

Cabinet

Date: Thursday 25 November 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 - 14

To approve the minutes of the meeting held on 14 October 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. Quarter 2 Council Plan 2020-2025 Quarterly Progress Report (April 2021 to September 2021)

15 - 36

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

Portfolio Holder – Councillor Andy Jenns

3. 2021-22 Financial Monitoring - Forecast position as at Quarter 2

37 - 130

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

Portfolio Holder – Councillor Peter Butlin

- 4. Treasury Management Monitoring Report** 131 - 158
A report that provides an update to Cabinet on Treasury Management.

Portfolio Holder – Councillor Peter Butlin

- 5. 2020-21 Annual Governance Statement** 159 - 186
After consideration by the Audit and Standards Committee on 4 November 2021, the Annual Governance Statement is now before Cabinet prior to final approval by Council.

Portfolio Holder – Councillor Peter Butlin

- 6. Climate Change Action Plans** 187 - 192
This report seeks approval of funding from the Climate Change Investment Fund to take forward ambitions to work across the region with partners to deliver a Net Zero by 2050 Climate Change Action Plan.

Portfolio Holder – Councillor Heather Timms

- 7. Community Powered Warwickshire Ground Breaker, Partner Mobilisation and Mainstreaming Phases** 193 - 208
A report that provides details on Community Powered Warwickshire Ground Breakers, Partner Mobilisation and Mainstreaming phases and seeks Cabinet approval for the next steps around the programme.

Portfolio Holder – Councillor Heather Timms

- 8. Coventry and Warwickshire Joint Autism Strategy** 209 - 288
This report updates Cabinet on the progress to date to develop and implement the joint All Age Autism Strategy for Coventry and Warwickshire 2021-26 and seeks endorsement of the joint All Age Autism Strategy for Coventry and Warwickshire 2021-26.

Portfolio Holders – Councillors Margaret Bell and Jeff Morgan

- 9. Gas Contract Renewal** 289 - 294
This is a report seeking approval to enter into a framework contract for the purchase of gas through ESPO's Gas Framework, for the period April 2023 – March 2027.

Portfolio Holder – Councillor Peter Butlin

- 10. Reports Containing Exempt or Confidential Information**
To consider passing the following resolution:

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

- | | |
|---|-----------|
| 11. Exempt Minutes of the 14 October 2021 Meeting of Cabinet | 295 - 296 |
| To consider the exempt minutes of the 14 October 2021 meeting of Cabinet. | |
| 12. HROD and Payroll System Contract | 297 - 300 |
| An exempt report concerning the procurement process for the provision of a HR and Payroll system. | |
| Portfolio Holder – Councillor Andy Jenns | |
| 13. Cubbington Site Options | 301 - 310 |
| An exempt report presenting options and recommendations for remediation of fly tipping on site. | |
| Portfolio Holder – Councillor Peter Butlin | |

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- 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 relevant to the agenda 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 that features on the agenda. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

Cabinet

Thursday 14 October 2021

Minutes

Attendance

Committee Members

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

Others Present

Councillors Jonathan Chilvers, Judy Falp, John Holland and Jerry Roodhouse.

1. General

(1) Apologies

Apologies were received from Councillors Andy Jenns and Wallace Redford.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

No declarations were made at the meeting.

(3) Minutes of the Previous Meeting

The minutes of the meeting held on Thursday 9 September 2021 were agreed as an accurate record to be signed by the Chair.

(4) Public Speaking

Councillor Izzi Seccombe (Leader of Council and Chair of Cabinet) welcomed two public speakers to the meeting. These were Mr Ian Stevenson, Chair of Westwood Heath Residents Association, and Councillor Alan Marshall, Vice-Chairman of Burton Green & University of Warwick Parish Council.

Councillor Seccombe also noted that Mr Edward Clinton, a student at Warwick University, had

hoped to attend the meeting to speak but was unable to do so and he had made a written submission setting out the point of view of the students who were not supportive of the proposals since they did not consider the link road to be beneficial to them. .

1. Mr Ian Stevenson

Mr Stevenson made the following statement:

“We submitted a detailed 13-page response to the consultation which contains the detail behind the points I am about to summarise. In summary we oppose the A46 Link Road in its current form for a number of reasons.

Firstly, it is the unnecessary destruction of the Green Belt. The link road is around 5km long and would remove about 25 Hectares of land from the Green Belt between Coventry and Kenilworth, and effectively close the gap between the two towns. As a comparison, that's more than half the size of the proposed University of Warwick Eco Park

Secondly, the Link Road is not a link road. The original link road concept was to join the A46 at Stoneleigh to the A45 at Eastern Green (northwest of Coventry). These proposals only get half-way, terminating in a residential area within Westwood Heath. The remaining 6 or 7km of road that would take this to the A45 actually pass through existing residential areas and the proposal relies on those existing residential areas taking up the extra traffic that the link road will create. In short, it does not do what it says on the can.

The third point is the transport modelling does not take account of post-Covid ways of working. So it has all been designed for pre-Covid and we know there are substantial changes to behaviours including hybrid working, working from home and so on. Although the consultation report says this will be taken into account during the next phase, that's rather putting the cart before the horse if indeed the post-Covid ways of working change the way that the link road might be justified.

The fourth point is that we have uncovered lots of unsound data in the business case, there are gaps in the traffic assessment, pieces of development missing like Balsall Common which has recently put extra developments in their local plan, HS2 car park north of Coventry with 7500 places, Westwood Business Park is said to be growing but in fact it is shrinking as an employment area and I don't think these will not stand up to detailed scrutiny if and when this goes through the Department for Transport. In our report, we cited a number of areas in the way the consultation process was flawed with factually incorrect statements, and misleading and biased information as detailed in our report.

Finally, the active and sustainable transport options were not really considered as options, they were just tagged on the back of the link road itself and there was no “sustainable transport only” solution that was identified as part of the consultation. The consultation report says that will be done as part of the next phase but I question how you can proceed to an outline business case when that option has not yet been explored. In summary, you're spending £100m on a proposal that is little more than a bypass for the University of Warwick.”

2. Councillor Alan Marshall, Vice-Chairman, Burton Green & University of Warwick Parish Council

Councillor Marshall read out the following statement.

“In only 3 minutes I can but briefly state our concerns, but they were set out fully in a 7-page response sent to the County Council in February. Our concerns focus on Stage 3 and furthermore on what might follow in terms of providing the ultimate link with the A45 or A452 at Ballsall Common.

In short, our opposition is because first of all the strategy of the link road is particularly questionable as it is based on diverting traffic from strategic routes onto the local road network in Burton Green, Tile Hill and Eastern Green.

Although Option 3 removes through traffic from Stoneleigh Road and Gibbet Hill Road, it is at the expense of encouraging much more traffic to affect residents in Westwood Heath and Burton Green and the situation in Burton Green would also be worsened by traffic generated from the sizeable forthcoming housing developments over the border in Balsall Common and Berkswell.

Moreover, the Balsall Common Relief Road, allowed for in the Solihull Local Plan, will intersect Hob Lane and result in that narrow, winding road which goes past Burton Green School becoming an additional ‘rat run’ route to reach Cromwell Lane and Westwood Heath Road to join the Link Road to Stoneleigh.

There will be also serious worsening of environmental conditions and even more erosion of what remains of the Green Belt between Coventry and Burton Green – a huge amount has already been lost through the Local Plan and now by the construction that is underway of HS2.

There are still too many uncertainties remaining. What will be the implications of a railway station and interchange; indeed, will it materialize at all? Will a football stadium be built? Will employment numbers and working practices change significantly at the University post Covid?

It is also likely that traffic forecasts have been modelled on baseless population forecasts. Surely, given the recent Office of Statistics Regulation examination of Office for National Statistics projections for Coventry, it would be best to await the 2021 Census findings to be disclosed next year.

In any event, before any proposal for a Phase 2 link is determined, a decision in principle must be taken now about whether a Phase 3 link should be built and, if so, a clear strategy of where it would go should be decided and be incorporated in a strategic plan, whereas at present we seem to have only incremental plans that stop, unstrategically, at the Warwickshire border.

Without a defined, safeguarded route for a third phase, the uncertainty blights a core part of Burton Green.”

Councillor Izzi Seccombe thanked both members of the public for their contributions and

advised that Cabinet would bring forward the A46 Strategic Link Road Consultation report to be considered as the next item.

2. A46 Strategic Link Road Consultation

In the absence of Councillor Wallace Redford (Portfolio Holder for Transport and Planning) Councillor Peter Butlin (Deputy Leader, Finance and Property) introduced the published report which succinctly set out the process and response of the public consultation for the development of the A46 Link Road scheme. Councillor Butlin reflected on the background to the work and noted that the Outline Business Case, which was part of the Department for Transport (DfT) funding application process, was currently being produced to confirm if a scheme to provide a new transport corridor was viable.

A number of Members noted the environmental implications set out in the report together with the anticipated impact of the Covid-19 pandemic on travel habits. In response to these comments, Councillor Butlin advised that the Outline Business Case would be drafted in terms of the post-Covid reality and he indicated that the Chairman of the Communities Overview and Scrutiny Committee would be invited to consider the Outline Business Case at an upcoming meeting. Councillor Butlin also offered clarity that the scheme was fully externally funded with no match/top-up funding expected from the County Council. However, should there ultimately be a shortfall in funding then this could be a call on the County Council's resources.

Resolved:

That Cabinet:

1. Notes the feedback from the A46 Strategic Link Road consultation; and
2. Acknowledges that, as set out in the recommendations of Cabinet on 12 September 2019, a further report will be brought to set out the preferred scope of the new transport corridor.

3. Social Impact Fund

Councillor Heather Timms (Portfolio Holder for Environment, Climate & Culture) introduced this report, noting that Council had resolved to bring forward proposals for a fund to act as a catalyst for building stronger communities. Proposals for the fund had been considered by Overview and Scrutiny which had expressed general support. Councillor Timms explained that, subject to approval, the fund would launch on 4 November 2021 and it was recommended that the operation of the fund be commissioned to a third party as described in the report.

By way of clarification, Cabinet were informed that in order to promote inclusion, the source of funding for the proposals was the Contain Outbreak Management Fund (COMF) and this meant that it was linked to the areas most affected by Covid. It also aligned with the Council Plan and Community Powered workstream.

Resolved:

That Cabinet:

1. Approves proceeding with the establishment of a Social Impact Fund, using source funding of no less than £1,000,000 from the Contain Outbreak Management Fund (COMF) and authorises the Strategic Director for Resources, in consultation with the Portfolio Holder Finance and Property, to increase the value of the fund drawn from the COMF if the appropriate conditions are met;
2. Approves the capital element of the fund to be added to the Capital Programme and authorises the Strategic Director for Resources, in consultation with the Portfolio Holder Finance and Property, to adjust the value of scheme in the capital programme depending on the balance of grant determinations approved;
3. Supports the operation of the fund to be delivered by a third party and authorises the Strategic Director for Resources to take all steps as he considers necessary to establish the fund; and
4. Notes the feedback from the Communities Overview and Scrutiny Committee as set out at paragraph 4.15 of the report.

4. Customer Service Excellence Standard Review June 2021

Councillor Kam Kaur (Portfolio Holder for Economy and Place) presented this report on behalf of Councillor Andy Jenns (Portfolio Holder for Customer and Transformation). The Review had taken place in June 2021 and had focussed on service users needs and preferences. Councillor Kaur noted that the review had taken place during the pandemic and welcomed how much had been achieved to protect the most vulnerable. The report identified positive partnership working with the district and borough councils, neighbours and partners. In response to questions, Councillor Kaur explained that the CRM system was being updated and this would lead to the availability of enhanced customer information.

Councillor Isobel Seccombe, Leader, extended the Cabinet's thanks to staff for their commitment to the residents of Warwickshire. Cabinet were pleased to see this recognition.

Resolved:

That Cabinet:

1. Notes the outcome of the Customer Service Excellence Review which took place in June 2021; and
2. Agrees the actions to address the partial compliances listed in the table in section 1 of the report.

5. Local Government & Social Care Ombudsman – Annual Review and Summary of Upheld Complaints

In the absence of Councillor Andy Jenns, Councillor Kam Kaur (Portfolio Holder for Economy and Place) introduced this report, explaining that the report presented the Local Government and Social Care Ombudsman's letter for the financial year 2020/21. The report noted that 50 complaints and enquiries had been received by the Ombudsman in relation to the Council and nine of those were subject to full investigations with an uphold rate of 67%. This was a positive

position, and lower than the national average. In respect of the steps taken to address the complaints, the Ombudsman found that the Council had complied with 100% of the agreed remedies but that in four cases, the remedy was implemented late and the Ombudsman had invited the Council to consider how it might make improvements to reduce such delays. Cabinet noted the lessons to be learnt in the report.

Resolved:

That Cabinet notes the annual review and summary of upheld complaints issued by the Local Government and Social Care Ombudsman in the financial year 2020/21.

6. Priority Worker Help to Buy Scheme

Councillor Peter Butlin (Deputy Leader, Finance and Property) summarised the published report, noting that permission was sought to further explore a Priority Worker Help to Buy Scheme, subject to the financial principles set out in paragraph 4.10 of the report. Ultimately the scheme would only be offered through Warwickshire County Council developed housing schemes where a business case justified the need and the financial analysis supported the ability to offer the Priority Worker Help to Buy Scheme, with the final decision resting with the County Council. Councillor Butlin noted that there had been a very positive discussion at Resources and Fire and Rescue Overview and Scrutiny Committee on the proposed scheme with their comments and recommendations summarised in the report (paragraph 1.4).

Resolved:

That Cabinet:

1. Agrees to further explore the setting up of a Priority Worker Help to Buy (PWHTB) Scheme on the basis set out in paragraph 2 of the report, subject to compliance with the financial principles set out in paragraph 4.10 of the report;
2. Notes the observations made by the Resources and Fire and Rescue Overview and Scrutiny Committee and requests officers to continue to work with financial institutions to gather input as to how to further develop the final product to provide affordable help to priority workers who are or will be residents of Warwickshire; and
3. Requests officers make a further report to Cabinet on the detail of the PWHTB at the appropriate time in line for the first Warwickshire Property and Development Group (WPDG) site specific development likely to apply PWHTB.

7. Tackling Social Inequalities in Warwickshire

Councillor Jeff Morgan (Portfolio Holder for Children, Families & Education) opened this item, explaining the journey to the development of this strategy to tackle social inequalities in Warwickshire. The report identified a set of cross-cutting priorities to collectively tackle the key factors contributing to social inequalities in Warwickshire, resulting in improved outcomes for Warwickshire residents: developing the workforce and culture, improving access to goods, resources, services and communities, and supporting people to maximise and manage their income. A draft action plan was appended to the report.

Councillor Kaur noted the importance of working with partners to support the economy and the ties to social inequality and advised Cabinet that she would work closely with Councillor Morgan in this respect. Councillor Timms highlighted the connection with the Social Impact Fund. Councillor Morgan welcomed these comments.

Resolved:

That Cabinet:

1. Endorses the “Tackling Social Inequalities in Warwickshire Strategy” and accompanying draft action plan; and
2. Authorises the Strategic Director for People, in consultation with the Portfolio Holder for Children, Families and Education, to approve the project budget allocation, action plan and future revisions aligned to the strategy priorities for the allocated budget between April 2021 and March 2024.

8. Warwickshire Children & Young People Strategy 2021-2030

Councillor Jeff Morgan (Portfolio Holder for Children, Families & Education) summarised the report which set out the establishment of the strategy with input from a wide range of professionals from across the sector. The aim was for Warwickshire to be a Child Friendly County where children were put at the heart of everything we do and where children were supported to reach their full potential. Children and young people had been asked whether they considered the area they lived in was child friendly and overall there was an 81% positive response. The strategy appended to the report was targeted at professionals in the sector and a child and parent friendly version of the strategy would be provided.

Cabinet welcomed the strategy.

Resolved:

That Cabinet approves the Warwickshire Children & Young People Strategy 2021-2030.

9. Warwickshire Bus Service Improvement Plan (National Bus Strategy)

In the absence of Councillor Wallace Redford, Councillor Peter Butlin (Deputy Leader, Finance and Property) presented this report which sought to establish the Warwickshire Bus Service Improvement Plan to introduce measures to improve bus patronage in accordance with the government's strategic plans. Establishment of the plan would ensure eligibility to bid for a part of the government's £3bn funding stream.

Members welcomed the focus on passenger feedback and the engagement that had taken place with both local councillors and the District and Borough Councils. The work of the Cross Party Working Group was complimented for their contribution to identify the key bus corridors that would be the subject of enhancements and for supporting marketing activities aimed at promoting the public engagement exercise which sought feedback from the community and stakeholders on bus services.

Resolved:

That Cabinet:

1. Authorises the Strategic Director for Communities, acting in consultation with the Portfolio Holder for Transport and Planning, to prepare the Warwickshire Bus Service Improvement Plan (based on the details in this report) and publish and submit it to the Department for Transport as the basis of a bid for the allocation of funding; and
2. Authorise the Strategic Director for Communities, acting in consultation with the Portfolio Holder for Transport and Planning, to prepare and consult on the Enhanced Partnership Plan and Schemes (based on the content of the Warwickshire Bus Service Improvement Plan) in accordance with section 138F of the Transport Act 2000 with the intention of asking Cabinet to approve them in Spring 2022.

10. Submission to the EIP Inspector of Proposed Modifications to the Submitted Minerals Plan 2018 and Next Steps Towards Adoption

In the absence of Councillor Wallace Redford, Councillor Peter Butlin (Deputy Leader, Finance and Property) explained that this report set out the remaining issues being addressed for the Inspector particularly in terms of a plan for extraction at appropriate sites with minimum impact on residents and habitats.

Resolved:

That Cabinet authorises the Strategic Director for Communities, in consultation with the Portfolio Holder for Transport and Planning, to:

1. Propose draft Main Modifications to the submitted Warwickshire Minerals Plan to the Inspector and carry out any necessary public consultation on them;
2. Take any other steps which he considers necessary or desirable to assist the Inspector to conclude his Examination and to enable Council to adopt a sound and compliant Plan (including making any further decisions as proposed modifications); and
3. Submit the Proposed Plan (together with any recommended modifications) to Council for a decision on adoption.

11.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.

12.Exempt Minutes of the 9 September 2021 Meeting of Cabinet

The exempt minutes of the Cabinet meeting held on 9 September 2021 were agreed as an accurate record.

13. Property Disposal

Resolved:

The recommendations set out in the exempt report were agreed as published.

14. South Warwickshire and Nuneaton & Bedworth Local Plans - Calls for Sites

Resolved:

The recommendations set out in the exempt report were agreed as published.

The meeting rose at 3.28pm

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Chair

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Cabinet**25th November 2021****Council Plan 2020-2025
Quarter 2 Performance Progress Report
Period under review: 1st April 2021 to 30th September 2021****Recommendations**

Cabinet is recommended to:

- a) Consider progress on 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 2, 1st April 2021 to 30th September 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 [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 continues to be affected, to varying extents, by the Covid-19 pandemic with changed demand on Services and changes to Service delivery. The Key Business Measures (KBMs) within the Performance Framework which demonstrate delivery of agreed Outcomes 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 2
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	23
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	13	8
WCC making the best use of its resources	14	12

- 2.2 Reporting against the following 3 KBMs remains paused due to national suspension of examination regimes and are not included in this report:

National Body	KBM
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

Proxy measures have been introduced for educational attainment to provide oversight in this area, which will be reported when data has been released which is likely to be later in November.

