transport options, subsidised electric cars, car-sharing)	n=9 (4.8%)	<i>"Subsidise cost of travel to appeal to the car motorist"</i> <i>"Subside electric cars like they did in France.... introduce an electric car share scheme in towns ... make them more accessible to people who earn average and low incomes"</i> <i>"Local bus connections subsidies"</i>
Impact of housing/population growth on local transport network	n=8 (4.3%)	<i>"There's more need to connect housing growth with the effects of increased use of local and commuting routes"</i> <i>"Stop building thousands of homes without adequate planning of the transport infrastructure needed (e.g. Europa Way)"</i> <i>"Housing needs to be concentrated where the employment is and good transport is available"</i>
Concerns regarding HS2	n=6 (3.2%)	<i>"Actively oppose HS2 as this shows no evidence of being necessary or useful in the future in any way but it is extremely harmful to the environment"</i> <i>"Softening the impact of HS2"</i> <i>"Cancel HS2 but I doubt this will happen!"</i>

Other themes mentioned by a smaller number of respondents included: use of/dependence on private cars still required (n=5), impact of COVID-19 pandemic on (long-term) travel (n=4), technological advancements (e.g. driverless cars) (n=4), queries/clarity required in relation to the listed issues (n=3), financial investment/resources required (n=3), and waste (e.g. recycling, fly-tipping, litter) (n=3).

The final question in the environment section asked respondents if there was anything else they thought should be considered within the theme of 'environment'. Themes that emerged from these comments are presented in Table 6. In total, 260 respondents gave a comment to this question. Whilst respondents were generally positive towards the inclusion of 'environment' as a key theme, many took this opportunity to provide further detail or examples on a range of environmental concerns. Indeed, the majority of respondents looked to return to issues/ideas already presented or discussed in previous questions. The most common response to this question was concerns regarding traffic flow / congestion – 27.3% (n=71) of respondents who left a comment to this question mentioned this in their response. Other common themes included: active travel (e.g. cycling, walking), sustainable travel options (e.g. public transport), and comments regarding the use of private cars.

Table 6. Is there anything else we should consider in the theme of environment?

Theme / description	Count (%)	Example quotation(s) for illustration
Concerns regarding traffic flow / congestion (e.g. road improvements)	n=71 (27.3%)	<p><i>“Every time we facilitate traffic flow, traffic flow increases. Saying 'we need to widen the road now to get the traffic flowing better, and then we will tackle the underlying problems afterwards' is like an alcoholic saying 'I'll just have one last drink tonight and in the morning I will be teetotal'.....never going to happen!”</i></p> <p><i>“I would in general oppose a scheme that *only* seeks to improve traffic flow, even if this does reduce emissions as a side-effect. I would be much more in favour of reducing the number of vehicles on the road, thereby naturally improving traffic flow”</i></p> <p><i>“Building more roads is not going to solve the problem of congestion, and by creating more roads, it attracts more road users (we've seen this by the constant attempts to add more and more lanes to congested motorways and getting nowhere)”</i></p> <p><i>“At all costs, we should avoid road building as a way of improving traffic flow. Any gains would be short term, and induced traffic would ultimately make the problem worse. WCC has an unfortunate tendency to consider road building before all other options, witness the A46 Strategic Link Road”</i></p> <p><i>“There should no longer be a consideration for road “improvements” (e.g., widening) that provide additional motor vehicle capacity to provide short-term congestion relief, where the solution to reducing vehicle emissions is fewer vehicles”</i></p>
Active travel (e.g. cycling, walking)	n=70 (26.9%)	<p><i>“Create interconnected cycle lanes and safe and enjoyable walking routes, especially in major towns”</i></p> <p><i>“Active travel and prioritisation for cyclists and pedestrians, i.e. people over cars, should be the goal”</i></p> <p><i>“Prioritising investment in active travel over roads would mitigate climate change, improve health and wellbeing, do much less damage to the natural world and improve community”</i></p> <p><i>“Active encouragement to use more sustainable modes of transport should go hand in hand with better provision for those modes. It is also important to prioritise pedestrians by, for example, making pelican crossings much more responsive”</i></p> <p><i>“Make walking safer and more attractive as an option. Cut out pavement parking. Make sure footways are safe, continuous and direct”</i></p>
Sustainable transport options (e.g. subsidised public transport)	n=59 (22.7%)	<p><i>“The word Tram has so far been missing as an option on heavily used inter urban journeys and should be considered, e.g. Leamington to/from Warwick University as a green electric option”</i></p>

		<p><i>"The infrequency and cost of public transport deters people from using it. You could discourage people from owning cars by subsidising public transport and ensure the services allow people to travel without needing a car"</i></p> <p><i>"Public transport needs to be cheaper than using a car, more frequent, more convenient, easy to use and reliable. Having more direct options to get from one town to another without spending an extra hour literally 'going round the houses'"</i></p> <p><i>"Warwickshire is a relatively rural county particularly in the South and too much focus on removing the private car for work and shopping journeys will have a negative effect unless done in conjunction with some serious improvements to the public transport network"</i></p> <p><i>"Public transport needs to be emission free and easily accessible. It would then be a much more attractive alternative to private cars"</i></p>
Reducing the use of private car(s)	n=52 (20.0%)	<p><i>"The number one thing would be to get rid of the 'car is king' philosophy. Most journeys are under a mile, so could easily be walked or cycled. People are just too lazy to think anything other than using their car"</i></p> <p><i>"We should be doing all we can to reduce the need to use private cars"</i></p> <p><i>"Radical measures are needed to change the priority to downrate the importance of the private vehicle"</i></p> <p><i>"Disincentivise/discourage driving to your list of strategies. These measures might include road pricing and workplace parking charges"</i></p> <p><i>"Discouraging the use of private cars should not be an aim, if you provide a convenient and/or cheaper alternative to get to work people will use it"</i></p>
Protection/enhancement of green spaces (protection of the Green Belt, support for wildlife/habitats)	n=47 (18.1%)	<p><i>"The trees and hedgerows are in a terrible state. No-one looks after them anymore. This is important for birds and wildlife"</i></p> <p><i>"Plant more trees along verges and in and around any new developments"</i></p> <p><i>"More greening of urban spaces such as adding mixed tree hedges would be a good way of separating traffic, providing space for wildlife and absorbers of traffic noise and vehicle emissions"</i></p> <p><i>"Support natural habitats, such as use of native plants when planting up areas, to encourage wildlife"</i></p>
Reduction in speeding/improving safety (e.g. implementation of speed cameras, traffic calming measures)	n=35 (13.5%)	<p><i>"Provide more average speed checks/speed deterrents through villages... the majority of drivers ignore the 30 mile limit, and with narrow pavements, blind bends, it makes walking and crossing the road dangerous"</i></p> <p><i>"Lower speed limits to help with safety, emissions and traffic flow"</i></p>

		<i>"Change the architecture of the streets to a shared space model to make drivers more considerate and people feel safer"</i>
General comments regarding electric vehicles	n=32 (12.3%)	<i>"I do not believe the switch to electric vehicles is the answer. How will the power be generated? Is there enough Lithium in the planet to produce sufficient batteries? How will Government replace the tax revenue from petrol and diesel? Charging times make long journeys impractical"</i> <i>"incentivize electric car take up"</i> <i>"As electric cars become more popular, we are going to need far more charging points scattered across the towns"</i>
Pollution (air, noise, waste, light)	n=24 (9.2%)	<i>"Litter, graffiti and vandalism. Fly tipping"</i> <i>"Improving our air quality is a critical issue"</i> <i>"Plant more trees as they help with... the air pollution"</i>
Impact of new housing developments on the local transport network	n=23 (8.8%)	<i>"While recognising the need for increased housing, the massive housing developments on the south side of Leamington Spa have been crudely planned, both in terms of the houses themselves and the associated road network"</i> <i>"The layout of new housing estates and access to facilities mean people are driven to use car more and more. A joint plan on new housing estates layouts and transport need to be considered. The layout of the new estates should be challenged if it is forcing people into cars"</i> <i>"Stop approving house building developments before infrastructure to meet the demand of that development is in place, i.e. road and access improvements"</i>
Improve connections to/from rural/isolated areas	n=14 (5.4%)	<i>"We have no bus route to the village and so few buses on the route that comes nearest that people are unable to use what there is or are unaware that it exists"</i> <i>"Providing car free method of safe travel for rural communities where no public transport exists and roads are busy and without footpaths"</i> <i>"It's necessary to provide an integrated service for both the rural and urban communities in Warwickshire. Car sharing is great in an urban setting, but in our isolated villages and hamlets its often not a possibility"</i>
Introduction of policies/strategies (e.g. tax, restrictions, permits)	n=13 (5.0%)	<i>"Tax people that have only one person in the car"</i> <i>"Introduce a policy to prevent large delivery vehicles travelling into town and village centres and encourage or even make mandatory the use of smaller electric powered vehicles"</i> <i>"Parking restrictions by way of permit use. Large numbers of vehicles continue to park on roads to avoid paying parking charge at station or central car parks. This makes life difficult for residents"</i>

Concerns / (long-term) impacts of the COVID-19 pandemic	n=12 (4.6%)	<p><i>“Life is unlikely to return to the way it was after COVID. Far fewer people will be travelling for work and our towns and cities will therefore benefit with no intervention”</i></p> <p><i>“We have to bear in mind that with COVID-19 that public transport is something that will require a lot of thinking about to ensure its safety during further outbreaks or new (and likely) pandemics”</i></p> <p><i>“Ensure measures already helping to improve air quality in town centres due to Covid-19 (such as the shutting of the Parade in Leamington to traffic) continues”</i></p>
Joined-up thinking /collaboration is required	n=10 (3.8%)	<p><i>“Integration with transport systems provided by Oxfordshire and Gloucestershire (especially rail services) is critical for the prosperity of the area”</i></p> <p><i>“Joint planning with District councils to better co-locate housing and places of work (offices, Universities as well as distribution and manufacturing sites) in order to minimise commuting distances and promote walking and cycling”</i></p> <p><i>“Joined up infrastructure to enable more use of public transport”</i></p>
(Further) research studies / data required	n=10 (3.8%)	<p><i>“Investigate whether the development of alternative sources of vehicle power (particularly hydrogen) might prove to be a better long-term investment than battery EVs”</i></p> <p><i>“Single occupancy car travel is proven to be polluting and inefficient yet it is still the preferred mode of transport for many people. This needs further investigation and education to address the cultural changes required to improve the situation... The Local Government are best positioned to start understanding why this is the case so need to investigate this situation urgently”</i></p> <p><i>“Research other Countries and how their use of trams in City Centres”</i></p>
Concerns around HS2	n=10 (3.8%)	<p><i>“Scrap HS2 and preserve the countryside”</i></p> <p><i>“Impact of HS2 on established green belts that will feel pressure on growth / development”</i></p> <p><i>“The adverse impact of HS2”</i></p>

Other themes mentioned by a smaller number of respondents included: investment / financial support (n=6), education / publicity (n=5), reviewing existing transport network (n=4), specific junction/road changes (e.g. bypass) (n=3).

LOCAL TRANSPORT PLAN (LTP) KEY THEME - ECONOMY

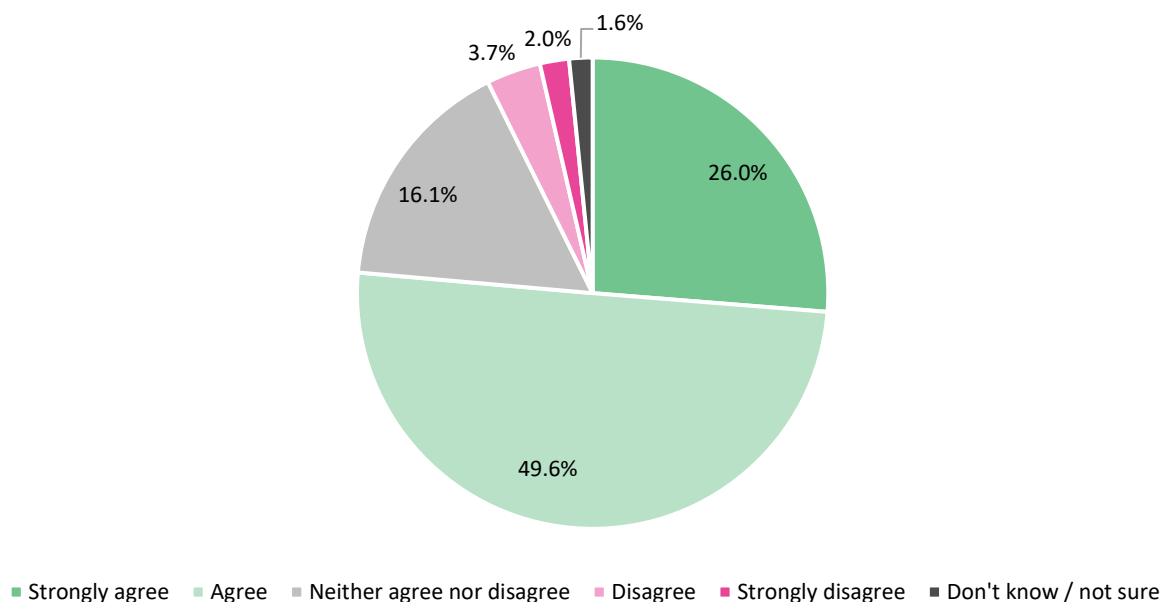
The second theme for consideration was economy. Initial work on the LTP had identified the following challenges:

- Impact and recovery from COVID-19
- Brexit
- Changing and flexible work patterns
- Internet based working and shopping
- Access to education, training and skills

High-level aims to accompany each of these challenges/targets were presented to respondents to help them make informed choices as they moved through the Economy section of the survey.

First, respondents were asked to what extent they agreed that economy should be one of the themes used in developing LTP4. As Figure 4 shows, there was a high level of agreement – 75.6% (n=573) either agreed or strongly agreed with the inclusion of the theme of economy. Just 43 respondents (5.7%) disagreed (either disagreed or strongly disagreed) with the potential inclusion of this theme.

Figure 4. To what extent do you agree that the theme of economy should be one of the themes we use in developing LTP4?

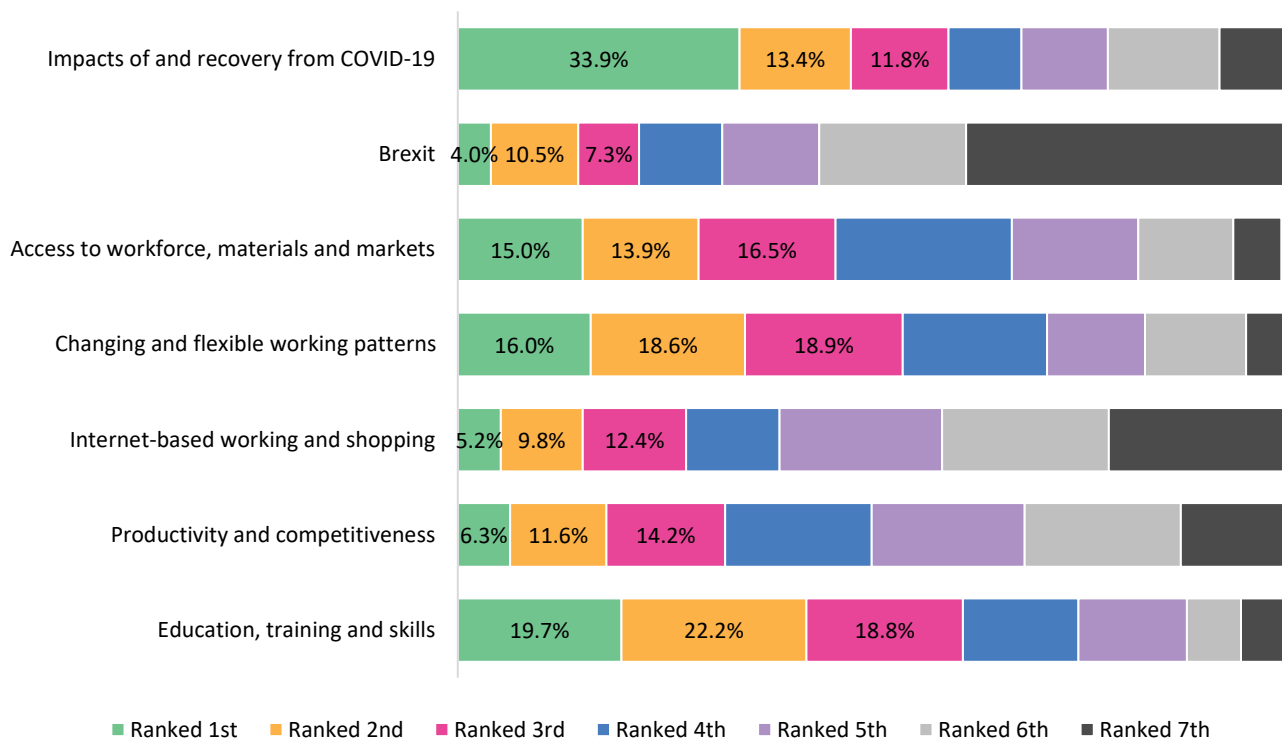


Next, respondents were asked to consider the information provided about the economy and rank a list of issues in order of how important respondents felt they were to address in the LTP. For the economy, respondents were asked to rank seven issues in priority order (1st being the most important, 7th the least important). As Figure 5 shows, a third of all respondents (33.9%, n=248) chose the impacts and recovery from COVID-19 first as the most important issue to address. Indeed, whilst the survey was live, England was under national lockdown restrictions. Looking at all responses, 60.7% (n=443) ranked education, training and skills in their top three (ranked either 1st, 2nd or 3rd). In contrast, only 4.0% (n=29) of respondents ranked Brexit first, with this issue ranked in the top three of just 21.8% (n=159) of all respondents and ranked seventh (or last) by 39.0% (n=271) of respondents. Responses to this question suggest a preference towards addressing the impacts of and recovery from COVID-19; education,

training and skills; and changing and flexible working patterns above the other issues listed. However, this does not mean that respondents do not consider the other issues worthy of wider consideration.

Cross-tabulation showed there was a statistically significant difference in responses based on the age of respondents. For example, those aged under 25 were significantly more likely to rank impacts and recovery from COVID-19 as their first concern compared to those over 25 years of age (57.6%, n=19 under 25s ranked this issue first). Respondents in the north of the county (North Warwickshire, Nuneaton & Bedworth and Rugby) were significantly more likely to rank education, training and skills first than those in the south.

Figure 5. Thinking about the information provided about the economy, please rank the following issues in order of how important you feel they are to address in the LTP (with 1 being the most important)



Respondents were then encouraged to list and rank (in line with the listed options given) any other issues related to the economy that they felt should also be considered. Themes based on comments regarding other economic-related issues are presented in Table 7. In total 96 respondents gave a comment to this question however these were not consistently ranked by respondents. Of those respondents who suggested other issues, only 18 (18.8%) gave the issue(s) a rank/position, it is therefore unclear if respondents considered the further issues suggested more or less important than the original issues presented. The most frequently mentioned theme was around the reinvigoration of the local economy (not necessarily explicitly linked to transport) – 35.4% (n=34) of respondents who left a comment mentioned this in their answer. In addition, almost a third of all comments (30.2%, n=29) sought to provide further detail on or emphasise one of the seven issues originally given.

Table 7. If there are any other issues related to the economy not listed please tell us. Please list your issue and where you would rank it here

Theme / description	Count (%)	Example quotation(s) for illustration
Reinvigoration of local economy (town centre/high street recovery, rise of out of town shopping centres, supporting small businesses)	n=34 (35.4%)	<p><i>"Bringing back a more diverse shopping experience into towns instead of retail parks and large supermarkets out of town. Big chains have suffered during 2019. Make it easier for small businesses take over some of the empty premises"</i></p> <p><i>"Permitting out of town employment and supermarkets hasn't exactly helped our town centres has it?"</i></p> <p><i>"Supporting small businesses and looking at business rates to encourage start up retail"</i></p> <p><i>"Promote local businesses"</i></p>
Emphasis/further detail relating to the listed issue(s) (impacts of and recovery from COVID-19, Brexit, access to workforce, materials and markets, changing and flexible working patterns, internet-based working and shopping, productivity and competitiveness, education, training and skills)	n=29 (30.2%)	<p><i>"Covid has decimated our economy, it will be a long hard struggle to overcome it"</i></p> <p><i>"Brexit is undoubtedly an issue with many future problems on the horizon"</i></p> <p><i>"Flexible working patterns helps with childcare and transport issues so that not everyone is not the road at the same time"</i></p> <p><i>"Make it possible to retain young workforce in this area by improving education and work/career opportunities"</i></p> <p><i>"Better broadband speeds to all properties to support working from home and improve business connectivity"</i></p>
Comments relating to the weighting/ranking of issues	n=18 (18.8%)	<p><i>"This a mix of issues on very different time scales so simple ranking is not appropriate"</i></p> <p><i>"It is not possible to rank these objectives"</i></p> <p><i>"This is a less than sensible form of question. You are asking respondents to provide rankings based on an absence of detailed information, or certainly on no shared or commonly accepted information that would enable informed answers to be provided"</i></p>
Financial /economic (in)security (e.g. job creation, financial support for businesses)	n=15 (15.6%)	<p><i>"Zero hours contracts and irregular work security have a huge negative impact on the economy as it reduces spending patterns as it reduces financial security. You cannot have a strong economy if the members of it do not know how much money they have coming in, though it does help businesses it does not help people"</i></p> <p><i>"Support for the local industries (gaming, automotive) in ensuring their businesses are future-proofed"</i></p>
Joined up thinking / collaborative approach with local businesses, industries and employers	n=12 (12.5%)	<p><i>"Transport plans must largely follow but also influence the plans of major local employers, who therefore need to be carefully consulted"</i></p>

		<i>"Attracting high value employment to the area - the area should be attractive to employers and employees, attractive in all senses of the meaning"</i>
Sustainable transport options (e.g. public transport, active travel, minimising demand for transport)	n=10 (10.4%)	<i>"There are woefully inadequate public transport services to Coventry, Banbury, Daventry, Rugby and (directly) Warwick. This chokes off access to employment, diverse education and health care, forcing increased car use"</i> <i>"Active travel advantages"</i>
Tourism / visitors	n=5 (5.2%)	<i>"Tourism - attracting people to the area with ease of access, transport options etc."</i> <i>"No one wants to shop or visit or spend time in a polluted town overrun by cars. Remove the cars, clean up the air and the economy will thrive"</i>
References to a 'green economy'	n=5 (5.2%)	<i>"The need for a green economic recovery/transition should be ranked first"</i> <i>"Enabling green recovery and growth by supporting businesses with green initiatives, e.g. JLR's all-electric vehicle fleet. Would rank this top priority"</i>

Other themes mentioned by a smaller number of respondents included: climate change (n=4), electrification (e.g. vehicles) (n=3), agricultural concerns (n=2), and internet/broadband provision (n=2).

Following this, respondents were asked why they had chosen the economic issues they had selected (or any other issues they indicated in the previous question). Themes based on these comments are presented in Table 8. Whilst respondents were generally positive towards the inclusion of 'economy' as a key theme, many took this opportunity to provide further detail or examples on a range of economic concerns. Indeed, the majority of respondents chose to give more detail around their selections, therefore not necessarily giving the reasons behind their choices (nor directly linking their comments to transport). In total, 314 respondents gave a comment to this question. The most common response related to the reasoning behind respondents' economic selections was the impact(s) of/recovery from the COVID-19 pandemic – 39.5% (n=124) of respondents who left a comment mentioned this in their answer. Other common themes included: long-term impact(s) of Brexit, importance of education, training and skills to a vibrant economy, and changing/flexibility in working (patterns, locations).

Table 8. Why have you chosen the economy issues selected (and any others you have indicated)?

Theme / description	Count (%)	Example quotation(s) for illustration
Impact(s) of / recovery from COVID-19 pandemic	124 (39.5%)	<i>"We should be focusing on Covid -19 as it is still the most current problem that we face in society"</i> <i>"The Covid situation is having a huge impact on small businesses and the hospitality sector... I think it will have a much longer effect than anyone is prepared to admit at government level so I think it should be a first priority at local level"</i> <i>"The transport network needs to help people be flexible how and when they travel. Covid and technology has shown how transport</i>

		<p><i>requirements will change in time. The transport network must give people flexibility in how they can move around</i></p> <p><i>“Recovery from the Covid 19 pandemic will take many years and that recovery must take priority over all other considerations”</i></p> <p><i>“Recovery from COVID is crucial otherwise there is no money for anything else”</i></p> <p><i>“Covid has had such a big impact over last 12 months it is so important to ensure we recover economically from it”</i></p>
Long-term impact(s) of Brexit	70 (22.3%)	<p><i>“Brexit is an important issue as we need to be self-sufficient and therefore we require good transport links around the country for business without clogging up the roads. We need a better rail infrastructure across the country”</i></p> <p><i>“The economic implications of Brexit are also important to take into consideration as the infrastructure of business will be greatly affected by the changes”</i></p> <p><i>“Brexit is a big change that businesses are experiencing that was the outcome of a decision made. There could be many unknown negative impacts to supply chains”</i></p> <p><i>“Brexit - there is a need to ensure the transport networks adjust with the changes”</i></p> <p><i>“Brexit is likely to have long-term impacts on transport around Britain, affecting most things on the list.... It’s vital that Warwickshire plays a part in ensuring transport can run smoothly now that we are no longer part of the EU, to benefit businesses in the area, and also individuals”</i></p>
Importance of education, training, skills to a vibrant economy	68 (21.7%)	<p><i>“Without the right skills and workforce, it doesn’t matter how good everything else is as no business will locate here without the skills being available”</i></p> <p><i>“We need to train young people, urgently, in new jobs; also people who have been furloughed or lost their jobs should be retrained so that we have an active, and innovative working population”</i></p> <p><i>“Education, training and skills is a really important aspect for young people, who generally don’t have access to private transport options. It is through access to education and training that they will be able to be successful in the future”</i></p> <p><i>“In order for the economy to recover and progress, need to offer appropriate education to younger people and those changing jobs”</i></p> <p><i>“Education, skills and training are the most important to enable people to gain the relevant skills and improve their life chances”</i></p>
Changing / flexibility in working (patterns, locations)	52 (16.6%)	<p><i>“However, changing work and leisure patterns and associated behavioural changes will have a significant impact on transport related demands and requirements”</i></p>

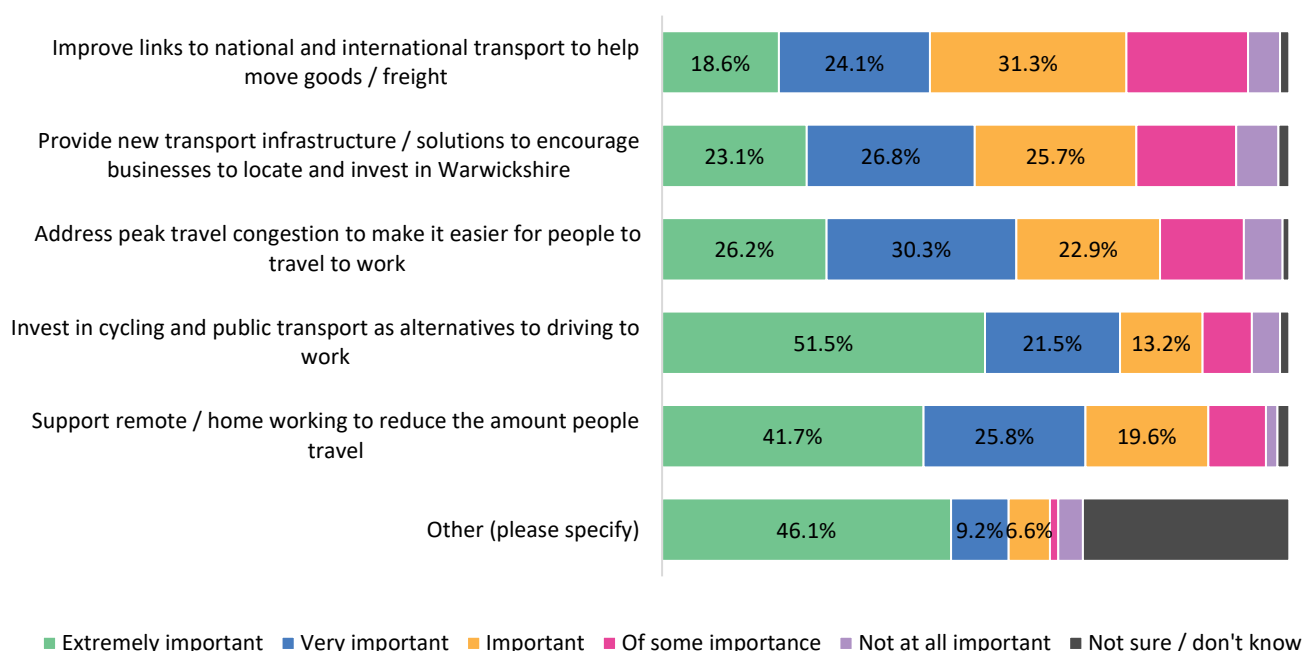
		<p><i>“Work from home has proved successful in many case, reducing pollution from traffic and increasing productivity for example”</i></p> <p><i>“Changes in workplace working and shopping that are currently underway are likely to persist and increase, and should be taken account of when determining what/whether new roads should be built”</i></p> <p><i>“Flexible working patterns could certainly help reduce rush hour traffic and congestion and the ability for people to work from home. It should also encourage a better and safer experience for children walking/cycling to school”</i></p> <p><i>“As we come back out of lockdown and recover from Covid, home working will be much more commonplace. Therefore demand for travel will change. Journeys will be reduced in number. Employers may well offer more flexible working hours and days resulting in a move away from the traditional rush hour”</i></p>
General concerns for future economic prosperity (e.g. job security/employment rates, small businesses, reinvigoration of high-street/town centre)	48 (15.3%)	<p><i>“We need to stimulate consumer spending on the high street by either promoting local businesses (showcasing the businesses in our district) or ensuring consumer confidence in safety and the shopping experience”</i></p> <p><i>“Returning employment levels to pre Covid must be a priority and this has a direct consequence and quality of life, education and economics (debt, tax, etc)”</i></p> <p><i>“Companies such as Amazon are slowly killing town centres. Money would be better spent on the high street. Support local businesses!”</i></p> <p><i>“To try to reduce unemployment and help businesses prosper”</i></p>
Importance of broadband/internet (access/speeds, online shopping)	38 (12.1%)	<p><i>“Internet based working and shopping requires the extensive use of often polluting delivery vehicles”</i></p> <p><i>“Improving internet connectivity... will assist the efforts to improve the environment because it would reduce the need for journeys and/or reduce peak traffic pollution”</i></p> <p><i>“Most people are becoming used to doing much of their shopping online. It is much more convenient and saves travel and car parking costs”</i></p> <p><i>“Improved broadband - including FTTP and 5G - would make business more competitive, and would widen opportunities for new patterns of working”</i></p>
Productivity and competitiveness	34 (10.8%)	<p><i>“Productivity and competitiveness - key to the economy”</i></p> <p><i>“I feel productivity is the key to sustaining all the other points”</i></p> <p><i>“Productivity and competitiveness underpin society's ability to provide essential public goods such as health care and environmentally sustainable activities including economic activities”</i></p>

		<i>“good quality transport links aid productivity and competitiveness”</i>
Perceived improvements to sustainable/affordable travel options (public transport, active travel)	33 (10.5%)	<p><i>“We need to ensure that roads are well maintained so people can cycle without fear of falling off due to bumps and holes in the road. We need to have public transport systems that mean people use it and keep their cars for other journeys - not work or shopping”</i></p> <p><i>“I think making transport, and especially public transport, as accessible and convenient as possible is crucial to the stated aims of this plan”</i></p> <p><i>“It is important that businesses and educational sites are accessible via active travel means, for both staff and visitors. This should include good connections from public transport terminals and cycle hire schemes to allow for multi-modal transport. Such links must be safely useable by all people regardless of age, confidence, and physical ability (i.e., children and adults, new or experienced cyclists, without discrimination to cycle type)”</i></p>
Access to workforce, materials and markets	20 (6.4%)	<p><i>“Access to materials and markets is the most fundamental requirement of any business”</i></p> <p><i>“Local access to materials is preferable to extended supply chains. The emissions costs from battery production, for instance, could be decreased by the development of a domestic battery industry”</i></p> <p><i>“Access to workforce, materials and markets - key to the economy”</i></p>
Perceived improvements to transport infrastructure required (e.g. access, road networks)	19 (6.1%)	<p><i>“Need a good infrastructure to ensure economic development”</i></p> <p><i>“A good transport infrastructure giving the county a competitive edge will help mitigate the effects of Covid-19 and Brexit”</i></p> <p><i>“We should obviously put in place infrastructures for people to go to school, training and work”</i></p>
Environmental concerns (e.g. air pollution, congestion, noise)	14 (4.5%)	<p><i>“We must prioritise the environment, wildlife in particular”</i></p> <p><i>“To support a clean air and low carbon emission economy”</i></p> <p><i>“Reducing commuter traffic and associated congestion is a key driver to reducing pollution”</i></p>
Ranking of issues based on prioritisation (e.g. ranked largest/most important to smallest/least important)	10 (3.2%)	<p><i>“The issues listed appear to be a mix of principles and current issues and therefore difficult to rank”</i></p> <p><i>“All the points listed are important and ranking was difficult”</i></p> <p><i>“Although I have put Brexit as the lowest rank its impact will overshadow national and local economies for decades to come so the LTP must also include measures to encourage inward investment to mitigate the impact of Brexit in the short to medium term”</i></p>

Other themes mentioned by a smaller number of respondents included: health and wellbeing (n=5), concerns regarding HS2 (n=5), concerns regarding housing development/population growth (n=3), tourism/leisure (n=2), questions/queries regarding consultation wording/options (n=2).

Next, on a scale of ‘extremely important’ to ‘not at all important’, respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on the economic challenges mentioned above. Five options were presented to respondents (along with an ‘other’ option) and the results of this are presented in Figure 6 and Table 9 below. In general, the listed ideas were considered to be either extremely important, very important or important by the majority of respondents. For example, over half of all respondents who answered this question stated investment in cycling and public transport as alternatives to driving to work (51.5%, n=387) were extremely important. Improving links to national and international transport to help move goods/freight was considered extremely important by the least number of respondents (18.6% (n=139)), and 6.7% (n=50) suggested that providing new transport infrastructure /solutions to encourage businesses to locate and invest in Warwickshire was not at all important.