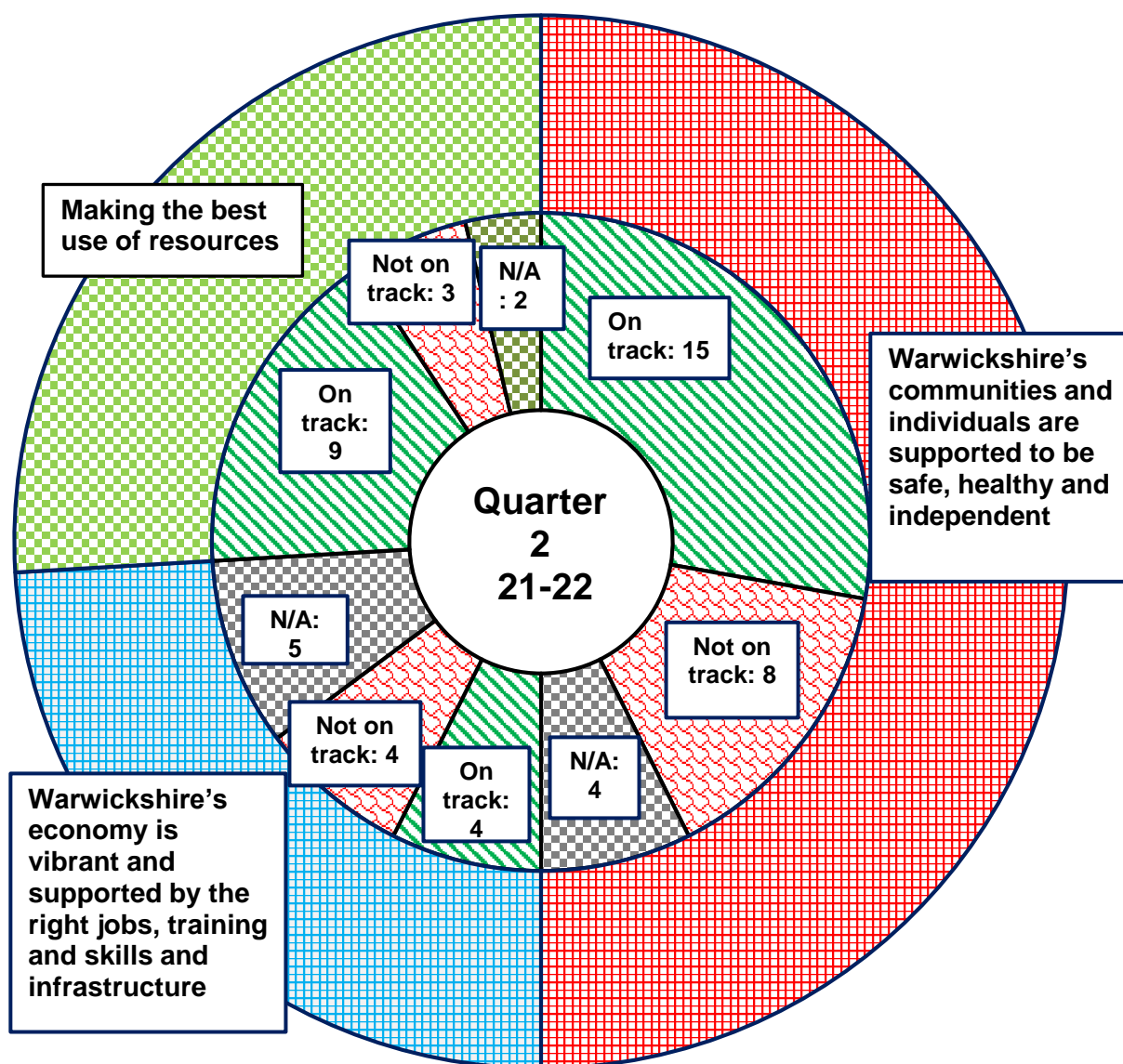
4 other KBM's were suspended from reporting as inspection and reporting regimes were halted due to the Covid-19 pandemic, these have now been resumed and it is anticipated that reporting will recommence from Quarter 3.

National Body	KBM
DHCS	% 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

At Quarter 2, there are a further 5 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 increased and changing demand, due to the impact of the Covid-19 pandemic resulting in significant changes in how services are delivered. Now restrictions have been removed Council Services are focusing more resource on their core work and less on specific Covid response, which is now being reflected in KBM performance.
- 2.4 At Quarter 2, there are 43 KBMs available for reporting. 65% (28) are On Track and 35% (15) are Not on Track, 11 KBMs are unavailable. This is an improvement from Quarter 1. Chart 1 below summarises KBM status at Quarter 2 by agreed Outcomes.

Chart 1: Cabinet KBM Status



2.5 Of the 65% (28) KBMs which are On Track and achieving target there are several measures of note, including:

- No. of domestic abuse incidents reported to the Police levels are 1.1% above the figures reported last year;
- % of care leavers (Relevant and Former Relevant 16-21) who are not in education, employment and training (NEET) has improved over recent months and is currently reported as 34.8% which is marginally above the target of 34%;
- No. of businesses supported to start and grow within Warwickshire through County Council activities where Quarter 2 performance is substantially ahead of the target (200) due to additional, time-limited economic recovery programmes being delivered;
- % 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 has improved across the year and September saw the best performance, since October 2020, at 64.6%, achieving target;
- % customer satisfaction level with Customer Contact Centre remains high and over target despite a sustained and material increase in changing demand; and,
- % Variation in Dedicated Schools Grant (DSG) overspend compared to DSG recovery plan as the forecast overspend at Quarter 2 is reduced to 1.19% from 3.17% reported at Quarter 1, and therefore within target.

The following KBMs continue to sustain their long-trend of good performance and have been consistently reported as On Track:

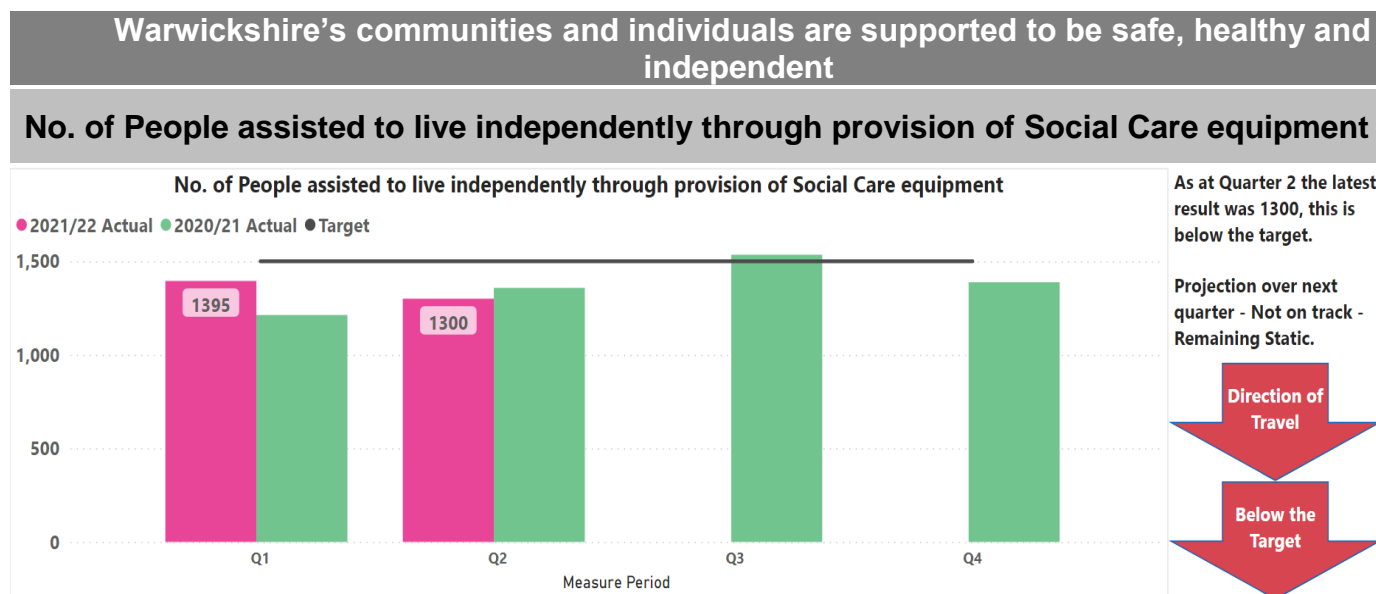
- No. of children open to an Early Help Pathway: continues to have a positive direction of travel and is significantly above last year's levels and the set target; and,
- Rate of total recorded crime per 1,000 population: with monthly rates of around 64 which remain below last year and target for 21/22.

This generally high level of performance is encouraging as the Council moves back to business as usual activities alongside additional Covid-19 related activities and demand which continue at scale.

2 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. Recent published data for Warwickshire is a rate of 9.2 per 100,000 people, lower than the previous reporting period of 9.4, lower than the England rate of 10.4 and the West Midlands rate of 10.5. However, the rate of deaths by suicide in Warwickshire remains amber. Warwickshire now has the third lowest rate of deaths by suicide in the region. Close monitoring is underway as the rate may increase;
- No. of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through business failure – although currently On Track this measure is being flagged as a potential future improvement activity area as the social care provider market is currently very unstable. There are a number of providers experiencing sustainability challenges and it is increasingly likely that there may be one or more instances of business failure by the end of the financial year.

2.6 Of the 35% (15) KBMs that are Not on Track there are 8 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.



Current performance narrative:

During the 2nd quarter, 1,300 people were assisted to live independently through provision of Social Care equipment against a target of 1,500.

Community Equipment services are experiencing pressures beyond their control and as a result less urgent orders are being postponed making way for priority orders and this has impacted on the number of jobs being completed this quarter. The high demand for drivers has also had an impact on the provider where it is becoming increasingly challenging to attract new drivers as well as retaining them. Same day and next day delivery demand remains high. Global issues continue to disrupt the supply chain resulting in equipment shortages and longer delivery lead times. Given the current pressures and challenges, Commissioners and practitioners continue to work closely with the provider to prioritise orders based on need, risk and impact. Risks around this are being closely monitored via the People Strategy and Commissioning Provider Pressures Task and Finish Group.

Improvement activity:

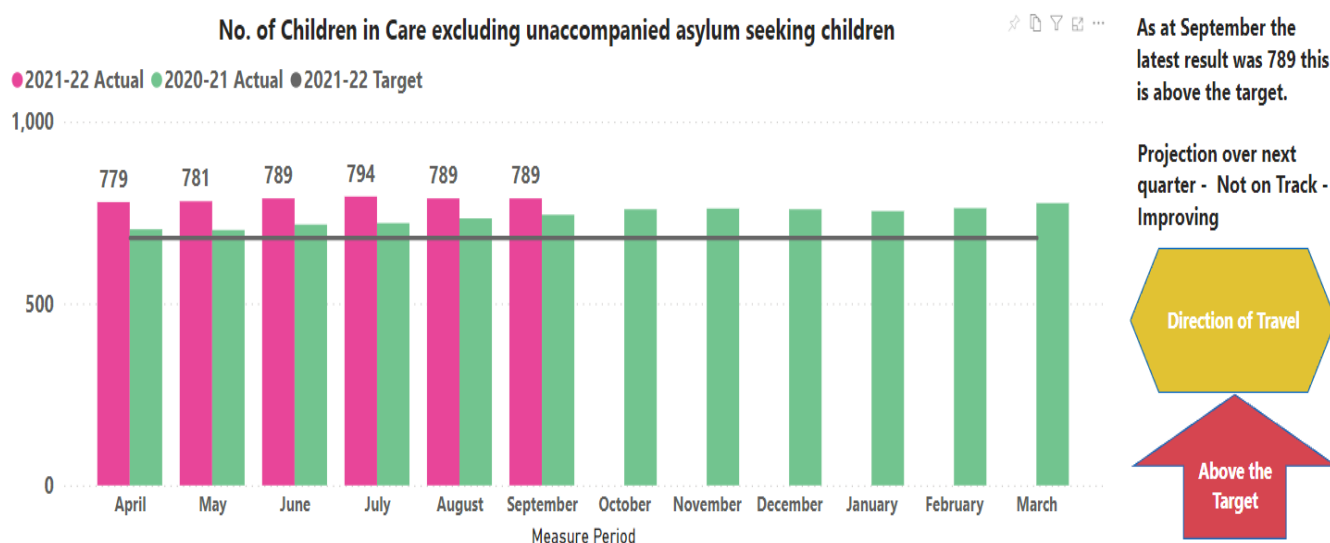
- Regular activity levels monitoring and weekly out of stock reporting.
- Identification of suitable alternative equipment to catalogue stock.
- Ongoing promotion of the newly established equipment counter collection facility at the depot. Explore the use of volunteers to further support with equipment drop-off. Maximise collection of priority equipment.
- Contract performance monitored, including monthly contract management meetings with provider.
- Contract monitoring audits.
- Analyse last year's equipment demand during winter pressures and Covid-19 to identify priority equipment by demand.

- Review stock held at issue points and supply maximum levels of priority equipment.
- Continue to monitor supply and potential issues with shortages of specific equipment types and proactively seek alternatives where possible.
- Enter early winter pressure / Covid-19 planning discussions with provider.

Explanation of the projected trajectory: Not on Track – Remaining Static

Quarter 3 is likely to be consistent with Quarters 1 and 2 in the face of the challenges set out above further exacerbated due to winter pressures and potentially Covid-19. Commissioners and practitioners will continue to work with the provider, ensuring risks are mitigated and managed.

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



Current performance narrative:

Warwickshire is above target, but stable over the past two months and initial evidence in October is that the service will now see a slow reduction in the number of children in care (excluding unaccompanied asylum-seeking children).

Improvement activity:

The final three Change Programme projects have gone live:- The Family Drug & Alcohol Court (FDAC); the STAY Team which is providing rapid support to families and older children to prevent accommodation; and Warwickshire Family Safeguarding (WFS) Teams being piloted in the north of the County. National research shows that FDAC & WFS projects can be successful at reducing children in care numbers. The STAY project is also based upon similar successful schemes used in other Local Authorities.

The service is also seeing increased court activity and reviews of those children in care proceedings on Interim Care Orders (so in care) will in the main finish on Supervision Orders, Special Guardianship Orders (SGO) or Child Arrangement Orders (CAO), so no longer in care.

Increased court activity is also allowing the service to discharge care orders with children remaining in their parent's care or become the responsibility of connected others on SGOs or CAOs. The Service is also seeing more adoptions being completed.

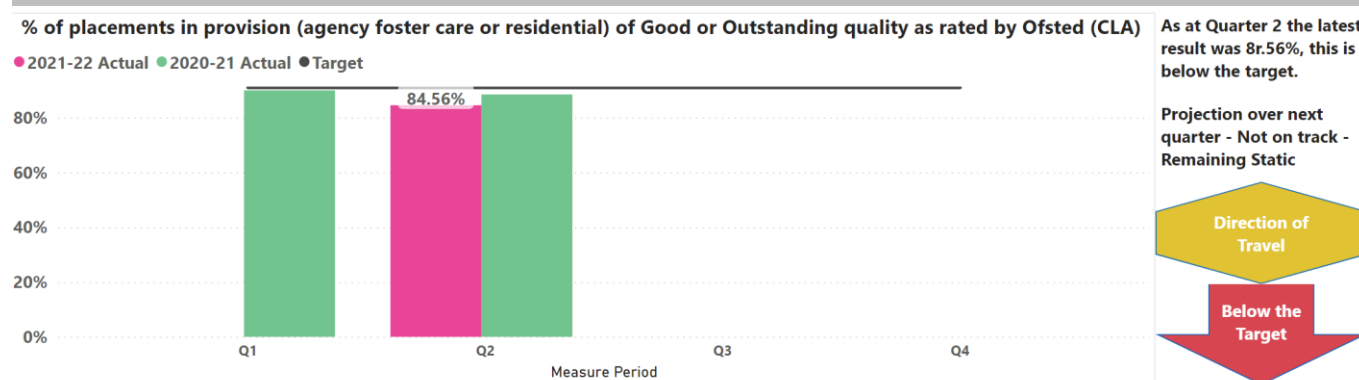
Explanation of the projected trajectory: Not on Track - Improving

All of the processes and new teams noted above have the potential to either help reduce the numbers of children coming into care or leave care earlier by providing earlier and evidence based support to families. For example, last year the new SGO/CAO offer saw 40 children leave care via this route compared to an average of 27 in each of the previous five years. This at a time when Covid meant the service completed less court work. So far this year 29 SGO/CAO's have been granted.

The service is also seeking a rise in adoptions. 2020/21 saw 28 adoptions completed, so far this year the service has seen 18 and anticipate another seven over the next 10 weeks, with further expected later in the year.

Last financial year the service saw an increase in the child in care population (up to early October) of 64 children. This year this increase is 13 but with a fall over the past two and a half months of 5 children.

% of placements in provision (agency foster care or residential) of Good or Outstanding quality as rated by Ofsted (CLA)



Current Performance:

Ofsted temporarily halted their inspection regime due to the pandemic. The 85% is below the target figure of 91%. Not all provisions have received their initial Ofsted visit and therefore do not hold a 'judgment' which needs to be taken into consideration. In addition, provisions who had existing 'Requires Improvement or Inadequate' judgements prior to the pandemic are likely to still have these in place due to the pause in inspection regime. These provisions will likely not have received a monitoring visit or subsequent inspection to update their judgement. WCC have placed children and young people in newly registered and provisions rated 'requires improvement' and 'inadequate'. This has been due to paucity of placements available and following a robust approach to gathering detailed references and assurances to inform whether to place or not. The placement decision is approved by the Assistant Director.

Improvement Activity:

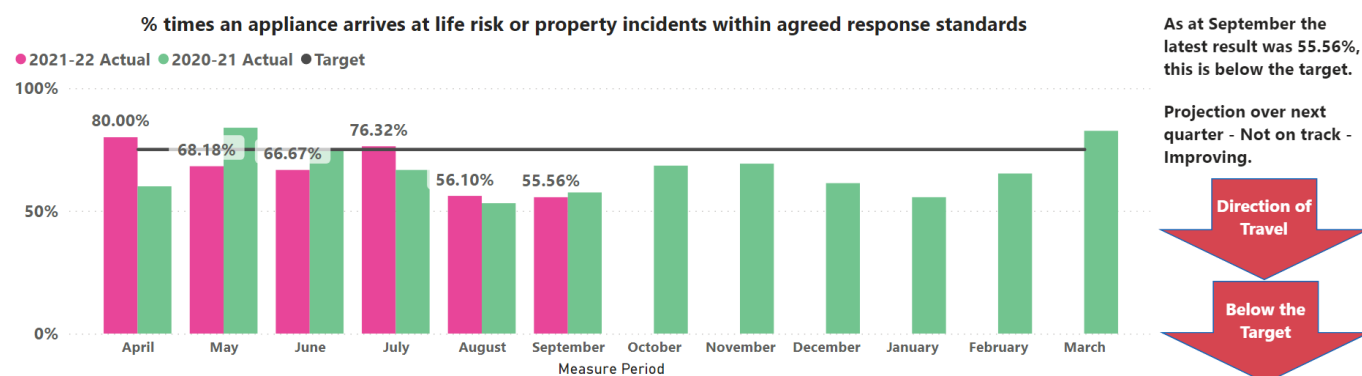
Commissioning services are working with providers to understand their current position, where judgements have been reduced to below good from point of placement and are making contact and supporting providers to improve quality.

Commissioning services are also working with quality and assurance colleagues to understand the offer for providers which address local poor-quality provisions and working with providers to drive up quality in existing placements where there are concerns.

Explanation of the projection trajectory: Not on Track – Remaining Static

Commissioning service aspirations are for this figure to improve through working with the market and clarify WCC's offer to providers to drive up quality.

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



Current performance:

The April to September 2021 figure 67.14% is a slight improvement on the year end 2020/21 figure of 66.54%.

The beginning of a return to normality post-covid has brought an increase in operational activity but no reduction in staff absences due to positive Covid-19 tests or self-isolating. Increased social contact outside of the work environment has increased Covid-19 related absence. The resultant reductions in crewing levels have a direct impact on appliance availability and attendance times. In addition this quarter saw two significant, extended multi-pump incidents which reduced the Service's immediately available resources over a period of several days.

Improvement activity:

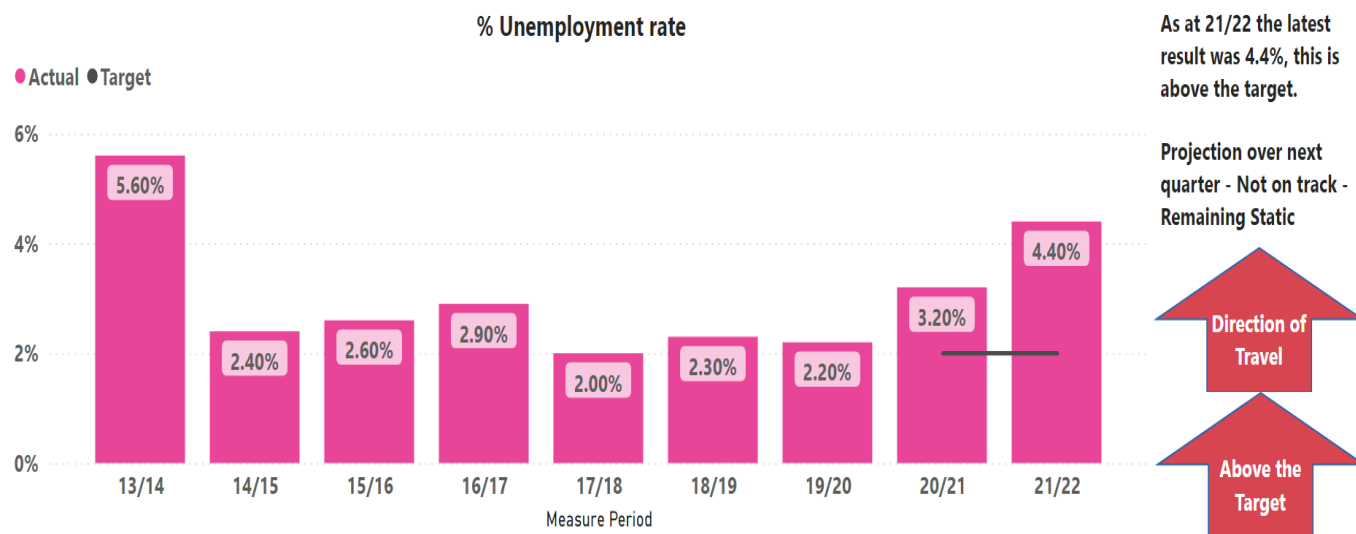
The Service deploys staff flexibly across duty systems to provide optimum operational crewing at any given time. 24 new wholtime recruits are due to join the Service in the next 6 months which should improve the wholtime availability picture. Recruitment and retention of On-Call firefighters is an ongoing and increasingly difficult challenge, reflecting the national picture, and the Service now has a dedicated On-Call support officer looking at options to address this.

The Integrated Risk Management Plan Assurance Panel is reviewing the targets around response. Explanation of the projected trajectory: Not on Track - Improving

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:

Current performance:

The unemployment rate rose to 4.4% in Quarter 2 2021 from 4.3% in Quarter 1 2021 and the unemployment rate for England also rose to 5.2% as the impacts of Covid-19 continued to impact the labour market. Statistical neighbours' unemployment rate: Coventry (5.4%), Leicestershire (5.5%), Worcestershire (3.6%), North Northamptonshire (2.3%) and West Northamptonshire (6.9%) as of Quarter 2.

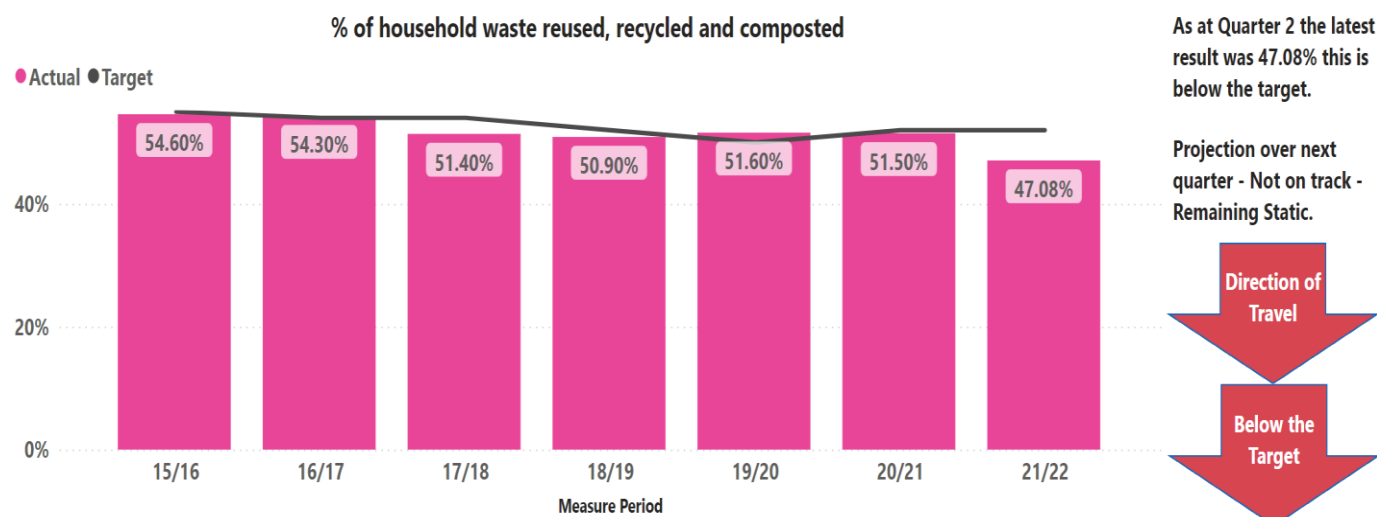
Improvement activity:

The rise in unemployment rate is in line with national trends and expectations surrounding the effect of Covid-19 on the labour market, but the full extent of the impact on the local labour market will not be seen until the coming quarters as the Coronavirus Job Retention Scheme ends (September 2021). Recent months have also seen a return to pre-pandemic levels of job vacancies which may help to reduce unemployment.

Explanation of the projected trajectory: Not on Track – Remaining Static

This will be reviewed as data is available to assess the full impacts of pandemic on the labour market but the latest figures from Quarter 2 are above the target currently set for 2021/22.

% of household waste re-used, recycled and composted



Current performance narrative:

This forecast is based on figures April to July 2021. Green Waste is expected to be down this year due to charging introduced by North Warwickshire Borough and Stratford District Councils.

Improvement activity:

Activity continues to promote waste reduction, reuse, recycling and composting. 8,810 subscribers received the June/July edition of the 'Warwickshire Recycles' e-newsletter, which focussed on reducing waste over the Summer. The edition had a 42.4% open rate and a click rate of 7.4%.

Slim Your Bin has recruited 1,253 'bin dieters' onto its 4-week training programme. The module called 'Slim Your Bin Kids', proved popular over the school holidays.

YouTube Home Composting Workshop launched last year, this has been viewed 1700 times and feedback has been very positive. Subsidised cold/hot compost bins are available to purchase from the recycling centres and online. Sales of composting equipment last financial year were double what they had been for the previous financial year.

WCC joined Warwick District Council at Ecofest in Leamington on 4th of September to promote home composting and reducing food waste. WCC will be joining Stratford District Council for town centre roadshows later in the month to talk about refill and other waste reduction initiatives.

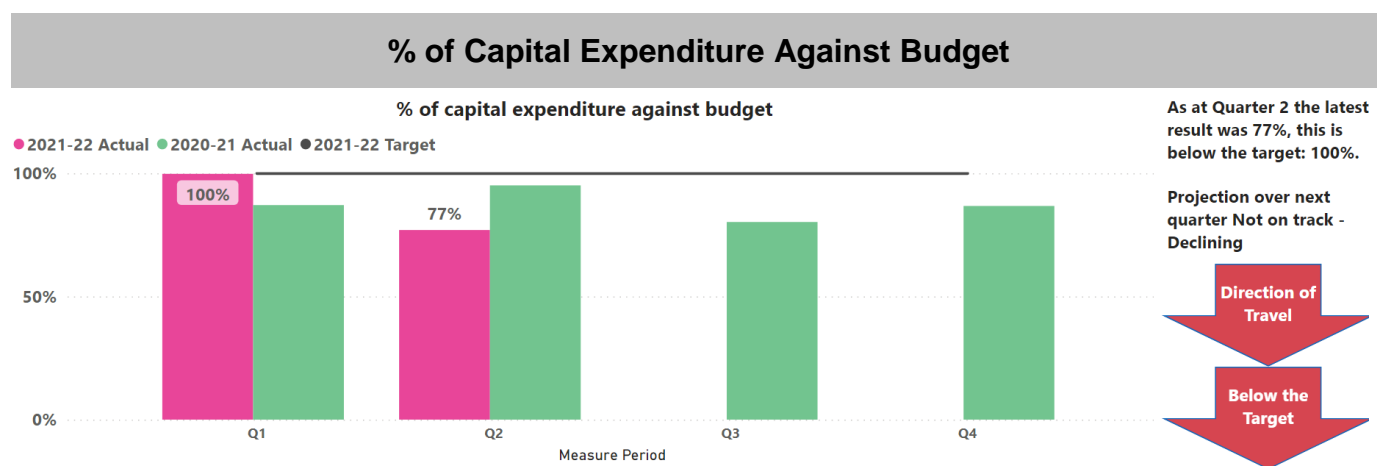
The countywide food waste recycling behaviour change campaign – In to Win, continues across the County. 5,811 households are now signed up.

Explanation of the projected trajectory: Not on Track – Remaining Static

Forecast made using data April to July. The first two quarters generally contain the most waste as usually there is less green waste over the winter period.

WCC Making Best Use of its Resources

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Current Performance:

As a result of reviewing projects the forecast has been reduced significantly since Quarter 1, the Quarter 2 capital forecast is now £168.424m against the approved budget of £218.783m, resulting in an underspend of £50.360m. There is a significant impact currently stemming from labour shortages and material shortages due to supply chain issues and haulage problems. We are also seeing significant inflationary increases in all aspects of scheme spend where we aren't protected by fixed price contracts or are just going out to tender. The impact of Covid-19 on supply chains globally, EU Exit impact on supply chains and labour, and specific localised labour and materials pressures arising from demand from HS2 and the Commonwealth Games, are all contributing to a difficult capital construction environment.

Improvement activity:

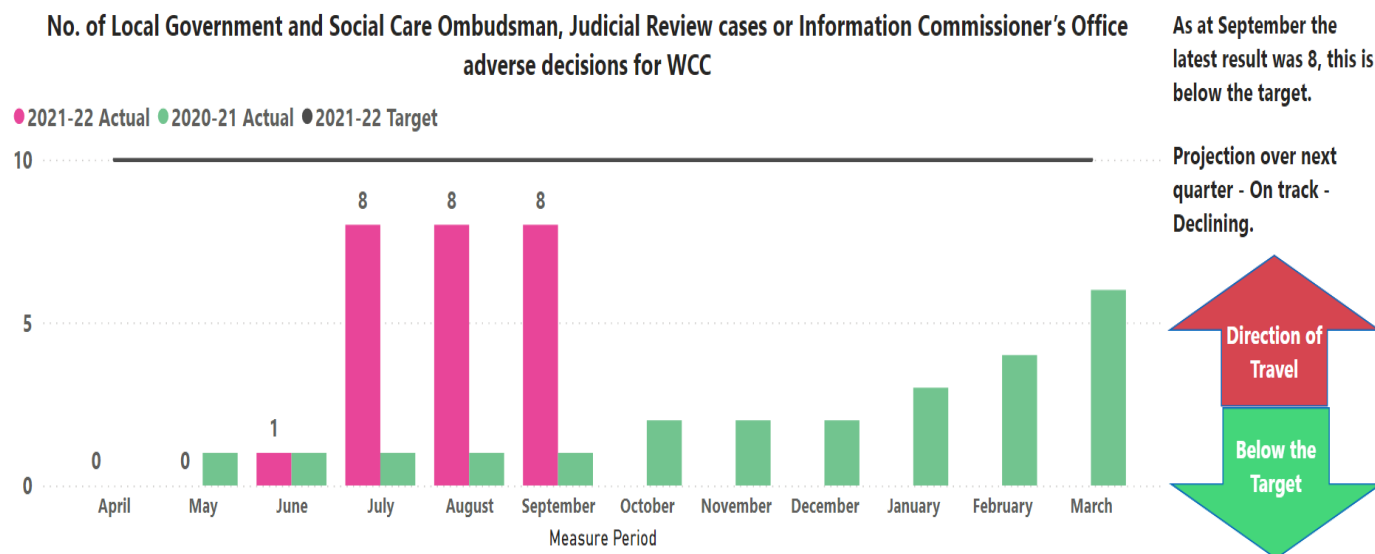
Given the impact of both national and specific localised labour and materials shortages, it is likely the forecast will continue to reduce as the year progresses, which may also be a tactical decision for some schemes to avoid significant short-term cost increases driven by difficult market conditions, which could reduce the overall amount of capital works able to be delivered.

Explanation of the projection trajectory: Not on Track - Declining

There is a risk this position will deteriorate for the reasons set out above.

No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC

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Current performance:

After 2 quarters there have been 8 adverse decisions against the Council - 7 LGSCO upheld decisions and 1 upheld ICO decision. Of the 7 LGSCO upheld decisions 4 relate to Adult Social Care (2 relating to care costs, 1 an assessment of need and 1 complaint about a care home) and 2 relate to Education Services - although in both cases the Ombudsman upheld the complaint despite finding no fault with the admissions panels. 1 related to Children & Families and was in respect of unpaid care charges to a carer which the Council agreed to resolve. The upheld ICO complaint relates to Fire & Rescue and related to a request for information about incident details attended by Fire & Rescue and the Council's initial decision to refuse disclosure. These numbers will include matters that were delayed due to the Ombudsman's suspension of investigations due to Covid-19. As a consequence a higher number is expected this year as it will include those matters which would ordinarily have been investigated last year.

Improvement activity:

It is difficult to improve on this as decisions that are likely to be upheld by either the LGSCO or the ICO in the next quarter are already being investigated. However, lessons learnt from all upheld complaints are always considered and shared with relevant officers.

Explanation of the projection trajectory: Not on Track - Declining

There are currently a further 11 complaints of which Council is aware, being investigated by the LGSCO - 1 of these has a draft upheld decision (relates to a complaint about nursery fees). There are also 2 complaints about WCC currently being investigated by the ICO. Two potential Judicial Review cases have recently been received in relation to Education Services although these are both only at the pre-action stage and therefore it is unlikely that there will be any final determinations this financial year.

Table 1

2.7 Of the remaining 7 KBMs that are Not on Track, forecast performance is projected to improve for 2 KBMs:

- % Variation of Revenue Savings Achieved Against Agreed MTFS (Whole Council) - activity will be focused on sustaining the level of savings still being forecast as a

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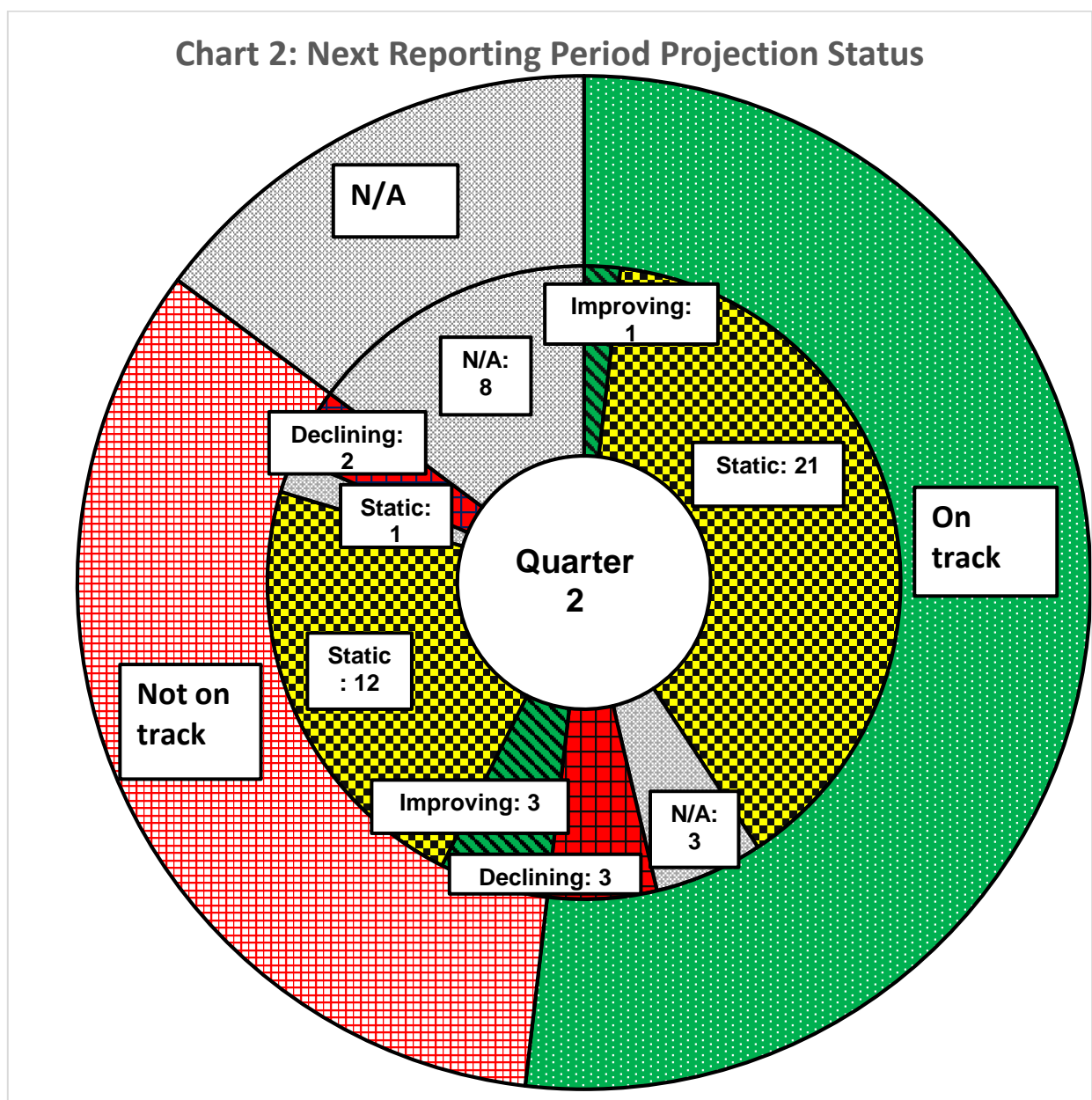
minimum and ensuring services maintain off-setting savings to keep hitting their overall budget position; and,

- % Population vaccination coverage – Measles, mumps and rubella (MMR) for two doses (5 years old).