Figure 6. Which of the following do you think are important to consider in the LTP when thinking about the economic challenges above?



In terms of ‘other’ ideas to consider, 76 respondents selected an ‘other’ idea and rated this accordingly. Unsurprisingly, respondents tended to consider their chosen idea(s) as extremely important (46.1%, n=35). Those who completed the ‘other’ option were asked to specify. In total, 67 respondents gave a comment to this question. Themes derived from the comments are presented in Table 9. The most common response related to investment in sustainable travel (public transport, active travel) – this was mentioned by over a quarter of respondents (26.9%, n=18) who left a comment to this question. Other common themes included: reinvigoration of local economy (town centres/high street recovery, supporting small businesses), comments regarding the use of private car(s), and local business/employment opportunities.

Table 9. 'Other' considerations to consider in the LTP when thinking about economic challenges

Theme / description	Count (%)	Example quotation(s) for illustration
Investment in sustainable travel (public transport, active travel (e.g. cycling, walking))	n=18 (26.9%)	<p><i>"Invest in active travel infrastructure & public transport"</i></p> <p><i>"Transport by rail and bus and active travel"</i></p> <p><i>"I think it is important to not see cycling as a separate topic, but rather as integrated in all of the above"</i></p> <p><i>"Walking infrastructure"</i></p> <p><i>"Make it easy for people to choose non-car options for getting to school and work"</i></p> <p><i>"Make communal travel affordable to all, with regular routes at the right times, with room for people to use it"</i></p>
Reinvigoration of local economy (town centre/high street recovery, supporting small businesses)	n=15 (22.4%)	<p><i>"Regenerate the idea of the Highstreet Experience. Not necessarily for only big name shopping"</i></p> <p><i>"Consider carefully the planning for town centres. Need to attract a very mixed economy not just replace shops with housing and coffee shops. There needs to be a variety of attractions in a town"</i></p> <p><i>"Support diversification of uses in town centres and High Streets, including more people-friendly spaces"</i></p> <p><i>"Develop what is needed on the local High Street so travel becomes local and NOT long distance"</i></p>
Comments regarding the use of private car(s)	n=12 (17.9%)	<p><i>"Disincentives for peak/single driver road commuting to be considered. For example fees charged on employer carparks"</i></p> <p><i>"The biggest way of reducing Warwickshire's carbon emissions is reducing our car use (electric cars still have a massive environmental impact). So making it easy to get to work without using them, or enabling working from home/in a local hub, are big factors"</i></p> <p><i>"Public transport... enough to make it a practical alternative to the car"</i></p>
Local business / employment opportunities	n=10 (14.9%)	<p><i>"Encourage local independent businesses, provide coworking spaces"</i></p> <p><i>"Lumping International and national transport links together is wrong, we must source and work more locally"</i></p> <p><i>"Place new strategic workplaces near the workforce"</i></p>
Internet / broadband provision	n=7 (10.4%)	<p><i>"Support county-wide (including rural locations) roll-out of high-speed broadband/internet connectivity to boost productivity and employment/training opportunities"</i></p>

		<p><i>"Provide fast broadband to all residents in order that they CAN work flexibly at home or at an office"</i></p> <p><i>"Improve internet provision especially in rural areas"</i></p>
Regional / national / international connections	n=5 (7.5%)	<p><i>"Links to other national public transport routes to ensure that people can work remotely and travel to clients or suppliers all over the UK easily and quickly"</i></p> <p><i>"Intercity rail. A train connection between rugby and/or Coventry to Leicester would reduce traffic correspondingly"</i></p>
Speeding / safety	n=5 (7.5%)	<p><i>"Pedestrian safety, cutting down accidents"</i></p> <p><i>"Reduce speed limits in built up areas/villages"</i></p>

Other themes mentioned by a smaller number of respondents included: HS2 (n=3), COVID-19 pandemic (n=3), references to the 'green' economy (n=2), rural isolation (n=2), wording of questions/options (n=2), and joined-up thinking (n=2).

The final question in the economy section asked respondents if there was anything else they thought should be considered within the theme of 'economy'. Themes from these comments are presented in Table 10. In total, 124 respondents gave a comment to this question. The overriding sentiment regarding the theme of economy was mixed – whilst respondents were generally positive towards the inclusion of 'economy' as a key theme, many took this opportunity to provide further detail or examples on a range of economic-related concerns. Indeed, the majority of respondents looked to return to issues/ideas already presented or discussed in previous questions on both economy and environment. The most common response to this question was support for active travel (e.g. cycling, walking) – 24.2% (n=30) of respondents who left a comment to this question mentioned this in their response. Other common themes included: reducing dependence on cars, reinvigoration of the local economy (town centre/high street recovery), and support for (affordable) public transport options.

Table 10. Is there anything else we should consider in the theme of economy?

Theme / description	Count (%)	Example quotation(s) for illustration
Support for active travel (e.g. cycling, walking)	n=30 (24.2%)	<p><i>"Active travel must be promoted as the best way to travel to work - not only for climate reasons, but also for health reasons"</i></p> <p><i>"Consider the additional benefits active travel to work can bring for employers:- improved punctuality; better mental health/mood (fewer sick days, improved performance); improved physical health (fewer sick days, improved performance); reduced infrastructure cost for parking and vehicle storage"</i></p> <p><i>"We need to make cycling and walking easier"</i></p> <p><i>"Please, please do more to encourage cycling & walking. The benefits are huge not just for the economy, but health and environment. It just makes sense!"</i></p> <p><i>"To educate businesses and councillors that active travel supports the local economy. People who walk or cycle visit high streets more"</i></p>

		<i>and spend more over the course of a month, according to TfL data of outer London towns”</i>
Reducing dependence on cars (concerns regarding congestion)	n=28 (22.6%)	<p><i>“The more you invest in making it easier to drive to work or school the more traffic you will generate”</i></p> <p><i>“If we had better alternatives to using private cars there may not be so much peak congestion”</i></p> <p><i>“Get people out of their cars”</i></p> <p><i>“Peak travel congestion problems are going to change from area to area so in other areas this could be a very important issue”</i></p> <p><i>“Let's make it easy and safe for people to NOT use their cars”</i></p>
Reinvigoration of local economy (town centre/high street recovery, rise of out of town shopping centres, supporting small businesses)	n=24 (19.4%)	<p><i>“Town centres and car parks should be 'repurposed' to focus on being 3rd spaces/ recreation hubs (cafes/ restaurants/ bars with outside seating, entertainment (bowling alleys, cinemas, pool halls, crazy golf etc), gyms, museums/ art galleries, theatres etc rather than relying on shopping). Pedestrianisation of town centres will allow more space for these activities. Town centres need to be better integrated with the public transport network”</i></p> <p><i>“The world is changing, more is moving online and traditional retailing is at a threat as a result... I am a fan of out of town destinations for shopping with local solutions for local needs in the town centres to support the local needs rather than a pure destination”</i></p> <p><i>“Instead of building more factories/units etc., use some of the existing shops that have closed down. The local Councils outprice small business who cannot afford the charges associated with being in the town centre”</i></p> <p><i>“With the demise of the high street, which is always served by public transport, one (cheaper) solution could be to persuade these businesses to move to former retail premises”</i></p> <p><i>“The move to on-line will impact all retailers from now.... We need to have a central plan, that encourages the safe, free movement of people into our towns and cities, with a reimaged high street that can be used for mixed purposes during the various parts of the year. A blend of retail, leisure, hospitality, arts, culture, sports and transport. If the council can secure government loans it can invest in long-term plans to fund local business to flourish and benefit the county as a whole”</i></p>
Support for (affordable) public transport options (bus services, trains, trams)	n=20 (16.1%)	<p><i>“Invest instead in dedicated cycle paths and public transport and you will begin to address pollution, climate change, obesity and encourage inward investment as you will be making the area an even more attractive place to live and work”</i></p> <p><i>“Make transport more accessible for the working man and woman. Traffic in this country is at a crisis point and more public transport the better”</i></p>

		<p><i>"We need frequent affordable public transport that links together. e.g. in Nuneaton NO buses serve the train station directly"</i></p> <p><i>"We need affordable bus transport from our villages. £7 over return ticket to Nuneaton is just not viable. I cannot see anyone giving up car travel to pay that daily on the bus or the weekly bus pass because buses do not run on Sundays? We pay for a week and get 6 days? Not acceptable. Businesses are open on Sundays! Those who do not drive cannot get into anywhere on a Sunday from our village unless you drive? Or pay taxi fares! It needs addressing. If the buses were cheaper they would have more passengers!"</i></p>
Concerns regarding potential development of new roads	n=20 (16.1%)	<p><i>"We must not be building more roads. All development needs to have focus on sustainability"</i></p> <p><i>"I trust that "Provide new transport infrastructure / solutions" includes being more imaginative than simply building more roads!"</i></p> <p><i>"Provide new transport infrastructure / solutions to encourage businesses to locate and invest in Warwickshire" I have ranked this as important on the assumption that it means public transport and not more roads. If it means more roads please reduce my score to not at all important"</i></p> <p><i>"I agree we should provide quality transport infrastructure to encourage businesses to invest in Warwickshire, but not if this simply means building more roads"</i></p>
Impact(s) of longer-term remote / home (flexible) working	n=19 (15.3%)	<p><i>"I'm not sure how a LTP has much impact on remote working. The ultimate conclusion would be that if we all worked from home forever we would not need any local transport... People work in locations (at least they did pre-COVID) that are not often on direct public transport networks. These are often business parks, industrial estates and so on which have grown up in out-of-town locations so they end up with having 2 or 3 connections to reach them by public transport. The whole public transport infrastructure would have to change to resolve this."</i></p> <p><i>"Increased levels of home-working and online shopping will change the dynamics of town centres and consequently transport to and from them"</i></p> <p><i>"If peak travel congestion becomes too much it should automatically encourage people and companies to think about changing their working hours or staggering them. It will be interesting to see whether the peak post Covid will be the same as pre-Covid as I suspect far more people will be working from home for several days a week"</i></p>
Internet / broadband provision	n=8 (6.5%)	<p><i>"Better internet access to rural areas to match speed and reliability as larger cities"</i></p> <p><i>"Faster wifi and telecoms infrastructure - I now live in the centre of town and have worse mobile signal than when I lived in a field! Very challenging working from home with such poor receptions"</i></p>

		<i>“Decent and reliable internet speeds essential to promote home working”</i>
Specific rural concerns (e.g. isolation)	n=5 (4.0%)	<i>“Bringing to an end the sprawl of industrial development into rural areas”</i> <i>“A particular focus should be had on rural and low income services to make sure they are not left behind, as has historical been the case nationwide”</i>

Other themes mentioned by a smaller number of respondents included: HS2 (n=3), COVID-19 pandemic (n=3), further research/data required (n=2), leisure/tourism (n=2), queries around question/option wording (n=2), and investment/policy/strategy required (n=2).

LOCAL TRANSPORT PLAN (LTP) KEY THEME - PLACE

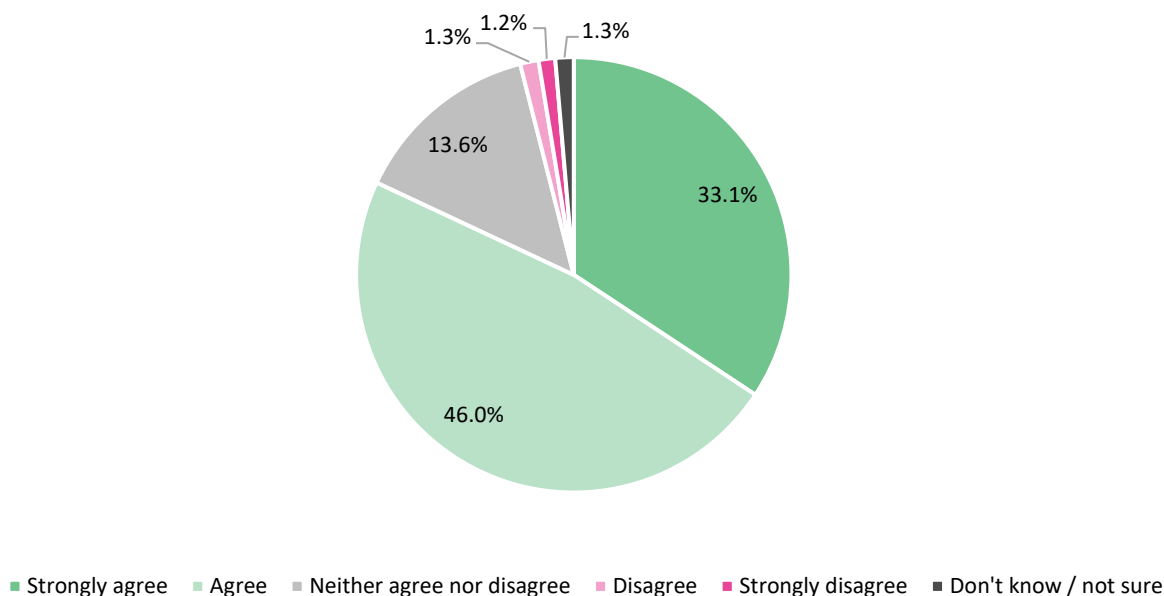
The third key theme to be considered was place. Initial work on the LTP had identified the following challenges:

- Public space and improvement of place and character
- Rural isolation (lack of connection to wider areas and services)
- Access between rural and urban areas
- Housing growth and development
- Regional connections
- National and international connections

High-level aims to accompany each of these challenges/targets were presented to respondents in order to help them make informed choices as they moved through the Place section of the survey.

First, respondents were asked to what extent they agreed that place should be one of the themes used in developing LTP4. As Figure 7 shows, there was a high level of agreement – 79.2% (n=600) either agreed or strongly agreed with the inclusion of the theme of place. Just 19 respondents (2.5%) disagreed (either disagreed or strongly disagreed) with the potential inclusion of this theme.

Figure 7. To what extent do you agree that the theme of place should be one of the themes we use in developing LTP4?

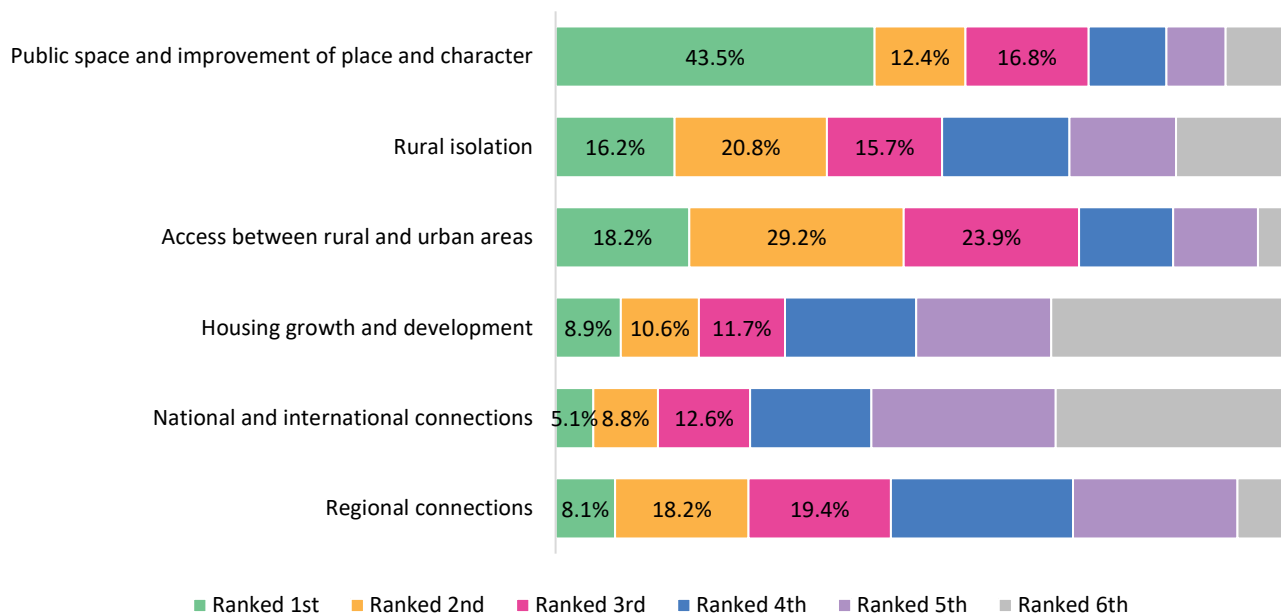


Next, respondents were asked to consider the information provided about place and rank a list of issues in order of how important respondents felt these issues are to address in the LTP. For place, respondents were asked to rank six issues in priority order (1st being the most important, 6th the least important). As Figure 8 shows, 43.5% (n=322) ranked public space and improvement of place and character as the most important issue to address. Indeed, 72.6% (n=536) of all respondents ranked this issue in their top three. In addition, 71.3% (n=525) ranked access between rural and urban areas either first, second or third. In contrast, only 5.1% (n=38) of respondents ranked national and international connections first, and this issue ranked in the top three of just 26.5% (n=195) of all respondents. Again, it should be made clear that the responses to this question only suggest a preference

towards public space and improvement of place and character and access between rural and urban areas over the other listed issues. This does not mean that respondents do not consider the other issues worthy of wider consideration.

Cross-tabulation showed there was a statistically significant difference in responses based on the district or borough a respondent lives/represents. For example, those living/representing Stratford-on-Avon District (26.2%, n=33) and North Warwickshire Borough (25.4%, n=11) were significantly more likely to rank rural isolation as their first concern compared to those in the other districts or boroughs.

Figure 8. Thinking about the information provided about place, please rank the following issues in order of how important you feel they are to address in the LTP (with 1 being the most important)



Respondents were then given the opportunity to list and rank (in line with the listed options given) any other issues related to place that they felt should also be considered. Themes emerging from the comments regarding other place-related issues are presented in Table 11. In total 84 respondents gave a comment to this question. Of those respondents who suggested other issues, only 10 (11.9%) gave the issue(s) a rank/position however these were not consistently ranked by respondents. The theme mentioned most frequently was housing growth and development – 34.5% (n=29) of respondents who left a comment mentioned this in their answer.

Table 11. If there are any other issues related to place not listed please tell us. Please list your issue and where you would rank it here

Theme / description	Count (%)	Example quotation(s) for illustration
Housing growth and development	n=29 (34.5%)	<p><i>"I strongly do not wish for any more fields in Warwickshire to be used for more housing. Use brown field sites"</i></p> <p><i>"Housing is often allowed to proceed before the infrastructure impact is sorted out particularly with regard to traffic & transport. Every new housing development should be: carbon neutral in terms"</i></p>

		<p><i>of heating etc. plus connected to the nearest town & train station by train, bus & safe cycle routes - ahead of any consideration about roads"</i></p> <p><i>"there has been too much focus on new build housing estates and absolutely no infrastructure focus to support growing numbers of people within each area"</i></p> <p><i>"Blindly pushing housing developments will not support the county nor the country. I appreciate the requirement for building but feel there is (as there always has been) preference for greenfield sites over brownfield and many areas of oversight when planning decisions are made"</i></p>
Transport infrastructure (public transport, active travel)	n=22 (26.2%)	<p><i>"Walking, cycling and public transport infrastructure needs to be the focus going forward and not investing in more roads - 1"</i></p> <p><i>"Access by public transport to out of town retail parks (3)... Good signposting of existing footpaths and adding to the existing network of footpaths (2)"</i></p> <p><i>"There could be much more done to integrate public transport... the local bus service does not run long enough for this to be used at both the start and end of the working day, which is a ridiculous situation"</i></p>
Rural isolation	n=19 (22.6%)	<p><i>"For those in rural communities there is often no transport into towns that takes you to work on time"</i></p> <p><i>"Better access between rural and urban communities is vital both for rural residents and for urban residents to reach the countryside with less use of private cars. It will need more public subsidy at least at first"</i></p> <p><i>"Rural isolation and access between rural and urban areas are not constrained by the road network but could be improved by greater investment in public transport but that is a social decision not transport"</i></p>
Cars / congestion	n=18 (21.4%)	<p><i>"Shared car use in towns and villages could reduce car ownership"</i></p> <p><i>"Overabundance of cars clogging up most residential streets in towns and villages causing dangerous obstructions and destroying any pleasant ambiance of those places"</i></p> <p><i>"Reduction of cars parked on streets and footpaths. Number 1"</i></p>
Public space and improvement of place and character (e.g. green space)	n=9 (10.7%)	<p><i>"Sense of place. Before I could open my eyes and know where I was in Warwickshire. Now, I have no idea. The same houses and street layouts are being built all over the County. Shopping areas, including high streets, look the same. It is not just a County thing, it's a national thing. No identity"</i></p> <p><i>"Access to garden centres/nature reserves/gardens open to the public/country parks ... by public transport (1)"</i></p> <p><i>"1 - Green Corridors throughout towns in every direction"</i></p>
Better services / infrastructure (e.g. schools, doctors, hospitals)	n=8 (9.5%)	<p><i>"Providing adequate support services and infrastructure in new developments e.g. community centres, schools, medical centres,</i></p>

		<p><i>and local shops in the very large new housing developments so people can have a sense of place and community and have to travel less. At the moment these estates feel quite barren"</i></p> <p><i>"Locating services as close to where people live as possible to reduce travel distances and improve access for those without a car. This should be at the top"</i></p>
Joined up thinking / collaboration	n=6 (7.1%)	<p><i>"Listen to the local community and collaborate with its representative (local councils)"</i></p> <p><i>"What is important is the degree to which the County Council can control and influence each item"</i></p>

Other themes mentioned by a smaller number of respondents included: regional/national/international connections (n=5), access / connections between specific places (n=5), broadband/ internet connectivity (n=3), planning/strategy/policy (n=2).

Following this, respondents were asked why they had chosen the place-related issues they had selected (or any other issues they indicated in the previous question) and were asked to explain this in more detail. Themes from the comments are presented in Table 12. Whilst respondents were generally positive towards the inclusion of 'place' as a key theme, many took this opportunity to provide further detail or examples on a range of place-related concerns. Indeed, the majority of respondents chose to give more detail around their selections, therefore not necessarily giving the reasons behind their choices (nor directly linking their comments to transport). In total, 250 respondents gave a comment to this question. The most common response related to the reasoning behind respondents' place-related selections was housing developments/population growth – 28.0% (n=70) of respondents who left a comment mentioned this in their answer. Other common themes included: rural isolation, access to sustainable/affordable transport (public transport, active travel), and public space and improvement of character.

Table 12. Why have you chosen the place issues selected (and any others you have indicated)?

Theme / description	Count (%)	Example quotation(s) for illustration
Housing developments / population growth	70 (28.0%)	<p><i>"Housing is last as the continued building of so many poorly designed inefficient housing is at odds with a low carbon future and they certainly do not blend in with the character of Warwickshire"</i></p> <p><i>"The green belt and Warwickshire's history should not be cast out in favour of new housing estates that are unsustainable, bad for the environment and poorly designed"</i></p> <p><i>"There's more than enough house building going on already in Warwickshire which is changing its character. The over development in some areas is destroying a lot of people's 'sense of place'"</i></p> <p><i>"The rapid growth in housing is causing real problems with the current transport infrastructure, clogging roads, making public transport unreliable and therefore unattractive"</i></p>

		<p><i>"The continued development of massive out of town housing developments devoid of access to green spaces and increasing traffic into shopping areas is doubly damaging. It is also destroying many rights of way and walking areas for many many people"</i></p> <p><i>"Many housing developments do not have local shops and services and are not supported by safe cycling networks. This encourages private motor vehicle ownership for everyday necessities. All development plans should have to show how they will contribute to cycle and walking networks to local shops and services"</i></p>
Rural isolation	54 (21.6%)	<p><i>"Warwickshire has a lot of rural areas which are becoming impossible to live in if you are a young person, older person or person on a low income because of isolation and lack of connectivity if you don't have access to a car. As a result these areas are becoming gentrified, non-diverse and characterless"</i></p> <p><i>"Rural isolation is a major problem and public transport should address this, which implies improving access between rural and urban areas"</i></p> <p><i>"Rural isolation comes when people don't have access to a car. If the areas are well served by buses they help everyone both young and old"</i></p> <p><i>"Many rural areas are cut off and people are isolated or have to move away"</i></p> <p><i>"Lack of access in rural locations contributes significantly to a feeling of isolation especially in such a diverse county as Warwickshire"</i></p>
Access to sustainable/affordable transport (public transport, active travel)	48 (19.2%)	<p><i>"We need genuine alternatives to connections via car, i.e. walking, cycling and public transport"</i></p> <p><i>"Very poor public transport to rural towns and villages mean that cars are the only realistic option for most local journeys. it needs to be a high priority to put in place enough public transport to make this a convenient and affordable option and to disincentive car use"</i></p> <p><i>"Public transport in Warwickshire is terrible when it comes to more rural areas and so car travel is the only real option, as most places are too far to consider walking or cycling. Stagecoach will only run services it can make a profit from, so the council needs to find a way of providing a service that is a genuine alternative to car travel"</i></p> <p><i>"Public Transport between towns such as Leamington and Stratford is currently very poor i.e. slow and infrequent"</i></p>

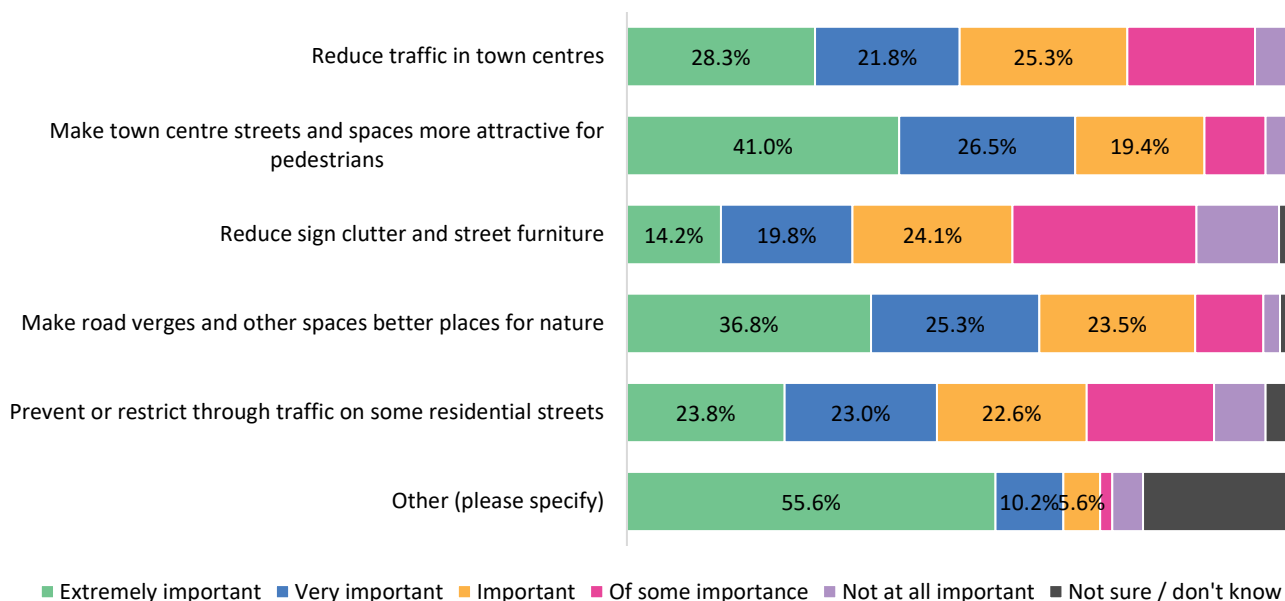
Public space and improvement of character	43 (17.2%)	<p><i>“Inviting public space leads to economic benefits to hospitality and retail”</i></p> <p><i>“Many of our public spaces designed around cars, which can make them unpleasant to use”</i></p> <p><i>“The improvement of public space is the only issue here that we can unambiguously affirm. The provision of pedestrian spaces in town, together with green infrastructure in terms of parks, biodiversity and wildlife zones, can help regenerate public space, encourage walking and cycling, and has many benefits for physical and mental health. A pleasant town environment which people feel pride in and love for, will encourage civic-mindedness and public participation, which will have many benefits, including for climate action. The successful pedestrianisation of Henley Street and the thriving Waterside environment are good examples of what is possible in Stratford”</i></p> <p><i>“The improvement of public space and character will contribute to the improvement of mental health and well-being”</i></p>
Connectivity (e.g. connections between rural and urban areas)	34 (13.6%)	<p><i>“To improve connections for people living in villages”</i></p> <p><i>“There needs to be much more connection between town and country, and this means towns must be countrified by having many more trees and wild green spaces”</i></p> <p><i>“We need new routes which deliberately connect people (on foot or by bicycle) to towns, rivers, fields, canals, woodland, cycle tracks.</i></p>
Regional (transport) connections	31 (12.4%)	<p><i>“Regional connections - very important to develop good local highway networks to encourage more public transport and reduce 'rat runs'”</i></p> <p><i>“Good regional public transport connections encourage people to leave the cars and chose more low-carbon options when moving around Warwickshire”</i></p> <p><i>“1 - Regional connections - This is vital for connecting towns and villages across Warwickshire, strong regional local transport networks allow interconnected, interdependent towns to thrive”</i></p>
Environmental concerns (air pollution, congestion, noise)	29 (11.6%)	<p><i>“I think the local environment is very important for our mental health so access to green spaces and places to cycle and walk safely and for families is essential”</i></p> <p><i>“Based on aesthetic and environmental impact on the local area”</i></p> <p><i>“Local places need to be pleasant for people to live in and visit so it is important to reduce the dominant effect of motor vehicles on most environments such as town centre traffic and consequent pollution”</i></p>
National and international (transport) connections	24 (9.6%)	<p><i>“National connections are vital for economic prosperity”</i></p> <p><i>“National Transport links will enable us to be competitive as an area which will underpin the wealth creation necessary to deliver an efficient and sustainable transport plan”</i></p>

		<i>“National & International connectivity from Warwickshire is already good by existing road network, but mostly reliant on cars for transport”</i>
Economic concerns (job security, reinvigoration of high street/town centre)	14 (5.6%)	<i>“The pandemic has accelerated the decline of retail premises on the high street so the LTP must address the resulting changing fabric of public spaces to ensure closed retail premises and brought back into use in some form, helped by relaxing ‘change of use’ restrictions as applied to planning regulations for commercial properties”</i> <i>“With no extra supporting jobs or shops so this will encourage more unnecessary travel”</i> <i>“Our town centres whilst rich in heritage are dying”</i>

Other themes mentioned by a smaller number of respondents included: ranking of issues based on prioritisation (n=9), impact(s) of and recovery from the COVID-19 pandemic (n=8), broadband/internet access/connectivity (n=8), health and wellbeing (n=7), joined-up thinking (n=3), community involvement (n=3).

Next, on a scale of ‘extremely important’ to ‘not at all important’, respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on place-related challenges mentioned above. Six options were presented to respondents (along with an ‘other’ option) and the results of this are presented in Figure 9 and Table 13 below. In general, the listed ideas were considered to be either extremely important, very important or important by the majority of respondents. For example, 41.0% (n=306) of all respondents who answered this question stated making town centre streets and spaces more attractive for pedestrians was extremely important, a further 45.9% of respondents said this was very important or important. Similarly, 85.6% of respondents felt that making road verges and other spaces better places for nature was either extremely important, very important or important. In contrast, reducing sign clutter and street furniture was considered less important with just 14.2% (n=106) of respondents saying this was extremely important and 12.4% (n=93) suggesting this was not at all important.

Figure 9. Which of the following do you think are important to consider in the LTP when thinking about the place challenges above?



In terms of ‘other’ ideas to consider, 108 respondents proposed an ‘other’ aspect and rated this accordingly. Unsurprisingly, respondents tended to consider their chosen idea(s) as extremely important (55.6%, n=60). Those who completed the ‘other’ option were asked to specify their other ideas; in total, 108 respondents provided a comment. The themes based on these comments are presented in Table 13. The most common response was related to reducing the number of vehicles/improving traffic – this was mentioned by a third of respondents (33.3%, n=36) who left a comment to this question. Other common themes included: increasing pedestrianisation, improving transport infrastructure, and concerns around speeding/road safety.

Table 13. ‘Other’ considerations to consider in the LTP when thinking about place challenges

Theme / description	Count (%)	Example quotation(s) for illustration
Reducing number of vehicles/traffic	36 (33.3%)	<p><i>“Reduce traffic congestion in village centres”</i></p> <p><i>“We want to see a general reduction of traffic on residential streets this should not be limited to conurbation centres where arguably there are fewer residents currently”</i></p> <p><i>“Restrict through traffic on ALL residential streets. Main trunk routes should never come through the centre of towns. Unnecessary freight vehicles on urban routes should be banned”</i></p>
Increasing/improving pedestrianisation	28 (25.9%)	<p><i>“Wider pavements in villages and on busy roads”</i></p> <p><i>“Safe spaces for pedestrians, no shared use spaces. Stop bins being left on the footway apart from where there is no alternative. More benches for those with mobility difficulties”</i></p> <p><i>“Pedestrianisation of town centres”</i></p>

Improving transport infrastructure (e.g. public transport, active travel)	22 (20.4%)	<i>"Public transport needs to either have drop offs close to the centre or the provision of free Park & Ride"</i> <i>"Improved public transport between villages and town centre. (e.g. smaller electric-powered buses, more frequently)"</i> <i>"Active travel & public transport infrastructure"</i>
Concerns around speeding / road safety	17 (15.7%)	<i>"Make town centres and residential area have 20mph speed limits"</i> <i>"Make towns safer and more attractive to cyclists"</i>
Parking	14 (13.0%)	<i>"Removing parking spaces from the town centre"</i> <i>"Prevent or restrict car parking on streets, verges and footpaths"</i> <i>"Place speed cameras through our village it's turning into a racetrack"</i>
Green space provision (including road verges, spaces for nature)	12 (11.1%)	<i>"Green corridors for wildlife, pedestrians and cyclists"</i> <i>"Encouraging Walking Cycling and healthy exercise by the provision of improved verges and green open space will promote the place-based benefits of health and wellbeing"</i>
Pollution (air, congestion, light, noise, litter)	11 (10.2%)	<i>"Reduce noise and light pollution, especially in the evenings and at night"</i> <i>"Enforcement of high standards of maintenance/cleanliness and removal of visual eyesores such as broken up footpaths, damaged signs, litter. Removal of filthy road signs or wash them"</i>

Other themes mentioned by a smaller number of respondents included: housing developments/population growth (n=5), street furniture (n=4), CCTV (n=2), and access for those with disabilities (n=2).