The other 5 KBMs will remain Not on Track but static:

- % biodiversity net gain in Warwickshire;
- No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG);
- % of residents in Warwickshire aged 16-64 who are in employment compared to the England average;
- No. of fire related deaths; and
- No. of fire related injuries.

Chart 2, illustrates the forecast performance projection over the forthcoming reporting period for the 54 KBMs.



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- 2.8 The Pandemic has impacted the majority of these measures leading to delays in programmes of activity and both additional and frequently changing service demands. 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 The Council is developing a new performance management framework alongside the Council Plan refresh, which aims to provide a sharpened focus on performance and trajectory and will better support delivery of the Organisation's new priorities as outlined in the refreshed Council Plan. A comprehensive review of the entire Framework is in progress ready for implementation in 2022/23 and a Cross Party Member Working Group is supporting the review and has met twice.

3.0 Management of HR

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

- **Sickness Absence:** Quarter 2 has seen a modest increase in days of sickness absence per FTE with the rolling 12-month average rising from 7.75 days to 8.05 days. This mirrors the seasonal increase in 2020/21 between Quarters 1 and 2. The target is 8 days/FTE with a tolerance of +/- 1 day given that 2020/21 was an extraordinary year. Managing attendance remains a significant focus where HR Advisory are working with managers on priority cases: long term sick, stress and mental health and individuals reaching trigger points within the Policy. Proactive work on wellbeing continues and external "Thrive" bronze accreditation through West Midlands Combined Authority has been achieved. Final input has been taken on 'Our Wellbeing Approach' which will be launched in Quarter 3. A winter flu vaccination has been launched with a mixed approach of on-site vaccination or local pharmacy/claim back for those colleagues not eligible for NHS provision. Higher levels of absence attributed to Covid-19 and seasonal illnesses are anticipated as measures continue to ease. This is mitigated by a pilot approach to return-to-work settings, flu and Covid-19 vaccination programmes, agile working, colleague engagement and a continued focus on activities to build a sustainable and resilient workforce.
- **Headcount:** Following a slight reduction in Quarter 1, headcount has now returned to around 2020/21 outturn level; with an increase in FTEs and a reduction in posts, indicating a change in staffing mix in favour full time roles. The largest increase in Headcount over quarter 2 comes from People Directorate with an increase of 28 heads overall. Within People Directorate, Children & Families has the largest service increase (34 heads) as part of a discrete workforce strategy devised by the service to stabilise its workforce in a challenging recruitment and retention environment. Resources Directorate has increased by 4 heads overall with the Governance & Policy Service increasing by 9 heads. Communities Directorate has decreased by 3 heads, although Fire & Rescue service has increased by 11 heads.
- **Age profile:** The age profile remains largely stable with the average joiner being some eight years younger than the average leaver.
- **Staff turnover:** Turnover (at 9.0%) is showing a slight decrease (-0.2%) from the previous quarter and remains below target. Around sixty-three percent (93 of 148 leavers) are due to voluntary resignations which is largely typical of environments not

undergoing significant organisational change. Of the 93 resignations, Children & Families have the largest number (26) followed by Business & Customer Services (14).

- HR headline figures are available in Appendix A.

4.0 Management of Risk

4.1 Strategic risks were updated and assessed by Corporate Board in October 2021 and are reported at Appendix B, along with mitigation strategies, ownership, and an indication of the direction of travel for each risk, based on movements in risk scores since February 2021.

4.2 Service risk registers have been reviewed and updated by Assistant Directors and service risk owners, with total net red risks increasing from 8 to 9. The increase in service risk levels reflects the external challenges of uncertainty and shorter-term volatility in economic factors including inflationary pressures, supply chain and provider market disruption. SEND provision, demand and expenditure pressures remain escalated to strategic level.

4.3 Quarter 2 Service risks and cross cutting risks are being presented as Directorate Risk Profiles to Leadership Teams in Quarter 3. This will continue to improve the visibility and understanding of the Council's exposure to risk and management of risk. Oversight of operational risks by Directorate Leadership Teams will support the mitigation of risks in line with risk appetite, and the process of escalation and de-escalation of risks through Corporate Board, DLTs, service areas and Delivery Groups. Key risk themes emerging from the latest updates to strategic and service risk registers will be captured and analysed in Directorate risk profiles, and are summarised here as:

- The risk of uncertainty in national policy, funding assumptions and evidence of volatility in external economic factors. We are also experiencing and predicting further inflationary pressures, supply chain disruption and labour shortages, which impact directly on the Council's ability to forecast outcomes and the sustainability of core services.
- The risk that inequalities, which widened during the Pandemic across a range of social, economic, education and well-being indicators, are sustained with cost-of-living increases, 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 and targeted services 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, including actions to address areas of weakness identified in Ofsted's SEND area inspection report.
- Demand pressures and cost pressures for social care services continue to increase. The Pandemic, health service backlogs and price and wage inflation are driving additional pressures for market provision, direct service costs and staff retention.

4.4 As part of an integrated approach to refreshing the Council Plan and MTFS, risk appetite levels have been tested with Assistant Directors and found to be at similar levels to a year ago. A full refresh of risk appetite will be completed in Q4 against the Council's new priority outcomes and areas of focus.

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

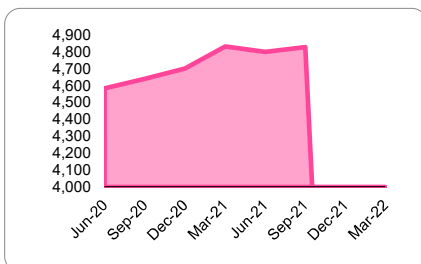
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Appendix A

Part 2: Headline HR Information

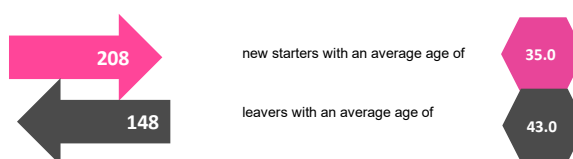
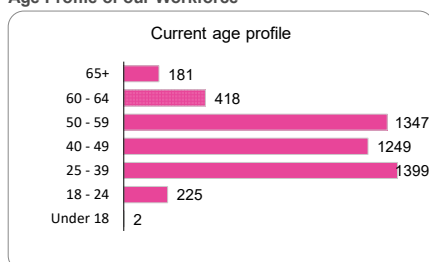
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

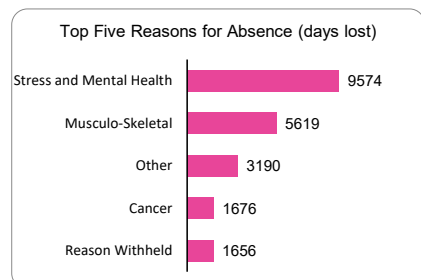


	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Year End 21/22
Headcount	4,583	4,640	4,699	4,830	4,798	4,827		
Full-time Equivalents	3,784	3,855	3,918	4,036	4,025	4,086		
Whole-time Equivalents	3,746	3,828	3,898	4,008	4,014	4,049		
Number of Posts	5,720		5,875	6,047	5,776	5,746		

Age Profile of our Workforce



Sickness Absence Statistics



	Q3 19/20	Year End 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21	Q1 21/22	Q2 21/22
Days lost through sickness	7,408	40,514	7,737	6,632	8,100	28,558	7,882	7,720
... of which short-term	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%	2,719 35.2%
... of which long-term	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%	5,001 64.8%

Staff Turnover (1st July - 30th September 2021)



	New Starters	Leavers	% Turnover
Headcount	208	148	9.0% (rolling year) 3.1% (Q1 21/22)
Full-time Equivalents	178.6	113.8	
Posts	222	153	

Commentary:

Sickness Absence: Quarter 2 has seen a modest increase in days of sickness absence per FTE with the rolling 12-month average rising from 7.75 days to 8.05 days. This mirrors the seasonal increase in 2020/21 between Quarters 1 and 2. The target is 8 days/FTE with a tolerance of +/- 1 day given that 2020/21 was an extraordinary year. Managing attendance remains a significant focus where HR Advisory are working with managers on priority cases: long term sick, stress and mental health and individuals reaching trigger points within the Policy. Proactive work on wellbeing continues and external "Thrive" bronze accreditation through West Midlands Combined Authority has been achieved. Final input has been taken on 'Our Wellbeing Approach' which will be launched in Quarter 3. A winter flu vaccination has been launched with a mixed approach of on-site vaccination or local pharmacy/claim back for those colleagues not eligible for NHS provision. Higher levels of absence attributed to Covid-19 and seasonal illnesses are anticipated as measures continue to ease. This is mitigated by a pilot approach to return-to-work settings, flu and Covid-19 vaccination programmes, agile working, colleague engagement and a continued focus on activities to build a sustainable and resilient workforce.

Headcount: Following a slight reduction in Quarter 1, headcount has now returned to around 2020/21 outturn level; with an increase in FTEs and a reduction in posts, indicating a change in staffing mix in favour full time roles. The largest increase in Headcount over quarter 2 comes from People Directorate with an increase of 28 heads overall. Within People Directorate, Children & Families has the largest service increase (34 heads) as part of a discrete workforce strategy devised by the service to stabilise its workforce in a challenging recruitment and retention environment. Resources Directorate has increased by 4 heads overall with the Governance & Policy Service increasing by 9 heads. Communities Directorate has decreased by 3 heads, although Fire & Rescue service has increased by 11 heads.

Age profile: The age profile remains largely stable with the average joiner being some eight years younger than the average leaver.

Staff turnover: Turnover (at 9.0%) is showing a slight decrease (-0.2%) from the previous quarter and remains below target. Around sixty-three percent (93 of 148 leavers) are due to voluntary resignations which is largely typical of environments not undergoing significant organisational change. Of the 93 resignations, Children & Families have the largest number (26) followed by Business & Customer Services (14).

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Appendix B

1. Strategic Risk Update, Corporate Board 20 October 2021

For each strategic risk, a **residual risk score is applied, using a consistent risk assessment matrix [(impact x likelihood) + impact]**. The positive impact of existing controls and mitigation measures is also considered.

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Residual Risk Scores Corporate Board assessment 20/10/21			
				Feb 2021	July 2021	October 2021	Direction of Travel
Vibrant Economy Risk Appetite: Economy (Open) Service Delivery (Cautious)	01.Risk of slow economic recovery affecting business, key sectors and town centre viability.	WRIF and WPDC Business Plans deliver social and economic benefits. Recovery Plan priority 6 (stimulate job creation and skills) and Priority 5 (support business and grow the economy).	Communities	16	12	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. Levelling up initiatives Partnership working with WMCA & LEP. Develop and deliver a pipeline of transport infrastructure projects with associated funding strategies.		New	12	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 & related actions. Recovery Plan priority 3 (help our children and young people catch up on their education)		16	16	16	→
People & Communities Risk Appetite: Community safety and well being, Safeguarding. (Minimalist)	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.	PH Covid Containment and Outbreak Control Plan. Health & Well Being Strategy; CSW Resilience Plan. Incident Management, Place Partnerships. Recovery plan priority 1	People	8	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 and cost of living increases, 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). Social Impact Fund. Community Powered Warwickshire Programme. Levelling Up initiatives.		16	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 service plan and owned strategies; Children & Families Improvement Action Plan (Post Ofsted); Recovery plan priority 2 (maintain resilient and sustainable services)		10	10	10	→

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Residual Risk Scores Corporate Board assessment 20/10/21			
				Feb 2021	July 2021	October 2021	Direction of Travel
Sustainable Futures <u>Risk Appetite:</u> Climate Change (Open)	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 service plans; Service development and assurance frameworks including case file reviews and learning; Adult Social Care Business Plan Actions; Recovery plan priority 2 (maintain resilient and sustainable services).		10	10	10	➡
	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	12	➡
	09: Risk of not achieving our climate change targets and delivering on our ambitions and against the government's Build Back Greener net zero strategy. Unable to mobilise Warwickshire residents, communities and other key partners (e.g., developers) to align climate change strategies across the County and sub region.	Recovery plan priority 8 (climate change) Climate Change Programme overseen by dedicated Climate Change Delivery Group and proposals to commission external support to deliver net zero County by 2050 and a Warwickshire/ Coventry COP for climate change action. <i>In Q3, we will split risk 9 to show County wide risks and challenges separately from the Council's own targets and risks.</i>	Jointly owned	12	12	12	➡
Our Use of Resources: Resilience, sustainability, and value for money. <u>Risk Appetite:</u>	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).	Resources	8	6	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	8	➡
People (Minimalist)	12: Risk of negative results (financial and social) from our commercial and investment activities.	Commercial Strategy and support for traded services. WRIF and WPDG investment, governance and regulatory compliance arrangements, including oversight and assurance on managing financial risk.		12	12	12	➡
Commercial (Open)	13: Risk of insufficient resources to match the increasing demand for SEND provision and not achieving our SEND and Inclusion ambitions, worsening outcomes for our communities, damaging the council's financial resilience and potential for reputational damage to the council.	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: progress on all sub projects is overseen by the Better Lives Delivery Group.	Communities	Escalated from Service Risk level	16	16	➡

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Residual Risk Scores Corporate Board assessment 20/10/21			
				Feb 2021	July 2021	October 2021	Direction of Travel
Service Delivery (Cautious)	14. Risk of continued uncertainty about key policy, economic and funding forecasts; impacting on financial planning assumptions. Inflationary pressures further impact 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.	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.	Resources	16	16	20	↑
Service Delivery (Cautious)							
Reputation (cautious)	15. Risk of legal, regulatory, Information security non-compliance, impacting on the Council's reputation and future joint working and engagement opportunities.	Governance Code, Information Gov and Data Strategies and oversight arrangements. Council response to ICO intervention on Subject Access Requests		6	6	9	↑
	16. 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, Strategic Communications Framework, Governance Code and annual assurance effectiveness review.		6	6	6	→
EMERGING RISK	17. The risk of inflationary pressures and cost of living increases putting pressure on staff costs, recruitment and retention and impacting on service resilience, service continuity and affordability as well as social, health and economic inequality.	Risk 2,5 and 14 Mitigation approach		Assessment in Q3			

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Cabinet

25 November 2021

2021-22 Financial Monitoring – Forecast Position as at Quarter 2

Recommendations

Cabinet is recommended to:

- Note and comment on the adjusted forecast underspend of £0.114m that would contribute to the Directorate and General Risk Reserves at the end of 2021/22.
- Note and comment on the forecast under-delivery of the 2021/22 savings requirement to the value of £0.726m.
- Note and comment on the forecast capital spend for 2021/22 of £168.424m, of which £151.433m is capital payments controllable by the County Council and the balance, of £16.991m, 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 £15.590m in 2021/22 into future years and note the carry forward of s278 contributions of £15.871m that is not directly controllable by the Council.

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 second 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

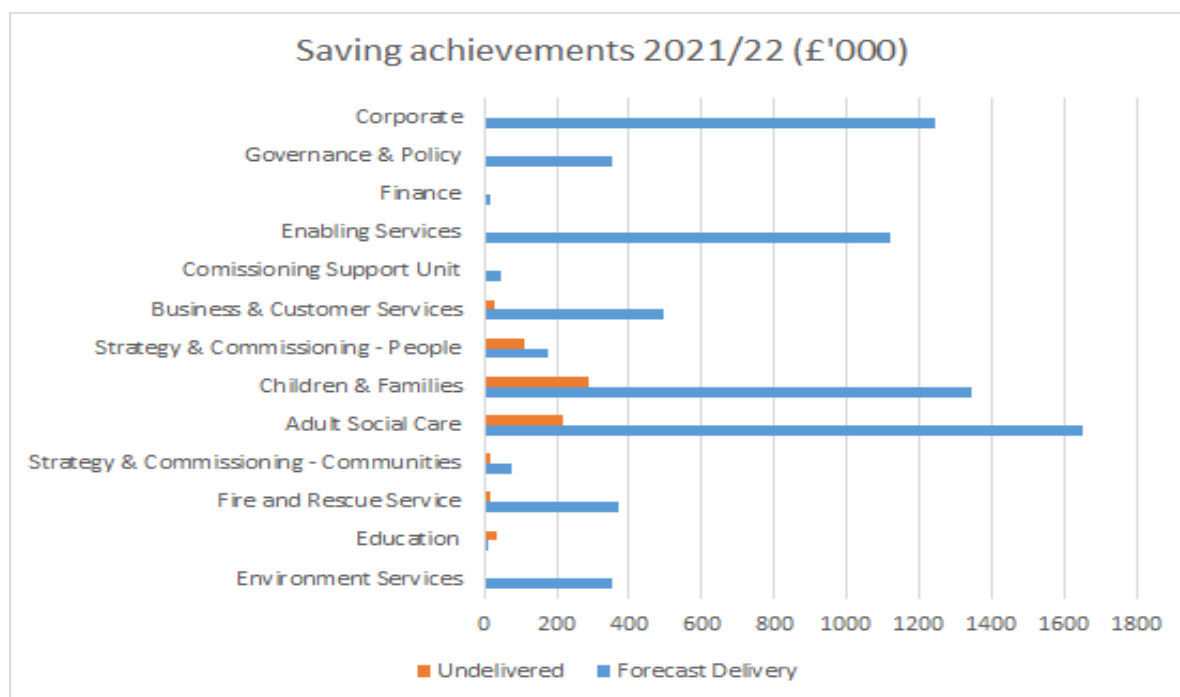
2.1. Revenue Forecast Summary

	£m
Approved Budget	336.045
Forecast net spending as at Quarter 2	347.107
Net overspend	11.062
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 	11.518
<ul style="list-style-type: none"> • Reprofile into future years and/or reduced spend of drawdowns from the Investment Funds 	(2.535)
<ul style="list-style-type: none"> • DSG deficit to be offset against the DSG contingency reserve 	2.892
<ul style="list-style-type: none"> • Spend to be financed from other Earmarked Reserves 	(0.699)
Balance of underspend to be a contribution to Directorate and General Risk Reserves	(0.114)

The headline forecast overspend for 2021/22 is £11.062m. However, funding has already been set aside in the Medium Term Financial Strategy (MTFS) to meet the majority of these costs. Once these factors are taken into account the position turns into an underspend of £0.114m which will, if unchanged by the end of the financial year, contribute to the Directorate and General Risk Reserves.

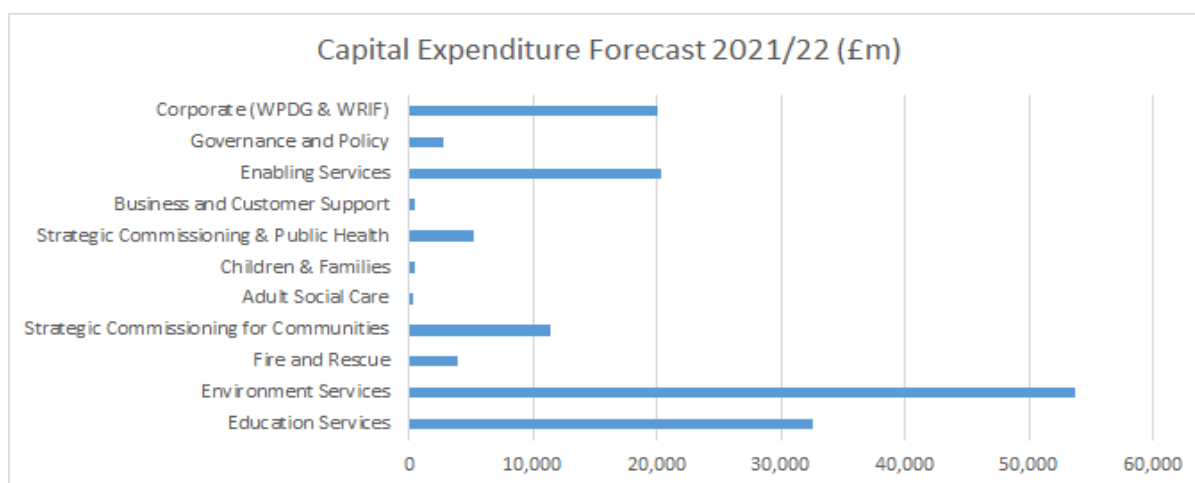
Based on the current forecast of a £2.892m DSG deficit in 2021/22, the cumulative DSG deficit to date will be £13.568m at the end of this financial year. The DSG Offset Reserve is currently £13.678m. Therefore, any increase in the cumulative deficit in 2021/22, above £13.678m, will need to be topped-up from the Available for Use reserve, reducing the funding available to support the MTFS. The impact across the MTFS period will form part of the report on setting the 2022/23 budget to Cabinet in December 2021. The medium-term impact will also take into account recent DfE funding announcements, estimated demand changes and the positive effect of the SEND and Inclusion Change Programme.

2.2. Savings Achievement Summary



The savings plan for 2021/22 requires the delivery of £7.969m of savings from 45 individual saving initiatives. £7.243m is forecast to deliver in line with the plan (90.89%) with £0.726m forecast to be unachieved. For details on saving performance please refer to Section 5.

2.3. Capital Forecast Summary

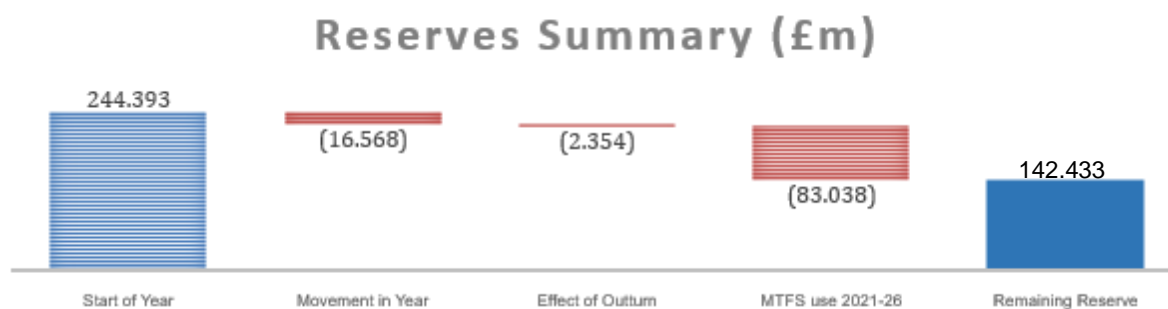


The total forecast capital spend for 2021/22 is £168.424m, of this £151.433m is capital payments directly controllable by the County Council and the balance of £16.991m, relates to schemes funded by s278 developer contributions where the timing is not directly controllable by the Council.

2.4. Covid Summary

	£m
Covid income budgeted	(10.843)
Covid expenditure budgeted	2.136
Covid 2021/22 funding unallocated at 1 April 2021	(8.707)
Additional income notified since budget setting	(17.091)
Additional pressures identified since budget setting	28.609
Impact of in-year changes to covid spending/income	11.518
Net Covid spend in 2021/22 to be funding from reserves	2.811
Balance of Covid Reserves	24.645
Less: Net covid spend in 2021/22 to be funded from reserves	(2.811)
Less: Covid related commitments in 2022/23 and future years	(3.275)
Less: MTFS provision for the loss of Business Rates and Council Tax income	(10.839)
Covid funding to be allocated	7.720
Ringfenced funding with no firm spending plans by 31/03/2022 (may become repayable)	5.979
Covid funding remaining	1.741

2.5. Reserves Summary



The level of reserves at the end of 2020/21, reported to Cabinet as part of the Q1 monitoring report was £244.898m. The delay in the availability of business rates information and technical adjustments to capital financing costs reduced reserves at the end of the year to £244.393m based on the final accounts. The forecast spend in this report and indicative future use of reserves to support the MTFS indicate reserves will reduce by £101.960m over the period of the MTFS to £142.433m.

3. Revenue Forecast by Service

Service Area	Approved Budget	Service Forecast	(Under) /Over spend	Change from Q1 forecast	Represented by:				Remaining Service
					Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance	Change from Q1 forecast
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Communities									
Education Services - Non-DSG	41.121	43.729	2.608	(0.042)	0.095	0.044	0.761	1.708	(0.271)
Environment Services	26.392	26.876	0.484	(0.017)	-	-	0.624	(0.140)	(0.119)
Fire & Rescue	22.081	22.234	0.153	0.194	(0.025)	0.029	0.072	0.077	0.155
Strategic Commissioner for Communities	24.624	29.244	4.620	1.281	(0.050)	0.185	4.533	(0.048)	0.037
Subtotal Communities	114.218	122.083	7.865	1.416	0.020	0.258	5.990	1.597	(0.198)
People									
Adult Social Care	159.399	163.044	3.645	2.156	-	-	3.690	(0.045)	0.404
Children & Families	74.701	80.033	5.332	0.146	(0.968)	(0.414)	2.146	4.568	0.859
Strategic Commissioner for People	35.459	39.424	3.965	(1.791)	(0.264)	(0.943)	5.687	(0.515)	0.062
Subtotal People	269.559	282.501	12.942	0.511	(1.232)	(1.357)	11.523	4.008	1.325
Resources									
Business and Customer Services	19.051	24.167	5.116	1.233	-	(0.007)	5.097	0.026	(0.878)
Commissioning Support Unit	7.180	10.074	2.894	(3.713)	(0.612)	-	3.569	(0.063)	(0.106)
Enabling Services	25.778	23.511	(2.267)	(0.667)	(0.696)	0.097	0.098	(1.766)	(0.538)
Finance	6.336	6.447	0.111	0.045	-	0.069	0.126	(0.084)	(0.043)
Governance & Policy	2.591	3.679	1.088	(0.276)	(0.015)	0.015	0.970	0.118	(0.760)
Subtotal Resources	60.936	67.878	6.942	(3.378)	(1.323)	0.174	9.860	(1.769)	(2.325)
Subtotal Directorates	444.713	472.462	27.749	(1.451)	(2.535)	(0.925)	27.373	3.836	(1.198)
Corporate Services and DSG									
Corporate Services & Resourcing	(111.073)	(130.652)	(19.579)	(3.486)	-	0.225	(15.855)	(3.950)	(2.116)
DSG expenditure	244.046	246.938	2.892	(4.995)	-	2.892	-	-	-
DSG income	(241.641)	(241.641)	-	-	-	-	-	-	-
Subtotal Corporate Services and DSG	(108.668)	(125.355)	(16.687)	(8.481)	-	3.117	(15.855)	(3.950)	(2.116)
Total	336.045	347.107	11.062	(9.932)	(2.535)	2.192	11.518	(0.114)	(3.314)

3.1. Overview

The forecast outturn position is set out in the table in Section 3 and shows a total forecast overspend of £11.062m representing 3.29% of the Council's net revenue budget.

3.2. The position has improved, by £9.932m, since the first quarter as a result of a significant reduction in the forecast DSG overspend, reduced service overspends and the improved position of corporate services driven by increased grant income and effective management of the financing of the capital programme.

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

3.3.1. **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 forecast Covid overspend for 2021/22, to be funded from reserves, increased by £0.500m since the first quarter. A further £3.275m of Covid funding is committed for projects that will continue into future years, which will further decrease the reserve balance to £7.720m as shown in section 2.4. However, the seemingly healthy position is distorted by the fact that material amounts of unspent monies may need to be returned to central government if the resources cannot be spent in line with the terms and conditions of the grants, currently the key condition being the risk that the resource has to be spent by 31 March 2022. We are awaiting further guidance from the Government with regard to two grants (Contain Outbreak Management and Test and Trace) on this condition in particular, meanwhile work is ongoing to maximise utilisation of these grants to aid the progress on the Council's Covid recovery plan.

3.3.2. **Dedicated Schools Grant (DSG):** The forecast £2.892m overspend (reduced from Q1 position of a £7.887m overspend) consists of the current forecast overspend on the High Needs Block (HNB) of £3.865m, offset by a net underspend across the remainder of the DSG of £0.973m . The forecast has been updated based on revised data and activity following the refresh of the SEND and Inclusion Change Plan, which is an on-going 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 higher than the figures already assumed in the MTFS and is also £0.325m higher than outlined in the recovery plan.

3.3.3. **Material variances** (for which further detail can be found in Appendix A):

- *Education (non-DSG) remaining service overspend of £1.708m (reduction from Q1 of £0.271m)*
 - The primary driver of this overspend is the Children with Disabilities (CwD) forecast overspend of £1.870m (an increase of £0.310m since Q1). The service is incurring high unit costs (average full year cost for 1 placement is £0.224m) from increasingly complex needs for which the supply of high-quality specialist placements is low; and the use of emergency placements which 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 as well as a DfE capital bid to buy/refurbish and then operate a WCC Residential Home for CwD.
 - Also projected is an overspend for SEND Transport of £0.465m. Results of actions taken to reduce demand on the new routes from September will become clearer when routes have settled later in the financial year.
- *Children and Families remaining service overspend of £4.568m (increase from Q1 of £0.859m)*
 - The variance mainly consists of an overspend on placements of £3.382m (Q1 £2.599m) and staffing of £2.601m (Q1 £2.017m), offset by some underspends, including a part year underspend of £0.397m 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. In addition, a new Step Down from Residential Care Panel will start in November and the service is working with commissioning colleagues to explore other placement options.
 - A workforce review has resulted in several strategies which are being progressed to encourage recruitment and retention of social workers.
- *Enabling Services remaining service underspend of £1.766m (increase in underspend from Q1 of £0.538m)*
 - Within ICT an underspend of £0.941m is forecast. A significant proportion of this (£0.637m) relates to a reduction in demand for project activity. The remaining underspends relate to in year staff

savings, over achievement of traded income and reduced licence costs.

- Underspends within Property Services amount to £0.537m and relate mostly to in year staff savings and reduced spending on some of the reactive maintenance areas.
 - The HR Enabling area is forecasting an underspend of £0.161m as a result of an over achievement of traded income and an underspend on the graduate training scheme as the funding crosses 2 academic years.
 - An underspend of £0.128m is now forecast within the AD area as the review of spending at the half year point has highlighted that not all budgets held for ad-hoc projects will be required in year.
- Corporate Services underspend of £3.950m (increase in underspend from Q1 of £2.116m)
 - The forecast underspend in capital financing costs increased by a further £1.000m, through the effective management of how we finance the capital programme, to a total of £2.241m at Q2. This is a one-off underspend as the resource will be needed to fund the capital programme over the medium term.
 - The Council received higher than budgeted grant income across a range of service areas totalling £0.875m.
 - An underspend in the short term cost of setting up and funding the Warwickshire Property and Development Group (£0.693m) as it becomes established due to the prevailing interest rates and the delay in the approval of the business case.
 - A forecast reduction in members allowances and expenses (£0.203m) due to the budget adjustments and the continuation of remote working in the first half of the year.

3.4. A continuing trend from last year is the forecast underspend on planned transformation and investment fund projects. Services are expecting to re-profile £2.535m of funding from 2021/22 into next year relating to delayed projects, with Children and Families, Commissioning Support Unit and Enabling Services reporting most of the delays.

3.5. The Children and Families reprofiling of transformation and investment fund projects totals £0.968m and is the result of: 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, all reflect the on-going impact of Covid and backlogs in the Courts on capacity. 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.

- 3.6. 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 reduced demand for these services.

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	6.028	-
Savings target partially achieved	5	1.215	0.316
No saving delivered against target	6	-	0.428
Total	45	7.243	0.744

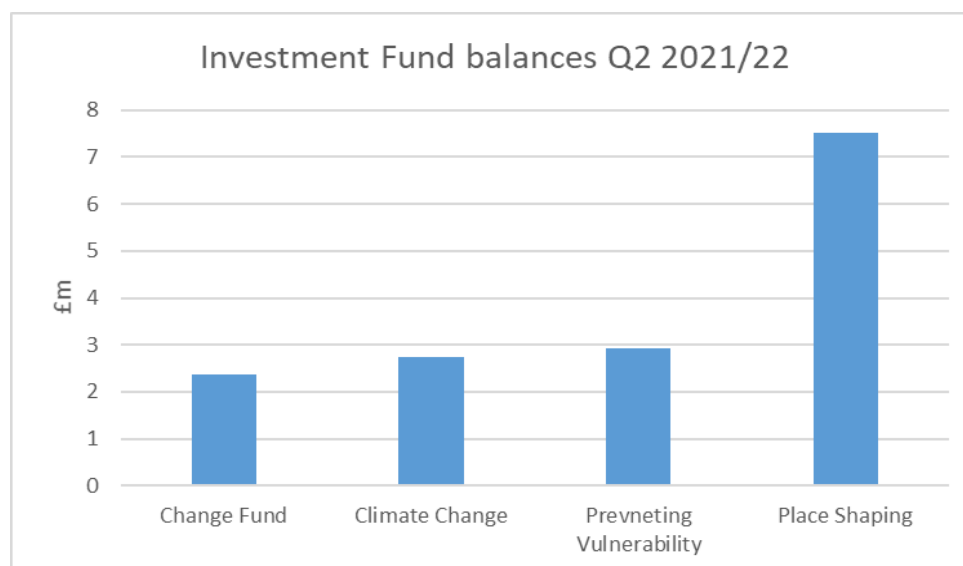
- 4.2. Below are details of those savings which are highlighting forecast under-achievement. 59% of the underachievement relates to schemes where the services failed to reduce third party spend with a further 33% associated with insufficient cost reduction from vacancy management. Covid continues to impact on savings performance with 7% of the underachievement being related to the ongoing effect of covid on services.
- 4.3. The current difficulties experienced at achieving third party savings are likely to worsen in the second half of the financial year as inflationary pressures increase. The increasing inflation is one of the key risks for the MTFS refresh and strategies are currently being developed to mitigate it.

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 - purchase of storage containers to remove revenue cost of hire	0.038	0.019	The containers are due to be ordered shortly, with delivery expected in November. Due to this delay, it is currently anticipated that 50% of the target will be achieved this financial year, with the full saving still being 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 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	0.701	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	£0.01m shortfall relating to smoking cessation, covered by remainder of service underspend. There is no wider impact while Service operating within budget.
Business and Customer Services - Vacancy management	0.260	0.211	Increased demand on services has led to a shortfall in the savings that are likely to be achieved through vacancy management.
Governance and Policy - Further savings on third party spend	0.007	0.000	Currently overspending. It remains to be seen whether these can be mitigated during the year to bring this budget back on target.
Total	1.959	1.215	

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. The extent to which this is achievable will form part of the MTFS refresh this year.

6. Reserves

Reserve	Opening Balance	Movement in year	Outturn Impact	Closing Balance	Current MTFS Commitment	Balances at 31/03/2026
	£m	£m	£m	£m	£m	£m
DSG Deficit	(8.271)	(2.405)	(2.892)	(13.568)	(28.585)	(42.153)
Other Schools Reserves	22.264	-	(0.069)	22.195	-	22.195
Covid Reserves	24.445	0.200	(13.650)	10.995	(10.995)	-
Other Earmarked Reserves	123.762	(10.824)	14.143	127.045	(8.715)	118.330
Risk and General Reserves	40.203	(3.540)	0.144	36.778	(2.551)	34.226
Available to Use Reserves	42.028	-	-	42.028	(32.192)	9.836
Total	244.393	(16.568)	(2.354)	225.471	(83.038)	142.433

- 6.1. At the end of 2020/21 the Council held £244.393 in reserves. Of these £16.568m has been drawn down in the first half of the year 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. The impact of the current forecast revenue position will be a reduction in the reserves by a net £2.354m. The key drivers of this change are the DSG overspend that will further increase the deficit, the underspend on approved change and investment projects and the use of Covid reserves to fund the ongoing recovery work.
- 6.3. As approved by Cabinet in the Q1 monitoring report, the Tax Volatility Reserve has been created to manage the impact of Covid on our council tax and business rate income going forward using the funding received from central government. This reserve is reflected within Earmarked Reserves in the table above as opposed to Covid reserves (where the grant income was reported previously).
- 6.4. Work has started to refresh the MTFS that will take into account the impact of the current forecast on reserves alongside the emerging pressures and opportunities to balance the medium term financial position of the Council.

7. Capital

- 7.1. The latest forecast of 2021/22 capital payments directly controllable by the Council is £151.434m. This represents a decrease of £23.985m on the Quarter 1 approved budget reported in September 2021. A further £454.640m of payments forecast over the medium-term results in a total capital programme of £606.074m.
- 7.2. The decrease in the total capital programme of £23.985m consists of a net decrease in the overall cost of capital schemes to be spent in 2021/22 of £24.220m and an increase in newly approved capital schemes of £0.235m. The changes to forecasts have been split below in paragraph 7.7 between Budget Reprofiles, Net Underspend and Delays.
- 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 £91.178m.

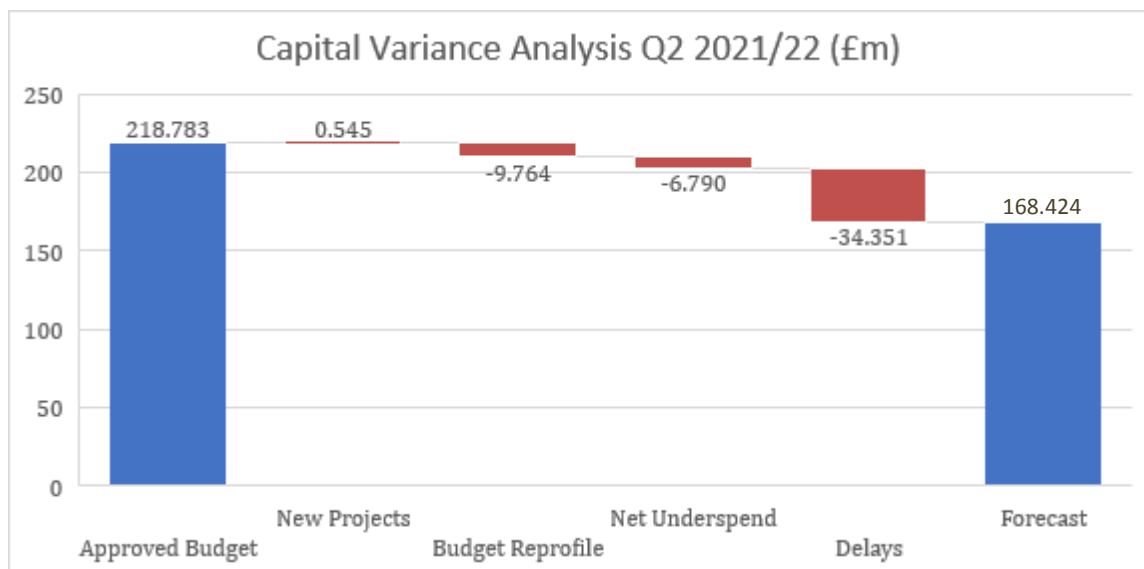
- 7.4. The forecast of 2021/22 capital payments directly controllable by the Authority of £151.434m excludes the forecast spend on s278 developer schemes of £16.990m. This latter element is excluded from the headline figures as the timing of the spend is not directly controllable by the Council. If this is included the total 2021/22 capital expenditure forecast is £168.424m.