The final question in the place section asked respondents if there was anything else they thought should be considered within the theme of 'place'. Themes that emerged from the comments are presented in Table 14. In total, 139 respondents gave a comment to this question. Whilst respondents were generally positive towards the inclusion of 'place' as a key theme, many took this opportunity to provide further detail or examples on a range of place-related concerns. Indeed, the majority of respondents looked to return to issues/ideas already presented or discussed in previous questions. The most common response to this question was around reducing traffic/congestion – 23.0% (n=32) of respondents who left a comment to this question mentioned this in their response. Other common themes included: making streets/public spaces more visually attractive, making streets/public spaces more attractive for pedestrians, and speeding/safety.

Table 14. Is there anything else we should consider in the theme of place?

Theme / description	Count (%)	Example quotation(s) for illustration
Comments on reducing vehicles, traffic, congestion in towns	32 (23.0%)	<i>"Reducing traffic in town centres will make them safer for all people and especially disabled individuals provided that adequate access/parking is provided nearby or electric buses/bikes/scooters to transport people from parking points to town centres"</i>

		<p><i>"I'm glad you've put options on... reducing traffic. This is the single best thing you can focus on in the transport plan, in my opinion"</i></p> <p><i>"Restricting through traffic is an excellent idea"</i></p> <p><i>"Not all traffic reduction in town centres is good - thinking impact of reduced footfall on retail etc."</i></p> <p><i>"Respect established routes and traffic flows. Be very wary of restricting the flexibility or means of access of traffic. Do not close through routes this leads to more pollution and can be very dangerous in limiting speed and access for emergency vehicles"</i></p>
Making streets/public spaces more attractive – visually (aesthetics, green space)	24 (17.3%)	<p><i>"As we spend more time walking for recreation, we are all becoming more aware of our immediate surroundings. We have a unique opportunity to enhance our environment and surroundings and to lock in the benefits of reduced travel patterns"</i></p> <p><i>"Where improvements of space are made it should be with the environment in mind. Bee corridors, wildflowers, wild areas, green spaces, not using pesticides, green bus shelters etc."</i></p> <p><i>"Reducing car dependency also has the effect of improving the aesthetics of a location... see towns and streets in the Netherlands which are designed to accommodate people first (walking, cycling) which are noticeably quiet and more pleasant locations to be in"</i></p> <p><i>"Aesthetics. Planning regulations on alterations to building fronts which damage the historic character of a street need to be more stringently applied and upheld. Wheely bin covers, storage facilities and camouflage (doing something about the eye-sore blue tops) and spray can painted numbers would make a massive difference to the appearance of our Victorian and Edwardian terraces"</i></p>
Making streets/public spaces more attractive - pedestrianisation	22 (15.8%)	<p><i>"More pedestrianised areas in our town centres would boost retail and trade, reduce air pollution, and improve the look of the towns rather than being littered with cars. More plants or trees could be incorporated and more seating for people to use. Perhaps also more space for cafes and restaurants then to have outdoor seating areas"</i></p> <p><i>"The pedestrianisation of Parade in Leamington has made it a much more desirable place to be, and a lot easier to get to by bike. I hope the LTP will consider making this permanent, maybe with provision for buses, bikes, delivery vehicles and taxis"</i></p> <p><i>"Just wanted to highlight town centre pedestrianisation - current Covid-19 measures have led to traffic closures within town centres. This has led to a flourishing walkable area (when restrictions allow shops to open) with lower air pollution in many places and should be retained post-pandemic if possible. Making this a long-term goal and adjusting street layouts and street furniture with this in mind would lead to improved experiences for people visiting the towns"</i></p>
Speeding/safety	21 (15.1%)	<p><i>"Speeding cars are everywhere. 40-45mph is the norm on 30mph roads"</i></p>

		<p><i>"20mph should be the default limit in built up areas. Traffic speed (second only to traffic volume) is a major deterrent to those wanting to walk or cycle. We need many more to be doing that if we are to improve our air quality significantly"</i></p> <p><i>"The narrow pavement width, lack of street lighting and speed of vehicles needs addressing in any local transport plan"</i></p>
Prevention/restriction of traffic in specific streets	20 (14.4%)	<p><i>"Restricting traffic on resident street - anything discouraging car use until low/zero emissions is the norm is good but one should also consult the residents of the street beforehand"</i></p> <p><i>"When restricting traffic on some residential streets it is also important to ensure that traffic is not instead being diverted into other residential streets, sometimes poorer streets ass has been reported as having happened recently"</i></p> <p><i>"Restrict through traffic on some residential streets...The transport plan must have ambitions where everyone lives to significantly reduce noise & pollution from motor traffic to improve all places as spaces for humans to live"</i></p>
Parking	19 (13.7%)	<p><i>"The impacts of parking and parked cars"</i></p> <p><i>"Parking on pavements should be banned and restrict on-street parking. This would benefit access for the disabled, pedestrians, elderly, cyclists, e-scooters etc."</i></p> <p><i>"Redevelop areas of surface car parking into useful community assets"</i></p>
Sustainable/affordable transport (public transport, active travel)	16 (11.5%)	<p><i>"All local villages need to be easily accessible by local public transport to reduce the reliance on cars"</i></p> <p><i>"Reduce social isolation the public transport network needs to be redesigned. More bespoke services for rural populations, the elderly etc."</i></p> <p><i>"As above, enable and promote access to and through town centres through broader active travel means i.e., cycling as well as walking. Accommodate cycles inside town centres, not just to the boundaries, so that people on bikes can ride and lock-up near to their destinations"</i></p>
Housing developments	15 (10.8%)	<p><i>"When designing housing developments, they should be based on active transport networks, not on everyone having a car. I can't see any developments in Warwickshire where this has been done"</i></p> <p><i>"New housing developments should have active travel and public transport planned in from the outset and not be designed in such a way that car use is normalised/required"</i></p> <p><i>"How the new, very large housing estates e.g. in Warwick, are connected by transport to town centres. The people living there will be overly reliant on their cars to get anywhere - I'd like to see non-traffic cycle/walking paths connecting these places to local shops and leisure facilities"</i></p>
Environmental concerns (e.g. pollution, litter)	12 (8.6%)	<p><i>"The never-ending problems of roadside litter"</i></p>

		<p><i>"Fly tipping, litter, dumped in open spaces and hedgerows"</i></p> <p><i>"20 times more people die from air pollution than are killed in road traffic accidents each year but we don't have a single WCC officer working to decrease deaths resulting from pollution caused by traffic"</i></p>
Rural connectivity (focus on villages/hamlets)	11 (7.9%)	<p><i>"Whilst the reduction of rural public transport seems inevitable, please consider some projects / fare initiatives to try to increase usage. Try not to remove public transport completely from villages as they will become dormitory areas with only car owners eventually living there"</i></p> <p><i>"To reduce social isolation the public transport network needs to be redesigned. More bespoke services for rural populations, the elderly etc."</i></p>

Other themes mentioned by a smaller number of respondents included: disabilities (n=4), history/culture of areas (n=3), mental health and wellbeing (n=3), joined up thinking/collaboration (n=3), and electrification (n=2).

LOCAL TRANSPORT PLAN (LTP) KEY THEME - WELLBEING

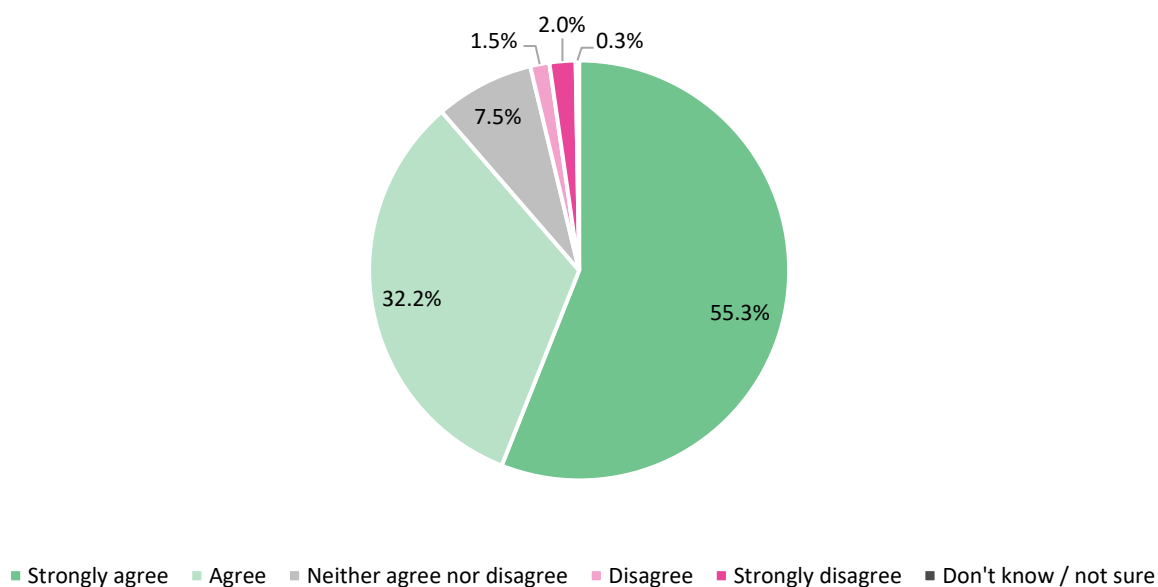
The final key theme for consideration was wellbeing. Initial work on the LTP had identified the following challenges:

- Supporting active lifestyles
- Mental health
- Transport related pollution
- Social inclusion
- Access to health and social care
- Road safety
- Security and safety

High-level aims to accompany each of these challenges/targets were presented to respondents to help them make informed choices as they moved through the Wellbeing section of the survey.

First, respondents were asked to what extent they agreed that wellbeing should be one of the themes used in developing LTP4. As Figure 10 shows, there was a high level of agreement – 87.5% (n=663) either agreed or strongly agreed with the inclusion of the theme of wellbeing. Just 26 respondents (3.4%) disagreed (either disagreed or strongly disagreed) with the potential inclusion of this theme.

Figure 10. To what extent do you agree that the theme of wellbeing should be one of the themes we use in developing LTP4?

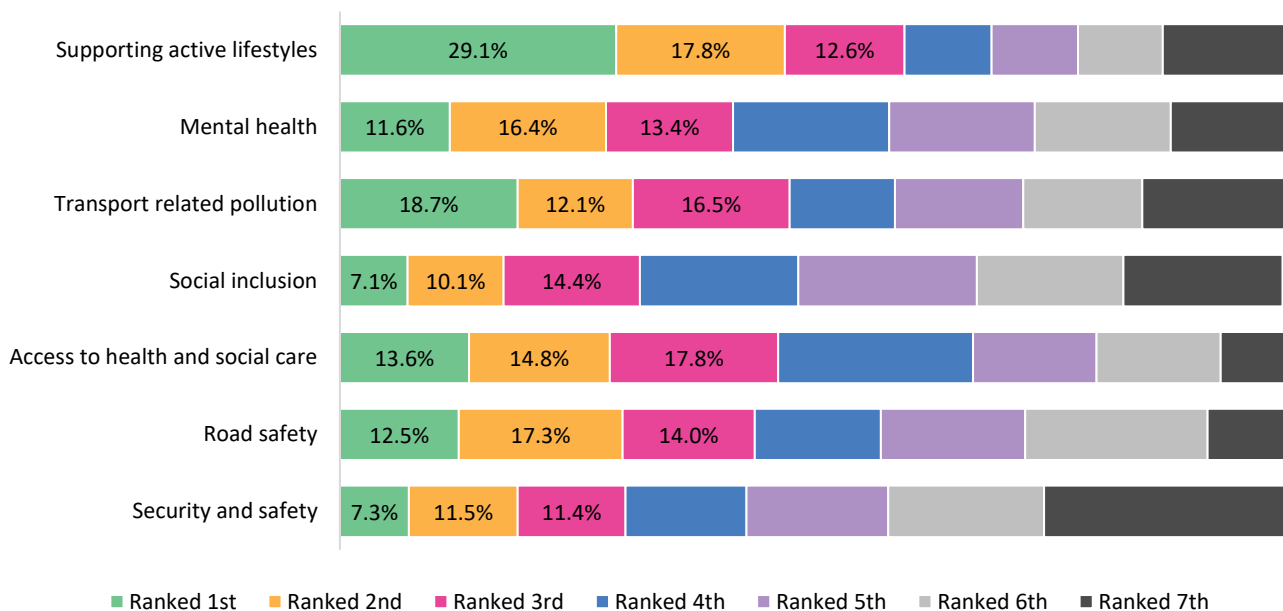


Next, respondents were asked to consider the information provided about wellbeing and rank a list of issues in order of how important respondents felt these issues are to address in the LTP. For wellbeing, respondents were asked to rank seven issues in priority order (1st being the most important, 7th the least important). As Figure 11 shows, almost a third of respondents (29.1%, n= 216) ranked supporting active lifestyles as the most important priority. Indeed, 59.5% (n=441) of all respondents ranked this option in their top three. In contrast, only 7.1% (n=53) and 7.3% (n=54) respectively ranked social inclusion or security and safety first. Again, it should be made clear that the responses to this question only suggest a preference towards supporting active lifestyles over the

other listed issues, but this does not mean that respondents do not consider the other issues worthy of wider consideration.

Cross-tabulation showed there was a statistically significant difference in responses based on the age of respondents. For example, those aged under 60 were significantly more likely to rank supporting active lifestyles (33.6%, n=144) as their first concern compared to those over 60. Further to this, respondents living in or representing Warwick District were significantly more likely to rank supporting active lifestyles (34.7%, n=107) or transport-related pollution (21.1%, n=65) as their first concern compared to the other districts and boroughs.

Figure 11. Thinking about the information provided about wellbeing, please rank the following issues in order of how important you feel they are to address in the LTP (with 1 being the most important)



Respondents were then encouraged to list and rank (in line with the listed options given) any other issues related to wellbeing that they felt should be considered. Themes derived from the comments regarding other wellbeing-related issues are presented in Table 15. In total 69 respondents gave a comment to this question. Of those respondents who suggested other issues, only 8 (11.6%) gave the issue(s) a rank/position however these were not consistently ranked by respondents. The theme mentioned most frequently was around green spaces/environmental impacts – 47.8% (n=33) of respondents who left a comment mentioned this in their answer.

Table 15. If there are any other issues related to wellbeing not listed please tell us. Please list your issue and where you would rank it here

Theme / description	Count (%)	Example quotation(s) for illustration
Green spaces / environmental impact	33 (47.8%)	<i>“Protection and retention of Green Belt, Public parks, green spaces, ancient woodland, public rights of way should not be sacrificed without the consent of our communities; degradation of these facilities will have a negative impact on general wellbeing”</i>

		<p><i>"Public footpaths in the countryside"</i></p> <p><i>"Connection with and appreciation of nature"</i></p> <p><i>"More green spaces for families, groups and individuals"</i></p> <p><i>"Identifying, protecting and providing access to Green open space supports active lifestyles and mental health"</i></p>
Active travel (as a form of exercise)	28 (40.6%)	<p><i>"For every £1 you spend on cycling infrastructure you'll save £££ on health care. Active transport saves money as people improve their physical and also mental health, cost to NHS decreases, less sick days so saving to employers which is good for the economy"</i></p> <p><i>"Healthy bodies and minds are crucial and that means people must be active"</i></p> <p><i>"Longer quality of life without pollution, people living longer but in better shape"</i></p> <p><i>"Active transport - which can tie in with supporting active lifestyles"</i></p>
Improving public transport (access to health and wellbeing services, e.g. doctors, medical centres)	19 (27.5%)	<p><i>"Supporting independence in younger and older age groups by improving public transport"</i></p> <p><i>"I believe that accessing health care without the need for a car would be brilliant. A lot of the times it is not safe to drive after visiting hospital, so public transport links would be extremely helpful"</i></p> <p><i>"Due to the rural nature of much of the County and an ageing population there is a risk of de-population and forcing older residents from rural to urban locations. To avoid this we need better public transport but also not deter people, especially the elderly, using their own cars to access services and for social use"</i></p> <p><i>"Access to local hospitals via public transport needs to be improved"</i></p>
Pollution (air, noise, light)	15 (21.7%)	<p><i>"I have been told that improving road noise and pollution will only be seriously looked at if a serious accident occurs"</i></p> <p><i>"Asthma being affected by pollution is a big concern"</i></p>
Safety (e.g. speeding)	10 (14.5%)	<p><i>"Few people cycle in this area because the roads are too big and fast for it to be safe. WE DESPERATELY NEED PROVISION FOR CYCLISTS TO CYCLE AROUND SAFELY"</i></p> <p><i>"Safety as a result of more traffic and increasingly speeding traffic. This is high for me"</i></p> <p><i>"You have not mentioned pedestrian walkways as needing to be attractive and safe. This is important for a number of wellbeing reasons and encouraging people to leave the car at home for short journeys"</i></p>

Other themes mentioned by a smaller number of respondents included: unable to rank – all weighted equally (n=5), lack of clarity, queries/issues with questions/wording (n=2), ASB/crime (n=2), HS2 (n=2), employment (n=2), and impact of the COVID-19 pandemic (n=2).

Following this, respondents were asked why they had chosen the wellbeing-related issues they had selected (or any other issues they indicated in the previous question) and were asked to explain this in more detail. Themes based on comments are presented in Table 16. Indeed, the majority of respondents chose to give more detail around their selections, therefore not necessarily giving the reasons behind their choices (nor directly linking their comments to transport). In total, 244 respondents gave a comment to this question. The most common response related to the reasoning behind respondents' wellbeing selections was around mental health – 28.3% (n=69) of respondents who left a comment mentioned this in their answer. Other common themes included: concerns around pollution, travel-related safety, and improving active travel facilities to support active lifestyles.

Table 16. Why have you chosen the wellbeing issues selected (and any others you have indicated)?

Theme / description	Count (%)	Example quotation(s) for illustration
Mental health	69 (28.3%)	<p><i>"This is tricky as all the categories listed are important and it is hard to choose what should be top and bottom of the list. In the end I feel mental health should be #1 as it frequently gets forgotten"</i></p> <p><i>"There is, thankfully, increasing recognition of the importance of good mental health and the impact that our living and working environment has on this. My own mental health has been severely affected by constant traffic noise and pollution. Good quality, accessible green space is really crucial for mental health"</i></p> <p><i>"Mental health should be the biggest priority in general after COVID, but it even ties in with people and their health. Access to mental health services and getting rid of the stigma about speaking up should be everything"</i></p> <p><i>"Mental health is the number one issue that we need to deal with. All the other issues have an impact on mental health and so are almost as important to address as if they are not you won't impact mental well-being in a positive way"</i></p> <p><i>"I have put mental health last because I believe that if everything else is in balance mental health can naturally improve"</i></p>
Pollution	61 (25.0%)	<p><i>"The figures state 29,000 deaths related to air pollution. In my opinion this has to be the number 1 issue. It is killing our children!"</i></p> <p><i>"Transport pollution control can have the most immediate and long-term impact on community health"</i></p> <p><i>"Reducing air pollution is a key factor in improving wellbeing"</i></p> <p><i>"I think we are only beginning to appreciate how serious sub-stratospheric air pollution is in terms of its health impacts"</i></p>

		<i>"Atmospheric pollution from traffic, particularly from large commercial vehicles, is a seriously problem and perhaps more readily tackled than some of the other more nebulous issues"</i>
Travel-related safety (e.g. speed, road safety, security)	48 (19.7%)	<p><i>"Road safety directly affects the take up of active travel this needs to be made safer"</i></p> <p><i>"Safer provision for pedestrians is required in many areas"</i></p> <p><i>"Road safety is paramount. Build a safe environment for cyclist / walkers to promote a healthy lifestyle reducing the traffic on the roads an improve road safety by simple measures to start with. Not all roads 'initially' need a safety camera, visual signs are good enough to reduce the speed and can be monitored to see if further action is required"</i></p> <p><i>"Road safety has to be improved. There is too little investment in road surface repair, cleaning and general signage maintenance. Also structurally we have a problem with mixing people, bicycles, cars and lorries and the solutions are frequently tick-box exercises to get planning through"</i></p> <p><i>"Road safety for non-car occupants is a key barrier for many, including me, not using cars"</i></p>
Improving active travel facilities to support active lifestyles (e.g. walking, cycling)	46 (18.9%)	<p><i>"Using the LTP to promote active lifestyles will address many of the issues listed above on its own - it will reduce transport related pollution by promoting walking and cycling as a transport choice; greater personal activity helps with both mental and physical health, social inclusion and will reduce the demand on health and social care provision"</i></p> <p><i>"We are all aware that a healthy and active lifestyle reduces health problems such as diabetes and heart disease but it also reduces the mental health issues that are becoming more prevalent within our culture. It is vital that kids are exercising daily and this is easily done if they walk or cycle to school - this then becomes the norm and carries on into their work life where they will hopefully also walk or cycle to work"</i></p> <p><i>"Supporting active lifestyles will improve mental health, and could encourage people to use transport less, reducing pollution"</i></p> <p><i>"Supporting active lifestyles will achieve some of the others automatically - help mental health, reduce air pollution"</i></p> <p><i>"I believe that being physically active, whatever age you are, is a key to physical and mental health"</i></p>
Improve travel access to health/social care services	29 (11.9%)	<p><i>"Access to health and social care - It is vital everyone should be able to access health and social care with good public transport links and free parking at hospitals, I think it is criminal to charge the sick and the relatives in this way"</i></p> <p><i>"I think it is important that people can access health and social care i.e. I can no longer get to my Doctor's surgery by public transport. Serious thought needs to be given to empowering</i></p>

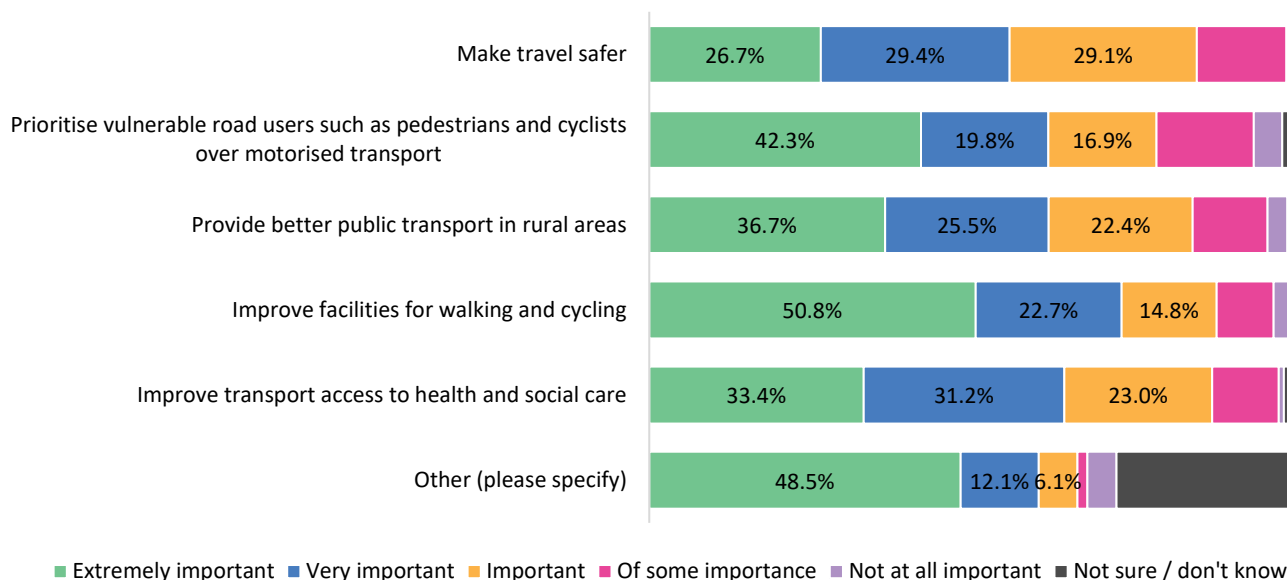
		<p><i>people to act positively by providing a level of public transport provision that meets individual needs"</i></p> <p><i>"It's vital that people can access care provisions in the community, especially understanding that many younger and older people may not be able to drive themselves around, affordable transport networks should be implemented with hospitals, doctors surgeries etc. en-route so that people can access the care they need at an affordable cost"</i></p>
Public transport provision (rural areas, elderly populations)	18 (7.4%)	<p><i>"The ability to travel by public transport is vital for those without vehicles"</i></p> <p><i>"Very conscious that an aging population needs to have transport links to health care etc. Covid vaccinations in places inaccessible by public transport have highlighted this issue"</i></p> <p><i>"Rural communities are often isolated from mainstream towns and are penalised in everything from internet access, through public transport to shopping costs. How do you socialise with anyone when you have no car and even the nearest market town is a bus ride away? On a service that is every 30 mins and stops at 7:00pm?"</i></p>
Social inclusion	17 (7.0%)	<p><i>"Social inclusion - we can all feel left out or not informed so inclusion be it emails, knock on the door, media via press, media via local councils could make vulnerable people included"</i></p> <p><i>"Social inclusion is about enabling everyone to access public spaces & the transport network e.g. separate cycle lanes can be accessed by the old, the young and the disabled whereas cycle lanes which are just a line painted on the road are only accessible to confident, able cyclist who are prepared to risk being effectively in the same road space as other traffic"</i></p> <p><i>"If we don't address social inclusion we risk having far more serious issues than where to catch the bus"</i></p>
Pedestrianisation	11 (4.5%)	<p><i>"Safer provision for pedestrians is required in many areas"</i></p> <p><i>"Pedestrians and cycles need to be safe on the road and to encourage more people to walk and cycle improvements need to be made. I was astonished when I went on holiday to the Netherlands 3 years ago to see the way they have prioritised these groups. The pavement gets priority over road"</i></p>
Importance of green space(s)	10 (4.1%)	<p><i>"Good quality, accessible green space is really crucial for mental health"</i></p> <p><i>"There are many studies showing the link between natural, green spaces and wellbeing"</i></p>

Other themes mentioned by a smaller number of respondents included: wellbeing and quality of life (n=6), reducing reliance on private vehicles (n=6), consideration of ranking/position in list (n=4), and impact of and recovery from the COVID-19 pandemic (n=4).

Next, on a scale of 'extremely important' to 'not at all important', respondents were asked which (from a list) they considered important to think about in the LTP when reflecting on wellbeing-related challenges mentioned

above. Five options were presented to respondents (along with an ‘other’ option) and the results of this are presented in Figure 11 and Table 17 below. Overall the listed issues were considered to be either extremely important, very important or important by the majority of respondents. For example, half of all respondents (50.8%, n=378) who answered this question stated improving facilities for walking and cycling was extremely important. Similarly, 42.3% (n=316) stated prioritising vulnerable road users such as pedestrians and cyclists over motorised transport was extremely important.

Figure 11. Which of the following do you think are important to consider in the LTP when thinking about the wellbeing challenges above?



In terms of ‘other’ aspects to consider, respondents considered an ‘other’ aspect and rated this accordingly. Unsurprisingly, respondents tended to consider their chosen idea(s) as extremely important (48.5%, n=32). Those who completed the ‘other’ option were asked to specify. In total, 55 respondents gave a comment to this question. Themes emerging from the comments are presented in Table 17. The most common response related to active travel – this was mentioned by a third of respondents (32.7%, n=18) who left a comment. Other common themes included: dominance of vehicles, alternative forms of transport, and access to green spaces.

Table 17. ‘Other’ considerations to consider in the LTP when thinking about wellbeing challenges

Theme / description	Count (%)	Example quotation(s) for illustration
Active travel	18 (32.7%)	<p>“Establish safe cycling, walking (or micro vehicle use) solutions”</p> <p>“Maintenance of verges for easy, safe (including being able to see animal waste) access to walk on”</p> <p>“Connectivity in public transport”</p>
Dominance of vehicles	10 (18.2%)	<p>“Cars regularly restricting pavements by residential parking is a constant issue which impacts on pedestrians”</p> <p>“A street full of only cars is a dangerous street”</p>

		<i>"Reduce the HGVs in rural areas"</i>
Alternative forms of transport (e.g. electric bikes, scooters)	8 (14.5%)	<i>"Improve rail services (only) where the population and activities are so concentrated that they provide an effective alternative to the roads"</i> <i>"Alternative transport. Electric bikes or scooters, etc. Make them legal and to accord safe standards"</i> <i>"Why are Escooters as a form of transport being completely ignored in this survey?"</i>
Access to green spaces	7 (12.7%)	<i>"Access to nature"</i> <i>"Protect and increase green spaces in urban areas"</i> <i>"Green space/safe environment"</i>
Safety / security	6 (10.9%)	<i>"Reduce speed. Monitor speeds and enforce speed restrictions"</i> <i>"Collaborate with local communities to improve road safety"</i>

Other themes mentioned by a smaller number of respondents included: access to health and wellbeing services (n=4), transport-related poverty (n=2), HS2 (n=2), ASB/crime, litter/waste, and disability (n=2).

The final question in the wellbeing section asked respondents if there was anything else they thought should be considered within the theme of 'wellbeing'. Analysis was undertaken and themes based on qualitative comments are presented in Table 18. In total, 77 respondents gave a comment to this question. Whilst respondents were generally positive towards the inclusion of 'wellbeing' as a key theme, many took this opportunity to provide further detail or examples on a range of wellbeing-related concerns. Indeed, the majority of respondents looked to return to issues/ideas already presented or discussed in previous questions. The most common response to this question was around active travel (e.g. cycling, walking) – 31.2% (n=24) of respondents who left a comment to this question mentioned this in their response. Other common themes included: public transport, rural isolation, and other alternative forms of transport.

Table 18. Is there anything else we should consider in the theme of wellbeing?

Theme / description	Count (%)	Example quotation(s) for illustration
Active travel (e.g. cycling, walking)	24 (31.2%)	<i>"Active travel improves people's well-being (mental and physical). Not only that, it also reduces carbon emissions and air pollution (which also improves human health)"</i> <i>"Anything that gets us doing more walking or cycling and less driving will improve our physical health and this in turn will improve our wellbeing and reduce health issues such as obesity and type 2 diabetes"</i> <i>"The introduction to this section notes that "the LTP will consider ways to encourage walking and cycling" - this is not the right way to look at the issue. Warwickshire needs to ENABLE walking and cycling. 'Encourage' is very much along the lines of getting people to do something they don't want to do; 'enabling' means that</i>

		<i>people feel walking and cycling is a viable option. Only after walking and cycling is properly enabled through the provision of a high quality, comprehensive, direct and safe network designed to LTN 1/20 standards should the Council be looking at encouraging people to switch. If people do not feel that cycling and walking is a safe and attractive option, encouraging them to still do so will not result in meaningful gains and could actually be harmful should people become stressed and anxious about taking a cycle on to the roads"</i>
Public transport (e.g. trains, buses)	18 (23.4%)	<i>"Provide better transport facilities and other issues will fall into place"</i> <i>"Providing better public transport in general would help decrease individual isolation"</i> <i>"My local bus stops running quite early in the day - this makes many activities impossible as public transport is my means of getting about. I'd like better and cheaper access to Warwickshire"</i>
Rural isolation	15 (19.5%)	<i>"Better public transport in rural areas is important, but it's also worth considering or referencing the possibility of alternative solutions for future rural mobility"</i> <i>"Car share or e bike share are better options than buses in rural areas"</i> <i>"Rural areas will always have poor transport. There isn't enough demand for buses to provide the quantity that would encourage people to give up cars. We've tried to use the bus service in Long Compton and ended up with a £30 taxi from Stratford because the scheduled bus didn't come"</i>
Alternative forms of transport (reduce reliance on vehicles)	12 (15.6%)	<i>"Are there other ideas? ... this seems geared to supporting walking and cycling - what about other forms of transport? Are you considering scooters, innovation of any kind, community schemes etc."</i> <i>"For congestion, the LTP must move away from trying to address the issue by expansion of general road capacity (widening, new roads etc.) where this just induces more demand resulting in any short-term gains quickly evaporating. Motor transport has risen significantly over the decades and there must be an acknowledgement and understanding that this growth cannot continue. It is time for the Council to state that road capacity limits have been reached and that congestion (with its associated problems) can now only be dealt with by an essential reduction in motor vehicle use. That requires viable alternative options for local transport, better multi-modal connectivity, and may require restrictions on private car use through (for example) 'School Street' schemes, new low traffic neighbourhoods (LTNs) etc"</i>
Safety (inc. speeding)	8 (10.4%)	<i>"As a woman I do not feel safe exercising on my own in a public space. We know that harassment is a major issue and a barrier to women participating in sport and exercise. We need to promote a safe environment where abuse is not tolerated and when it is reported it is taken seriously and action is taken"</i>

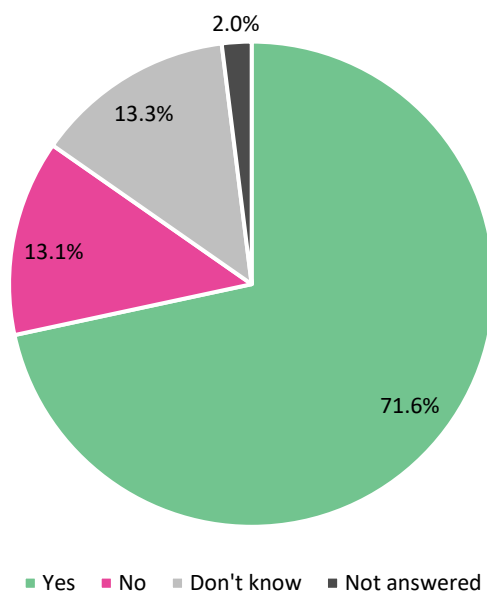
		<i>“Streets busy with a diverse lot of people walking & cycling around are safe and secure and reduce crime and the fear of crime”</i>
Green spaces	7 (9.1%)	<i>“Greener routes are likely to stimulate uptake by cyclists and walkers and provide physical and mental health benefits. People used to view travel as something that was enjoyable, these days it's something people endure to get from A to B. A visually more appealing and relaxing journey may reduce stress and contribute to a reduction in collisions”</i> <i>“Easy access to green space to encourage it's use and to improve the look and feel of a neighbourhood, helping to improve wellbeing”</i>
Elderly populations / disability	6 (7.8%)	<i>“Better care for our elderly. Keeping elderly in touch with each other within their community. As pensioners these should be free to access”</i> <i>“Bear in mind that not everyone, especially the elderly are able to cycle”</i>

Other themes mentioned by a smaller number of respondents included: mental health (n=9), access (n=8), and joined up thinking / collaboration (n=3).

YOUR OVERALL THOUGHTS ON THE KEY THEMES

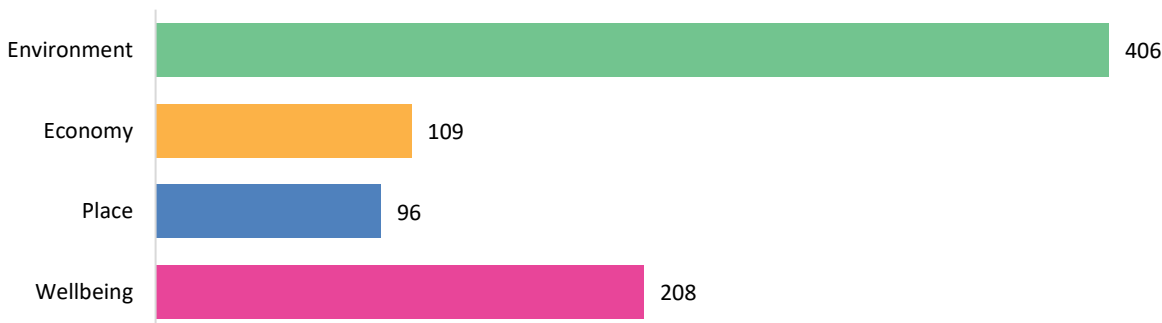
In the next section, respondents were asked for their overall thoughts on the key themes. First, respondents were asked, having considered each of the themes individually, were there any that should be given greater emphasis or priority as the LTP is developed. As Figure 12 shows, almost three quarters (71.6%, n=543) of all respondents to this question felt a theme (or multiple themes) should have greater priority.

Figure 12. Having considered each of the themes should any be given greater emphasis or priority than others as we develop the LTP?



The 543 respondents who answered 'yes' were then asked to indicate which theme(s) should have greater emphasis. Analysis shows that the theme of environment featured most frequently in selections – 74.8% (n=406) of respondents chose this as a higher priority theme. The theme of environment was selected almost twice as many times as the theme of 'wellbeing' (selected as a priority by 38.3% (n=208) of respondents). The themes of place (n=96) and economy (n=109) were selected less frequently. Cross-tabulation showed there was a statistically significant difference in responses based on the age of respondents. For example, those aged under 60 (57.1%, n=245) were significantly more likely to select environment to have higher priority than those aged over 60. Furthermore, those under 25 (42.4%, n=62) were significantly more likely to indicate wellbeing should be given a higher priority than those respondents in older age groups.

Figure 13. If you answered yes, please indicate which themes should be given a higher priority



The final question in this section asked respondents to state any other themes they felt should be considered as the LTP is developed. Themes from the comments are presented in Table 19. In total, 123 respondents gave a comment to this question. The majority of respondents returned to issues/ideas already presented or discussed in previous questions to (re-)emphasise their comments. The most common response to this question was around sustainable/affordable travel options (e.g. public transport, active travel) – 26.0% (n=32) of respondents who left a comment to this question mentioned this in their response. Other common themes included: place-related comments (urban-rural connectivity, rural isolation, aesthetic), improvements to specific roads/junctions, and environment-related comments (e.g. green space, pollution).

Table 19. Are there any other themes we should consider as we develop the LTP?

Theme / description	Count (%)	Example quotation(s) for illustration
Sustainable/affordable travel options (e.g. public transport / active travel options)	32 (26.0%)	<p><i>“Active travel - build it and they will come. If you give residents the infrastructure they need to be able to walk and cycle safely, they will. Building more roads will just encourage more polluting cars. All new housing developments need to be fully linked up so that residents can walk, cycle and take public transport. If people cannot get around by those means the developments should not be approved”</i></p> <p><i>“Affordability... local public transport needs to be free, or very low cost”</i></p> <p><i>“Investing in active travel needs to be a priority - enabling it through infrastructure, not just encouraging it through campaigns”</i></p> <p><i>“It is not clear whether this is a separate theme, but any LTP must be centred around the needs of the walker and pedestrian as the highest priority; all other methods of transport should take that as their starting point. Walking is the easiest and most sustainable mode of travel and how to encourage it, make it safe and easy, has to be a major part of any consultation of this sort. Pedestrians should generally be prioritised over other forms - segregation from cycle paths, safe road crossings, clear way-finding, and pleasant places to sit, rest, and meet others”</i></p> <p><i>“We need a focus to develop active travel (walking, cycling, and public transport) and to incentivise these means of travel over car usage”</i></p>
Place-related (urban-rural connectivity, rural isolation, aesthetics)	25 (20.3%)	<p><i>“1. Street Cleaning - it's quite embarrassing really. 2. Street furniture, in specific's road signs and poorly located cabinets blocking free access to paths. 3. Better design when renewing roads or constructing new. Positions of drains and manholes etc which inevitably cost councils more in repairing”</i></p> <p><i>“Public spaces should (re)designed to: a) encourage personalised forms of transport; b) create well-lit, welcoming and 'safe' public spaces incorporating, retail, leisure and entertainment venues; c) be well-connected to local and regional transport hubs”</i></p>

		<i>"Inclusion of areas you've denied decent transport"</i>
Improvements to specific roads/junctions (inc. maintenance)	22 (17.9%)	<p><i>"Try repairing and maintaining the existing roads and related infrastructure"</i></p> <p><i>"Nuneaton bypass needs to be put in situ as a matter of urgency this will alleviate traffic going through the town centre and also Weddington Lane which is being negatively impacted because of all of the heavy and noisy traffic passing through it, day and night"</i></p> <p><i>"No footpath or cycle path linking the Banbury Road to Loxley Road to enable quicker access across to Tiddington or to walk from houses on the new Loxley Road development to a shop or the main bus routes into town"</i></p>
Environment-related comments (e.g. green spaces, pollution)	18 (14.6%)	<p><i>"If you place a goldfish in dirty water, it will not last long. We need to start with the basics and clean up our environment. Basic public health. This is your responsibility. We need clean air first and foremost. The rest will follow. Reduction in polluting industries. You should stop them. Necessity is the mother of invention. Most industries will soon find another way"</i></p> <p><i>"Ensuring that wild/natural/green areas are joined up in a network prioritised over road networks"</i></p> <p><i>"Not investing in any schemes that prioritise improving road capacity for polluting vehicles!"</i></p>
Wellbeing-related (e.g. mental health, physical activity)	13 (10.6%)	<p><i>"I think some issues such as mental health can be the overwhelming element in the individual lives of many people so maybe that would put wellbeing first on the list"</i></p> <p><i>"What would be the sense of chasing economy or place if the wellbeing of the planet and all creatures including humans who inhabit it goes down the tubes as a result?"</i></p>
General negative comments about LTP4/key themes	13 (10.6%)	<p><i>"The subject titles are two broad and that's an issue as they are open to interpretation... There are no realistic plans I can see which address the concerns to get to a carbon neutral position, instead I just see more and more of the same and it is badged as good for welfare, environment and place when it simply isn't for the majority. This is not easy but it can't be biased on economy totally, which is seems is the continued focus"</i></p> <p><i>"The principal themes should be more obviously transport related, with the 'themes' referred to in this document considered within the themes. The major themes might be connections to other areas (outside Warwickshire), across Warwickshire, to and from individual towns, and within individual towns. An alternative would be make themes more specific (the four proposed are very broad), so minimising energy use might be one, active travel, reducing pollution etc."</i></p>
Economic-related (e.g. Brexit, financial recovery, reinvigoration of high street/town centre)	12 (9.8%)	<p><i>"Enable a vibrant local economy"</i></p> <p><i>"A strong economy will facilitate improvements in all other areas but must be balanced and particularly not to the detriment of the environment"</i></p>

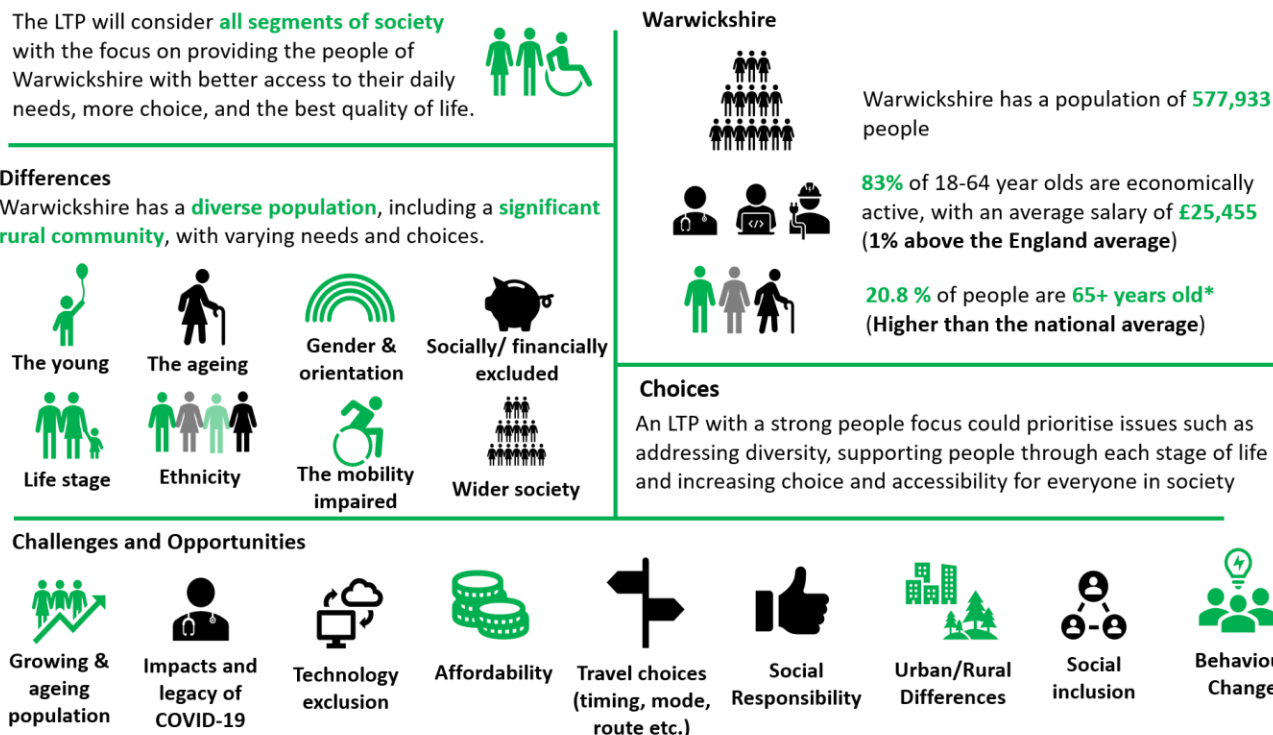
Housing developments / population growth	11 (8.9%)	<p><i>“Future Development. There are a lot of proposed sites to build extra housing in the future. Although it is greatly needed, our road infrastructure is going to need to adapt to accommodate all the extra traffic this will bring”</i></p> <p><i>“Sustainability has not been brought out as a theme. We should not simply be building more driven by an increasing population (which is coming in from abroad not UK births and deaths) which in itself undermines the environmental and climate change goals. This LTP requires to be part of a wider strategy to limit population growth and maintain a sustainable balance between population, housing, re-use of brown field sites, climate change, environment etc.”</i></p>
Reducing cars/vehicles / restricting access	10 (8.1%)	<p><i>“Stopping traffic through our town centres, which will be unpopular to start with but in a few years people will adapt”</i></p> <p><i>“Reducing the reliance on journeys by car”</i></p>
Alternative/‘new’ forms of transport	10 (8.1%)	<p><i>“More provision for electric cars, electric motorcycles/ mopeds charging points in town centres. All blocks of flats, and housing with only on-street parking should be provided with on street electric vehicles charging points”</i></p> <p><i>“New technology- is there a place for electric scooters etc and how these can be safely integrated with traditional transport”</i></p>
General positive comments about LTP4/key themes	10 (8.1%)	<p><i>“I think you have incorporated all of the key areas”</i></p> <p><i>“The themes are good and need to be kept in balance and in the public’s attention and understanding so that we can feel connected and a part of progress being made. It is as important to help us (the general public) remember where we start from; have come from; and where we (the whole community) say we want to get to as we make progress together”</i></p>
Safety (e.g. speeding)	8 (6.5%)	<p><i>“Speed. Reducing speed through villages can only have a positive impact on health (reduce pollution), safety (less accidents), wellbeing (reduced noise, reduced pollution, increase in physical activity, increase in safety) and better for the environment. All villages should have a speed of 20 mph with no exceptions”</i></p> <p><i>“Policing traffic with speed cameras”</i></p>

Other themes mentioned by a smaller number of respondents included: equalities/disabilities (n=5), impact of/recovery from the COVID-19 pandemic (n=4), implementation of specific policies/strategies (n=3), further research / data collection required (n=3), survey bias (n=2), the ranking of issues (n=2), and joined-up thinking/collaboration (n=2).

YOUR THOUGHTS ON EQUALITY

A graphic (see Image 1 below) highlighting information on accessibility and equality was presented to respondents and they were asked to answer several questions around making the new LTP accessible for everyone. Four text boxes were provided giving respondents the opportunity to comment on: how the plan is presented, how we make people aware of the plan, where to find the plan, and other comments.

Image 1. Graphic highlighting information on accessibility and equality



Themes from the comments regarding thoughts on equality are presented in Tables 20-23. Whilst these comments are presented separately for each aspect, 55 respondents gave a comment in all four boxes. In total, 270 respondents commented on how the plan is presented, 299 commented on how we make people aware of the plan, 229 on where to find the plan, and 19 provided other comments. The overarching theme from these questions was that the plan should be presented in a simple, clear and easy to understand way, via a variety of different methods of engagement, and made available across multiple locations.

Table 20. How the plan is presented

Theme / description	Count (%)	Example quotation(s) for illustration
Simple / clear / easy to understand	145 (53.7%)	<p><i>“Written in easy to read language, not to technical”</i></p> <p><i>“Well presented, understandable information provided in easy way”</i></p>

		<p><i>"Keep it simple and easy to follow and make sure the benefits are clear. Also be honest if it will impact on the environment then say so and what actions will be taken before, during and after"</i></p> <p><i>"Any consultation document should be clear and easy to understand"</i></p> <p><i>"Easy to read & comprehend"</i></p> <p><i>"Simple to read and understand with lay persons' language and less jargon"</i></p> <p><i>"Keep it simple. Lots of big words may be necessary for legal reasons, but make sure people understand the text"</i></p> <p><i>"Although it is trying hard to be accessible some of the messages are almost meaningless in the simplicity. It is everyone that you are trying to reach and by keeping the message simple it turns off those who might want more information"</i></p>
Use of graphics/images (e.g. inclusion of photographs, images, maps, videos)	42 (15.6%)	<p><i>"Infographics are much easier to digest than large chunks of writing"</i></p> <p><i>"It should be clear and concise and supported with images, graphs, charts etc."</i></p> <p><i>"Clearer maps of transport routes and links"</i></p> <p><i>"Short videos - for those that tend not to read"</i></p> <p><i>"Use of diagrams, photos and flow charts to explain things in a manner which is more easily understood"</i></p>
Availability of a shorter / summarised version	41 (15.2%)	<p><i>"Create a compelling and engaging one-page info graphic containing key information points"</i></p> <p><i>"Bullet points or summary as well as main document"</i></p> <p><i>"It should have several versions, so that, if people want, they need only look at an 'executive summary' while others might want to look at all the detail"</i></p> <p><i>"Create key summary actions/outputs in a number of ways: Use pictures and infographics about the key themes and focus (as used above) not a dense text report that only the few will read"</i></p> <p><i>"I had a look at the current plan, LTP3. As it's several hundred pages - I didn't get very far! A short crisp summary would be a big help"</i></p>
Dissemination (e.g. to key groups via networks, at public locations, presentations)	37 (13.7%)	<p><i>"Ensure each is presented with the plan in a format appropriate to them (online presentations, emails, newspaper articles...). In particular: District councils (e.g. WDC); Town councils (e.g. Warwick and Leamington); Town transport interest groups (e.g. Leamington Society); Environmental campaign groups; Universities, schools, colleges"</i></p>

		<p><i>"Backed up with adverts on local radio newspapers, job centres etc about where to look"</i></p> <p><i>"The plan can / could be presented by local councillors and or MPs representing the county by involving local councils and parish councils in Q and A sessions"</i></p> <p><i>"Use existing local organisations to publicise – e.g. education settings from early years to college, churches, voluntary groups and organisations - they all have existing communication routes as part of their systems so why not use them"</i></p> <p><i>"Information in local shops in more rural locations"</i></p>
Availability of hard copy/paper version	28 (10.4%)	<p><i>"There should be paper copies available to include those digitally excluded for whatever reasons"</i></p> <p><i>"Paper documents are important - information should not just be accessible online"</i></p> <p><i>"There is an option of having the LTP sent in paper format... I think that that makes it much more accessible"</i></p> <p><i>"A paper edition will continue to be necessary for convenient use and readability and should be printed and made available"</i></p> <p><i>"Make paper copies available via community centres, libraries, doctor surgeries"</i></p>
Availability/awareness via social media platforms (e.g. Facebook, Instagram, Twitter)	22 (8.1%)	<p><i>"YouTube and Instagram etc."</i></p> <p><i>"Short duration animation/video/storytelling through social media etc."</i></p> <p><i>"Present in smaller chunks using social media and local press"</i></p> <p><i>"access via social media, downloadable link which can be shared on different platforms"</i></p>
Availability in different languages	19 (7.0%)	<p><i>"Ensure a summary of the plan is translated to other languages for specific communities to make it more inclusive"</i></p> <p><i>"Publish in all relevant languages"</i></p>
Availability/awareness online (e.g. Warwickshire County Council website, press releases)	17 (6.3%)	<p><i>"Give residents a dedicated online hub which will provide them with 'tips and tricks' to enable them to better understand how they can adapt to and support the new LTP plan"</i></p> <p><i>"Put a link on the front page of the Warwickshire Council website"</i></p>
Accessible for those with disabilities	9 (3.3%)	<p><i>"Thought should be given to those who are dyslexic. Brail formats and audio formats may also be required"</i></p> <p><i>"It also needs to be presented in other ways such as a video with speech and script so that it is accessible for people who have learning, visual or hearing difficulties"</i></p>
Further consultation(s) is required	6 (2.2%)	<p><i>"More public consultation"</i></p> <p><i>"Opportunities for consultation at local level"</i></p>

General comments around publicity / promotion	6 (2.2%)	<p><i>"No-one really understands what an LTP is and the direct effect it can have on them. More work is needed to promote it generally as well as to groups who may not get involved"</i></p> <p><i>"Very little publicity given"</i></p>
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Other themes mentioned by a smaller number of respondents included: consideration of plan's content (n=5), comments on specific roads/locations (n=5), LTP4 timescales (n=4), and structure of the plan (n=4).

Table 21. How we make people aware of the plan

Theme / description	Count (%)	Example quotation(s) for illustration
Social media (e.g. Facebook, Instagram, Twitter)	101 (33.8%)	<p><i>"Use social media to engage the young if possible, as a demographic who are less likely to be aware of this kind of initiative"</i></p> <p><i>"Use local social media platforms to advertise it"</i></p> <p><i>"Through social media. A huge majority including older people do have access"</i></p> <p><i>"Social media. Most other methods are a waste of money these days"</i></p> <p><i>"Social media to get a broader awareness than traditional interested audience"</i></p> <p><i>"Social media - Twitter - TikTok etc."</i></p> <p><i>"Most people get information online now. Ensure social media is included"</i></p>
Local community groups/local networks/voluntary sector	68 (22.7%)	<p><i>"Advertise to local community groups"</i></p> <p><i>"Community engagement is vital, especially with most vulnerable communities. Partnerships with existing organisations may improve the likelihood of reaching communities"</i></p> <p><i>"Local community leaders need to pass the plan out within their community"</i></p> <p><i>"Local networks like the online 'Nextdoor' platform"</i></p> <p><i>"Ask community and voluntary groups to share the plan as well as health and community professionals"</i></p>
Local press (e.g. local radio/TV, local newspapers)	59 (19.7%)	<p><i>"Via local press"</i></p> <p><i>"Newspaper articles in local press"</i></p> <p><i>"Extensively reported in the local press"</i></p> <p><i>"Press releases"</i></p>

		<i>"Press and TV coverage"</i>
Leaflet drop documentation (direct to residents)	41 (13.7%)	<i>"Door to door leafletting"</i> <i>"Send an advertising leaflet to homes in Warwickshire advising them of the plan and the need for people to respond to get information"</i> <i>"I think leafletting through people's doors is an effective way of getting information out there - through environmentally friendly means such as a renewable source of paper, non-laminated so it is recycled and maybe a QR code for people to find out more?"</i> <i>"Flyer through every door... Make folks aware of the LTP when something is happening in their area"</i> <i>"Leaflets through house doors"</i>
Posters (e.g. libraries, shops, public transport)	27 (9.0%)	<i>"Posters in shops"</i> <i>"Posters on buses and trains, and on advert hoardings in towns"</i> <i>"Are there posters on public transport to make people aware?"</i>
Via Warwickshire County Council / District/Borough Council (websites)	18 (6.0%)	<i>"Publish on County website"</i> <i>"County Council websites"</i> <i>"Through local councils"</i>
Local businesses/employers and schools	15 (5.0%)	<i>"Distributed to businesses in the area"</i> <i>"Literature at local businesses"</i> <i>"Schools/colleges"</i>
General comments about promotion / publicity	12 (4.0%)	<i>"I think there should be greater publicity for any public consultation. Having spoken to other people, I've found many who are rarely aware that a public consultation is taking place. It is so important that the people who will be affected by resulting decisions are made aware of their eligibility to have some input in the decision-making process"</i> <i>"People tend to ignore consultations unless it has a specific impact on them. More publicity into what is being considered and how the plan can improve their lives is required."</i>
Word of mouth (e.g. local presentations)	7 (2.3%)	<i>"Word of mouth"</i> <i>"Local presentations"</i>

Table 22. Where to find the plan

Theme / description	Count (%)	Example quotation(s) for illustration
Online (e.g. Warwickshire County Council website)	130 (56.8%)	<p><i>"Online"</i></p> <p><i>"Online - easy to find not lost in a website!"</i></p> <p><i>"Online - Warwickshire and local council web pages"</i></p> <p><i>"WCC website with links on District and Town council websites"</i></p> <p><i>"Simple website link"</i></p> <p><i>"Online, on accessible website"</i></p> <p><i>"Online - most have access"</i></p> <p><i>"A digestible version needs to be online as well as the full document"</i></p>
Via local community services / public spaces (e.g. copies at libraries, public transport, GPs)	79 (34.5%)	<p><i>"Railway and bus waiting rooms"</i></p> <p><i>"Libraries, tourist and transport information centres"</i></p> <p><i>"Libraries, bus stops. schools and community buildings. Town Hall, rail station. If possible, supermarket noticeboards. Market place on market days"</i></p>
Physical/hard copy (available on request)	21 (9.2%)	<p><i>"Hard copies if requested?"</i></p> <p><i>"Physical copies in certain key places (mindful of environmental impact of leafletting etc.)"</i></p> <p><i>"Hard copy available on request and in local council offices"</i></p>
Link to document(s) via social media (e.g. Facebook, Twitter, Instagram)	20 (8.7%)	<p><i>"Circulate on social media"</i></p> <p><i>"Social media sites"</i></p> <p><i>"Use social media. There are huge numbers of community groups on social media"</i></p>
Via local community groups / networks / voluntary sector	16 (7.0%)	<p><i>"The websites of other groups, establishments"</i></p> <p><i>"Lots of social media outlets not being tapped into"</i></p> <p><i>"Good old-fashioned roadshows in local community centres would allow access to many"</i></p>
Via local media (e.g. newspapers)	5 (2.2%)	<p><i>"Use the local media including newspapers, leaflets"</i></p> <p><i>"Newspaper adverts on key points"</i></p>

Table 23. Other

Theme / description	Count (%)	Example quotation(s) for illustration
Accessibility (of plan, survey, documents etc.) / readability (to aid understanding)	n=8 (42.1%)	<p><i>"More notice must be given at each stage of the consultation"</i></p> <p><i>"Large print, key sections in main languages spoken in the County via Web choices"</i></p> <p><i>"Bitesize version"</i></p> <p><i>"Good news spreads fast. Make it simple and attractive via your usual communication strategies"</i></p> <p><i>"Ensure maximum use of high-quality annotated maps and graphic presentation of key numbers actual and projected, which underpin the Plan"</i></p> <p><i>"Giving access to the plan is only helpful if the plan is easy for ALL to understand, in places where people can be comfortable to sit for a time to take it in and are likely to go to"</i></p>
Equality (inc. reaching all types/groups)	n=4 (21.1%)	<p><i>"It is bizarre that you think equality is only a matter for consideration with regard to your document, and not in access to transport. A complete lack of safe cycling infrastructure has greater impact on women and children"</i></p> <p><i>"Just be aware that some people are difficult to reach because of age, disability or lack of resources, and that these people should be the very ones to benefit from a radical improvement of public transport and the related issues"</i></p> <p><i>"Children and young people will be impacted by changes implemented by the LTP for many years to come - can schools be asked to support young people to complete this survey (geography?) to capture their views as the survey may otherwise pass them by?"</i></p>

Other themes mentioned by a smaller number of respondents included: environmental issues (e.g. green spaces) (n=2), sustainable/affordable transport (public transport, active travel) (n=2), retaining old/previous LTP versions (n=2), and joined-up thinking/collaboration (n=2).

Finally, respondents were asked if there are any equalities issues or impacts to consider in order to ensure the development of the LTP4 is beneficial for everyone. In total, 180 respondents left a comment to this question. Themes based on the comments regarding equalities issues/impacts are presented in Table 24. A variety of suggestions were put forward by respondents. The most common response was that consideration should be given to those with disabilities – 36.7% (n=66) of respondents who left a comment mentioned this in their response. Other common themes included: accessibility for (economically) vulnerable groups, age-related inequality, and consideration of other/non-vehicle road users (e.g. pedestrians, cyclists).

Table 24. Are there any equalities issues or impacts that you think we should consider as we start to develop the LTP4 to ensure it is beneficial for everyone?

Theme / description	Count (%)	Example quotation(s) for illustration
Consideration to be given to those with disabilities	66 (36.7%)	<p><i>“People with disabilities are often treated as an afterthought. We should first consider those who are likely to be disadvantaged and design with them in mind at the outset”</i></p> <p><i>“Those with learning difficulties or conditions such as autism or mental health challenges”</i></p> <p><i>“When thinking of public transport or sidewalks I would bear in mind the high amount of people that use mobility scooters or wheelchairs in Warwickshire”</i></p> <p><i>“There is no mention of accessibility for disabled or differently abled people”</i></p> <p><i>“There are a large proportion of registered blind people who do not have a guide dog or cane - not all blind people need these things. How can you improve the transport experience for this group? As an example, many times, a bus can’t stop immediately by its allocated bus stop. As a result, there are many blind people who miss the bus because there’s no indication that the bus is for them... It would be helpful for everyone to have an automatic bus timetable that updates regularly which is easily readable for blind people on the actual bus stop”</i></p>
Accessibility for (economically) vulnerable groups	47 (26.1%)	<p><i>“Actively engage the most vulnerable groups in our society - those who have lost their jobs, live alone and might be isolated, those on the poverty line. They should be the priority as much as those who can afford to have their voices heard. I am privileged to have the time to give a thoughtful response, access to the internet to provide that response, etc., but there are many who won't. That doesn't mean they don't have opinions, or that their opinions are any less important”</i></p> <p><i>“There's... no mention of affordability of transport for disadvantaged people”</i></p> <p><i>“People on low incomes benefit most from good walking, cycling, bus and train infrastructure. It will also benefit us all as more people seek to use different safe methods of transport. Build it and people will eventually use it to the benefit of society, business and most of all the environment”</i></p> <p><i>“Use of public transport by people in households with low income is really important for accessing work, shopping and everything. The price of public transport is much higher than running a car but people on low incomes do not have the capital to outlay so public transport is a lifeline for this group as it is for those people who are not able to drive or too frail to drive”</i></p>

Age-related inequality	37 (20.6%)	<p><i>“Try and include everyone including school aged children as they will be living with the results as well and may have different perspectives”</i></p> <p><i>“The increasing older age group are disproportionately disadvantaged because many remain independent but without the ability to walk useful distances without short breaks of sitting, and many have given up their cars”</i></p> <p><i>“The premise should be that all citizens are equally important, in an ageing population it is easy to overlook the elderly and focus on wage earners and the youth”</i></p>
Consideration of other/non-vehicle road users (e.g. pedestrians, cyclists)	26 (14.4%)	<p><i>“There needs to be a focus on equity, not equality. For example, equality on the roads means cyclists can access the same lanes as motor vehicles - this is obviously not necessarily safe nor welcoming and does nothing to enable a modal shift from driving to active choices. However, equity would mean providing the safe infrastructure to enable cyclists to travel on the same, direct routes in safety, separated from the dangers of general motor traffic. It is extremely important that there is an equity of access to transport in Warwickshire, where children are just as freely able to access their local communities and towns as adults; where non-drivers can move about as easily as drivers; where people who find they can no longer drive for whatever reason do not suddenly feel isolated and cut-off because they cannot safely get about without a car. For too long driving has been the dominant mode of transport both in planning and in use. It is time to re-balance the network to ensure that equity of access for everyone”</i></p> <p><i>“Routes that are good for walking and cycling are good for wheelchairs and mobility scooters - more inclusive and if it is easier to get around under your own steam, more people do it and everywhere becomes safer and it allows children more independence. Win-win”</i></p> <p><i>“Pedestrians and cyclists will only use travel corridors if they are seen to be safe. Their voice should have greater impact than that of business and logistics companies who will shout the loudest with well-resourced responses”</i></p>
Engage with community groups	19 (10.6%)	<p><i>“Use local transport working groups where these exist and promote their development where they don't”</i></p> <p><i>“Look for ways to consult with hard-to-reach and socially-excluded groups who may not have access to online consultations. Work with community and faith leaders and the voluntary sector to gain as wide engagement as possible”</i></p> <p><i>“Invite community groups to get involved e.g. Sikh temple”</i></p>
Geographic / location-based inequality	11 (6.1%)	<p><i>“Warwickshire is a diverse county with an affluent south and less affluent north. Effort should be made to ensure that the LTP recognises that fact and produces measures which will be tailored wherever possible to take this into account”</i></p> <p><i>“The rural communities are currently poorly served by public transport in Warwickshire. A Local Transport Plan that addresses</i></p>

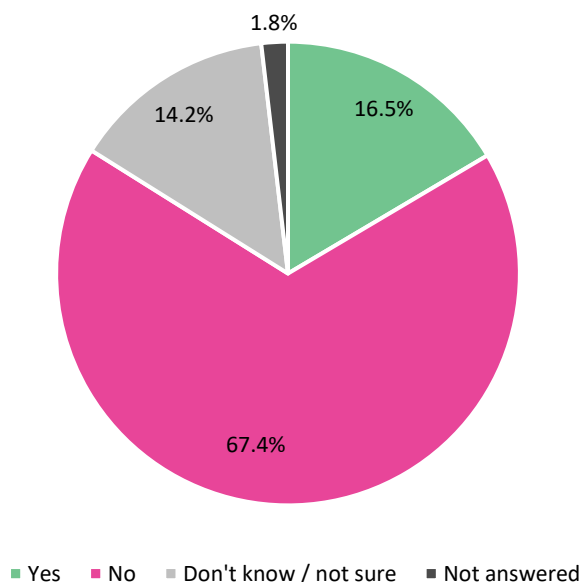
		<p><i>this inequality and combines public transport and green forms of transport, cycling, walking etc, into a seamless connecting network, would increase citizens wellbeing and contribute significantly to Warwickshire's economy"</i></p> <p><i>"Geographic inequality given the difference in this county from North to South"</i></p>
Gender-based inequality	6 (3.3%)	<p><i>"Please read Invisible Women by C. Criado -Perez. Her chapter on transport policy for equality is extensively researched and very helpful for planners"</i></p> <p><i>"Making spaces where women feel comfortable. A useful benchmark to set to benefit all members of society in their relationship with the new LTP"</i></p> <p><i>"Women in particular are looking for safe places to walk and exercise"</i></p>
Technological-based inequality	5 (2.8%)	<p><i>"Technology exclusion"</i></p> <p><i>"How the plans might affect... those without internet access"</i></p>
Ethnicity-based inequality	5 (2.8%)	<p><i>"Make the plan available to all e.g. in different languages for populous ethnic groups in the region"</i></p> <p><i>"Consult with ethnic groups... giving their members time to think about the proposals and report back to their leaders who can then pass comments to you"</i></p>

Other themes mentioned by a smaller number of respondents included: availability of alternative formats (n=3), and a perception that there is too much focus on equality currently (n=2).

WARWICKSHIRE LOCAL TRANSPORT PLAN 2011-2016

The next section explored the Warwickshire Local Transport Plan 2011-2016 (LTP3), asking respondents if they had used or referred to this previously. Figure 14 shows that just 16.5% (n=125) of all respondents had used or referred to LTP3, whilst 67.4% (n=511) had not (14.2%, n=108 suggested they did not know/not sure).

Figure 14. Have you used or referred to the existing Local Transport Plan (LTP3) before?



Those respondents who answered 'yes' were asked to specify and explain what they had used the previous LTP for. In total, 101 respondents left a comment to this question. Almost half of all respondents who commented (47.5%, n=48) suggested they had used the LTP3 for general interest / understanding / reference. Using the LTP3 for planning purposes (e.g. planning applications, Neighbourhood Plan) and in their role for business / private sector organisation were also frequently mentioned by respondents (see Table 25).