7.5. Capital Forecast by Service

	2021/22			2022/23 to 2025/26			Total Variance
	Approved Budget	Forecast	Variance	Approved Budget	Forecast	Variance	
	£000	£000	£000	£000	£000	£000	
Education Services	32,353	32,514	161	15,869	65,369	49,500	49,661
Environment Services	61,444	53,768	(7,676)	55,226	62,843	7,617	(59)
Fire and Rescue	5,200	3,903	(1,297)	2,395	3,692	1,297	-
SC for Communities	22,055	11,457	(10,598)	70,588	82,498	11,910	1,312
Communities	121,052	101,642	(19,410)	144,078	214,402	70,324	50,914
Adult Social Care	313	313	-	-	-	-	-
Children and Families	492	492	-	250	250	-	-
SC for People and Public Health	5,428	5,295	(133)	41	50	9	(124)
People	6,233	6,100	(133)	291	300	9	(124)
Business and Customer Support Services	181	471	290	1,449	1,158	(291)	(1)
Enabling Services	24,327	20,395	(3,932)	3,728	7,510	3,782	(150)
Governance & Policy	3,626	2,826	(800)	-	1,170	1,170	370
Resources	28,134	23,692	(4,442)	5,177	9,838	4,661	219
Corporate	20,000	20,000	-	230,100	230,100	-	-
WCC Capital Programme	175,419	151,434	(23,985)	379,646	454,640	74,994	51,009
s.278 funded schemes	43,366	16,990	(26,375)	22,531	46,437	23,906	(2,469)
Total Capital Expenditure	218,785	168,424	(50,360)	402,177	501,077	98,900	48,540

7.6. Capital Variance Analysis

The latest 2021/22 Approved Capital Budget of £218.785m was approved by Cabinet in September 2021. The chart below explains the changes between the Approved Budget and the actual forecasted spend of £168.424m.



7.7. The 2021/22 budget is set according to the Q1 forecast spend. The forecast shows the changes in capital programmes since then, made up of:

- Reprofiled and delayed projects – these are schemes where the project timeline has been reprofiled or there has either 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 £44.115m 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. The key reasons for the delays are provided in Appendix B of this report.
- 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	Approved 2021/22 capital programme	New projects in year	Budget Reprofile	Net over / under spend	Total capital programme	Delays	Forecast In year capital spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Education Services	32,353	0	0	161	32,514	0	32,514
Environment Services	61,444	15	(4,605)	(74)	56,780	(3,012)	53,768
Fire and Rescue	5,200	0	0	0	5,200	(1,297)	3,903
SC for Communities	22,054	0	(2,836)	0	19,218	(7,761)	11,457
Adult Social Care	313	0	0	0	313	0	313
Children & Families	492	0	0	0	492	0	492
SC for People & Public Health	5,428	0	0	(124)	5,304	(9)	5,295
Business and Customer Support	181	0	290	0	471	0	471
Enabling Services	24,327	0	(422)	0	23,905	(3,510)	20,395
Governance and Policy	3,626	220	(1,020)	0	2,826	0	2,826
Corporate (WPDG & WRIF)	20,000	0	0	0	20,000	0	20,000
WCC Capital Programme	175,418	235	(8,593)	(37)	167,023	(15,589)	151,434
S278 Developer Funded Schemes	43,365	310	(1,171)	(6,752)	35,752	(18,762)	16,990
Total Capital Expenditure	218,783	545	(9,764)	(6,789)	202,775	(34,351)	168,424

- 7.8. Adding £0.235m 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 sources are from S106 contributions and from Covid-19 allocations (see Leader decision 7 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 £34.351m 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 analysis 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

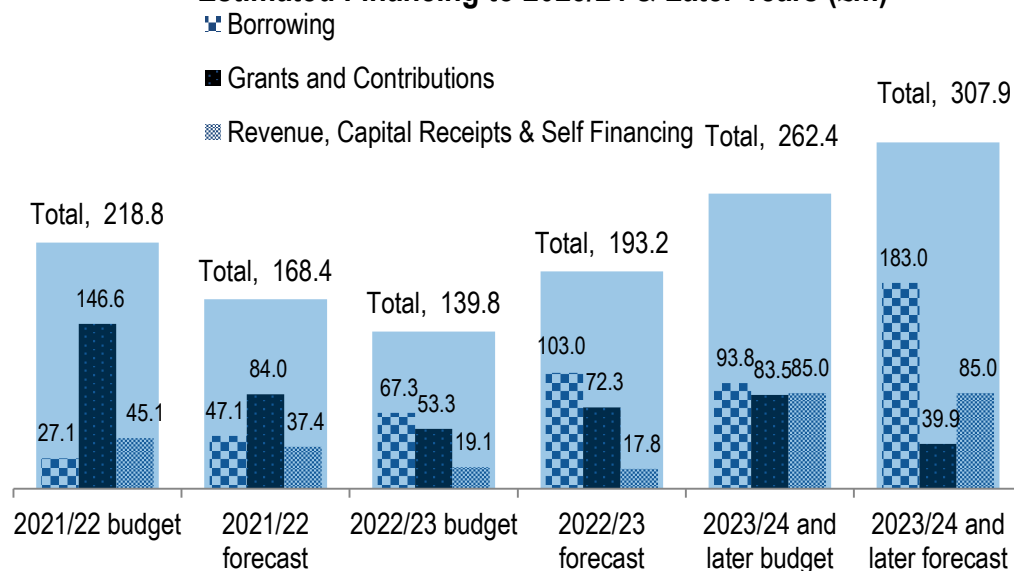
to individual capital schemes to eliminate the effect of this, but work is ongoing with project managers across the organisation to ensure that estimates of project cost, benefits and duration are realistic based on previous experience taking into account the unique characteristics of the current project 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. The approach delays the increase in the need to borrow which means the revenue provision we set aside to repay borrowing (Minimum Revenue Provision – MRP) does not increase as quickly as it should thus alleviating short/medium term pressure on the MTFS.

- 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 approved 2021/22 capital programme and 2021-26 Capital MTFS are currently planned to be financed.

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



Note:

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		2022/23		2023/24 and later	
	budget	forecast	budget	forecast	Budget	forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	27,084	47,050	67,316	103,039	93,839	182,963
Self-financed Borrowing	1,376	1,376	-	-	-	-
Grants and Contributions*	146,562	83,953	53,289	72,254	83,541	39,913
Capital Receipts	24,347	16,586	19,135	17,849	85,011	85,011
Capital Receipts Reserve	17,648	17,648	-	-	-	-
Revenue	1,766	1,811	45	48	-	-
Total	218,783	168,424	139,785	193,190	262,391	307,887

Note:

* 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 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

Appendix C – Service level narrative, reserves, savings and forecasts

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

Commentary on Service Revenue Forecasts

1. Communities Directorate (and DSG)

Education Services (non DSG) £2.608m overspend including £0.761m Covid pressures

The main Covid related pressures are the result of losses in income for traded services. These services include Adult & Community Learning (£0.135m), Warwickshire Music (£0.239m), and Marle Hall (£0.159m).

After taking account of Covid pressures and the impact of earmarked reserves, the remaining service variance of £1.708m (a reduction of £0.271m from Q1) and are primarily the result of:

- SEND & Inclusion Service: The 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 £0.221m, which predominantly relates to the Education Psychologist team. This one-off mitigation is also to be supplemented by service review. The forecasts will be carefully monitored and updated as this work is reviewed and progresses.
- Children with Disabilities: There is a service forecast overspend of £1.870m (a reduction of £0.310m from Q1), against a budget of £12.064m. The unit costs for placements within the service are high with an average annualised cost of £0.224m per placement. This is 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 and the ability to negotiate with the marketplace is been significantly impacted. 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.
- SEND Transport: There is a forecast overspend for SEND Transport of £0.465m. The impact of actions taken to reduce demand on the new routes from September will not be clear until routes have settled in November/December, which could result in a reduction in the forecast overspend.
- Medical Transport: There is a £0.193m overspend on medical transport for pupils with medical conditions, coupled with cost pressures from taxi services which are by their nature fluid in their demand and costs. Work is ongoing within Transport Operations to analyse this pressure and to consider mitigating actions.

The overspends in this area have been offset by a contribution from Adult Social Care to recognise the “edge of Adulthood” costs incurred by those young people transitioning to Adults.

DSG £2.892m overspend (a reduction of £4.995m from Q1)

The period since Q1 has seen a wholesale refresh of the DSG recovery plan (predominantly concerned with the High Needs Block). The refresh has included a review of the impact of the interventions in place; the addition of further interventions and a refresh of funding assumptions (following July DfE funding announcements). Specific areas where the projection has changed include the forecast costs for SEN Mainstream Schools & Academies, SEN

Special Schools & Academies, SEN Independent Schools, Area Based Partnerships (Countywide) and Post 16 funding to Education Settings.

The DSG consists of 4 'Blocks' with the overspend related to the High Needs Block (HNB) for which the overspend is £3.865m (Q1: £7.894m.) This overspend is offset by smaller underspends within the 3 other blocks, most notably the Early Years Block (EYB) of £0.570m. This EYB underspend could reduce once the January 2022 census numbers are taken account of by the DfE.

Based on the refreshed recovery plan, the current HNB projection of £3.865m is £0.324m higher than the recovery plan target for 2021/22, predominantly due to activity and costs of placements in independent settings and an increase in other local authority placements in Warwickshire schools.

Environment Services £0.484m overspend including £0.624m Covid pressures

The Covid Pressures of £0.624m mainly relate to:

- £0.343m town centre barriers;
- £0.100m Community Safety (funded via COMF grant) post Covid transition projects supporting local businesses, community or charity organisations; and
- £0.178m Schools Transport.

After taking the above into account the remaining service variance is an underspend of £0.140m which is an increase in the underspend of £0.119m compared to Q1. This is mainly due to staff vacancies and a forecast over achievement of search fee income within County Highways.

Fire and Rescue Services £0.153m overspend including £0.077m Covid pressures

- The Covid spend relates mostly to staffing and overtime.
- The forecast remaining service overspend of £0.077m is mainly due to increased staffing costs which are partly offset by the Fire Protection grant.
- This variance has changed by £0.156m (from a forecast underspend of £0.150m at Q1) and this is predominantly due to reviewing and improving staffing forecasts.

Strategy and Commissioning for Communities £4.620m overspend including £4.533m Covid pressures

Covid related pressures have increased by £1.195m compared to Q1. This has mostly arisen as the change in the volume of household waste, driven by Covid, is forecast to continue in this financial year as there are still significant numbers of people working from home.

Included in Covid pressures are:

- £1.785m Business Economy (the balance of Adapt and Diversify grants to businesses initiated in 2020/21) and grants funded via COMF;
- £1.400m loss of income on Parking;
- £0.149m spend in Country parks and Road Safety; and
- £1.200m pressure in Waste on disposal contracts, waste initiatives and composting.

2. People Directorate

Adult Social Care, overspend of £3.645m including £3.690m Covid pressures

The Covid related pressures of £3.690m are:

- £3.490m enhanced hospital discharge activity which is funded from the Covid Hospital Discharge Grant; and
- £0.200m financial support to providers.

After taking account of Covid costs of £3.690m, there is a remaining service underspend of £0.045m, a decrease in underspend of £0.404m since Q1. There are 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 £2.853m.

The material variances, which are being managed within the Service, are as follows:

- Disabilities: £1.459m overspend mostly attributable to the Physical Disabilities service, directly driven by increased expenditure in Homecare and Supported Living which have experienced an average cost increase of 4% due to the increase in complexity of packages. There has also been an increase of 7% in the number of Physical Disability clients and an increase of 6% in Learning Disability clients. These are partially offset by staffing related underspends. Mitigation of the cost pressure includes continued work with other agencies to support needs, and consideration of alternatives to residential accommodation where appropriate.
- Mental Health: £1.394m overspend 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. There is also a higher proportion of more complex and therefore costly packages, resulting in the need to go outside of Warwickshire to secure beds in some instances. To mitigate within the service there are plans to increase the utilisation of more independent living.
- Older People: £2.185m underspend is making the largest contribution to the pressures in Disabilities and Mental health due to almost £3.0m of costs being reimbursed from the Hospital Discharge Grant which has now been extended until 31 March 2022. Without the reimbursement of costs Older People would be overspending by £0.8m. This is driven by a growing number of costly domiciliary care packages during a period of limited supply in the market and high-cost nursing packages.
- Integrated Care Services: £1.098m underspend is also making a significant contribution to mitigating the overspends elsewhere predominantly due to Assistive Technology budget not expected to be spent due to the Covid response dominating staff time leaving little capacity to run the pilot schemes and staffing related underspends.
- ASC Director and Development & Assurance: £0.385m overspend due to client transport costs, and contributions to the bad debt provision and towards the costs of children with disabilities who are transitioning into adulthood.

The key changes since the Q1 forecast are:

- Increased covid related reimbursement from the hospital discharge grant due to the confirmed extension of the grant for a further six months, taking this source of funding through until 31 March 2022.
- Reduction in underlying service underspend of £0.404m explained by:
 - A contribution towards the costs of children with disabilities who turn 18 in year and are therefore transitioning into adulthood;
 - Increased expenditure on projects funded by the Better Care Fund element of the ASC budget; and
 - A mid-year contribution to the bad debt provision for client contribution income.

Children and Families £5.332m overspend including £2.146m Covid pressures.

After taking account of Covid and the impact of earmarked reserves and Investment/Transformation Funds, the remaining service overspend is £4.568m (an increase of £0.859m since Q1).

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 £2.146m on Covid related pressures, broadly consisting of:

- £0.614m additional placement / leaving care costs; and
- £1.532m additional staffing costs.

The overall Children's Transformation Fund (CTF) / Child Friendly Warwickshire Transformation Programme is experiencing delay due to recruitment, interaction with 3rd sector partners taking longer than anticipated (often due to capacity and the post Covid), and some commissioning delays. Although the forecast underspend for the Programme for 2021/22 is £0.968m, 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.

Key variances within the remaining service overspend of £4.468m are as follows:

Children's Placements

- Residential Care is forecasting a £3.489m overspend (Q1 £2.762m). The increase in forecasted weeks in 2021/22 compared to 2020/21 is 676 weeks (+29%). In addition, the current net average weekly cost is £4,516 per placement (compared to £3,989 in 2020/21) - an increase of £527 per week (+13%). The average annualised cost is now £0.235m per placement - an increase of £0.027m from 2020/21.
- Although there is no material variance, expenditure within external foster care is above the levels of 2020/21 but has reduced and stabilised since Q1. The weekly unit cost has increased slightly since Q1 to £846 per week which is to be expected with slightly lower numbers of weeks purchased.
- 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 expected expenditure of £0.377m compared to 2020/21 with a forecast underspend of £0.312m.
- Parent and Baby's current activity continues to be volatile, and the forecast overspend of £0.203m reflects further future placement activity.

The 'Placement Mix' of residential, external foster care and internal foster care placements is key to bringing down the service overspend, with the need for the balance between internal and external (including residential) placements to be re-addressed. A number of initiatives have been introduced and are being progressed including new methods of recruiting and retaining internal foster carers, the opening of our own 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. In addition, a new Step Down from Residential Care Panel will start in November and the service is working with commissioning colleagues to explore other placement options.

Leaving Care – Accommodation

The forecast for Leaving care costs has increased by £0.898m since Q1, taking the overspend in this area to £0.676m. This has been due to increased numbers of placements, and the unit costs of these placements rising with many placements being on par with the cost of residential. Demand and costs will continue to be closely monitored throughout the year and alternative solutions for individual cases identified.

Staffing

- Excluding staffing budgets held elsewhere such as Asylum, Priority Families, Section 31, Covid and Children Transformation Fund, there are significant variances covering both direct staff and agency staff budgets. The combined forecast overspend is £2.601m (Q1 £2.017m) against a budget of circa £28m. The increase is due to a sharp increase in demand as well as re-gradings following the Children & Families strategic workforce review. Long term investment in staffing is needed to underpin the future demand management and the delivery of the budget reductions built into the medium term financial strategy.
- With current high demand, caseloads and turnover, staffing costs will continue to be closely monitored and reviewed. The longer-term strategy that is in place to manage demand and caseloads has had an impact on the current staffing overspends; which are expected to reduce as the outcomes and strategies of the Children's Transformation Programme start to take effect.
- 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.

Other

- The forecast for legal costs is a £0.250m overspend which correlates to the increase in demand and activity across C&F. To mitigate this, the service reviews on a monthly basis the workflow to Legal Services.
- There is a part year underspend of £0.397m from the soon to be opened Children's home. This is partly due to the home not opening until later in the financial year as well as a reduced expected cost of the staffing model.
- Other underspends offsetting the overspends include increased grant for Unaccompanied Asylum Seeking Children related services across Children and Families (due to increased numbers and unit rate increases in Home Office grant) and a one-off Adoption Central England related refund.

Strategic Commissioner for People, overspend of £3.965m including £5.687m Covid pressures

The Q2 forecast for People - Strategy & Commissioning is an overspend of £3.965m. After taking account of Covid costs of £5.686m; and the impact of investment funds and earmarked reserves, there is a remaining service underspend of £0.515m (a reduction in underspend of £0.062m since Q1).

The Covid related pressures consist of:

- £5.146m covid related activity funded from the Contain Outbreak Management Fund, including
 - £1.047m Improving mental health Covid recovery project;
 - £0.700m Supporting high risk workplaces;
 - £0.750m School air quality assessment and ventilation improvements;
 - £0.738m Staffing to increase public health capacity;
 - £0.480m Potential support for Covid impacted contract delivery;
 - £0.400m Controlling hyper local covid outbreaks;
 - £0.250m Supporting SMEs to test workforce twice weekly; and
 - A number and range of other activities where the costs are individually less material.
- £0.540m covid related activity funded from generic covid grants to WCC:
 - £0.119m Reducing the impact of Covid on BAME communities' project;
 - £0.100m Housing support for rough sleepers to remain in accommodation;
 - £0.100m Temporary alternative provision for NHS Health Checks;
 - £0.086m Kooth suicide prevention online mental health support for young people;
 - £0.075m Children in Crisis Commissioner and Learning and Development Officer to support the quality of the Children's Home, and business continuity staffing support for adult social care providers; and
 - £0.060m Apetito meals on wheels contract increased demand.

The Creative Health and Tackling Family Poverty projects, which are funded by Investment Funds, have been delayed due to covid and approval processes, leading to an in-year underspend of £0.264m, which will be required in future years.

At Q2 there is an expected net transfer of £0.943m into two reserves.

- The Domestic Abuse Safe Accommodation earmarked reserve is expected to increase by £0.926m; following the MHCLG grant allocation for this new statutory duty. The service is continuing to progress market testing and service scoping.
- The Social Care and Health Partnership earmarked reserve is expected to increase by a net £0.015m, made up of the following movements:
 - £0.308m pooled Test and Trace Grant from Solihull, Coventry and Warwickshire will be returned to contributing Authorities due to revised subregional spending plans.
 - £0.223m is expected to be added to the reserve representing income from the Community Discharge and Integrated Commissioning for Learning Disabilities and Autism grants whilst spending plans are developed.

- £0.100m is expected to be added to the reserve from Coventry & Warwickshire CCG contributions to the 18-25 transitions service for Child and Adolescent Mental Health Services while spending plans are developed.

The major contributors to the £0.515m remaining service underspend are:

- Public Health – a £0.246m underspend primarily due to additional income received towards the homelessness service; and
- All age specialist provision - a £0.323m underspend on accommodation-based support due to delays caused by covid and reduced uptake.