Table 25. Please explain what you have used LTP3 for

Theme / description	Count (%)	Example quotation(s) for illustration
For general interest / understanding / reference (plans, priorities, principles)	48 (47.5%)	<p><i>"Skim read when it was first written and publicised"</i></p> <p><i>"My own interest, to see what future plans WCC has"</i></p> <p><i>"To understand the priority given to active travel options in Warwickshire"</i></p> <p><i>"Understanding the principles behind decision-making"</i></p> <p><i>"To help understand the current priorities and assess progress towards the goals"</i></p>

		<i>"To consider implications and impact on residents' quality of life"</i>
Planning purposes (e.g. planning applications, Neighbourhood Plan)	22 (21.8%)	<i>"Understanding plans for the local area re-housing development plans/ county parks etc. Plans for the centre of town"</i> <i>"For responding to planning applications"</i> <i>"Check policies with regard to planning applications"</i> <i>"Local Plan submissions"</i> <i>"When looking at planning applications"</i>
In work for business / private sector organisation	12 (11.9%)	<i>"As a consultant providing advice to developers"</i> <i>"As a highways and infrastructure consultant"</i> <i>"Policies very important for job role"</i> <i>"Worked as an energy consultant and had cause to read it from an energy perspective in the past"</i>
In work for council (WCC, parish/town council)	10 (9.9%)	<i>"As a member of the Parish Council"</i> <i>"As a former district and current parish councillor"</i> <i>"As a resident and former District Councillor involved in Planning applications and the assessment of District housing plans, it was often vital to understand how the two meshed - or did not mesh – together"</i>
In work for local voluntary organisation, charity or special interest group	9 (8.9%)	<i>"As Sustrans volunteer to see what cycling, walking provision is being proposed"</i> <i>"Through links to CPRE"</i>
To aid consultation survey completion	8 (7.9%)	<i>"Research before completing this survey"</i> <i>"Briefly read what I believed was of interest... to complete the questionnaire etc."</i>

Other themes mentioned by a smaller number of respondents included: school (n=5), specific interest in public transport (bus, train) (n=3), and HS2 (n=2).

Similarly, those respondents who answered 'no' to this question were asked to explain why they had not used or referred to the LTP3. In total, 267 respondents left a comment to this question. The most frequently mentioned comment was that respondents were unaware of the LTP3 – 72.3% (n=193) of respondents who left a comment mentioned this in their answer. Other comments focused on only recently being made aware of LTP3, having no need to use/refer to LTP3 and not being interested in LTP3 (see Table 26).

Table 26. Please explain why you have not used/referred to LTP3

Theme / description	Count (%)	Example quotation(s) for illustration
Unaware / had no knowledge of LTP3	193 (72.3%)	<p><i>"Did not know it existed"</i></p> <p><i>"Didn't know it existed before doing this survey"</i></p> <p><i>"Had not heard of it"</i></p> <p><i>"I wasn't all that aware of it before"</i></p> <p><i>"Not heard of it before"</i></p>
Only recently been made aware of LTP3	33 (12.4%)	<p><i>"Only recently became aware of it"</i></p> <p><i>"Only just moved to the area"</i></p> <p><i>"Only just been made aware of it"</i></p>
No need to use/refer to LTP3	19 (7.1%)	<p><i>"Have never needed to"</i></p> <p><i>"No problems so no need to engage"</i></p> <p><i>"No need to - why would I?"</i></p>
Not interested in LTP3	12 (4.5%)	<p><i>"I had no particular interest. Having looked at it before completing this survey it's too vague and too long and seems to be ignored... I hope the new plan will be concise and actively used by local politicians, planners, developers and residents"</i></p> <p><i>"Not interested"</i></p>

Other themes mentioned by a smaller number of respondents included: LTP3 not useful (n=5), LTP3 too confusing (n=5), could not locate LTP3 (n=4), lack of time (n=3), and new to the area (n=2).

ANY OTHER FEEDBACK

At the close of the survey, respondents were asked if they had any other comments they would like to raise regarding Warwickshire's Local Transport Plan. Themes based on comments regarding the LTP4 are presented in Table 27. These included general comments in relation to the LTP4, with many respondents returning to questions, themes or issues raised earlier in the survey. In total, 229 respondents gave a comment to this question. The most common response was around further comments on LTP4 (questions, queries, areas for improvement) – 31.4% (n=72) of respondents who commented mentioned this in their answer. Other common themes included: awareness/further consultation(s) required, concerns around congestion/car dominance, and sustainable travel.

Table 27. Is there anything else you would like to raise regarding Warwickshire's Local Transport Plan?

Theme / description	Count (%)	Example quotation(s) for illustration
Further comments on LTP4 (questions, queries, areas for improvement)	n=72 (31.4%)	<p><i>"Where does it start from and what will it look like when realised?"</i></p> <p><i>"How long is it intended to make it run/be relevant for?"</i></p> <p><i>"This feels like a really odd consultation. How have you arrived at your focus areas? Are you trying to get the LTP to do too much? For example, let national government get on with emissions reduction and instead focus on the local issues you can actually do something about. If you focus on less and do it well, you'll have more chance of succeeding and have a really good story to tell"</i></p> <p><i>"The existing plan is far, far too long. The important policies, plans and explanations should be able to be expressed in no more than twenty pages. Any more would again be a severe deterrent to its being understood, appreciated, and accepted"</i></p> <p><i>"Needs to be based on measurable objectives rather than aspirations"</i></p> <p><i>"Needs a clear delivery plan that gives a timeline of costed interventions that deliver the vision and WCC can be held accountable against so that when the document becomes adopted policy, it has the weight to support the subsequent schemes without the need for further extensive consultation and political buy-in"</i></p>
Awareness / further consultation(s) required (e.g. engagement with community groups)	n=51 (22.2%)	<p><i>"Wider consultation and public awareness required"</i></p> <p><i>"Please please please consult with the public properly and listen to their views rather than make up your minds and then fit the survey to suit your own needs"</i></p> <p><i>"Please don't make this a 'tick box' exercise which results in more of the same and continued focus on cars as the default form of transport. We can, and must, do much better than this"</i></p>

		<p><i>"More consideration needs to be given to local comments. Experience shows us "experts" tend to dismiss local knowledge but in almost every occasion local input has proved correct"</i></p> <p><i>"Keep reviewing and ensure it remains fit for purpose. Don't be afraid to change it if tweaks are required, but do let people know what you are doing regularly"</i></p>
Concerns around congestion / car-dominance	n=45 (19.7%)	<p><i>"Warwickshire is shockingly car centric. You need to move away from this rapidly as it will kill the area and badly impact the lives of everyone in it"</i></p> <p><i>"New road building to provide more capacity for private vehicles should not take place in Warwickshire"</i></p> <p><i>"As road capacity improvement tends to generate more traffic, particularly when roads are congested, it is a strategy that is incompatible with efforts to tackle the climate emergency. No road building should take place"</i></p> <p><i>"We as a nation are wedded to our personal transport, so better to encourage the switch to non-polluting vehicles as quickly as possible, particularly in town centres"</i></p> <p><i>"We need to get private cars off the road for most journeys, especially commute and short journeys"</i></p>
Sustainable travel (e.g. public transport, active travel)	n=36 (15.7%)	<p><i>"Be brave - remove parking, build bike lanes and have patterns of development that support active lifestyles"</i></p> <p><i>"Walking and cycling has to be given priority because this then leads onto improved health and better environment"</i></p> <p><i>"Measures giving pedestrians, cyclists and buses priority on existing roads... serious alternative transport provision will not be possible unless this occurs. As buses and bikes have intrinsic disadvantages to private cars, it is only by raising the time costs of driving that modal shift will take place"</i></p> <p><i>"The main focus of the LTP regarding proposals for transport investment should be on improvement of public transport"</i></p>
Comments related to key theme(s) (environment, economy, place, wellbeing)	n=21 9.2%	<p><i>"The climate emergency is urgent, it should be a great focus"</i></p> <p><i>"Protect air pollution and leaving the green belt for people to enjoy"</i></p> <p><i>"Please please prioritise acting on tackling climate change and enhancing wellbeing of our neighbours even before the plan has been finalised"</i></p> <p><i>"I've said that the environment is the key concern, but environment-friendly transport ties in very closely with good physical and mental health, which would be my second priority. More walking and cycling for short journeys is a win-win"</i></p>
Joined-up thinking / collaboration (regional, national links)	n=16 (7.1%)	<i>"Neighbouring counties' plans should be considered, and response made to them by the County Council. Transport links are continuous and cross boundaries"</i>

		<p><i>"Local plans and strategy must link to neighbouring Councils and national policy"</i></p> <p><i>"It would be helpful to engage at all stages with local planning authorities. It often seems that transport and planning departments are not sufficiently well connected, leading to misunderstandings, time-wasting and bad planning solutions"</i></p>
Concerns regarding specific roads and/or specific locations	n=16 (7.1%)	<p><i>"Yes, scrap the South Western relief road and actively propose to get the Stratford upon Avon to Honeybourne railway line reopened as soon as possible"</i></p> <p><i>"The notion that turning the A46 into a semi-motorway from Tewkesbury to beyond Coventry flies in the face of the climate emergency"</i></p> <p><i>"That the routing of traffic down the Bromsgrove Road in Studley from the Amazon development in Redditch be reconsidered. The junction of the Bromsgrove Road with the A435 is already problematic and will simply not be able to handle the increased traffic"</i></p>
Concerns regarding HS2	n=13 (5.7%)	<p><i>"HS2 is a complete waste of money and an environmental disaster"</i></p> <p><i>"We believe HS2 should be abandoned, and would like the Council to formally oppose it... HS2 has been very damaging to countryside environments that serve as significant carbon sinks and biodiversity zones, including ancient woodlands"</i></p> <p><i>"Cancel HS2 and divert the funds to initiatives such as rural Broadband and improving other transport links"</i></p>
Speeding / safety	n=13 (5.7%)	<p><i>"Speeding... more enforcement on roads that run by housing even if rural"</i></p> <p><i>"How to control speeding in our numerous villages. Putting up mph signs not good enough. Need control measures, average speed cameras are the best deterrent"</i></p> <p><i>"Concerned that there is no reference to speed or safety in any of the information"</i></p>
Housing developments	n=11 (4.8%)	<p><i>"New housing developments need to be better connected"</i></p> <p><i>"Just to reiterate that transport should not be considered in isolation. It should work closely with planning (building developments). There are many places, in Warwickshire and throughout the UK, where it seems that a development has been planned and built, and only afterwards has public transport access been considered. This needs to be flipped so that the first item to consider for each significant development is "can we locate this on an existing public transport corridor?" and if not, a public transport route must be planned and built through the heart of the development at the outset"</i></p> <p><i>"Impact of recent house building projects on roads"</i></p>

Electrification	n=8 (3.5%)	<i>"Look at how to implement EV chargers for residents who don't have off-street parking. How will people in flats charge an EV?"</i> <i>"Electric charging points"</i>
Rural isolation	n=7 (3.1%)	<i>"I would like rural transport to be improved so my teens and nearly young adults do not need to have their own cars in order to get to work and college"</i> <i>"Keep ensuring links with rural areas"</i>
LTP4 (use, location, design)	n=5 (2.2%)	<i>"The presentation of the current LTP3 via website link with many PDF documents is daunting to use. The new overall plan needs demonstrate better connection between strategies and greater priority of ordinary local people"</i> <i>"The opportunity should be taken to simplify the document as much as possible, avoid the bulky descriptions stating the obvious. Provide clear, simple and specific comments and analysis on the current situation and needs, and give a clear plan as to how these will be dealt with. Make sure it does what it says on the cover - provide a transport plan. And on the first page make a commitment to deliver"</i>

Other themes mentioned by a smaller number of respondents included: electrification (n=4), Coronavirus pandemic (n=4), equalities concerns (n=4), survey bias (n=2), and school-related traffic concerns (n=2).

ADDITIONAL COMMENTS & FEEDBACK

In addition to the survey responses, 25 direct responses were also received from a range of stakeholders. These included: Coventry City Council, North Warwickshire Borough Council, Rugby Borough Council, Warwick District Council, Stratford-on-Avon District Council, Hinckley & Bosworth Borough Council, Gloucestershire County Council, Bubbenhall Parish Council, Harbury Parish Council, Napton Parish Council, Leamington Spa Town Council, Stratford-upon-Avon Town Transport Group, Stratford Rail Transport Group, Kenilworth Town Council Cycling Delivery Group, District of Warwick People's Inquiry on Climate Change, Warwickshire Youth Council, Warwickshire County Council Heritage & Culture, Highways England, Jaguar Land Rover, Stagecoach Midlands, Shakespeare Line Promotion Group and local councillors and local residents. The overriding sentiment of correspondence was positive towards the four key themes identified in the consultations. However, the following concerns and issues were raised (most of which were also key themes raised by respondents in the online survey):

- Concerns that there was no specific mention of rural locations and the long-term funding of public transport services to village locations.
- Concerns were raised regarding specific roads and/or locations (for example, the proposed Stratford South Western Relief Road, A46 corridor) facing environmental, economic, place- and/or wellbeing-related challenges.
- Perception that the LTP remains predominately focused on road transport as a priority, which contradicts the Council declaring a climate emergency.
- Specific comments around the impact(s) of large HGVs and speeding of vehicles.
- Perception that there needs to be improvement and investment in the (public) transport infrastructure (e.g. connecting people to employment sites, access for younger people, timetables responding to demand, re-use of disused rail routes for other active travel alternatives, short-term rentals, connections via the waterways network).
- General support for active transport - methods for increasing safety and encouraging increase in both walking and cycling were suggested as clear priorities (examples include Leamington Spa to Gaydon Cycle Route).
- Perceived need for local authority led provision of an electric vehicle (EV) charging infrastructure across Warwickshire.
- Perceived need to improve journey times.
- Concerns around the long-term impact of the COVID-19 pandemic on changing travel patterns, home working and online shopping.
- Concerns around the pressures of housing developments and/or increasing populations on the existing road network(s).
- Importance of regional connectivity with partner authorities.
- Collaborative working and joint-partnerships with key stakeholders and authorities is required (with feedback and communication throughout the process).
- Belief that the plan should contain quantifiable objectives and targets that its success should be measured against.

EQUALITY AND DIVERSITY ANALYSIS

The online survey asked respondents to complete information regarding equality and diversity. The results are set out in Table 28 below. To summarise, there was an under-representation of young people (aged 18-39) (17.6% of respondents to the survey were aged 18-39, whilst the equivalent figure for Warwickshire is 26.2% according to ONS mid-2019 population estimates) and an over-representation of those aged 65 and over (28.3% of respondents to the survey stated they were aged 65 and over compared to the equivalent figure for Warwickshire of 20.8%). Although there are no notable statistically significant differences for other profile data (where population data is available) it is important to consider the specific profile of respondents to this survey when considering the feedback.

Table 28. Overall online respondent profile

Gender	Female	341
	Male	356
	Non-binary / agender / gender-fluid	1
	Prefer not to say	34
	Not answered	26
Gender identity	Yes – gender identity matches sex registered at birth	687
	No – gender identity does not match sex registered at birth	3
	Prefer not to say	40
	Not answered	28
Age in years	Under 18	20
	18-24	13
	25-39	113
	40-49	126
	50-59	157
	60-64	83
	65-74	147
	75+	55
	Prefer not to say	27
	Not answered	17
Long standing illness or disability	Yes	90
	No	606
	Prefer not to answer	36
	Not answered	26
Ethnicity	White - English/Welsh/Scottish/Northern Irish/ British	619
	White - Irish	5
	White - Gypsy or Irish Traveller	0
	Other White background	28
	Black or Black British - African	0
	Black or Black British - Caribbean	0
	Other Black background	0
	Asian or Asian British – Bangladeshi	0
	Asian or Asian British – Indian	11
	Asian or Asian British - Pakistani	3

	Chinese	0
	Other Asian Background	0
	Mixed – White and Asian	4
	Mixed – White and Black African	0
	Mixed – White and Black Caribbean	3
	Other Mixed background	7
	Arab	0
	Other Ethnic background	0
	Prefer not to say	47
	Prefer to self-describe	5
	Not answered	26
Religion	Buddhist	7
	Christian	292
	Jewish	5
	Muslim	6
	Hindu	4
	Sikh	4
	Spiritual	12
	Any other religion or belief	7
	No religion	315
	Prefer not to say	75
	Not answered	31
Sexual orientation	Heterosexual or straight	584
	Asexual	17
	Gay man	14
	Gay woman / lesbian	1
	Bi / bisexual	13
	Other	1
	Prefer not to say	92
	Not answered	36

SUMMARY AND CONCLUSIONS

THE CONSULTATION PROCESS

This report has presented the findings from the analysis of responses to the LTP Key Themes consultation. The survey received 758 responses and the broad range of organisations and stakeholders that contributed their thoughts and views either directly or via the survey suggests a significant level of interest in local transport, especially from the wider public, community/voluntary sectors and key stakeholders.

KEY MESSAGES

Many areas of the Local Transport Plan (LTP) Key Themes consultation were welcomed and supported, including the need to consult with stakeholders and the general public (from a range of different backgrounds) and to provide clear and accessible information as the LTP4 progresses.

By and large, respondents expressed broad support for the inclusion of each of the four key themes presented - Environment, Economy, Place, and Wellbeing – and contributed considered thoughts on transport-related priorities, benefits and issues associated with each of these within this consultation. The environment theme emerged as being the theme that respondents supported most and when asked were more likely to prioritise over other themes, this was followed by the theme of wellbeing.

There was noticeable consistency in the issues raised by respondents, both between questions and across respondent groups. There was also considerable repetition in the main issues, challenges and solutions raised in response to different questions, with some clear areas emerging both in addition to and in relation to the four main themes presented. These were:

- Improving active travel facilities for walking and cycling to support active lifestyles
- General improvements in/encouragement to use sustainable (public) transport
- Planning to reduce the reliance on private cars and to enable electrification
- Environmental concerns relating to road layout and traffic (e.g. congestion, air/noise pollution, climate change, loss of habitat and green spaces)
- Recognising the importance of transport on quality of life (particularly mental health and physical wellbeing) and for access to health and wellbeing services (e.g. doctors, medical centres)
- Concerns around the pressures of housing developments and/or increasing populations on the existing road network(s)
- The long-term impact(s) of the COVID-19 pandemic on transport and the existing transport network including changing travel patterns, home-working and an increase in online shopping

It was clear that majority of respondents hadn't used or referred to the current local transport plan (LTP 3) before and the reason for this was mainly due to those respondents not being aware of it. Going forward to ensure LTP4 is more visible and accessible respondents provided responses on how the plan should be presented and promoted, and where it should be made available. Main suggestions were:

- A simple, clear and easy to understand plan with graphic/images
- A summarised version of the plan.
- Available on-line, and as a hard copy on request and in key public places
- Promoted via social media; local groups, networks and organisations; the local press; door-to-door leafleting; posters; and websites.

Considering equalities issues and impacts is also key to ensuring LTP is beneficial to everyone. The main areas raised by respondents were:

- Consideration of people with disabilities
- Accessibility for vulnerable and isolated groups with a particular focus on affordability of transport
- Consideration of all age groups from school-aged children to older citizens
- Consideration of other/non-vehicle road users (e.g. pedestrians, cyclists)

Respondents relayed that clarity is required with regards to the process and the objectives both now and in the future to ensure transparency, consistency and accountability as the LTP4 progresses. Collaborative working with stakeholders locally, regionally and nationally is required with feedback and communication throughout the process.

Overall, the consultation feedback has enabled identification of key priorities and areas of concern and provided numerous constructive suggestions which will help the team to further improve LTP4 as the process progresses.

Britainthinks

Insight & Strategy

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Warwickshire County Council | Citizens' Panel on the Local Transport Plan

20th May 2021

Final debrief



Contents

- 1.** Background and methodology
- 2.** Background views on travel and transport
- 3.** Transport vision
- 4.** Views on the LTP
- 5.** Considering trade-offs and key principles
- 6.** Key findings and recommendations

Key findings

1. **Panellists views towards travel and transport in Warwickshire are rooted in their experience as users of these services and residents of the county.** For most, their initial 'vision' for what the LTP should seek to achieve was therefore focused on changes which would have an immediate personal benefit i.e. reducing congestion, a faster / better connected bus network, and ensuring public transport was safe, clean and affordable.

2. **The Local Transport Plan was generally seen as comprehensive and spoke to the issues that mattered to them.** It was felt to cover a lot of ground (and areas which Panellists had not linked to transport before) and to be well thought through. Beyond considering the cost of services to users, participants struggled to identify additional themes or sub-themes. However, many also criticised the Plan for being too broad, and felt that achieving in all areas would be difficult under funding constraints.

3. **The themes of 'Wellbeing' and 'Environment' emerged early on as being of highest priority to Panellists.** They were able to easily make the connection to transport and could understand the personal relevance. The pandemic has brought issues relating to 'Wellbeing' to the fore, making this theme feel important and relatable. Meanwhile, the 'Environment' theme was also seen to have significant personal implications as well as being a major long-term challenge in which changes to travel can make a difference.

4. **'Economy' and 'Place' were harder to grasp and the link with personal transport use felt less intuitive, meaning they resonated less well.** For example, it was difficult to relate broad economic concepts like 'productivity and competitiveness' with supporting local jobs and high streets, which is a more tangible concern for Panellists. Similarly, though thriving communities or preventing isolation did feel important to Panellists, 'Place' struggled to stand out as a unique theme.

5. **There are some ongoing tensions between Panellists' desire for the LTP to put the environment at the heart of decision-making, and the expectation that there will be limited inconvenience to users.** There is clear support for prioritising the environment in future investments, with the caveat that panellists expect genuinely attractive / accessible public and active transport options, which are introduced gradually enough that no one feels constrained or limited to one form of transport.

1 Background and methodology

Background and objectives

Warwickshire County Council's Local Transport Plan (LTP) was scheduled to continue through until 2026, but the decision was taken to bring forward the renewal date, in part due to the impact of Covid on the region, but also to reflect the challenges of tackling climate change, and developments in transport technology.

The council therefore initiated a statutory consultation process with stakeholders and the public on the LTP and the four 'key themes'. To run alongside this, Warwickshire County Council commissioned BritainThinks to run a Citizens' Panel with a more representative group of local residents.

The core objectives of this Panel were therefore to:

- Provide participants with an opportunity to build knowledge and develop informed opinions on transport and the LTP
- Validate whether the key benefits and issues for each theme have been correctly identified, and whether there are any gaps or opportunities which WCC should consider
- Allow participants to evaluate various trade-offs and deliberate with one another, ultimately reaching a mutually agreed set of recommendations to inform the development of the LTP.

We took a four-stage process talking to residents about the Local Transport Plan

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1. Launch event and induction groups	2. Online community	3. Deliberation groups	4. Closing event and post-research task
<p>30-minute launch event with all Panellists followed by 5 1.5-hour focus groups</p> <ul style="list-style-type: none"> Explored spontaneous priorities and concerns relating to transport, and initial reactions to LTP themes 	<p>1-week online community involving all Panellists</p> <ul style="list-style-type: none"> Introduced panellists to the themes and sub-themes in the LTP using a mixture of text-based and video information 	<p>5 reconvened focus groups each lasting 1 hour 45 minutes</p> <ul style="list-style-type: none"> Reflected on LTP themes and sub-themes in detail 	<p>45-minute closing event with all focus group with all Panellists, followed by an online form</p> <ul style="list-style-type: none"> Panel feedback and input into prioritisation of themes and final principles for the LTP
<p>X 4 60-minute in-depth interviews with 'hard-to-reach' residents</p>	<p>'Hard-to-reach' residents sent information packs reflecting content of online community</p>	<p>X 4 60-minute reconvened in-depth interviews with 'hard-to-reach' residents</p>	<p><i>29 Panellists began the research, supplemented by in-depth interviews with 4 hard-to-reach residents. Further detail on the sample composition of the Panel can be found in the appendix</i></p>

2 Background views on travel and transport

Panellists' preferred mode of transport varies according to journey type, rurality, and routine, but overall the car is dominant



Taking children to / from school

While some walked their children / allowed their children to **walk** to school, **car** was often preferred if the school isn't nearby, or the walk is felt to be unsafe.

This was also preferred if this journey needed to be incorporated with others (e.g., dropping young children off on the commute to work)



Commuting to / from work or uni

Public transport (mainly train) used by a minority where there was a direct route available.

Otherwise, **car** was also preferred for commuting because of it is often seen as the quickest and most cost-effective option, or safer if travelling at night.



Shopping / other essential trips

Car often used for weekly shopping to more easily transport purchases home, though those who live close to town centres may **walk**. Public transport was often described as too time-consuming for essential trips.



Leisure

Prior to the pandemic, Panellists were more likely to walk, cycle, or use **public transport** for leisure compared to other types of journeys, although **car** was often used for visiting attractions or family/friends further afield.

In the past year since COVID-19 struck, some Panellists say they have stopped commuting to work, and the need to 'stay local' encouraged most to try active forms of transport across all types of journeys. Looking forward there is some hesitancy about using public transport again.

However, reliance on cars and problems associated with car travel are common causes of concern

Congestion in town centres

Congestion emerged as a key issue across discussion groups. Car users cited multiple examples of areas prone to 'frustrating' traffic jams, which were **also criticised for creating pollution and putting visitors off town centres.**

Some Panellists felt this would be **especially important to consider in light of housing growth / new developments** which they had noticed in their local area.

"We need to look at town centres and how we divert traffic away from town centres so they become a safer, nicer environment...using park and ride and things like that, making it a nicer place to walk around."

Infrequent, unreliable and poorly connected bus network

Many felt they **couldn't trust buses to arrive on time**, and those in rural areas have often found themselves having to travel a greater distance than by car to pick up the right route / connections.

"If we want to go to Stratford, we've got to go to Coventry and then to Stratford, always via Coventry or Nuneaton; we haven't got transport to take us straight through to anywhere."
(Hard-to-reach resident)

Lack of protected cycle lanes in urban areas

Some Panellists liked the idea of cycling more, **but felt that many cycle lanes – particularly in urban areas - weren't sufficiently protected from other vehicles.**

"I like my bike and I want more cycle paths that aren't just stuck on the side of the road. More like in the Netherlands; away from the road users."

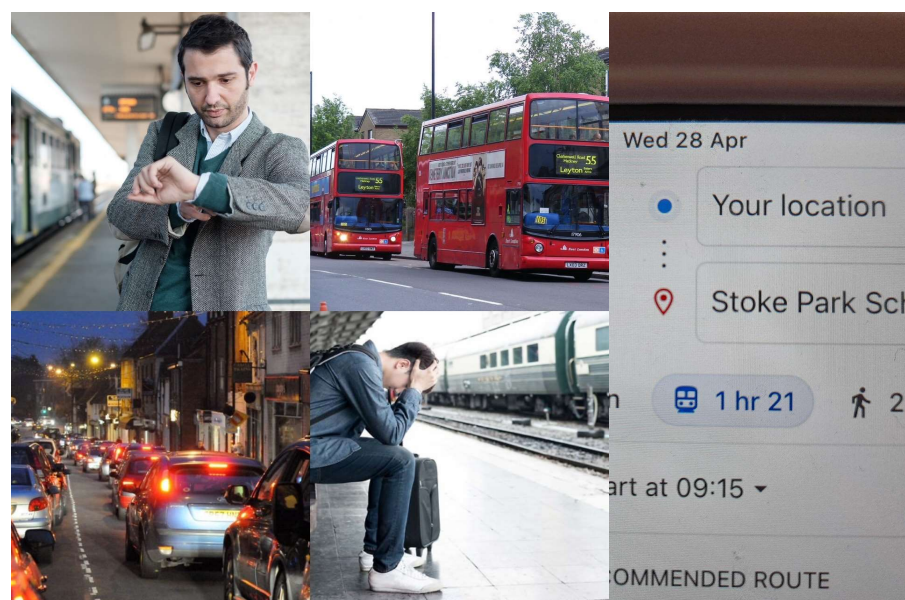
These issues were reflected in the images participants selected to convey their associations with travel/transport in Warwickshire

At the beginning of the research we asked panellists to send in a picture which summed how they feel about transport in Warwickshire at the moment...

Gridlocked roads, high levels of pollution



Inconvenient / unreliable public transport



But there were positives in travel recognised too – notably rail connections between towns and rural cycleways/greenways

Overall, Panellists found it difficult to recall specific journeys around Warwickshire which had gone well, underlining that a good journey is often defined by being one that isn't remembered (i.e. straightforward and stress-free). That said, the following were mentioned as things which are liked about Warwickshire's current transport system:

Reliable rail services with good connections between urban areas

The **speed / quality of rail connections** between Warwickshire and London were praised in particular.

"The Chiltern service to London from Stratford is good because it is fast and not too expensive. They're trains are nice and they have internet."

Cycleways / greenways

Those in rural areas liked that they had access to several cycleways / greenways, which had become **even more valuable through the pandemic**.

"The cycling greenway in Stratford is fantastic, as well as the tramway, which is traffic free, pleasant, and makes you feel safe."

Payment / navigation technology

A small number spoke about how new technology had begun to **make navigating and paying for public transport easier**.

"One bus service has a live bus tracker app, which is great, so you can check where the next bus is."

3 Transport vision

Panellists painted a vision of transport in the county with 'green' transport options and greater options for walking and cycling

High-tech, 'green' transport infrastructure



Pedestrianisation, more support for cycling, and better traffic flow



Improving the user experience formed the core of Panellists' 'transport vision'

✓ Integrated / well-planned

- Panellists want a system where **different modes of transport work well alongside each other** (e.g., being able to easy to switch between different modes of transport, cars and cyclists not being in 'conflict')
- There was also a strong desire too see plans to **reduce congestion / improve traffic flow** and better coordinate road works

"I think it could be joined up...so if you got to train station and needed the bus, they were all there, you could do your journey in one go."

✓ Fast, direct and reliable

- **Public transport was widely seen as more time-consuming and stressful** than travelling by car.
- Panellists therefore want a system which:
 - They can trust to arrive and get them to their destination on time
 - Offers more direct routes between smaller towns/rural areas
 - Is simple and easy to navigate

"Fast, cost-effective and reliable. Like the trams in Switzerland, with a screen showing the times, and less pollution on the roads."

✓ Safe, clean and affordable

- Feeling **safe** walking and cycling alongside road traffic, as well as to use public transport at night or when travelling alone/with children (particularly for women or those with a-typical working hours) was an immediate priority.
- **Affordability or 'value for money'** was also front of mind when discussing public transport; many said they didn't use public transport more often because **travelling by car is cheaper.**

"Public transport will be subsidised by the council and affordable."

More broadly, a ‘good’ transport system in Warwickshire was envisioned to support the local economy and minimise environmental impact



Supports the local economy

Panellists wanted to see consideration for:

- **Shops and high streets** – they recognised that a transport system with better/more connections could encourage people to shop in local high streets and that pedestrianisation in town centres would improve the experience.
- **Tourism** – panellists were proud of Warwickshire’s heritage, and wanted to see a transport system which enabled tourists to move easily around the county
- **Jobs** – helping people connect with employment was also recognised as an important part of a future transport system

“It can bring people in, and business in, it can build up Bedworth and bring the life back, make it vibrant. We’re a ghost town and it’s awful.”
(Hard-to-reach resident)

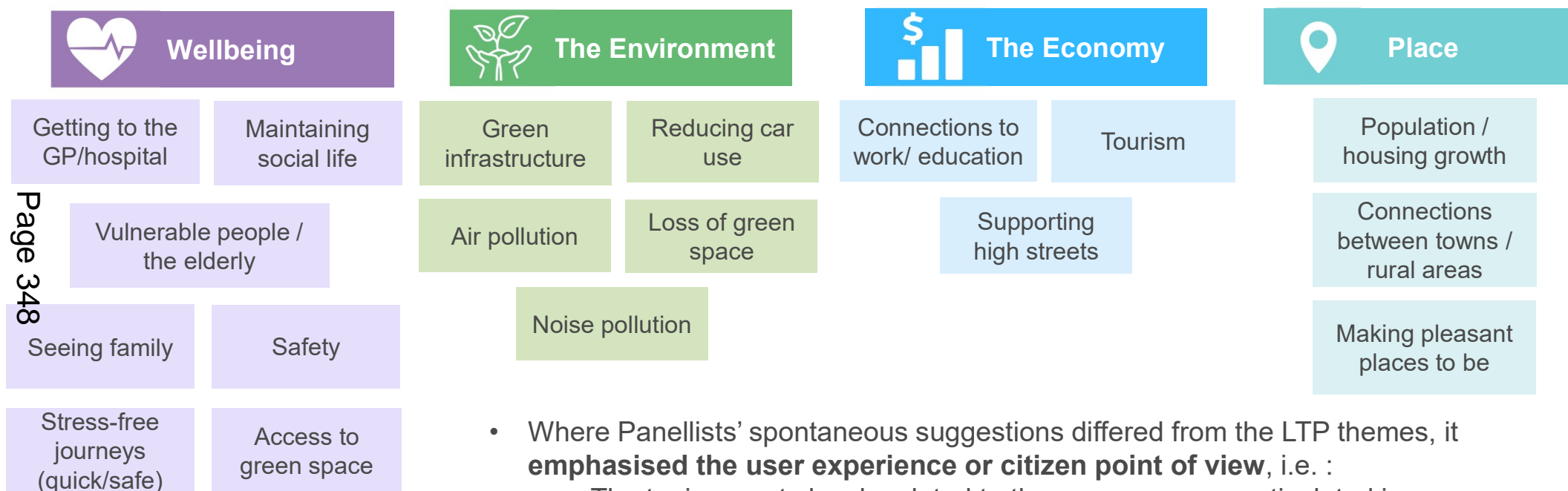


Green and non-polluting

- The sense of responsibility to protect the environment for future generations was front of mind, **echoing the wider national/international debate about climate change**.
- A shift to ‘green’ transport was also seen **protecting the health / wellbeing** of Warwickshire residents and their enjoyment of their local area.
- It was also felt to be important that Warwickshire’s future transport system **harness ‘green’ technology** to minimise pollution.

“It should be reliable and sustainable. It would give you more freedom to do more activities. At the moment, if we want to go to Kenilworth Castle for example, we have to take the car. A great transport system will help attract tourists.”