The key reasons representing the £1.791m reduction in forecast from Q1 are:

- A reduction in the Reducing Family Poverty investment funded project of £0.105m where approval will be sought to reprofile it into future years;
- A £0.926m transfer to the Domestic Abuse Safe Accommodation reserve as a result of delay in spending MHCLG grant allocation for a new statutory duty; and
- £0.720m reduced Covid expenditure driven by a number of factors including staff turnover and recruitment challenges within Public Health and a delay in the going live of a Covid related project.

3. Resources Directorate

Business and Customer Services £5.116m overspend including £5.097m Covid pressures

Since Q1 the Covid related pressures have increased by £1.782m. This is largely due to the New Social Fund and Social Supermarket projects and increased spending on Welfare Support and the movement of some staffing and backfill costs to be correctly attributed to Covid.

The Covid pressures (£5.097m) include

- £2.103m additional welfare support
- £0.457m Backward Contact Tracing Team
- £0.337m Staffing/Agency Costs
- £0.217m Welfare and Critically Extremely Vulnerable (CEV) Support
- £0.247m income losses in Heritage & Environment.
- £0.300m Digital Poverty and Befriending projects (COMF)
- £1.418m New Social Impact Fund & Social Supermarkets (COMF)
- £0.018m Various smaller Covid spending across the service

After taking account of Covid pressures, the remaining service overspend is £0.027m, which has reduced by £0.878m since Q1. This change is largely the result of detailed work taking place to thoroughly review all salary forecasts in the service area, combined with ensuring that all Covid related costs are charged correctly.

Commissioning Support Unit £2.894m overspend including £3.569m Covid pressures

COMF funding has been centrally held within CSU and allocated to Services as projects are approved. This is the reason for the reduction Covid expenditure forecast. Some of the allocation this quarter included COMF funding for Social Supermarkets and New Social Fund.

The forecast underspend of £0.612m in relation to transformation projects has increased by £0.185m since Q1 and reflects the rephasing of project work into 2022/23.

After taking account of Covid related pressures of £3.570m; and the impact of Investment/Transformation funds the remaining service variance is an overspend of £0.063m.

Enabling Services £2.267m underspend including £0.098m 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 an underspend of £0.697m in relation to transformation funding. The reasons are primarily Covid related. This has increased by £0.195m compared to Q1 as a review of likely in-year spend has taken place at the half year point.

The service-related underspend has increased by £0.536m (at Q1) to £1.766m, due to:

- Increased staff vacancies and over recovery of income in HR Enabling and ICT (£0.262m).
- Additional underspends being identified in Property Services (£0.150m) largely from in year vacancies and reduced spend on reactive maintenance.
- A review of spending at the half year point highlighting that not all budgets held for ad-hoc projects will be required in year (£0.123m).

This gives a remaining service underspend of £1.766m which comprises of the following:

- £0.536m underspend across Property Services – mainly due to over recovery of income, which is likely to be one off; and some staffing underspends;
- £0.129m underspend against the service budget held for ad-hoc projects;
- £0.170m underspend across HR Enabling mainly from staff vacancies and over achievement of income targets;
- £0.217m net underspend across Digital and ICT as the net impact of staffing underspends offsetting higher licence costs; ad
- £0.713m 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.

Finance Service £0.110m overspend including £0.126m COVID pressures

After taking account of Covid pressures and the impact of transfer to/from earmarked reserves, the remaining service underspend is £0.086m.

Governance and Policy £1.088m overspend including £0.970m Covid pressures

The Covid pressures of £0.970m comprise of:

- £0.444m within Communications for additional employee costs, printing, and advertising;
- £0.271m within Property Management relating to Croxhall Street to extend family time and service facilities in Bedworth and the delayed Montague Road relocation;
- £0.129m in Legal Services in respect of the cost locums to cover a backlog of child care cases;

- £0.085m in Democratic Services to provide a Covid safe environment for committee meetings;
- £0.024m within Human Resource and Organisational Development additional staffing to complete the delayed Council-wide restructuring of services; and
- £0.017m in Information Governance relating to Subject Access Request (SAR) work.

The increase of Covid costs of £0.484m compared to Q1 is primarily a result of the increase in legal costs to deal with demand for child care cases and the emergence of the Property Management costs.

The remaining service forecast overspend is £0.118m, which has significantly reduced by £0.762m since Q1, and is predominantly due to:

- Within Legal and Democratic Services the forecast under recovery of income has reduced by £0.425m as a result of new client income won by Legal Services and some recruitment delays;
- HROD staffing expenditure has reduced by £0.100m; and
- Non-Covid Communications spending has reduced by £0.173m due to most work being undertaken and charged to Covid related activity.

4. Corporate Services and Resourcing

Of the £19.579m Corporate Services and Resources underspend, £15.855m is Covid related.

The Covid element consists of £17.091m of Covid income offsetting Covid spend reported across the services combined with a further £1.237m of Covid expenditure relating to £0.234m increased Coroner costs; and £1.000m additional support for Educaterers to enable services to continue to be available whilst schools were not fully operational. The Covid income forecast increased by £2.180m since Q1 predominantly due to the extension of the Hospital Discharge Grant to the end of the financial year.

The non-Covid underspend of £3.725m is attributable to a number of different factors:

- The forecast underspend in capital financing costs (£2.241m). This is a one-off underspend as the resource will be needed to fund the capital programme over the medium term;
- The Council received higher than budgeted grant income across a range of service areas totalling £0.875m, with £0.357m relating to the Public Health Grant and £0.251m to Extended Rights to Travel and £0.267m to other grants;
- An underspend in the short term cost of setting up and funding the Warwickshire Property and Development Group (£0.693k) as it becomes established due to the prevailing interest rates and the delay in the approval of the business case as a result of the elections; and
- A forecast reduction in members allowances and expenses (£0.203m) due to the continuation of remote working in the first half of the year.

Commentary on service capital forecasts

The main reasons for the £34.351m delays 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.

54.6% of the 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.

A section 278 agreement (or s278) is a section of the Highways Act 1980 that allows developers to enter into a legal agreement with the council (in our capacity as the Highway Authority) to make permanent alterations or improvements to a public highway, as part of a planning approval. The developer is responsible for paying the full costs of the works, including elements such as design, legal and administration fees, land acquisition and maintenance. A developer will submit an S278 application early on in the design process, in many cases at least 12 months before the works are required on site. Although the council is involved throughout in discussing schemes and their timing with developers, ultimately the decision to go ahead with a scheme and enter into an agreement is the developer's, and the council has no control over this. Developers are charged for the cost of works as these incurred.

The key reasons for the delays relating to schemes not funded via s278 contributions are provided below:

Environment Services – £3.012m delay caused by:

- A444 Corridor improvements Phase 2 (£0.700m) – Design complications requiring splitting the scheme into phases which will delay construction to 2022/23.
- A452 Kenilworth to Leamington Cyclist Route (£0.636m) - Following a revised cost estimate in July 2021 the scope of the project is being revisited to better align with the available budget. Construction in 2021 /22 is now unlikely.
- A426/A4071 Avon Mill Roundabout Rugby Improvement scheme (£0.600m) - Delay with preparing stage 2 (of 3) grant application to Department of Transport, the expected submission is now June 2022 whilst detailed design continues to be progressed.
- Hinckley to Nuneaton Cycle Route (£0.405m) - Construction is programmed to be on site in February 2022 but delays on other projects (delivered by external contractors) within the Cycles Schemes programme likely to push the start date for this project back to 2022/23.
- A452 Kenilworth Road to Leamington Spa town centre cycle route (£0.210m) - Construction is programmed to be on site in January 2022 but delays on other projects (delivered by Balfour Beatty) within the Cycles Schemes programme may push the start date back and reduce spend in 2021/22 for this project.
- A452 Myton Road and Shire Park Roundabouts (£0.205m) - Construction now programmed for start in August 2022, only design costs will be incurred in 2021/22.
- The remainder relates to various delays over multiple projects (£0.256m), further details can be found in the annexes.

Fire and Rescue – £1.297m delay caused by:

- Fire and Rescue Training Programme: Lea Marston and Environment Agency Water site (£1.237m) - The delay in the project is mainly due to ongoing difficulties in obtaining planning permission for the hot fire breathing apparatus training facility (Minerva) on the Lea Marston Environment Agency site adjacent to the new Kingsbury Training and Development Centre. A likely alternative site for the Minerva unit has been identified and negotiations for its use are ongoing.
- Fire Emergency Service Network (ESN) Preparedness (£0.061m) - National delays have meant that the expected timelines for the ESN project has been extended. This is directly linked to, and dependent on, the completion of the national ESN project. This project is itself dependent on improvements in the coverage and data capacity of the mobile phone network in the UK. The national project has suffered repeated delays, which are reflected in local implementation plans.
-

Strategic Commissioning for Communities - £7.761m delay caused by:

- Warwick Town Centre (£1.725m) - Delays have occurred with the scheme design due to having to carry out additional traffic modelling to take account of Covid impact. Feasibility design is nearing completion on St Johns Junction which will be the first of a number of schemes across the town. It is anticipated that work will commence on site 2022/23.
- Land at Crick Road Rugby (£1.235m) - The land negotiations have been delayed due to the death of the landowner. It is unclear whether the negotiations will conclude within the financial year and the spend has therefore been reprofiled to 2022/23.
- Average Speed Cameras (£0.869m) - Tender process only recently completed, works expected to begin during Q1 2022/23. Sites have been identified and implementation discussions have commenced with the successful contractor.
- Evidence led decision making in tackling climate emergency and air quality (£0.656m) - Delays have been identified in the installation of the equipment due to the impact of Covid-19, redeployment of personnel and supply chain delays. Deployment has now commenced.
- Kenilworth Station (£0.600m) - The remaining budget relates to the final payments for works required before formal station handover can take place. The timeline for this is unclear at present and the decision has therefore been taken to re-profile a substantial element into 2022/23.
- Lawford Road /Addison Road Casualty Reduction (£0.566m) - Land transaction caused a delay which has now been resolved. Utility companies required the Council to undertake Trial Holes to determine diversionary work requirement. C4 diversion costs delayed due to staff shortages at utility companies. Design is now completed, and construction is anticipated to start Summer 2022.
- Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme (£0.532m) - Utility diversions have delayed the scheme but these have now been resolved. Due to commence on site late spring.
- The remainder relates to various delays over multiple projects (£1.578m), further details can be found in the annexes.

Enabling Services - £3.510m delay caused by:

- Development of Rural Broadband (£3.230m) - The forecast expenditure on the project has reduced in 2021/22. This is subject to 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.

In addition, DCMS has put in place an annual Grant Gainshare clawback process which has resulted in a reduction in the Grant claimed back by DCMS in 2021/22 with the remainder expected to be claimed in yearly requests based upon DCMS's gainshare calculations.

- IT Infrastructure 2021-22 (£0.280m) - We are not fully utilising all WCC sites, therefore hardware spend will be low in this financial year. There is also an initiative to move to the Cloud so hardware spend will only take place where there is a risk for out of date or end of life devices.

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 funds	Contribution 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	74			100	(26)	Forecast expected COMF Covid costs for the year.
County Highways	20,265	(6,106)	14,159	114			343	(229)	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 also an underspend on salaries in Highways due to vacancies. There are now identified start dates for staff into vacancies later in the year. Also over recovery on income due to increased house purchases (search fee income).
Planning Delivery	4,508	(4,017)	491	56				56	Currently correct position should be an underspend driven by Tier 4b vacancies in Highways Development Management which are currently being recruited to and also Environmental Landscape Services due to surplus recharges for professional services for Nuneaton regeneration regarding Leamington roundabout. At present there is an overspend reflected due to an overstatement of cost in Flood & Water Management to be corrected in P7. Planning fee income is low at this point and will need to be adjusted at Q3, which may see an overspend going forward.
Transport Delivery	38,751	(29,677)	9,074	178			178	0	This is extra school bus services due to Covid.
Engineering Design Services	7,774	(7,180)	594	0			3	(3)	
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	484	0	0	624	(140)	

Impact on specific service reserves (from Reserves tab)	0
Impact on Transformation funds	0
Impact on risk/general reserves	484

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	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
Proceeds of Crime	217			217
Local Resilience Forum	463			463
Domestic Homicide Reviews	77			77
Flood Management Reserve	506			506
S38 Developer Funding	602			602
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 to Date £'000	Forecast 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	200	0	The areas where the savings have actually 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	152	0	The areas where the savings have actually been removed from are on target therefore there is the assumption that the savings are on target.
Total	352	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	
11221000	M40 Junction 12	11,885	87	0	0	11,972	11,885	87	0	0	11,972	0	0	
11272000	Rugby Gyratory Improvements	1,564	24	0	0	1,588	1,564	0	24	0	1,588	-24	0	Monitoring of the scheme delayed to next financial year due to a continuing post-COVID reduction in traffic on the road network
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	3,227	2,753	1,500	10,359	2,880	3,227	2,753	1,500	10,359	0	0	
11604000	A444 Corridor Improvements - Phase 2	321	1,333	2,659	20	4,333	321	633	3,359	20	4,333	-700	0	Design complications requiring splitting scheme up which will delay construction to 2022/23.
11605000	A3400 Bham Road Stratford Corridor Improvements	276	2,285	4,000	0	6,561	276	1,350	4,935	0	6,561	-935	0	Budget re-profiled following phase 2 works being programmed to start summer 2022
11649000	A46 Stoneleigh Junction Improvements	9,586	16,913	10,372	0	36,870	9,586	16,913	5,186	5,186	36,870	0	0	
11694000	A47 Hinckley Road Corridor	707	121	2,778	0	3,605	707	121	2,778	0	3,605	0	0	
Street Lighting														
11279000	Pump Priming allocation for LED street lighting	4,823	480	0	0	5,303	4,823	480	0	0	5,303	0	0	
11818000	Street Lighting Base Budget for 2020 / 2021	809	0	0	0	809	809	0	0	0	809	0	0	
11884000	Street Lighting annual maintenance 2021-22	0	796	0	0	796	0	796	0	0	796	0	0	
Structural Bridge Maintenance														
11382000	Minor Bridge Maintenance schemes 2015/2016	1,683	1	0	0	1,684	1,683	0	0	0	1,683	-1	-1	Trinity Road unlikely to progress for a number of years due to Network Rail issues
11457000	Minor Bridge Maintenance schemes 2016/2017	531	0	0	0	531	531	0	0	0	531	0	0	
11587000	Minor Bridge Maintenance schemes 2017/2018	2,518	166	0	0	2,684	2,518	193	0	0	2,711	27	27	Increased rail possessions and works due to hidden defects, Shustoke; additional funding from 2021/22 allocation
11658000	Minor Bridge Maintenance schemes 2018/2019	1,622	592	0	0	2,214	1,622	208	400	0	2,230	-384	16	Major bridge bearing replacements delayed until 2022/23; additional funding from 2021/22 allocation
11717000	Bridges Base Budget 2019 2020	881	81	0	0	961	881	81	0	0	961	0	0	
11816000	Bridges Base Budget 2020 2021	551	365	0	0	916	551	398	0	0	949	33	33	Repair works required found to be at a greater extent once started; additional funding from 2021/22 allocation
11833000	Historic Bridge Maintenance	332	2,261	2,250	1,477	6,320	332	1,108	2,526	2,354	6,320	-1,153	0	The forecast has been brought in line with revised programme as accepted by the Board
11882000	Bridges annual maintenance 2021-22	0	633	0	0	633	0	558	0	0	558	-75	-75	Funding allocated to individual schemes started in earlier years
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	0	0	0	17,450	17,450	0	0	0	17,450	0	0	
11785000	County Highways Base Budget 20-21	21,955	421	0	0	22,376	21,955	428	0	0	22,383	7	7	
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	1,628	0	0	1,628	0	1,628	0	0	1,628	0	0	
11872000	Highways 2021-22 - Slurry Seal	0	217	0	0	217	0	217	0	0	217	0	0	
11873000	Highways 2021-22 - Routine Patching	0	1,194	0	0	1,194	0	1,194	0	0	1,194	0	0	
11874000	Highways 2021-22 - Patching Surface Dressing	0	651	0	0	651	0	651	0	0	651	0	0	
11875000	Highways 2021-22 - Patching Slurry Sealing	0	54	0	0	54	0	54	0	0	54	0	0	
11876000	Highways 2021-22 - Structural Patching	0	309	0	0	309	0	309	0	0	309	0	0	
11877000	Highways 2021-22 - Road Marking Surface Dressing	0	868	0	0	868	0	868	0	0	868	0	0	
11878000	Highways 2021-22 - Structural Maintenance Annual Programme	0	429	0	0	429	0	429	0	0	429	0	0	
11879000	Highways 2021-22 - Structural Maintenance Annual Footways Programme	0	8,398	0	0	8,398	0	8,627	0	0	8,627	229	229	Additional funding transferred from unallocated delegated budgets
11880000	Highways 2021-22 - Pot Holes and DfT Challenge budget	0	2,170	0	0	2,170	0	2,170	0	0	2,170	0	0	
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	83	0	0	83	0	83	0	0	83	0	0	
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	7	0	0	7	0	7	0	0	7	0	0	
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	42	0	0	272	11	11	It is now proposed to upgrade all the traffic signal equipment on site, eg. Traffic signal poles, electrical cables & controller; additional funding from 2021/22 allocation
11817000	Traffic Base Budget 2020 2021	83	111	0	0	194	83	145	0	0	229	34	34	Unforeseen additional minor works required at various sites; additional funding from 2021/22 allocation
11848000	Replacement bollards in Stratford, Nuneaton and Bedworth	8	422	0	0	430	8	222	200	0	430	-200	0	Scheme currently out to tender. Works due to start on site early in the new year, and due to be completed by May 2022
11883000	Traffic signals annual maintenance 2021-22	0	302	0	0	302	0	257	0	0	257	-45	-45	Lutterworth Road scheme withdrawn due to a proposed traffic signals scheme to replacement the 2 mini roundabouts; some funding transferred to individual schemes under earlier years traffic signals
Flood management														
11424000	Snitterfield Emergency Works	2,793	0	0	0	2,793	2,793	0	0	0	2,793	0	0	
11427000	Ladbroke Flood Alleviation	60	0	0	0	60	60	0	0	0	60	0	0	
11514000	Grendon Property Level	72	0	0	0	72	72	0	0	0	72	0	0	
11550000	Flood modelling	98	5	0	0	103	98	5	0	0	103	0	0	
11574000	Kites Hardwick flood alleviation	103	0	0	0	103	103	0	0	0	103	0	0	
11599000	Cherrington Flood Risk Management Scheme	62	0	0	0	62	62	0	0	0	62	0	0	
11686000	Whiteacre Health Flood Alleviation	56	0	0	0	56	56	0	0	0	56	0	0	
11735000	Grendon Capital Flood Scheme	13	35	0	0	48	13	35	0	0	48	0	0	
11794000	Flood Defence Maintenance 20-21	0	150	0	0	150	0	75	63	0	138	-75	-12	£12k moved to offset 11982000 Bilton Road
11801000	Flood alleviation schemes CIF - Pailton	0	136	0	0	136	0	136	0	0	136	0	0	
11802000	Flood alleviation schemes CIF - Fenny Compton	0	50	434	0	484	0	50	434	0	484	0	0	
11803000	Flood alleviation schemes CIF - Welford on Avon	0	0	43	0	43	0	0	43	0	43	0	0	
11804000	Flood alleviation schemes CIF - Galley Common	0	0	22	0	22	0	0	22	0	22	0	0	
11805000	Flood alleviation schemes CIF - Bermuda	0	32	0	0	32	0	0	32	0	32	-32	0	Revised delivery profile resulting in scheme completion during 2022/23
11806000	Flood alleviation schemes CIF - Brailles	0	115	0	0	115	0	10	105	0	115	-105	0	Revised delivery profile resulting in scheme completion during 2022/23
11870000	Flood Defence Maintenance 21-22	0	200	0	0	200	0	0	200	0	200	-200	0	Funding allocation moved to future years whilst required works are being scoped
11892000	Flood defence - Fillongley	0	122	0	0	122	0	122	0	0	122	0	0	
11928000	Bilton Road Property Flood Resilience Scheme	0	0	0	0	0	0	12	0	0	12	12	12	£12k from 2020/21 Flood allocation 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	0	0	0	81	81	0	0	0	81	0	0	
11855000	Development and upgrade of three WCC owned Gypsy and Traveller sites	0	508	152	0	660	0	119	541	0	660	-389	0	
11869000	Gypsy & Traveller Services 21-22	0	31	0	0	31	0	31	0	0	31	0	0	
Transport Delivery														
11773000	CFM New Vehicle Reg No VO17ZY 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	811	0	0	811	-74	-74	Final purchase price was slightly lower than predicted. Only 10 vehicles purchased rather than 15 - £81k each plus registration fees. Capital receipt lower than expected and remaining corporate funding no longer required
Integrated Transport - Delivery														
11762000	Nuneaton to Coventry Cycle Route	32	100	880	0	1,012	32	10	970	0	1,012	-90	0	Project on hold due to conflict with other developer funded projects along this corridor.
11764000	Green Man Coleshill Signalised Junction	3	55	442	0	500	3	55	442	0	500	0	0	
11911000	A452 Kenilworth Road to Leamington Spa town centre cycle route (GBF)	0	560	0	0	560	0	350	210	0	560	-210	0	Construction is programmed to be on site in Jan 22 but delays on other projects (delivered by Balfour Beatty) within the Cycles Schemes programme may push the start date back and reduce spend in 21/22.
11765000	Hinckley to Nuneaton Cycle Route	47	555	96	0	699	47	150	501	0	699	-405	0	Construction is programmed to be on site in Feb 22 but delays on other projects (delivered by Balfour Beatty) within the Cycles Schemes programme may push the start date back to 22/23.
11778000	Cycle Route Leamington to Kenilworth	236	886	1,900	1,727	4,749	236	250	2,536	1,727	4,749	-636	0	Following a revised cost estimate in July 21 the scope of the project is being revisited to better align with the available budget. Construction in 2021 /22 is unlikely.
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	247	0	0	270	-41	-41	Unallocated funding transferred to Highways and later years
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	1077	0	1,077	0	0	879	0	879	0	-199	Unallocated funding transferred to Highways
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossing	86	0	0	0	86	86	0	0	0	86	0	0	
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	21	0	0	758	737	21	0	0	758	0	0	
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	264	0	0	1,030	766	264	0	0	1,030	0	0	
11653000	John Grant Delegated Schemes 2018 2019	695	18	0	0	713	695	18	0	0	713	0	0	
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	230	0	0	626	395	230	0	0	626	0	0	
11724000	Traffic Road Safety Delegated Budgets 2019 2020	525	515	0	0	1,040	525	525	0	0	1,050	10	10	Additional funding from earlier years unallocated
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budgets	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	522	0	0	568	46	265	255	0	566	-257	-2	Delivery reprofiled to 2022/23
11836000	Nuneaton & Bedworth Area Delegated	294	806	140	0	1,240	294	491	452	0	1,237	-314	-3	Delivery reprofiled to 2022/23
11837000	Rugby Area Delegated	117	619	246	0	981	117	539	326	0	981	-80	0	Delivery reprofiled to 2022/23
11838000	Stratford Area Delegated	44	764	211	0	1,018	44	422	553	0	1,018	-342	0	Delivery reprofiled to 2022/23
11839000	Warwick Area Delegated	76	1118	246	0	1,440	76	574	789	0	1,439	-544	-0	Delivery reprofiled to 2022/23
Developer Funded Transport - s106 schemes														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	74	50	267	0	391	74	20	20	277	391	-30	0	Need to carry out feasibility work to determine project viability. Delays to Avon Mill (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	11	0	0	147	135	26	0	0	162	15	15	Increased funding through S106 to implement CCTV cameras
11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	0	0	
11194009	Bridleways Improvements Brownover 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	800	337	0	1,708	571	200	600	337	1,708	-600	0	Delay with preparing stage 2 (of 3) of grant application to Dept of Transport - expected submission next June whilst detailed design continues to be progressed
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	71	112	0	0	183	71	0	112	0	183	-112	0	Location of the control crossing yet to be agreed with local elected member, officers, and the local community delaying overall delivery timetable
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	648	322	0	4,656	3,686	889	46	35	4,656	241	0	Scheme completion incurred additional developer funded contractor costs due to delays to power installation
11636000	A452 Myton Road And Shire Park Roundabouts S106	266	240	2,660	634	3,800	266	35	2,865	634	3,800	-205	0	Due to construction now programmed for start in August 2022 only Design costs to be incurred in 2021/22
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout S106	137	6	195	7,163	7,500	137	11	90	7,263	7,500	5	0	Increased current year spend due to ongoing Design work
11638000	A452 M40 spur west of Banbury Road S106	13	0	0	7,587	7,600	13	0	5	7,582	7,600	0	0	
11814000	C9878 A452 Europa Way Dualling, The Asps S278	0	50	100	0	150	0	10	140	0	150	-40	0	Programme timetable changed to suit Developer's programme 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	0	1,662	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	0	0	0	4	-6	-6	Scheme completed - remaining funding to be returned to developer
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	10	0	0	37	27	2	0	0	29	-8	-8	Scheme completed - final staff charges to apply
11195013	S278 Wellesbourne Distribution Park Signs	35	26	0	0	61	35	0	0	0	35	-26	-26	Scheme completed - remaining funding to be returned to developer
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	12	0	0	89	77	0	0	0	77	-12	-12	Scheme completed - remaining funding to be returned to developer
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	630	241	0	0	871	630	4	0	0	634	-237	-237	Scheme completed - final staff charges to apply
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	80	0	0	0	80	80	0	0	0	80	0	0	
11326000	Elliots Field Retail Park	816	5	0	0	821	816	1	0	0	818	-4	-4	Scheme completed - final staff charges to apply
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	0	199	0	204	-199	0	Scheme delayed due to Developer's programme
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	54	1,200	211	3,011	-1,411	0	Scheme delayed due to Developer's programme
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	5	0	0	335	329	0	0	0	329	-5	-5	Scheme completed - remaining funding to be returned to developer
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	432	19	0	0	451	432	0	0	0	432	-19	-19	Scheme completed - remaining funding to be returned to developer
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing	504	12	0	0	516	504	0	0	0	504	-12	-12	Scheme completed - remaining funding to be returned to developer
11423000	A423 Coventry Road Southam New Priority Junction S278	508	12	0	0	520	508	0	0	0	508	-12	-12	Scheme completed - remaining funding to be returned to developer
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	869	96	0	0	965	869	0	0	0	869	-96	-96	Scheme completed - remaining funding to be returned to developer
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	248	24	0	0	273	248	0	0	0	248	-24	-24	Scheme completed - remaining funding to be returned to developer