When thinking about how to achieve this vision, Panellists' spontaneous considerations were resonant with the existing LTP themes



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- Where Panellists' spontaneous suggestions differed from the LTP themes, it **emphasised the user experience or citizen point of view**, i.e. :
 - The topics most closely related to the economy were articulated in more tangible and person-centred language (e.g. supporting local high streets)
 - **Cost/affordability and reliability of public transport** were important issues but did not easily fit under any of the existing themes
 - There were also queries raised over **funding** of the LTP

4 Views on the LTP

While Panellists know the Council is involved in transport, awareness of the LTP was very low

- **Most of the Panel was not aware** of the Local Transport Plan as a specific document or process
- Even **those who were aware didn't have a clear idea** of what it would exactly it was about or would involve
 - Those who had heard of it had encountered it through council election campaigns or had heard the name directly from the council
- There was a general assumption from both groups that the LTP would involve the **concrete detail of what transport there would be and where**
 - As such, the overarching "key themes" presented diverged from their immediate expectations

"They will need consider the infrastructure such as the bus lanes, and timing information. Give us what we want, not just what they think we want!"

"I mean, the buzz words are there, "effective", "implementation", but there aren't any details there yet. It sounds like a plan that has been thought before consultation and will just sit there and gather dust."

The LTP and themes were positively received but there are areas for consideration that may help it connect better with residents

Comprehensive

Panellists saw the plan as **well conceived and thought-through**, covering issues important to them and bringing others to their attention. **No 'fifth' theme was suggested.**

"I didn't think the Council put this much thought into this at all! It's an eye-opener."

Missing references to cost and tech

For many, **references to the cost of public transport was missing**, with its impact on accessibility and decisions to use the car. For some, the **role of new tech** was felt to be missing.

"In practice I appreciate that a limitation of any Plan is the issue of cost and funding so I think any considerations will be made with that, and national priorities in mind. However, I still believe it should be possible to come up with innovative solutions to the challenges faced."

Can feel quite abstract

Given the assumption that the LTP would provide specific information and detailed plans, the themes sometimes felt **very broad and abstract to Panellists at first.**

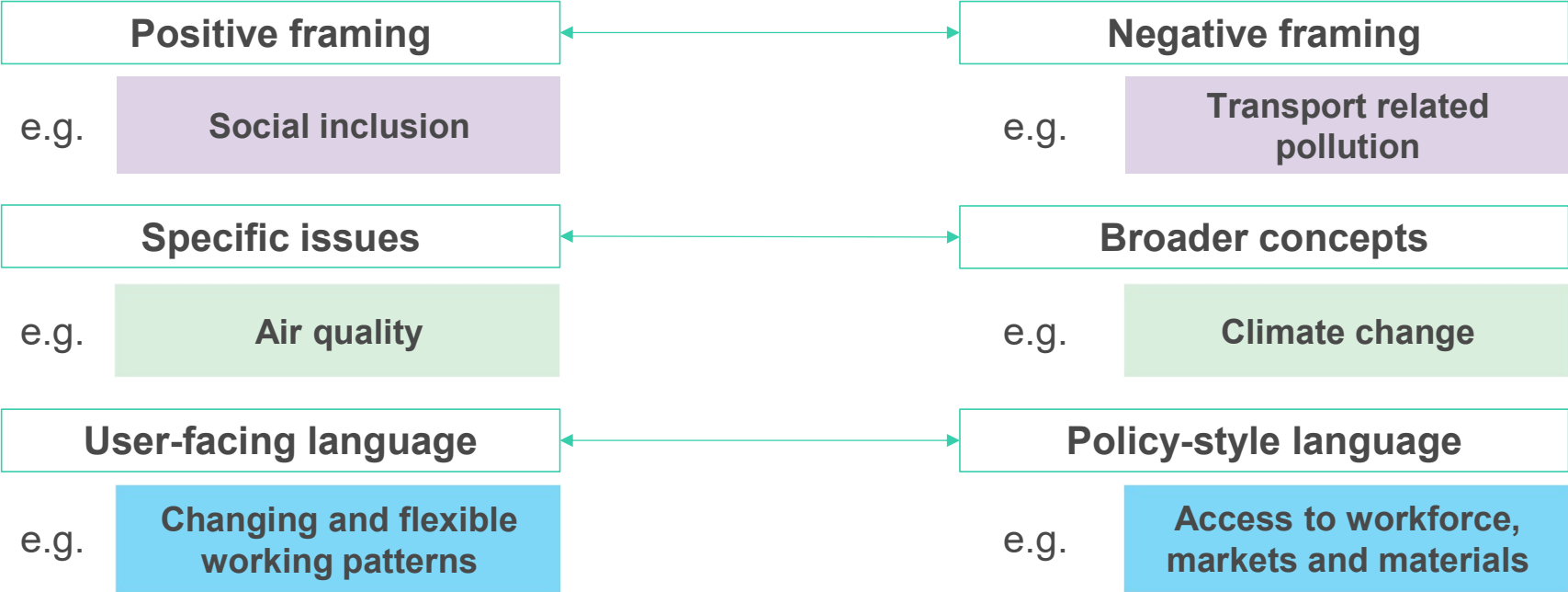
Can be too 'system-focused' in places

Panellists **interpreted the themes first and foremost as transport users and residents of the county**, with broader impacts needing more time and reflection to take on board.

Overall, the Panel was split 50/50 on whether the LTP can deliver on its aims – concerns about funding, the breadth of its ambition and the complexity of the plan were the things that undermined their confidence in delivery.

The topics within the themes also felt comprehensive, but did not always feel comparable

It was very rare for a Panelist to suggest removing a sub-topic, but inconsistency between the presentation of the themes made them harder to digest and compare, such as:



All themes were accepted, with Wellbeing and Environment immediately seen as the more important

Wellbeing has become more important since the pandemic struck.

It is person-centred, easily relatable on a personal level and has few perceived downsides.

Environment feels like an incredibly important and long-term challenge.
Panellists also found it easy to relate to transport on a personal level through pollution and green space.

Economy is seen as important but can feel difficult to understand.

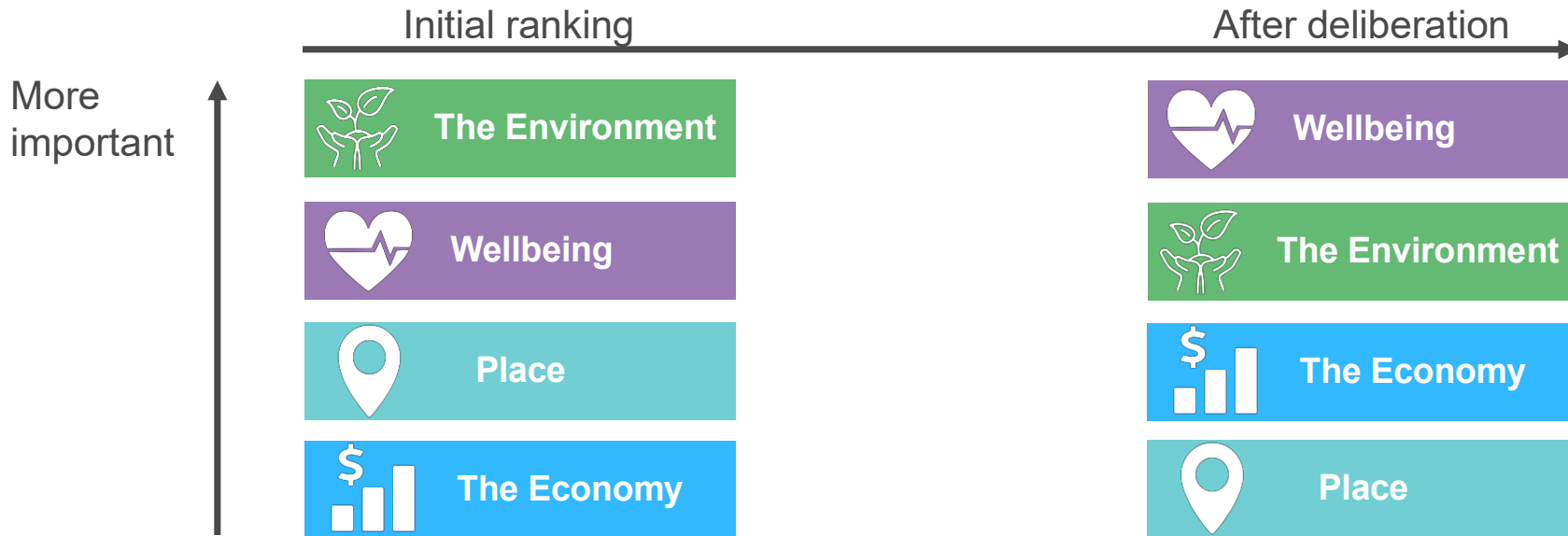
It is not always easy to relate to on a personal level or to comprehend the implications.

Panellists struggled with Place as a theme overall although many of the sub-topics resonated well.

The specific elements often chimed with Panellists' priorities but they didn't always think of them as being place-related.

Over the course of the research, Wellbeing and the Environment were cemented as the highest priorities for the LTP

- Through the process of deliberation, the **areas/issues perceived to be impacted by transport broadened in scope.**
- Considerations relating to wellbeing and environment remained most important to Panellists, with **wellbeing overtaking the environment to some extent**
- Many Panellists therefore ‘doubled down’ on their initial perspective that the **primary aim of the LTP should be reforming the transport system so it is more usable to residents** (and therefore better supports them going about their daily life) alongside tackling environmental concerns.



This theme is easy to relate to and feels like an especially important thing to consider in the Covid-environment

Immediately person-centred

- Wellbeing had clear and obvious personal benefits for Panellists, such as improved mental and physical health
- It had strong emotional resonance, particularly because of the pandemic negatively impacting their mental health and severely limiting their social lives

Easy to see the benefits for vulnerable groups

- This emotional resonance extended to being more easily to consider others than with some themes
- In particular, the mental health and stress of key workers and single parents, and the social isolation and medical needs of elderly people came to the forefront

Little or no tension with other topics

- Not only are the benefits clear, Panellists struggled to think of any downsides to prioritising Wellbeing
- By promoting green space or alternative forms of transport, it was even hoped to complement themes such as Environment and Place

“It makes great sense to have well being as one of the corner stones of the LTP as health of the individual and future generations is paramount.”

“The pandemic has shown us our weakness for being isolated and restricted and how much not being able to get out has impacted on people’s mental health.”

All sub-topics were accepted, with those that directly contributed to good mental and physical health seen as the most important

- **Mental health, access to health/social care and social inclusion** were ranked the most important
 - This meant seeing friends/family easily as well as being able to reach appointments
- **Security** was important, especially for those working/travelling at night (but was also seen to extend beyond a ‘transport’ issue)
- **Road safety** was seen as important but more as a hygiene factor rather than something with a strong link to Wellbeing
 - They were also to an extent seen as the result of human error rather than something that could be prevented through design
- **Pollution** was seen as extremely important, but perhaps as a better fit under the Environment theme
- **‘Stress-free’ journeys** was added to the list, ranging from avoiding delays to mitigating anxiety on public transport

“Every single person in society should have the opportunity and means to meet socially, and not be restricted by physical or mental disabilities.”

“With an ageing population this aspect is going to become increasingly important. Access to physical mental and social care is vital and should be in the forefront of any LTP.”

“I don’t know how the council could prevent road collisions. These would always be around whilst motor vehicles use the roads.”

“I know some people are really put off their public transport because of their anxiety.”

The Environment feels like such an important issue at the moment and Panellists see a clear link to transport

Feels like part of a social shift

- Many saw action on this as becoming inevitable, and wanted to see Warwickshire taking an innovative role in the national picture (e.g. promoting EVs)
- But there were queries as to how much impact the Council could have on global issues like the climate



Relevance now and for future generations

- Environment was felt to include topics that had an immediate impact on residents' quality of life, through avoiding pollution or having access to green space
- The bigger topics, such as climate change, were thought to have long-lasting consequences



But concerns about trade-offs with economy and driving

- Environment was felt by some to be in tension with some other priorities, for example whether not developing more transport could harm the Economy
- In addition, support for reduced car usage was matched by a desire to still have this option available

“Improvements in transport networks can bring positive change to our living environment. It’s not just a negative. It can reduce congestion, reduce pollution, enable reestablishment of wildlife in different areas etc.”

“The environment and our care of it must be the number one driver to support a sustainable and better future for generations. It cannot be removed from the plan.”



All sub-topics were broadly accepted, although flood prevention and noise pollution raised queries

- **Climate change** was seen as a key element in this theme, but can risk feeling ‘too big’ an issue to tackle in an LTP – the role of local transport systems needs in the bigger picture needs to be explained
- **Air quality** was seen as incredibly important
 - It resonated with existing concerns and the personal impact/benefits were understood
- **Loss of habitat and wildlife** had not been previously considered, but seeing it in the LTP raised its importance
- **Flood prevention** was vitally important to those at risk, but the connection to transport was not always clear
- **Noise pollution** was seen as quite niche

“This does need addressing but how can the council do this? Working with partners to facilitate electric vehicles and tree planting - if this was done on a large scale I would be proud of my council.”

“Warwickshire seems to have real problems with air quality and the last fact (8/9 nationally) staggers me.”

“Noise in association with travel is inevitable. It is unfortunate for those who live and work in those areas with high noise density. This does not affect me personally.”

The Economy was seen as important although the link between this, transport and user experience was not always clear

Big picture concepts can be hard to grasp

- This theme felt more complex than the others and harder to gauge from the perspective of a transport user
- The personal impact of broader economic changes can be hard to work out, with some more technical language exacerbating this

Direction of travel seems harder to work out

- In addition, there was widespread uncertainty about what would happen to the economy in the future (e.g., long-term impact of Covid or Brexit) and therefore how transport would respond to (or mitigate) these challenges

“Something to do with cost would go in hand - the cost of using the bus needs to be brought down.”

“The economic elements are the traditional driver of transport development and need to be balanced by the other three.”

But underlying recognition that it must be important

- Few were willing to describe the Economy as “unimportant”, with jobs in particular a key consideration
- However, this theme felt by some to be ‘business as usual’, and wanted the ‘newer’ themes to be given more attention.

Panellists reframed the Economy sub-topics to make them feel more user-centred and tangible

- **Productivity** was hard to grasp, while issues like **internet-based activity** and **Brexit** felt difficult for the LTP to address
- **Covid recovery** felt too abstract and **future working patterns** felt too uncertain to build into the LTP
- **Access to education, training and skills** and **access to workforce, markets and materials**, were important but not always understood or spoken about in the same language
- Panellists therefore suggested some more tangible topics, and wanted to see **cost and value** included too:

Getting to school
and training

Getting to work

Supporting local
high streets

Encouraging
tourism

Providing value
for money

“This economy thing doesn’t mean anything to me...Brexit, I couldn’t even tell you anything about it”

“We’ve got nothing, no further education, adult education, it’s two buses if you don’t have a car - that’s an hour journey plus the time at the course, plus the cost of the courses; you need a direct bus at times of when courses start”

Place had difficulty cutting through, and many struggled to see how this is a unique theme

The concept 'Place' by itself is hard to comprehend

- Some of the concepts within Place, such as having thriving communities or preventing isolation, did feel important to Panelists
- But the 'Place' label struggled to capture this for them, or to feel particularly unique as a theme

Feels less urgent for Warwickshire

- When taken to mean having nice places, many felt that Warwickshire already did quite well at this
- Both this, and being placed alongside "heavier" issues such as climate change or mental health, made Place feel less urgent

Overlaps with other themes more than most

- The other three themes were felt to have specific remits, even if they did sometimes cross paths
- Place, by contrast, felt like more of a catch-all
- Some questioned whether it could be dissolved into the other three themes

"Adequate roads, avoidance of congestion, safety for cyclists and pedestrians, pollution avoidance and a pleasant environment to live in are essential."

"Place has an effect but if the desire is to provide the best service for all irrespective of location then I think the theme of wellbeing already picks up the needs offered by place."

The sub-topics performed better as individual issues than the theme of ‘Place’ per se

- The most important sub-topics were about improving quality of life (person-centred) rather than ‘Place’ as such:
 - **Public space and improvement of place and character** – because making Warwickshire a nice place to live, making high streets appealing and protecting green spaces all felt important
 - **Rural isolation and access between rural and urban areas** – because of the risk to wellbeing, especially amongst older people
- **Housing and development was more divisive** as it was a contentious topic for some but unclear what the LTP was proposing
 - Is it about bringing more people into the area?
- **National and international connections** felt somewhat outside the Council’s remit, and an area where Warwickshire was already well-served.

“How an area looks is key to its success and people's happiness, something that was forgotten when planning roads of the previous decades. We don't want transport to trump heritage, nature or amenity - it should be a partner in these areas.”

“Our area is rural and lacks public transport. People rely totally on cars to get to any shops, services, schools, childcare, work and activities as we have none of these.”

“[National and international connections] are a minor issue which should be consistently maintained but does not need further significant improvement as this issue already appears to be well-served.”

5 Considering trade-offs and key principles

Panellists think that the LTP should be guided by principles which prioritise the environment, but not at the expense of user experience

1 Ensure travel is affordable for everyone

2 Make greener ways of travelling a genuinely efficient and enjoyable alternative

3 Encourage people to try new methods of transport, and move people away from relying on the car

4 Put the environment at the heart of all decisions

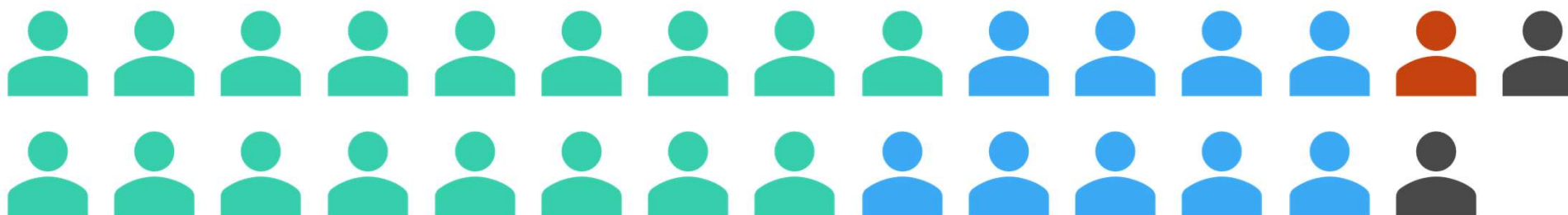
5 Make sure the plan is future-proofed for the longer term

- In the final vote to decide on the guiding principles, considerations for the **environment featured heavily**
 - That said, around a third ranked ‘put people’s wellbeing at the heart of all decisions’ in their top 5 principles
 - And ensuring affordability emerged as the ‘number 1’ rule
- The desire for environmental concerns to be foregrounded is therefore moderated by an equally strong desire that the **future transport system is usable, inclusive, and brings clear benefits to all residents / better supports them in going about their normal routines.**

“The LTP should be inclusive and promote the health and well-being of its people and the nation. This is why modes of transport like walking and cycling should be encouraged as they are win/win as they aid the health of the environment and its people. Let’s move away from assisting the car user and re-educate the transport users.”

More specifically, there is clear support for a move towards greener forms of transport

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<p>17</p> <p>Would support a move towards cleaner/greener forms of transport <u>even</u> if that means inconvenience for car drivers in the short/medium term</p>	<p>9</p> <p>Would support a move towards cleaner/greener forms of transport <u>but only</u> if there's hardly any inconvenience for car drivers</p>	<p>1</p> <p>Would not support a move towards cleaner/greener forms of transport and think that transport investment should continue to focus on facilitating car usage</p>
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And there is support for prioritising funding of bus services, cycling, and walking

- The question of how funding would be prioritised across different modes of transport and across different aspects of the LTP was a key concern for panelists throughout the process.

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Importance



- Walking and cycling** were often deemed the top priority for Panelists, because many would personally benefit from having better walking or cycling routes (e.g., those who already use those modes regularly, or believed it would help them enjoy their local area more)
- Bus** also a high priority, both because of the perceived poor-quality of the current services, and because it is seen as the public transport which would benefit the widest range of people. In comparison, **train** was a much lower priority as services are seen to be of a higher standard, but used by fewer people overall.
- Most panelists agreed that measures which facilities **car** use should receive less investment compared to the other modes.

“I’d spend money on that to improve cycle routes [...] particularly on main roads where it’s really busy, and in town centres and suburbs.”

“Bus needs the most investment at the moment – you can always catch a bus, and the bus goes through the town centre, so you could see what the town has to offer.”
(Hard-to-reach resident)

However, despite these positive views of green travel, there remained resistance to limiting or disincentivising driving

- Most Panellists see the move away from car usage as gradual and voluntary, driven by their being better public transport options on offer
- At present, **most struggle to see themselves using public transport for their most regular / most important journeys** e.g.,
 - Going to work and the school run, because these journeys are often combined but are difficult to complete in 'one go' without a car and/or being accompanied by small children
 - Shopping, because of the need to transport heavy / multiple items
- Some also **argued against this being a binary choice**, seeing the hallmarks of a 'good' transport system as:
 - People **not being constrained or limited** to one mode of transport
 - People **freely choosing to use public transport** because of its speed and reliability
- Without better-quality / more suitable alternatives already in place, many therefore felt that a move to limit / disincentivise car usage would be unfair (particularly on those who are low-income, vulnerable, women, or have small children)

"You need to sell the alternative, then you can look into stopping traffic."

"There aren't many alternatives other than move or buy a new car – If you're going to take something away then you need to replace it with something that's usable."

"I don't think it's going to go down very well... it needs to be done gradually and with good public transport."

A concerted ‘campaign’ was also recommended to communicate the LTP to other residents



Social media



Print advertising



Town hall events

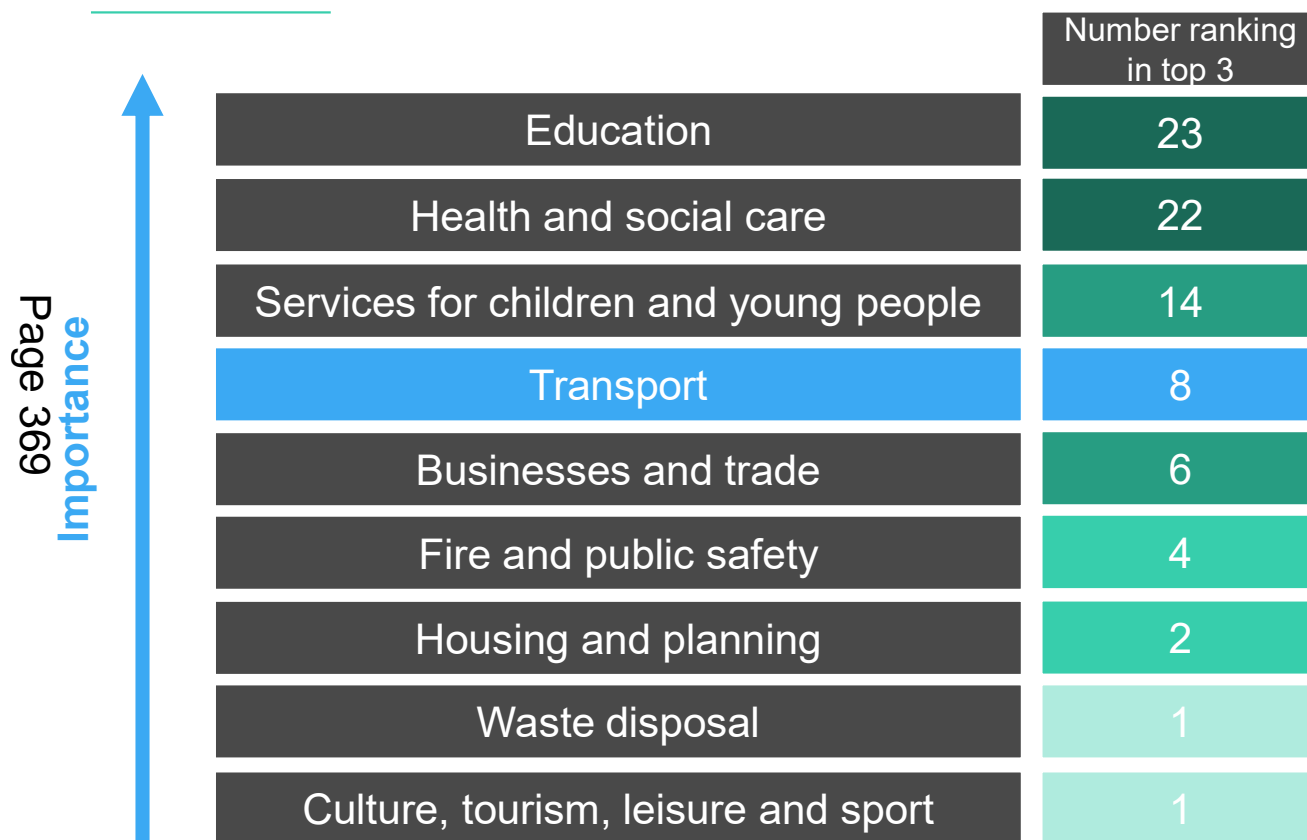
- Most panelists suggested that **social media would be the primary channel** for any campaign, and that there could even be a dedicated website for the LTP.
- Many also recognised that **some residents are still best reached through print advertising** (in the newspaper, via billboards/posters, leaflets) and therefore should also be a key element.
 - A couple of Panelists also suggested that this advertising should be distributed through local / personal networks, such as employers and schools.
- Though uncertain how many residents would engage in this format, **town hall events and roadshows were also seen as important for offering the opportunity for people to ask questions of the LTP**. Additional surveys and online consultations were also suggested as a vehicle for capturing ongoing feedback.

“A more proactive approach - almost campaigning for a better transport system and environment. Look at how Manchester is promoting its walking and cycling strategy. For instance: have a walking and cycling commissioner with power, a budget and a high public profile (e.g. Chris Boardman in Manchester).”

“Social Media for sure! people may be more comfortable engaging from behind their keyboards rather than face-to-face and also a wider audience can be reached this way.”

“Use employers, businesses and tourist attractions - get them involved, offer incentives for them to engage with their visitors and employees.”

Around a quarter ranked transport as a top 3 priority for investment, but typically below health, social care/services and education



- When asked at the end of the research (and therefore primed to focus on transport) which areas the council should prioritise for investment, **around a quarter of Panelists ranked transport within their top 3.**
- Panelists were **most likely to rank 'Health and adult social care' or 'education' within their top 3**, likely reflecting the **impact of the pandemic** on these areas in particular.

6 Key findings and recommendations

Key findings

1. **Panellists views towards travel and transport in Warwickshire are rooted in their experience as users of these services and residents of the county.** For most, their initial 'vision' for what the LTP should seek to achieve was therefore focused on changes which would have an immediate personal benefit i.e. reducing congestion, a faster / better connected bus network, and ensuring public transport was safe, clean and affordable.

2. **The Local Transport Plan was generally seen as comprehensive and spoke to the issues that mattered to them.** It was felt to cover a lot of ground (and areas which Panellists had not linked to transport before) and to be well thought through. Beyond considering the cost of services to users, participants struggled to identify additional themes or sub-themes. However, many also criticised the Plan for being too broad, and felt that achieving in all areas would be difficult under funding constraints.

3. **The themes of 'Wellbeing' and 'Environment' emerged early on as being of highest priority to Panellists.** They were able to easily make the connection to transport and could understand the personal relevance. The pandemic has brought issues relating to 'Wellbeing' to the fore, making this theme feel important and relatable. Meanwhile, the 'Environment' theme was also seen to have significant personal implications as well as being a major long-term challenge in which changes to travel can make a difference.

4. **'Economy' and 'Place' were harder to grasp and the link with personal transport use felt less intuitive, meaning they resonated less well.** For example, it was difficult to relate broad economic concepts like 'productivity and competitiveness' with supporting local jobs and high streets, which is a more tangible concern for Panellists. Similarly, though thriving communities or preventing isolation did feel important to Panellists, 'Place' struggled to stand out as a unique theme.

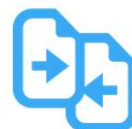
5. **There are some ongoing tensions between Panellists' desire for the LTP to put the environment at the heart of decision-making, and the expectation that there will be limited inconvenience to users.** There is clear support for prioritising the environment in future investments, with the caveat that panellists expect genuinely attractive / accessible public and active transport options, which are introduced gradually enough that no one feels constrained or limited to one form of transport.

Broad considerations for the LTP overall:



Ensure the sub-topics are 'user centred'

- Where possible, re-frame sub-topics from the user perspective so the benefit to residents is clear and relatable – how will focusing on this issue make transport quicker, more convenient, cleaner, safer and affordable? How will it make life happier and healthier?
- If a system-wide view is necessary, explain the link back to something tangible and personal



Review and streamline the sub-topics





- Consider bringing some sub-topics together or else strengthen their differences, e.g.:
 - Air quality *and* transport related pollution
 - Social inclusion *and* mental health
 - Rural isolation *and* connections between rural and urban areas
- Review sub-topics to ensure they are broadly comparable e.g. all have a positive frame, are in user-centred language, are the same 'size' issue



Reflect the enthusiasm for a 'green' vision

- Paint an inspiring vision of a modern, clean, enviable transport network that chimes with existing desires for a greener future
- Communicate where prioritising the environment is a 'win-win' for users (i.e. where it addresses some concerns related to wellbeing) and focus on how it will improve user experience, rather than inconvenience car users

Specific considerations for each of the themes:

 Wellbeing	 The Environment	 The Economy	 Place
<ul style="list-style-type: none"> • Lead with the tangible ways in good transport contributes to mental and physical health • Consider adding a sub-topic around reducing stressful journeys and access to green space • Consider moving 'pollution' to the Environment theme 	<ul style="list-style-type: none"> • Lead with air quality and other factors that have a tangible impact on quality of life • Ensure that the personal/regional impact of climate change is communicated and that efforts to tackle it at a county level are seen to join up with national targets • Strengthen the link between transport and flood control • Build in references to new green tech 	<ul style="list-style-type: none"> • Consider reframing the sub-topics around the user/resident experience and making them feel more tangible/comprehensible e.g.: <ul style="list-style-type: none"> • Jobs and education • High streets /small businesses • Tourism • And fold in the big issues like Covid-recovery, Brexit into these sub-topics 	<ul style="list-style-type: none"> • Consider reframing the sub-topics more squarely around the resident experience to increase relevance, e.g. making: <ul style="list-style-type: none"> • Nice places to live • Nice places to visit • It easy to get between the places you want to go • Sure new places have the infrastructure they need

Integrate references to new technology that will help deliver the LTP and, very importantly, find a way to talk about cost/affordability.

Considerations for driving wider engagement with the LTP:

Prompt residents to consider what their 'transport vision' is and show how this is reflected in the LTP

Head off concerns about financial credibility by showing how the plan will generate returns as well as cost money

Emphasise the links between transport and education, health and social care, and YP services

Re-frame the themes from a user-perspective to increase comprehension and relevance

Show how the LTP will be bold and deliver a leading transport network that Warwickshire residents can be proud of

Use the Panellists to spread the message and engage others

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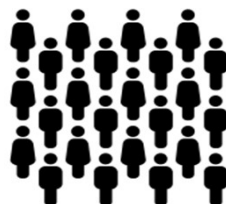
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7 Appendix

We recruited 33 members of the public to the Citizens' Panel

Participants were recruited using professional market research recruiters using tailored screening materials to ensure we achieved a balanced sample that reflects the diversity of the County

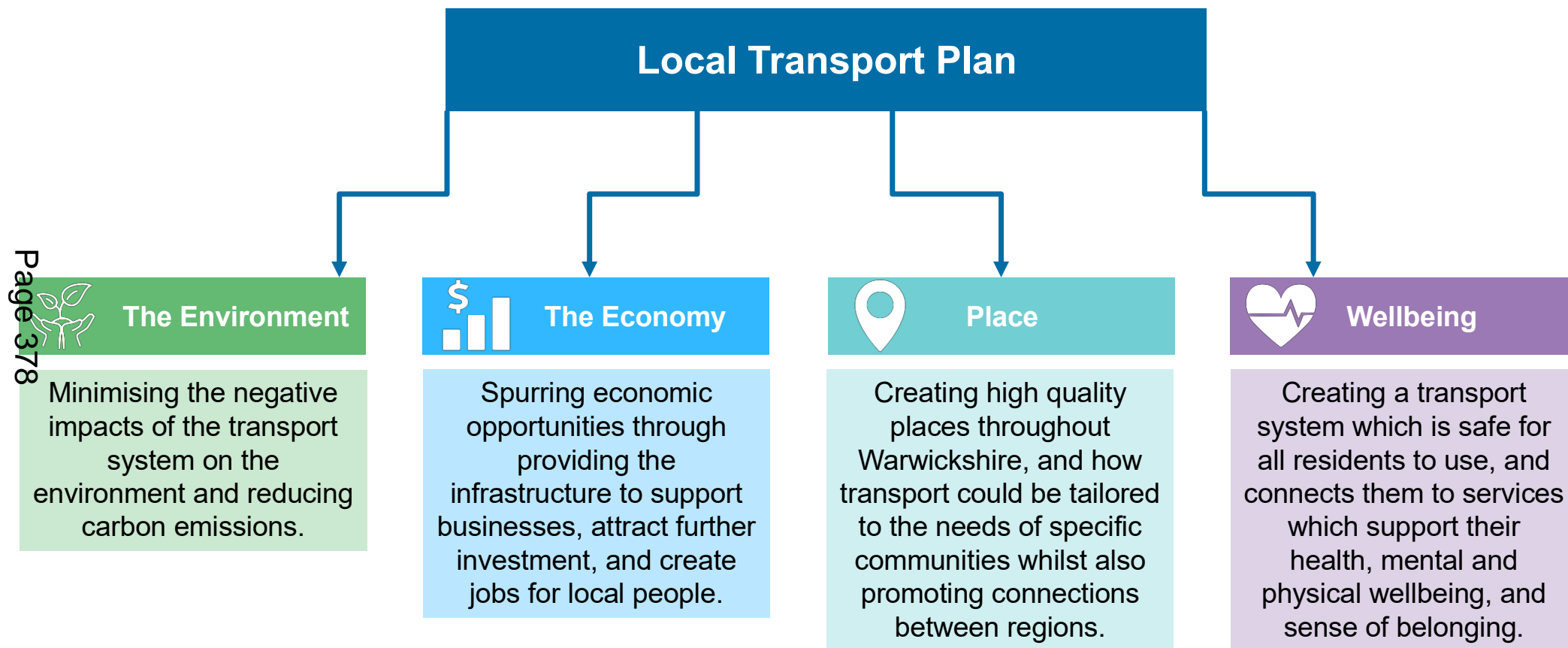
- 29 participants took part in the online deliberative research
- 4 vulnerable participants took part in 2 x telephone depth interviews instead:
 - 2 with mental health condition
 - 1 with physical health condition
 - 1 with no online access



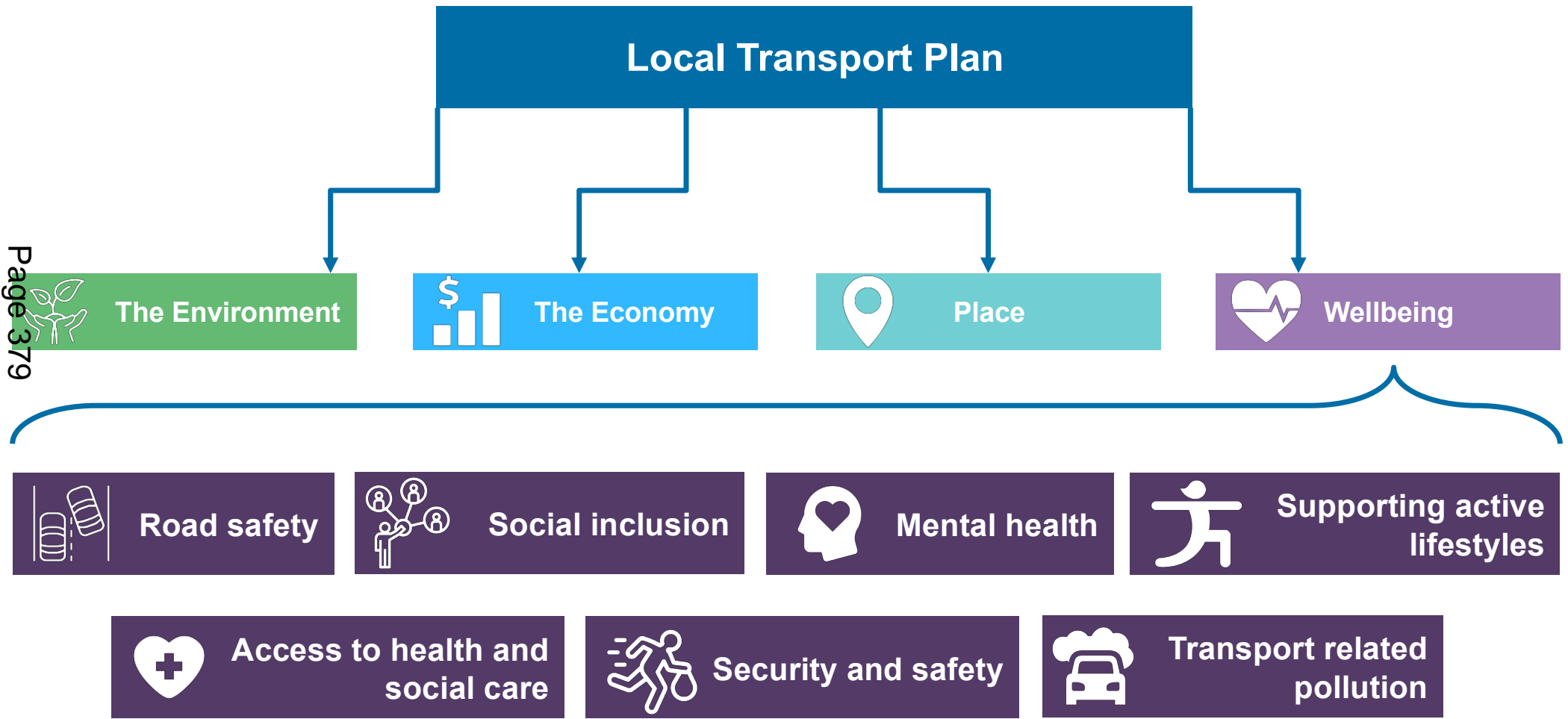
Main deliberative strand quotas		Total
Gender	Female	15
	Male	14
Age	18-34	5
	35-54	16
	55+	8
SEG	ABC1	14
	C2DE	15
Ethnicity	BAME	4
Disability / health condition	Disabled / long-term health condition	9
Location	Urban	9
	Suburban	11
	Rural	9
Employment	North Warwickshire	4
	Nuneaton and Bedworth	6
	Rugby	6
	Warwick	7
	Stratford	6

The four themes:

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Theme: Wellbeing



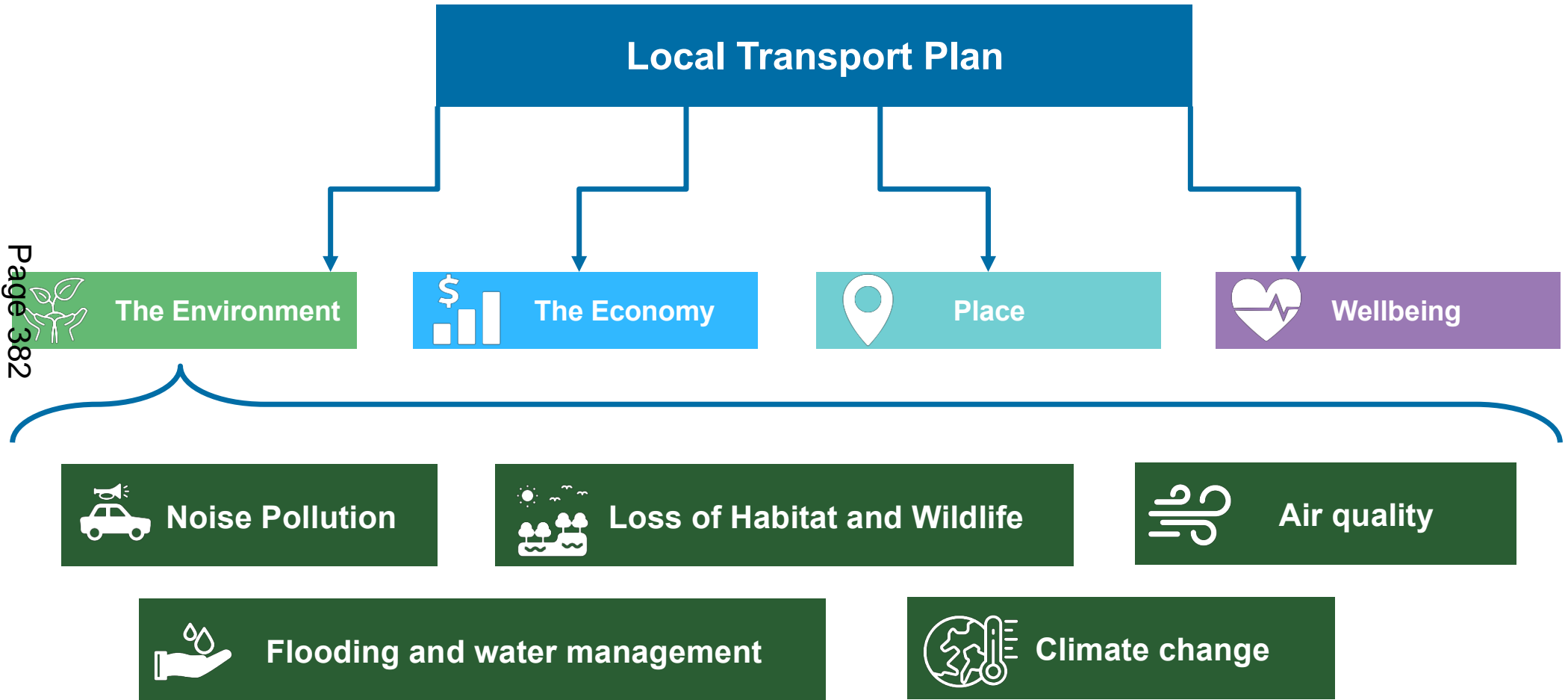
Contributing to good mental and physical health were seen as the most important elements of the Wellbeing theme

Mental health	Importance score (OC): 4.4 / 5	<ul style="list-style-type: none"> This topic was felt to be the core aim of many of the others, such as social inclusion, safety, and being able to access mental health services.
Access to health and social care	Importance score (OC): 4.4 / 5	<ul style="list-style-type: none"> This was felt to be a really basic and crucial need. Covid has highlighted the need for good physical health and access to this as well as mental health. Older people were expected to benefit in particular.
Social inclusion	Importance score (OC): 4.1 / 5	<ul style="list-style-type: none"> The pandemic's strict limitations on social lives had taken a toll on most, if not all, Panellists. Enabling this was seen to be a key part of getting back to normal, particularly for the elderly and rural dwellers.
Security and safety	Importance score (OC): 3.9 / 5	<ul style="list-style-type: none"> This topic did not attract as much attention, because whilst important it was seen as a basic requirement.

Road safety, active lifestyles and pollution were also important, but with some reservations for each

Transport related pollution	Importance score (OC): 4.6 / 5	<ul style="list-style-type: none"> • Pollution is a prominent concern, but Panellists felt that this was better covered in the Environment theme
Road Safety	Importance score (OC): 4.3 / 5	<ul style="list-style-type: none"> • Panellists did not question the importance of being safe on the road, but they did question what impact the Council could have. • Human error rather than design were felt to be the main cause of car traffic accidents.
Supporting active lifestyles	Importance score (OC): 4.1 / 5	<ul style="list-style-type: none"> • Supporting active lifestyles was felt to be a good aim and to have benefits for health, the environment, and congestion through active transport • But those with disabilities were unsure how this related to them

Theme: Environment



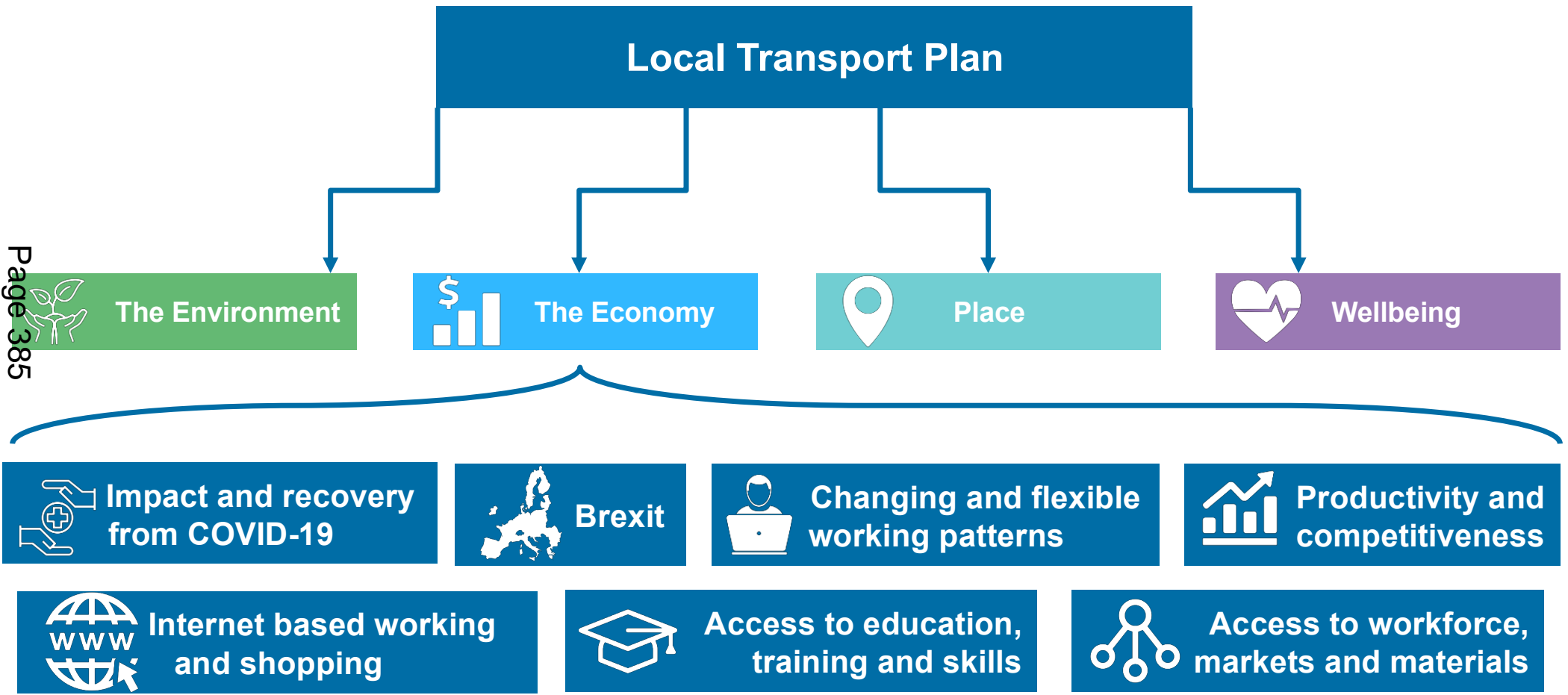
Air quality and habitat were seen to have immediate impacts on quality of life, with climate being a key long-term challenge

Air quality	Importance score (OC): 4.7 / 5	<ul style="list-style-type: none"> • Transport pollution was a spontaneous concern, and there is fairly high awareness of the negative health impacts. • It was seen to had a clear impact on the daily lives of residents.
Climate change	Importance score (OC): 4.7 / 5	<ul style="list-style-type: none"> • The status of climate change as the “big issue” here makes it feel urgent to deal with even though most impacts are anticipated for future generations. • But this makes some feel that it is better dealt with on a national or even global level.
Loss of habitat and wildlife	Importance score (OC): 4.5 / 5	<ul style="list-style-type: none"> • A key feature of Warwickshire’s identity for many Panellists was its green space and countryside feel. • This was felt to contribute to both its sense of place and of wellbeing, and Panellists wanted this to be protected.

Water management was hard to relate to transport, while noise pollution felt like a comparatively small disadvantage

Flooding and water management	Importance score (OC): 3.9 / 5	<ul style="list-style-type: none"> Flooding is felt to be devastating if it effects you. But the immediate relevance of transport can be hard to see. Dealing with the issue at the development stage (i.e., where you build houses) seemed more obvious.
Noise pollution	Importance score (OC): 3.6 / 5	<ul style="list-style-type: none"> Compared to some other topics, noise pollution could be seen as something irritating (and as a trade-off of living in an urban area), than a key issue. However, it was recognized to have a big impact on certain people's lives (e.g. if they lived by a motorway – but their choice to live there is questioned by some).

Theme: Economy



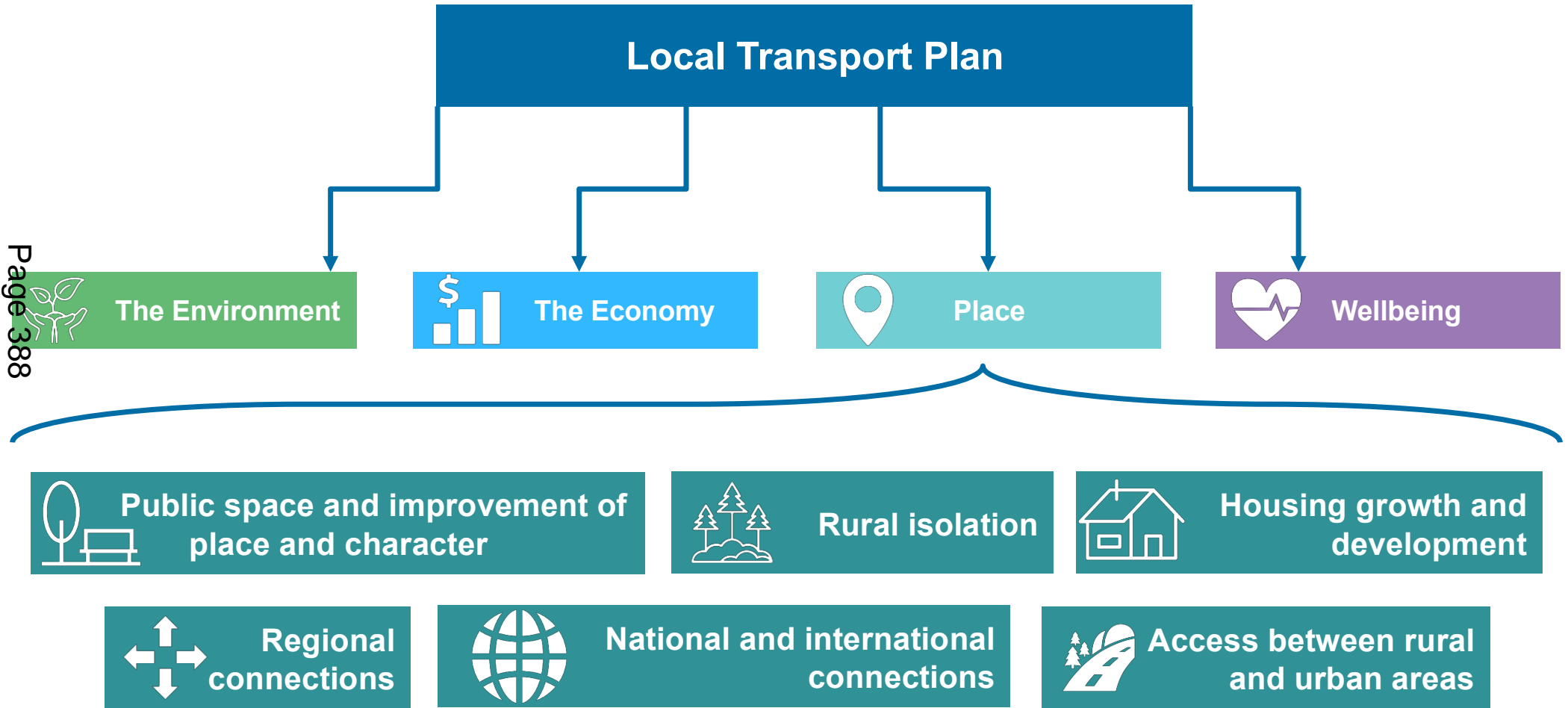
Recovering from and adapting to Covid were clear priorities, while topics linked to jobs also got more attention

Impact and recovery from Covid-19	Importance score (OC): 4.2 / 5	<ul style="list-style-type: none"> Given its impact on how Panelists live and travel, and broader impacts, this seemed like an obvious priority to consider. But some thought that if the other areas were covered this didn't need to be included specifically.
Access to education, training and skills	Importance score (OC): 3.9 / 5	<ul style="list-style-type: none"> These two topics were harder to grasp because of the slightly abstract way they were presented. Panelists found it hard to identify as part of a "workforce" or a "market", rather than as a worker or a shopper.
Access to workforce, markets and materials	Importance score (OC): 3.5 / 5	<ul style="list-style-type: none"> Similarly, being able to get your children to school felt more tangible than having "access to skills". On reflection, these topics were both felt to be very important and key functions of a good transport system, even if hard to understand immediately.
Changing and flexible working patterns	Importance score (OC): 3.6 / 5	<ul style="list-style-type: none"> Many Panelists had personally changed how they work Mostly, however, flexible work was thought to reduce pressure on transport rather than increase it. Except for making sure key workers and shift workers could access public transport when needed.

Productivity was hard to grasp, while internet based activity and Brexit felt difficult for the LTP to address

Productivity and competitiveness	Importance score (OC): 3.9 / 5	<ul style="list-style-type: none"> Panelists struggled to connect with the importance of these concepts to their daily lives even more than the “Access” themes. For example, it was not always clear who they were competing with.
Internet based working and shopping	Importance score (OC): 3.2 / 5	<ul style="list-style-type: none"> While this shift had been noted, it was less clear what the LTP could or should do about it. It felt like it had both pros and cons, such as improving congestion while reducing shopping on high streets.
Brexit	Importance score (OC): 3.1 / 5	<ul style="list-style-type: none"> Panelists mostly did not see how this would specifically effect Warwickshire, or its transport system. It felt like a national issue that should be dealt with at the national level, and was one of the few topics that Panelists thought could just be removed entirely.

Theme: Place



Most topics here were better received than the theme itself, and were interpreted as aimed at improving quality of life

Regional connections	Importance score (OC): 4.2 / 5	<ul style="list-style-type: none"> This was felt to be crucial to encouraging public transport use, with its benefits to wellbeing and the environment. Some also saw this as key to including and promoting areas that had been “left behind” the major cities.
Public space and improvement of place and character	Importance score (OC): 4 / 5	<ul style="list-style-type: none"> Panellists saw this as the key topic of the theme - making all parts of Warwickshire a nicer place to live. The importance of green public spaces had been highlighted by lockdown, as had making local high streets appealing.
Rural isolation	Importance score (OC): 4 / 5	<ul style="list-style-type: none"> This was felt to be especially important for the elderly or disabled living in rural areas and ensuring they could access shops or medical care. But a minority felt that isolation was an inevitable part of rural life and part of choosing to live there.
Access between rural and urban areas	Importance score (OC): 4 / 5	<ul style="list-style-type: none"> Similar to above, this was hoped to reduce isolation whilst allowing those in urban areas to enjoy the countryside. There were concerns about spoiling places’ rural feel, but not if appropriate transport (e.g. local buses) was used.

Housing growth was more divisive, while national and international connections felt out of the Council's remit

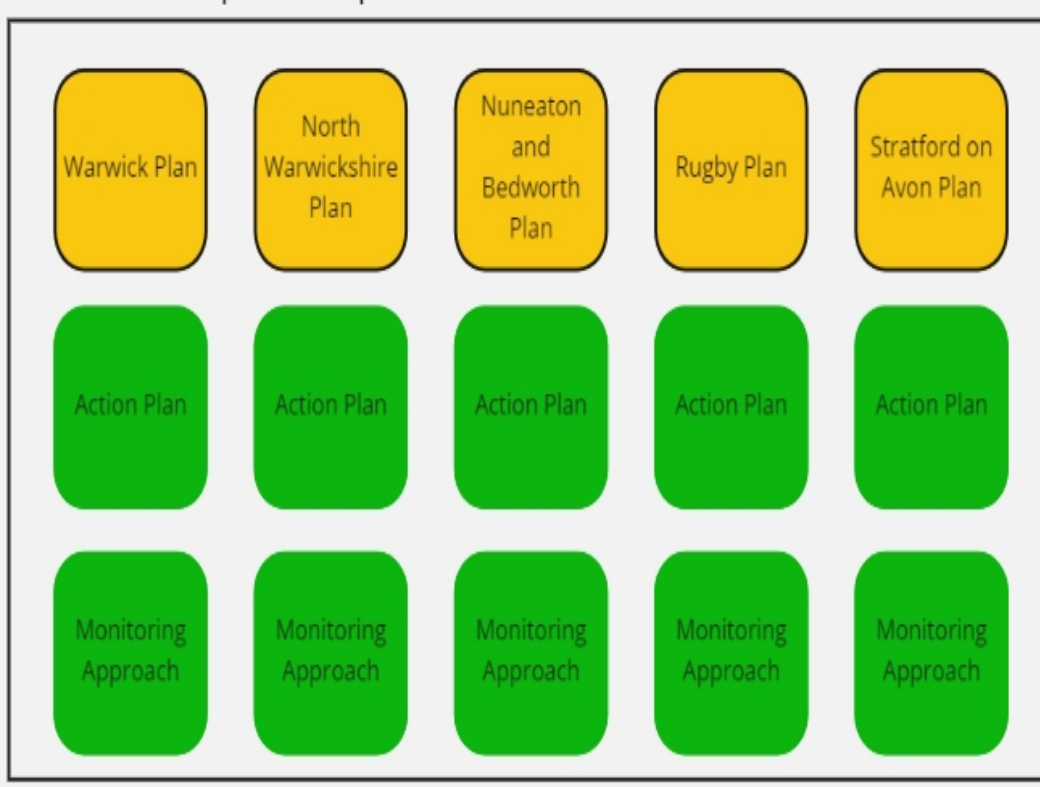
Housing growth and development	Importance score (OC): 4.3 / 5	<ul style="list-style-type: none"> • This was one of the more divisive topics. Some felt this was definitely needed, while those (often who lived near major developments) felt that the expansions were often badly managed. • This made it difficult to consider whether this theme was about driving growth or relieving pressure on local areas.
National and international connections	Importance score (OC): 3.7 / 5	<ul style="list-style-type: none"> • While the importance of these was not doubted, this did not feel as relevant to the Council's perceived remit and abilities compared to the other, more local, topics. • Moreover, many already feel these are of a high standard (e.g., rail connections to London).



LTP



Not LTP but parallel process



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Cabinet

9 September 2021

Warwickshire Waterway & Canal Strategy 2021-2026

Recommendations

That Cabinet approves:

- 1) the Warwickshire Waterways Strategy 2021 – 2026 at Appendix
- 2) £50,000 funding from the Place Shaping and Economic Growth Fund to support the implementation of the Strategy including the commissioning of a county-wide towpath survey.

1. Executive Summary

This report summarises progress on developing a Waterways Strategy for Warwickshire, as part of the wider Heritage and Culture Strategy 2020 - 2025 and its three main themes: health and wellbeing, sense of place and economic vibrancy.

Background

- 1.1 The decision to develop a Waterways Strategy for Warwickshire was taken before the pandemic. The Council (WCC) and the Canal and River Trust identified synergies of purpose and common ground in their policies and forward planning, which warranted formal collaboration to achieve shared ambitions. The development of the Strategy and associated action plan (on page 9) also supports the motion approved by full Council in September 2020 (see section 5 for further detail).
- 1.2 WCC, working with county and sector-wide partners, launched a Heritage and Culture Strategy in 2019 and agreed an initial action plan in March 2020. The five-year strategy was shaped around three main themes: health and wellbeing, sense of place and economic vibrancy.
- 1.3 The Canal and River Trust was working towards similar goals and was keen to promote Warwickshire waterways as a valuable community resource and tourist attraction. Key areas of crossover included physical and mental health benefits of outdoor activity and exercise, and the canal and river network's place in county history.
- 1.4 There were benefits of working together to promote the county's waterways - in terms of potential impact and access to funding. In October 2020, Warwickshire Wildlife Trust joined the strategy working group to provide a focus on nature and wildlife.

1.5 The strategy will build on well-established working relationships and bring together existing projects, and ideas already under consideration - such as:

- £8,000 of regeneration funding to link the Grand Union Canal and Warwick town centre, including plans for a map and replacement signage
- WCC commissioned feasibility study and business plan, completed in March 2020, to develop a George Eliot Visitor Centre outside Nuneaton, with linked walks along the Coventry Canal to the town centre and museum
- Ideas to develop a cycling tourism offer for the county

Coronavirus and beyond

1.6 The health crisis paused developments, but in May 2020 partners began realigning the proposed Waterways Strategy to aid recovery and increase public awareness and usage post-pandemic.

1.7 This was informed by the results of a WCC Heritage and Culture survey from May 2020 which revealed a renewed appetite for sector collaboration, particularly on publicity and increased networking as venues, individuals and organisations sought to re-establish themselves and adapt to a 'new normal'.

1.8 A more localised response, within the context of countywide co-operation, seemed the way forward - and the proposed Warwickshire Waterways Strategy could be a valuable mechanism for making things happen.

1.9 The Strategy will link to and support other WCC strategies, such as the Local Transport Plan and Local Cycling and Walking Infrastructure Plan, along with initiatives to support post-pandemic recovery.

Working group

1.10 A small officer working group has continued to meet virtually. The group comprises relevant specialists from WCC, the Canal and River Trust and Warwickshire Wildlife Trust.

1.11 The group agreed the draft Warwickshire Waterways Strategy attached as Appendix 1. The partners will meet again to progress the action plan for 2021 - 2022, initially focused on post-pandemic recovery.

Stakeholder engagement

1.12 Engagement with other key stakeholders, including river trusts and the Environment Agency, as well as community groups across the county, will continue. We will liaise with Shakespeare's England - which has been working regionally to promote waterways and the visitor economy as a key partner in the England's Waterways project.

1.13 We have developed a good working relationship with the Canal and River Trust - which is keen to showcase the joint working as an exemplar project to their Trustees, who will be visiting the region in Summer 2021.

2. Strategy aims and key themes

2.1 The aims and key themes contained within the Strategy are:

- Improve public health and wellbeing via waterways-related physical/outdoor/leisure activities and 'family fun 'events
- Further explore/share the history of the waterways, locally and countywide, to increase sense of place
- Contribute to the county's economic vibrancy by promoting the waterways network as a tourist attraction and growth generator for the visitor economy
- Promote the waterways environment as green spaces and wildlife habitats worthy of attention and protection
- Present and promote the waterways as sustainable transport routes - for walking and cycling
- Support efforts to reduce the county's carbon footprint and address issues around the impact of climate change
- Explore opportunities for linkage with Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022

2.2 We will explore available sources of pre-pandemic data against which to measure progress. Key performance measures will include volunteer and visitor numbers, customer satisfaction surveys, plus any indicators of raised awareness amongst potential users.

3. Financial implications

3.1 The production of the strategy does not have financial implications. However, £50,000 funding from the Place Shaping and Economic Growth Fund is required to support the implementation of the strategy including the commissioning of a county-wide towpath surveys for which Cabinet approval is sought as part of this report.

4. Environmental implications

4.1 Key elements of the strategy relate to issues around climate change, biodiversity and the preservation and restoration of wildlife habitats, and to the environmental and health benefits of 'active travel'. The action plan for 2021/22 will seek to address and support the environmental implications of increased use of Warwickshire's waterways and canals.

5. Supporting information

5.1 At a Full Council meeting in September 2020, Councillors unanimously supported the following resolution:

The canal network in Warwickshire passes through all five districts and boroughs and is a massive asset for tourism, wellbeing and ecology. In developing recovery plans for Warwickshire, and mindful of the need to increase UK-based tourism, the County Council:

- Acknowledges the work being undertaken to develop a Waterways strategy for Warwickshire as part of the Heritage and Culture Strategy action plan
- Will actively promote our local canal network and its opportunities for leisure, wellbeing and employment (including 2021/22 City of Culture, Birmingham 2022 and beyond)
- Will work with the Canal and River Trust and other partners to identify, prioritise and cost key stretches of towpath to improve accessibility and connectivity in order to better attract funding

Appendix

Warwickshire Waterways Strategy 2021 - 2026

Background Papers

None.

Contact information

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Lead member	Cllr Timms	heathertimms@warwickshire.gov.uk

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

Local Member(s): None

Other members: Councillors Parminder Singh Birdi, Sarah Boad, Jonathan Chilvers, John Holland, Caroline Phillips, Will Roberts, Jerry Roodhouse, Izzi Seccombe, Heather Timms, and Adrian Warwick

August 2021



Warwickshire Waterways Strategy

2021 - 2026

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Introduction

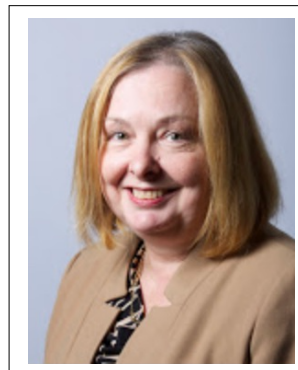
The coronavirus pandemic of 2020 presented humanity with unprecedented challenges on a global scale - and may well continue to do so for years to come. The health crisis changed people's perspectives on everyday life and the world around them. Our locked-down existences made us appreciate simple pleasures perhaps taken too much for granted. The natural environment - green spaces, waterside locations and wildlife - helped many of us get through.

There are even bigger, global challenges ahead. There may be debate about the causes, but climate change is real - and it's already happening. In Warwickshire, as elsewhere, we must plan for changing temperatures and weather patterns that will affect us, our environment, and the wildlife with whom we share the planet.

Warwickshire's Waterways Strategy will play a key role in shaping the county's response on both fronts. The waterways network - which passes through all five districts and boroughs - is a massive asset for wellbeing, ecology and tourism as we develop post-pandemic recovery plans. The strategy will also address issues around the impact of climate change on natural habitats and species diversity.

Our waterways have connected people and places throughout history - and will continue to do so. Once main arteries for transporting goods, they are now used primarily for leisure, and provide important wildlife habitats. We must protect and promote them as vital assets for communities across Warwickshire, both now and for future generations.

Councillor Heather Timms
Portfolio Holder for Environment, Climate and Culture
Warwickshire County Council



Cllr Heather Timms

Warwickshire waterways network

A total of 19 rivers cross Warwickshire including Shakespeare's Avon which runs southwards through the county from its source near Coventry, eventually joining the Severn in Gloucestershire.

There are four canals in the Warwickshire Ring: the Grand Union, Birmingham and Fazeley, Coventry, and Oxford. The Ring covers a distance of 104 miles with 121 locks. These include the spectacular 'Stairway to Heaven' at Hatton, near Warwick, where 21 broad locks raise the canal an impressive 146 feet.

The county has more than 100 miles of towpaths - which saw increased use for daily exercise during coronavirus lockdowns.

The Warwickshire Waterways Strategy 2021 - 2026 sets out a framework to promote the county's rivers and canals as valuable community assets that can be used and enjoyed by all.

Vision

- to promote and protect the county's waterways as a rich habitat for wildlife and a desirable setting for residents, visitors and businesses
- to connect people and places via the waterways network

Priorities

The strategy supports partner priorities and ambitions around improving people's health and wellbeing through outdoor activity and social interaction, their sense of place through a better understanding of historical context, and the potential of the countywide waterways network to boost the local economy through tourism. In addition, the strategy has ambitions to create sustainable transport routes, for walkers and cyclists, by improving towpaths and wayfinder signage. It also recognises the incremental impact of climate change on waterspaces, wildlife and biodiversity - and the urgent need to restore natural habitats to stem species loss.

Development partners

The strategy has been developed by Warwickshire County Council (WCC) in partnership with the Canal and River Trust - with additional input from Warwickshire Wildlife Trust. A small working group was set up comprising specialist representatives from the three organisations. The partners identified considerable crossover in their policies, ambitions and forward planning, and agreed there were clear benefits of working together to promote the county's waterways - both in terms of potential impact and access to funding.

Engagement with other key stakeholders, including river trusts and the Environment Agency, as well as community groups across the county, is ongoing. We will also liaise with Shakespeare's England - which has been working regionally to promote waterways and the visitor economy as a key partner in the [England's Waterways](#) project.



Warwickshire Waterways



Context: Warwickshire Heritage and Culture Strategy 2020 - 2025

The Waterways Strategy is aligned to the [Warwickshire Heritage and Culture Strategy](#) - one of five core five-year strategies for delivering the County Council's vision 'to make Warwickshire the best it can be - sustainable now and for future generations'.

The Strategy was developed in collaboration with heritage and culture organisations - and individual practitioners - from across Warwickshire. Whilst WCC is spearheading the Strategy, it is essentially a county and sector-wide partnership.

Our collective vision is that, by 2025, Warwickshire will have a thriving, innovative and creative heritage and culture sector working collaboratively to develop and deliver a rich, high-quality, accessible heritage and culture offer for all who live, work in, and visit Warwickshire.

The Strategy was shaped around three main themes reflecting current priorities:

- health and wellbeing
- sense of place
- economic vibrancy

In March 2020 an initial action plan was developed. See the video version [here](#).



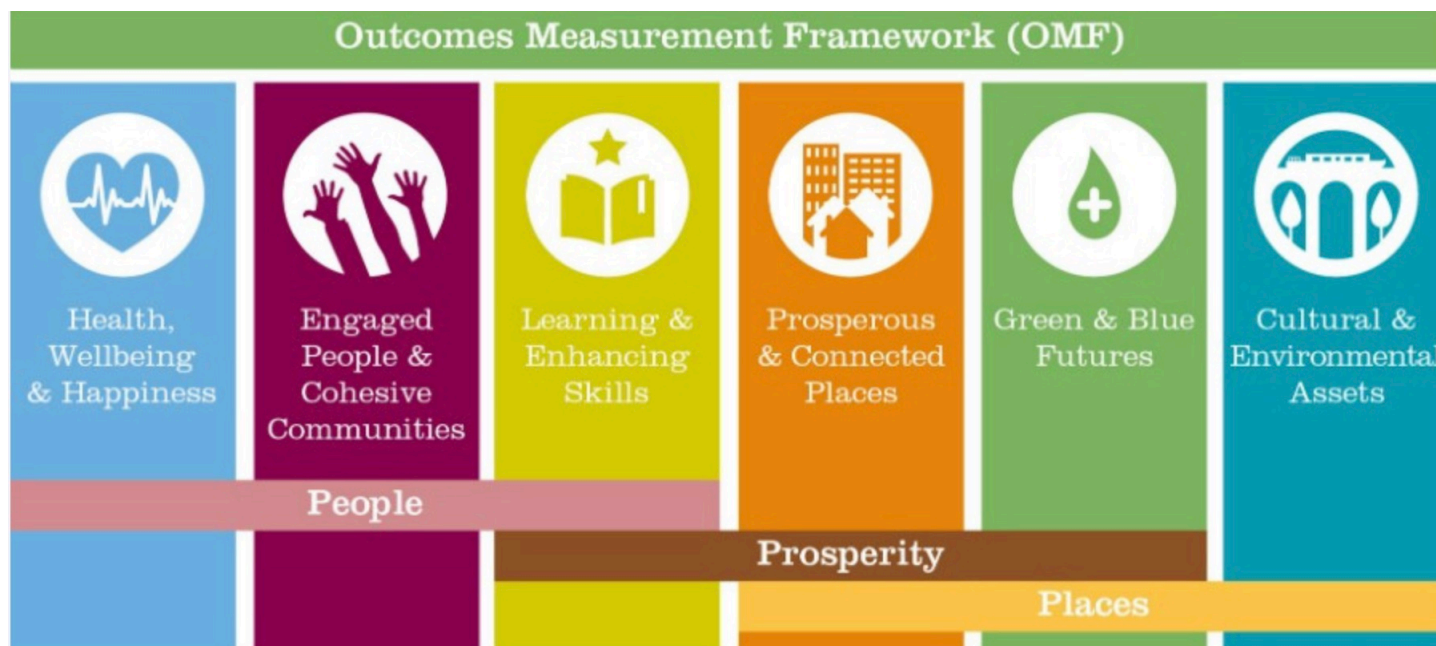
WCC Officers will ensure the Warwickshire Waterways Strategy dovetails with other Council strategies, such as the Local Transport Plan, Local Cycling and Walking Infrastructure Plan and emerging place-based strategy, as well as initiatives around supporting post-coronavirus recovery. They will also review opportunities to align the Waterways Strategy to other initiatives within the county, for example: the development of the River Leam as a bathing river by 2025, and the opportunity to consider the role of the River Anchor in Transforming Nuneaton.

Context: Waterways making a difference

Making life better by water for everyone, every day

The Canal and River Trust believes that spending time by water makes us happier and healthier - also a key ambition for Warwickshire County Council. The Trust works with communities to transform local canals or rivers, creating places and spaces that can be used and enjoyed by everyone, every day.

“We measure how we make a difference to people lives with an annual outcomes report. This looks at how we improve health, wellbeing and happiness, protect the environment, enhance learning and encourage prosperous local communities.”



The Trust was established as a charity in 2012 to maintain waterways, reservoirs and docks across England and Wales. Other priorities are improving health and wellbeing, and making a difference to people’s lives.



Context: Active travel

Getting Warwickshire moving differently

The Government is keen to promote walking and cycling - or 'active travel' - as a more sustainable and healthier way to get about, particularly for shorter journeys.

In 2016 it published a briefing for local authorities, asserting that: "Switching more journeys to active travel will improve health, quality of life and the environment, and local productivity, while at the same time reducing costs to the public purse."

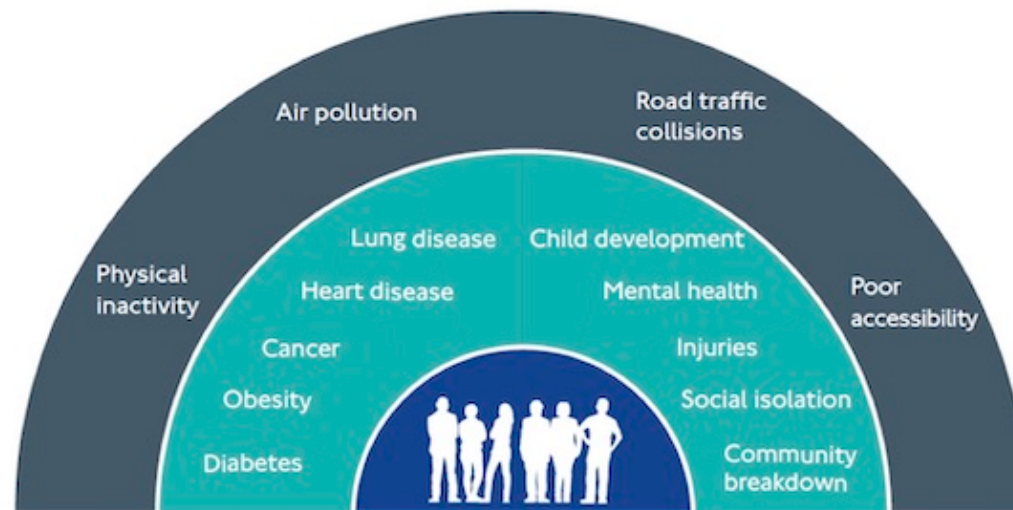
In 2020 the Department for Transport published its *Gear Change* vision, stating: "We want and need to see a step change in cycling and walking in the coming years..... We have a unique opportunity to transform the role cycling and walking can play in our transport system, and get England moving differently."

WCC is preparing a Local Cycling and Walking Infrastructure Plan, and has committed more than £9 million to developing the network of cycle routes in and around town centres.

These, along with improvements to canal towpaths, riverside regeneration projects, wayfinder signage and an underpinning focus on providing accessibility for all, will enable people to make healthier, pollution-free choices about local travel. The plans will include walking and cycling routes to the county's country parks and other green spaces, to further enhance the offer.

Road transport, whether public or private, is clearly detrimental to public health. Traffic pollution is bad for the planet, as well as people, and its contribution to climate change cannot be ignored. The Warwickshire Waterways Strategy will be instrumental in ensuring these issues are tackled, and that effective measures are taken to minimise and mitigate their impact across the county.

Key adverse links between motorised road transport and health



From: *Valuing the health benefits of transport schemes* - Transport for London 2015



Waterways Strategy - aims

Warwickshire County Council and partners share these key ambitions and aims for the county's waterways strategy:

Improve public **health and wellbeing** via waterways-related physical/outdoor/leisure activities and 'family fun' events

Further explore/share the history of the waterways, locally and countywide, to increase **sense of place**

Contribute to the county's **economic vibrancy** by promoting the waterways network as a tourist attraction and growth generator for the visitor economy

Promote the waterways environment as **green spaces** and **wildlife habitats** worthy of attention and protection

Present and promote the waterways as **sustainable transport routes** - for walking and cycling

Support efforts to reduce the county's carbon footprint and address issues around the impact of **climate change**

Explore opportunities for linkage with **Coventry City of Culture 2021** and **Birmingham Commonwealth Games 2022**

Key themes of the strategy

In developing the strategy, the following key themes were identified as a framework

Finance and funding	Explore joint funding opportunities with a particular focus on projects to aid post-lockdown recovery and encourage public awareness and usage of waterways environments for leisure, pleasure, exercise and sustainable transport.
Volunteer support	Address concerns of existing volunteers who may be reluctant to return after lockdown. Plan a recruitment drive to increase numbers and widen the age and social profile of volunteers. Potential link to social prescribing.
Public confidence	Adjust messaging post-coronavirus pandemic to reflect changes in circumstances, behaviour, expectations etc. Stress mental and physical health and wellbeing benefits of outdoor activity and social interaction.
Quick wins	Initial focus on projects that can be funded/achieved relatively quickly - to benefit local communities and economies. These might include way-finder signage and interpretation, and/or towpath improvements.
Social prescribing	Investigate potential for social prescribing as part of strategy ambitions to address wider inequalities and improve mental and physical health and wellbeing. Learn from existing social prescribing projects.
Sector networking	WCC's Heritage and Culture Strategy has created a network of sector partners willing and eager to work together. Localised projects involving multiple partners would seem to be the way forward post-pandemic.
Publicity and promotion	Promotion of existing assets and attractions is a priority as the sector reopens for business. Link to existing marketing campaigns. Produce video case studies and plan localised campaigns to raise public awareness/usage.
Sustainable transport routes	Develop and promote towpaths as sustainable transport routes for walking and cycling - and link to the County Council's £9 million plans to improve and extend the network of cycle routes in and around Warwickshire towns.
Infrastructure	Seek funding to improve towpaths and public areas, including improved lighting to support community safety. Plan a signage project to provide maps and clear routes to and from nearby communities and their facilities/attractions.
Events and activities	Plan a calendar of events and activities to attract families to the waterways - potentially part of a wider '10 free (or low-cost) things to do this weekend' campaign. These could be themed around history, wildlife or 'did you know?'
Climate change	Support efforts to reduce the county's carbon footprint and counter the impact of climate change - with particular focus on restoring wildlife habits to promote biodiversity and reduce species loss.

Action plan 2021 - 2022

The three main themes align with those of the Warwickshire Heritage and Culture Strategy 2020 - 2025

SENSE OF PLACE

AIMS - Further explore/share the history of the waterways, locally and countywide, to increase sense of place

ACTIONS

- Develop a teachers' pack to facilitate class/group outings
- Improve signage along waterways and to local places and attractions

AIMS - Promote the waterways environment as green spaces and wildlife habitats worthy of attention and protection

ACTIONS

- Launch a marketing campaign to raise awareness
- Work with Warwickshire Wildlife Trust on initiatives to promote nature and wildlife around waterways

HEALTH AND WELLBEING

AIMS - Improve public health and wellbeing via waterways-related physical/ outdoor/leisure activities and 'family fun' events

ACTIONS

- Survey county towpaths and seek funding for improvements
- Investigate potential for social prescribing
- Launch a recruitment campaign to attract more and younger - volunteers

AIMS - Present and promote the waterways as sustainable transport routes - for walking and cycling

ACTIONS

- Survey county towpaths and seek funding for improvements
- Improve signage along waterways and to local places and attractions

ECONOMIC VIBRANCY

AIMS - Contribute to the county's economic vibrancy by promoting the waterways network as a tourist attraction and growth generator for the visitor economy

ACTIONS

- Run a marketing campaign to raise awareness and visibility, and increase usage

AIMS - Explore potential links to Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022

ACTIONS

- Work with partners to explore opportunities to extend relevant, existing projects into Warwickshire



We will explore available sources of pre-pandemic data against which to measure progress. Key performance measures will include volunteer and visitor numbers, customer satisfaction surveys, plus any indicators of raised awareness amongst potential users.

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Cabinet

9 September 2021

Warwickshire County Council Social Value Policy

Recommendation

That Cabinet approves the Warwickshire County Council Social Value Policy

1. Executive Summary

- 1.1 As a public sector body WCC has duties regarding social value as set out in the Public Services (Social Value) Act 2012. This predominantly relates to ensuring that social value is considered within procurement activity.
- 1.2 In June 2021, a Procurement Policy Note from the Cabinet Office was issued placing a requirement on contracting authorities to have regard to the national strategic priorities in exercising their functions relating to procurement.
- 1.3 The national priorities and high-level requirements for each one are:
 - **Social value:** all contracting authorities should consider the following national priority outcomes alongside any additional local priorities in their procurement activities:
 - creating new businesses, new jobs and new skills
 - tackling climate change and reducing waste
 - improving supplier diversity, innovation and resilience
 - **Commercial and procurement delivery:** all contracting authorities should consider whether they have the right policies and processes in place to manage the key stages of commercial delivery identified in this statement, where they are relevant to their procurement portfolio.
 - **Skills and capability for procurement:** All contracting authorities should consider their organisational capability and capacity, with regard to the procurement skills and resources required to deliver value for money.
- 1.4 The Policy Notice also references the Government's intention to bring forward legislation requiring contracting authorities to publish procurement pipelines and to benchmark our procurement capability.
- 1.5 WCC has identified that social value could be a powerful tool to achieve the objectives set out in the Council Plan. However, in order to do this and to

demonstrate the impact of our social value activity it is recognised that a more coordinated and coherent approach is required.

- 1.6 The Council's COVID Recovery Plan references social value and the role it plays in maximising the benefit of our activity for Warwickshire's communities. Embedding social value across all our activity could be used as a measure of success in Warwickshire's recovery.
- 1.7 Whilst many social value policies relate predominately to procurement, WCC has expressed a wish to have a more comprehensive and holistic approach to social value to ensure that we maximise the impact delivered through all our strategies, procurement, delivery and activity.
- 1.8 Business and Customer Services were tasked with developing this holistic approach across the whole Council, working closely with the Commissioning Support Unit who would lead the development of social value within procurement.
- 1.9 Whilst these services have led the co-ordination of the work, the ambition to embed this approach across the whole Council meant that the wider involvement of all service areas in its development has been key. To achieve this, a Social Value Task and Finish Group was established. This group was chaired by the Assistant Director Business and Customer Services, with representatives from across the Council, including the Portfolio Holder for Customer and Transformation and Portfolio Holder for Environment, Climate & Culture.
- 1.10 The Task and Finish Group identified that a corporate Social Value Policy would be key to ensuring a consistent approach across the Council. They identified the key elements required within the policy based on examples from other organisations and best practice.
- 1.11 In developing the WCC Social Value Policy, draft versions have been shared widely for internal consultation, including: the three Directorate Leadership Teams (DLTs); through representation on the Social Value Task and Finish Group; and through 1:1 discussions with key internal stakeholders. A significant level of feedback, support and enthusiasm have been received on all elements of the Policy and the overall concept.
- 1.12 A final draft was endorsed by Corporate Board in June 2021, with the recommendation that the Policy be adopted by Cabinet.
- 1.13 The final draft of the WCC Social Value Policy is attached as Appendix A.

2. Financial Implications

- 2.1 The key financial considerations in approving this Social Value Policy are as follows:

- there are not expected to be any additional costs in terms of contracted spend;
- maximising social value will benefit Warwickshire and WCC which may have indirect social, economic, environmental and financial benefits;
- the cost of overseeing delivery of social value has been factored into the work of the Council's Communities and Partnerships and Contract Management and Quality Assurance Teams.

- 2.2 Capturing social value provides an opportunity to quantify the value of work that may otherwise be hard to measure, including the impact and benefits realised, reflecting the wider value of activity alongside the financial cost of delivering it.
- 2.3 A reprioritisation of how we secure social value from our contracts, including aligning our procurement processes to match our social value ambitions, should ensure that the maximum benefit is derived from our third party spend. In this way social value should demonstrate a benefit to the provider, WCC and / or Warwickshire's communities.
- 2.4 To ensure this policy is delivered within existing resources, effective care and planning is critical. This will include:
- provision of appropriate support to potential and current suppliers
 - training and awareness raising (internally and externally)
 - collaboration with our strategic partners
 - a new or refined ethos embedded within the culture of the organisation
 - all parts of the Council contributing to the delivery of our Social Value Policy
- 2.5 The Delivery Plan will specifically reference the need for this to ensure that the benefits offered by social value activity outweigh any associated costs.
- 2.6 Any costs must be accurately identified and monitored to ensure they deliver the necessary added value. Penalties for the non-delivery of social value benefits through contracted delivery will be considered.

3. Environmental Implications

- 3.1 At Council on 25 July 2019 a motion declaring a climate change emergency was agreed. The impact of environmental changes on society is reflected within the concept of social value and this policy offers a tangible way of measuring the impact of this work to mitigate climate change.
- 3.2 The choice of social value measures (using the National Themes Outcomes and Measures (TOMs)) within procurement activity will focus on ensuring suppliers are taking active steps to minimise their impact on the environment and to make improvements where possible.

4. Supporting Information

- 4.1 WCC is connected to social value networks at a regional and national level.
- 4.2 Regionally, WCC is represented on the West Midlands Social Value (WMSV) Taskforce which brings together different organisations (predominately public sector) from across the West Midlands region and offers an insight into different approaches and examples of good practice. The Taskforce is attended by national social value support organisations who provide information, guidance and expertise.
- 4.3 The WMSV Taskforce has a Terms of Reference and is developing an Action Plan which sets out key priorities for the region. The group is exploring opportunities to collectively capture the level and impact of social value activity across the membership and is developing content for a regional webpage as part of the national website. The Taskforce is keen to play an active role in the National Social Value Conference which will take place in March 2022.
- 4.4 All the regional Task Force groups feed into the National Social Value Task Force. The role and significance of the regional groups is increasingly important to help embed the principles of social value more broadly across the public, private and VCSE sectors.
- 4.5 Nationally, WCC has expressed an interest in becoming part of the National Social Taskforce discussions. Representation is still to be confirmed, however, it is proposed that WCC should consider Associate Membership in the first instance, with further input offered through the working groups.
- 4.6 The national working groups are currently under review, but three new groups are proposed, which have specific interest for WCC:
 - Social Value Maturity Index
 - Climate Change
 - Procurement Best Practice
- 4.7 Further information about the National Social Value Task Force can be found here: <https://www.nationalsocialvaluetaskforce.org/>
- 4.8 WCC has also developed connections with other Social Value Networks. External support from both Social Value Portal and Human Engine provided “critical friend” input into the development of the WCC Social Value Policy and associated proposals around communications and engagement.
- 4.9 Social Value Portal are also the creators of the National Social Value Measurement Framework (or Nationals TOMS for short). The TOMs will provide WCC with a measurement framework for capturing the value in procurement activity.

- 4.10 Both Social Value Portal and Social Value UK have been part of WCC's social value journey, providing input into early discussions at the Warwickshire Third Public and Private Sector Partnership Conference in November 2019 and an internal WCC Social Value staff workshop in May 2020.
- 4.11 Social Value UK offer a range of membership packages for individuals and organisations, along with accredited training programmes to enhance learning and good practice in the embedding and delivery of social value activity. The benefits to WCC from this include the opportunity to build in-house expertise and skills in an area identified as achieving and delivering on the Council's vision and priority outcomes.
- 4.12 Further information about Social Value UK can be found here:
<https://socialvalueuk.org/>

5. Timescales associated with the decision and next steps

- 5.1 The following suggestions represent the initial steps to move the Policy from development phase to implementation phase:
- Complete the Social Value Maturity Index self-assessment (and potentially use this as a basis for an initial Warwickshire County Council Social Value Statement)
 - Continue work with Marcomms to develop a suite of communication resources to support the engagement of key stakeholders (including a visual representation of the Policy and a short animation/video)
 - Identify key WCC case studies to start building a portfolio of Social Value stories to bring the Policy and its implementation to life
 - Identify and agree the corporate social value measures (using the National TOMs framework) to be used within procurement processes. Develop an assessment framework for measuring social value impact across all WCC activity
- 5.2 Our integrated approach to the Council Plan and MTFS development for this year (Cabinet July 2021) provides the framework that will ensure social value is built into the way we plan and work as an organisation and with partners. The timing presents a great opportunity to build social value into the refresh of both the strategy and performance management framework alongside other cross cutting themes relating to health, community and equality.
- 5.3 There is a crucial link between social value and the COVID Recovery Plan, in particular the fourth priority "to harness the power of our communities to tackle inequality and social exclusion". Positioning community power at the heart of the Council's work reflects and builds on the learning from the COVID pandemic, where the role of Warwickshire's voluntary, community, and social enterprise sector has been instrumental and impactful.

- 5.4 There is also a synergy with other Council workstreams such as Start with Strengths as well as the recommissioning of the Council’s voluntary and community sector contracts for equalities, advice and VCSE support.
- 5.5 To ensure the successful delivery of the Social Value Policy within all service areas, business functions and behaviours of Warwickshire County Council, a new Social Value Project Group will be established to report into the Commercial Delivery Group and connecting with other core groups from across WCC as required
- 5.6 Once the Policy has been fully adopted the associated Engagement and Communication Plan and the Delivery Plan will evolve and start to be delivered.

Appendix

Social Value Policy

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 Clarke, Chilvers, Fradgley, D’Arcy, Warwick, Singh Birdi, Philipps, W.Roberts and Boad

1. Introduction

The Public Services (Social Value) Act 2012 requires all authorities to consider how the procurement of services can improve the economic, social and environmental well-being of the local area.

Organisations that have embedded social value in their procurement activities have created training and employment opportunities, supported the local economy, reduced their carbon footprint and helped to create more sustainable public services.

With Warwickshire County Council spending £325m a year with third party suppliers, procurement is clearly a high impact area. However, it does not leverage the full potential of the Council's £600m combined revenue and capital budgets, its £1.2bn asset base or its non-financial assets, including its brand, reputation, data, intellectual capital, local knowledge and the capacity of local communities.

Warwickshire County Council wants to take a holistic approach to social value and consider how the Council can, across all its activities and assets, deliver better outcomes for communities, the environment and the local economy.

Social Value is about the pursuit of wider social, economic and environmental benefits through all our activities.

2. Why is Social Value important to Warwickshire County Council?

Social value can play a vital role in ensuring Warwickshire is the best it can be by:

- supporting the Council's priority outcomes without requiring additional investment
- providing a new lens through which to consider all of our activity

This ethos is then embedded within the culture and behaviour of the organisation.

Warwickshire County Council places social value at the heart of all its activity. We recognise that social value brings a wealth of benefits to society, communities, partners, suppliers and to ourselves. To achieve maximum impact, this Social Value Policy aligns with our Council Plan, Recovery Plan, corporate objectives and into several key programmes of activity we are delivering.

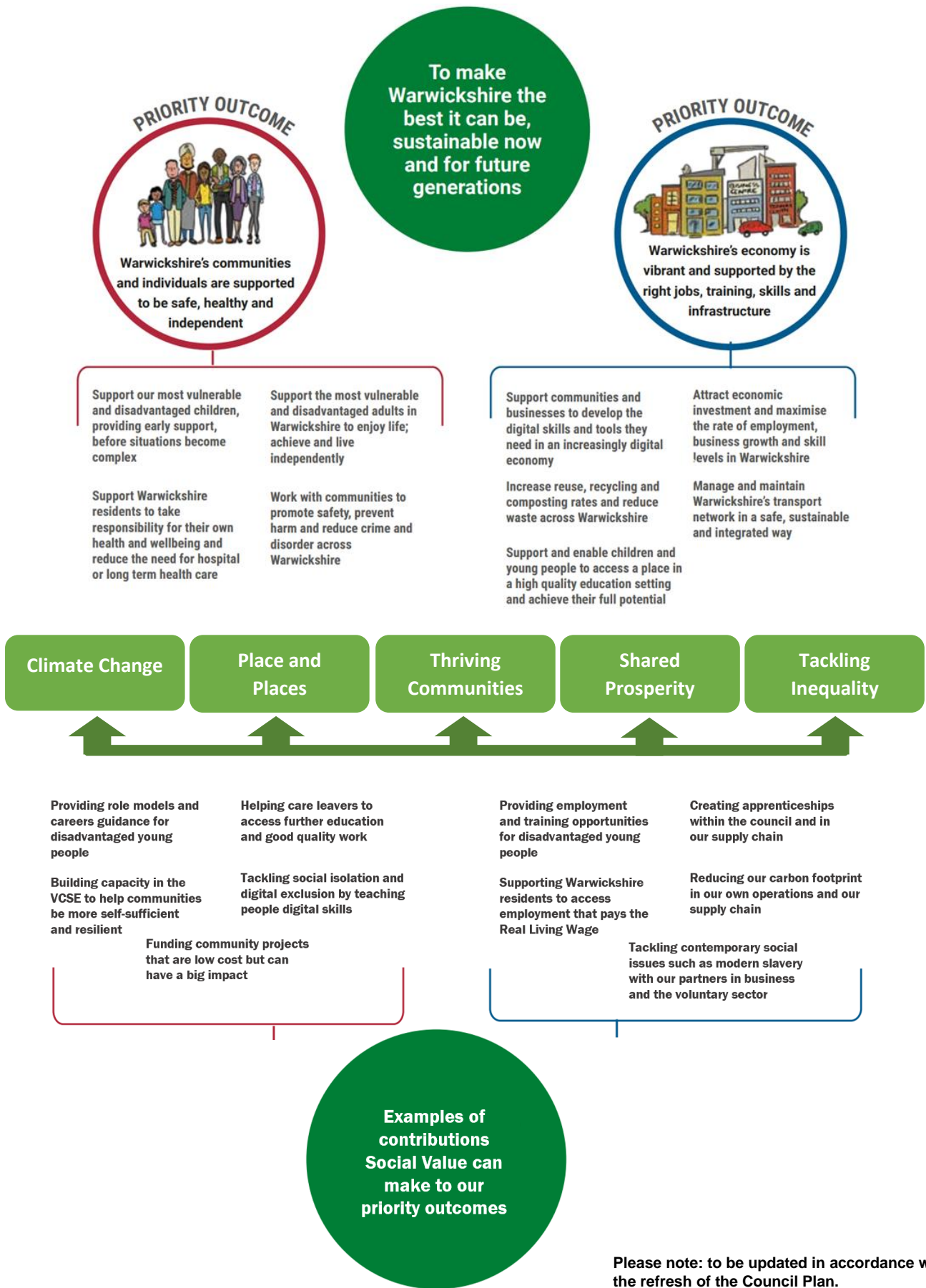
The key building blocks are:

- **Climate Change** – as an organisation we are committed to tackling climate change. Our Council-wide programme of activity to address this provides an opportunity to embed social value principles and outcomes into this work.
- **Place and Places** – the Council recognises the important role we play as an organisation in ensuring that social value is delivered in the diverse places across the county. Whether this is at a regional, sub-regional, county, sub-county or very localised level, all of our activity will influence outcomes at a place level and will often be delivered through partnerships,

collaboration and collective leverage. We must ensure social value is present through this work.

- **Community Engagement** – working with and supporting our communities has been very prominent during the pandemic. We are committed to building on this momentum and striving for the best social, economic and health outcomes for our residents. We've seen a rise in a kinder, compassionate society which can help deliver our social value objectives on the ground.
- **Shared Prosperity** – post-Covid there will be a strong need to support the economy to grow, encouraging new business start-up, entrepreneurship and community-based enterprise which will create jobs for our residents, increase prosperity across our communities, and help improve people's lives and community wellbeing
- **Tackling Inequality** – the pandemic has highlighted the disparities that exist between some of our communities across health, social care, opportunities for children and the education outcomes and skills levels of our residents. Social Value is inherent in tackling inequalities and increasing opportunities for our residents and communities.

These 'building blocks' focus our priority outcomes and act as pivot points that can multiply effort, concentrate action and direct resources toward our social value approach in all that we do.



Please note: to be updated in accordance with the refresh of the Council Plan.

3. Definition

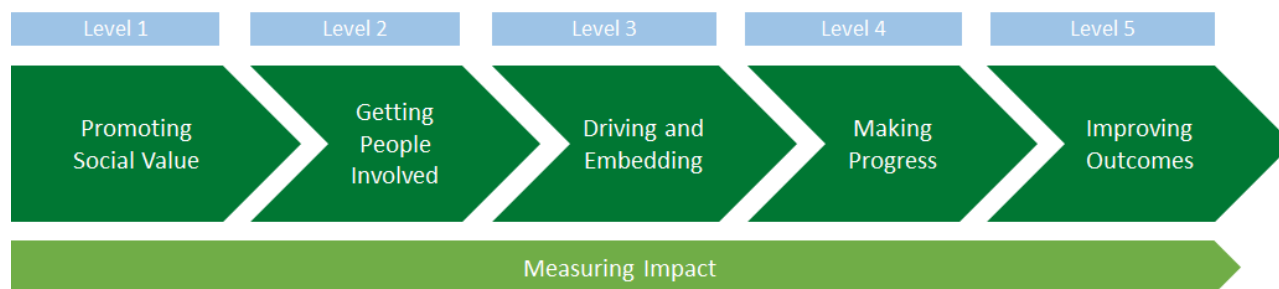
Warwickshire County Council will explicitly seek to make spending, investment and operational decisions that will maximise **economic, environmental and social benefits** in Warwickshire – which together are defined as **social value**.

4. Social Value Objectives

The Council has identified the following key objectives as central to the successful delivery of our social value intentions through this Policy and our corporate objectives in our Council and Recovery Plan:

1. Maximising the value and positive impact of all Council expenditure for our communities
2. Creating jobs, businesses and training opportunities locally
3. Contributing to our commitment to tackling climate change
4. Supporting the Voluntary Community and Social Enterprise (VCSE) sector to maximise the impact of their work through shared recovery following COVID-19
5. Addressing inequality and ensuring that people's starts in life do not determine their futures
6. Ensuring the Council meets its obligations under the Public Services (Social Value) Act
7. Influencing local partners and stakeholders to adopt a similar approach

The key phases required to deliver these objectives and develop our social value maturity are illustrated below:



5. Achieving our Social Value ambitions

To ensure the Social Value Policy is fully embedded and delivered across the Council, including all service areas, business functions and behaviours, as well as within our procurement and contract management processes, commercial activity and relationships with external partners, this policy is complemented by a Social Value Delivery Plan.

The Delivery Plan identifies the key areas where social value will have an impact and sets out the activities required to achieve the Council's social value aspirations. The following workstreams form the basis of the Delivery Plan:

Delivery Plan Workstream	Example Activity
Organisational process	<i>Reviewing recruitment processes</i>
Organisational Culture	<i>Embedding strength-based approaches</i>
Communication and engagement	<i>Designing a Social Value Toolkit</i>
Service delivery	<i>Embedding social value in commercial activity</i>
Commissioning	<i>Co-production of processes to release social value</i>
Procurement and contract management	<i>Targeting social value activity to Warwickshire priorities using TOMS</i>
Partnerships and collaboration	<i>Developing strategic networks and relationships to maximise social value</i>

Both this Policy and its Delivery Plan are intended to be live documents so that they can be developed and added to on a regular basis. Building in this flexibility, will enable the Council to respond to unexpected circumstances and also to continue to develop its approach to social value over time.

6. Monitoring and Measuring Progress

The following mechanisms are used to demonstrate the Council's commitment to delivering social value:

Within procurement:

- National TOMs (Themes Outcomes and Measures): provides a framework for unlocking, measuring and reporting social value. The TOMs offer an accessible and nationally recognised mechanism to quantify the Council's social value returns. It is a tool widely used within procurement and contract management processes and provides a template for internal measurement of direct and in-house delivery.
- Social Value Maturity Index: the measurement tool that allows both Warwickshire County Council and its suppliers to assess where it is on the journey of embedding social value as an effective way of delivering better outcomes for communities.

Beyond procurement:

- Internal performance management framework: social value is considered in all service activity, procured or in-house delivered and is captured through our corporate performance monitoring. WCC staff understand social value and have attended awareness raising sessions to support this.

Warwickshire County Council will produce an annual Social Value Statement in order to illustrate and quantify the Council's Social Value activity. This will include progress against existing targets and commitments for the upcoming year. The first WCC Social Value Statement will be produced for the financial year 2021/22 and will be available through the Council's website.

The Council's approach to measuring social value is outlined in the Social Value Measurement and Evaluation Framework.

7. Governance

The effective delivery of social value within Warwickshire County Council is everybody's business, including elected members, senior leaders, service managers and all staff. The strategic social value agenda is guided by Corporate Board and the Council's Commercial Delivery Group will ensure that this agenda is successfully translated into practice.

A corporate Social Value Project Group is responsible for the implementation of the Delivery Plan and will support the delivery of the Council's social value vision by enabling the Council and its staff to:

- ensure that everyone, including commissioned organisations, in-house service providers and council staff understand their role and responsibilities in delivering social value
- ensure that social value activity clearly links back to our corporate objectives
- articulate and bring together the significant activity around social value that is already embedded and delivered across WCC
- maximise the impact of our social value activity
- measure progress against its social value objectives
- ensure that social value delivery is inclusive and does not put in unnecessary barriers
- ensure that the community of Warwickshire realises the wider economic, environmental and social benefits from all WCC activity

Review date: March 2022

APPENDIX 1 – SUPPORTING DOCUMENTS

1A) Social Value Delivery Plan

1B) Social Value Communications and Engagement Plan

1C) Social Value Measurement and Evaluation Framework (to be developed)

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