11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,923	80	20	0	3,023	2,923	20	20	0	2,963	-60	-60	Budget now reflects reduced costs relating to defects stage
11435000	A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	308	12	0	0	320	308	0	0	0	308	-12	-12	Scheme completed - remaining funding to be returned to developer
11436000	B4087 Oakley Wood Road Bishops Tachbrook	452	52	0	0	504	452	1	0	0	453	-51	-51	Scheme completed - remaining funding to be returned to developer
11437000	B4632 Campden Road /C47 Station Road - New Ghost Island & New Minor Access S278	577	8	0	0	585	577	0	0	0	578	-7	-7	Scheme completed - remaining funding to be returned to developer
11438000	B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	601	20	0	0	621	601	6	0	0	607	-14	-14	Scheme completed - remaining funding to be returned to developer
11439000	B4642 Coventry Rd / Cawston Grange Drive Cawston Construction of 5th Arm at Rdbt S278	1,401	16	0	0	1,417	1,401	5	0	0	1,406	-11	-11	Changed to reflect expected spend during Maintenance Period with the Developer.
11441001	S278 Zebra Upgrade on Tachbrook Rd Leamington	60	20	0	0	80	60	1	1	0	62	-19	-18	Currently looking into Finance with a view to close down scheme.
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	116	885	200	0	1,201	116	42	0	0	158	-843	-1,043	Scheme now split between minor and major works on 11916000
11461000	A47 The Long Shoot, Nuneaton , New Traffic Controlled Junction S278	1,158	50	0	0	1,208	1,158	6	5	0	1,169	-44	-39	Changed to reflect expended spend during the remainder of the Maintenance Period with the Developer.
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	336	24	0	0	360	336	4	5	0	345	-20	-15	Changed to reflect expected spend during remainder of the Maintenance Period with the Developer.
11463000	B4451 Kineton Road Southam New Roundabout S278	609	18	0	0	627	609	6	0	0	615	-12	-12	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11467000	C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	555	18	0	0	573	555	5	0	0	560	-13	-13	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11505000	A422 Alcester Road, Stratford upon Avon	250	12	0	0	262	250	5	0	0	255	-7	-7	Changed to reflect expected spend to sign-off scheme with the Developer.
11506000	A426 Southam Rd Southam access to quarry at Griffins Farm	307	16	0	0	323	307	1	5	0	313	-15	-10	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11507000	A428 Lawford Road, Rugby	411	84	0	0	494	411	1	10	0	422	-83	-73	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	0	0	0	58	-64	-64	Changed to reflect scheme signed-off with the Developer (scheme now the Maintenance responsibility of WCC).
11511000	A429 Ettington Road, Wellesbourne	1,216	34	0	0	1,249	1,216	1	5	0	1,222	-33	-28	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,987	8	0	0	1,995	1,987	30	10	0	2,027	22	32	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	699	20	0	0	719	699	1	5	0	705	-19	-14	Changed to reflect expected spend to close off scheme with the Developer.
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	116	20	0	0	136	116	0	0	0	116	-20	-20	Changed to reflect scheme signed-off with Developer (now fully the Maintenance responsibility of WCC).
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	453	47	0	0	500	453	11	30	0	494	-36	-6	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	437	19	0	0	456	437	10	5	0	452	-9	-4	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11527000	A423 Marton Road , Long Itchington - New Footway & Site Access S278	173	20	0	0	193	173	10	0	0	183	-10	-10	Changed to reflect expected spend during remainder of Maintenance Period with the Developer.
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	218	67	0	0	284	218	1	5	0	224	-66	-61	Changed to reflect expected spend during the Maintenance Period with the Developer.
11529000	B4642 Coventry Road, Cawston - new right turn lane.	17	584	0	0	601	17	84	500	0	601	-500	0	Changed to reflect expected programme for delivery (about to be tendered).
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	1	5	0	309	-72	-67	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11531000	D1643 Park Road, Bedworth - new car park egress.	142	199	0	0	341	142	1	20	0	163	-198	-178	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11551000	A47 Long Shoot - relocation of a refuge island	36	54	0	0	90	36	0	5	0	41	-54	-49	Changed to reflect the expected spend during the remainder of the Maintenance Period with the Developer.
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	11	100	1,889	0	2,000	11	20	1,969	0	2,000	-80	0	Changed to reflect Developer's expected programme for delivery.
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	70	100	581	0	751	70	20	661	0	751	-80	0	Changed to reflect expected programme for delivery.
11578000	C98 Loxley Road, Tiddington.	877	800	39	0	1,716	877	800	39	0	1,716	0	0	0
11579000	D7050 Common Lane Kenilworth Traffic Signal Junction	3,294	500	0	0	3,794	3,294	20	50	0	3,364	-480	-430	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	3,733	267	0	0	4,000	3,733	21	100	0	3,854	-246	-146	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	69	2,431	3,000	1,000	6,500	69	801	4,600	1,000	6,470	-1,630	-30	Changed to reflect Developer's expected programme for delivery (S278 Alcester Rd and S278 Evesham Rd).
11595000	A422 Banbury Road Ettington Ghost Island	294	14	0	0	308	294	2	12	0	308	-12	0	Changed to reflect expected spend over remainder of Maintenance Period with the Developer.
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	777	173	0	0	950	777	5	25	0	807	-168	-143	Changed to reflect expected spend during Maintenance Period.

11598000	A426 Leicester Road Rugby Highway Impt S278	2,714	67	0	0	2,781	2,714	37	30	0	2,781	-30	0	Changed to reflect expected spend over Maintenance Period.
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	86	65	0	0	151	86	15	50	0	151	-50	0	Changed to reflect expected spend during the Maintenance Period.
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	62	88	0	0	150	62	1	10	0	73	-87	-77	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	273	77	0	0	350	273	11	10	0	294	-66	-56	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	217	83	0	0	300	217	25	5	0	247	-58	-53	Changed to reflect expected spend during the Maintenance Period with the Developer.
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	505	100	0	0	605	505	1	50	0	556	-99	-49	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	423	500	0	0	923	423	2	48	0	473	-498	-450	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11664000	C8 Trinity Road, Kingsbury (St Modwen)	3,023	20	0	0	3,043	3,023	5	15	0	3,043	-15	0	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11665000	D538 Station Road, Coleshill (Aldi Stores)	10	140	0	0	150	10	5	15	0	30	-135	-120	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	0	85	0	85	-85	0	Ongoing negotiations with Stratford District Council regarding the best way to implement scheme resulting in delays
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	1,024	26	0	0	1,050	1,024	1	25	0	1,050	-25	0	Changed to reflect expected spend during the Maintenance Period with the Developer.
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	15	585	0	0	600	15	5	580	0	600	-580	0	Changed to reflect Developer's expected programme for delivery.
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	35	465	0	0	500	35	5	460	0	500	-460	0	Changed to reflect Developer's expected programme for delivery.
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	35	1,065	0	0	1,100	35	65	1,000	0	1,100	-1,000	0	Changed to reflect Developer's current programme for delivery.
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	0	0	0	0	0	0	0	0	0	0	0	
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	1,139	50	0	0	1,189	1,139	10	40	0	1,189	-40	0	Changed to reflect expected spend during the Maintenance Period with the Developer.
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	15	735	0	0	750	15	35	700	0	750	-700	0	Changed to reflect lack of pace of delivery by the Developer.
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	3,031	469	0	0	3,500	3,031	269	200	0	3,500	-200	0	Changed to reflect expected spend during the Maintenance Period with the Developer.
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	2	130	0	4,050	-130	0	Changed to reflect expected spend during Maintenance Period with the Developer.
11696000	A428 Crick Road, Rugby. Developers	1,293	18	0	0	1,311	1,293	0	18	0	1,311	-18	0	Changed to reflect expended spend during Maintenance Period with the Developer.
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby. Developers	60	1,141	0	0	1,200	60	1,131	10	0	1,200	-10	0	Changed to reflect expected spend.
11698000	B4632 Campden Road, Clifford Chambers. Developer	31	687	0	0	718	31	600	87	0	718	-87	0	Changed to reflect pace of delivery on site, i.e. statutory undertakers issues.
11699000	B5000 Grendon Road, Polesworth. Developer	366	5	0	0	371	366	1	4	0	371	-4	0	Changed to have funds available to cover the Maintenance Period with the Developer.
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	495	5	0	0	500	495	10	5	0	510	5	10	Change to include funds to cover the Maintenance Period with the Developer.
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	49	401	0	0	450	49	6	395	0	450	-395	0	Changed to reflect expected delivery.
11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	80	1,500	200	0	1,780	80	500	1,200	0	1,780	-1,000	0	Changed to reflect programme for delivery.
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	59	1,191	0	0	1,250	59	20	1,171	0	1,251	-1,171	0	Changed to reflect programme for delivery.
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	686	314	0	0	1,000	686	550	50	0	1,286	236	286	Changed due construction scope and Compensation Events.
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	1,231	200	0	0	1,431	1,231	150	50	0	1,431	-50	0	Changed to reflect current expected spend.
11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	88	162	0	0	250	88	20	2	0	110	-142	-140	Changed to reflect final scheme design.
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	2,208	700	0	0	2,908	2,208	1,000	50	0	3,258	300	350	Increased due to design changes on site and land issues (Developer's land acquisition via WCC).
11743000	Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	3	2,897	0	0	2,900	3	7	2,890	1,000	3,900	-2,890	1,000	Increased figure reflects complexity of Traffic Management (£1 million), and profiled to reflect Developer's amended programme for delivery.
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	2,175	1,325	0	0	3,500	2,175	130	50	0	2,355	-1,195	-1,145	Change due to averted potential Compensation Events.
11745000	Highways Impt Gallows Hill C9042 Gallagher S278	67	3,000	433	0	3,500	67	20	2,980	433	3,500	-2,980	0	Developer's focus is now on the temporary access to the development.
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop (C9836)	2	248	0	0	250	2	2	246	0	250	-246	0	Changed to reflect expected programme for delivery.
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes (C9712)	2	248	0	0	250	2	1	247	0	250	-247	0	Changed to reflect Developer's programme for delivery.
11749000	C93 Bishopton Lane SOA S278 Miller & T.Wimpey (C9163)	40	1,560	0	0	1,600	40	560	1,000	0	1,600	-1,000	0	Changed to reflect Developer's programme for delivery.
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	5	95	1,000	0	1,100	5	25	1,070	0	1,100	-70	0	Changed to reflect Developer's programme for delivery.
11752000	B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	602	598	600	0	1,800	602	0	0	0	602	-598	-1,198	Scheme now amalgamated with 11753000

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	13	300	0	320	-300	0	Changed due to Developer's programme for delivery.
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	20	480	0	0	500	20	10	270	0	300	-470	-200	Changed to reflect final scheme design.
11757000	A425 Banbury Road and A452 Europa Way	3	498	3,000	0	3,501	3	18	3,480	0	3,501	-480	0	Changed to reflect expected delivery on site, due to Developer's lack of progress.
11758000	B4632 Campden Road, Long Marston	244	3,475	500	0	4,219	244	4,475	500	0	5,219	1,000	1,000	Tender price came in over estimate due to time lapse since estimate, COVID and material increases.
11759000	Birmingham Road, A4177 , Hattton.	3	97	500	0	600	3	7	590	0	600	-90	0	Changed due to lack of progress by Developer.
11760000	SOUTHAM By-pass A423 , Southam.	3	797	1,000	0	1,800	3	7	790	1,000	1,800	-790	0	Changed due to Developer's lack of response.
11767000	A45 Stonebridge Highway / D2201 Rowley Road, Baginton	496	104	0	0	600	496	24	80	0	600	-80	0	Changed to reflect progress of scheme on site.
11768000	B4029 Severn Road, Bulkington	48	556	0	0	604	48	16	540	0	604	-540	0	Changed due to lack of progress by Developer.
11769000	B4632 Campden Road, Quinton	552	848	100	0	1,500	552	848	100	0	1,500	0	0	
11770000	C33 Bubbenhall Road, Baginton (Gateway South)	212	388	0	0	600	212	250	138	0	600	-138	0	Changed to reflect the Developer's expected programme for delivery.
11771000	D6216 Upper Henley Street, Stratford-upon-Avon	20	30	0	0	50	20	32	2	0	54	2	4	Changed to reflect expected spend during the remainder of the Maintenance Period with the Developer.
11772000	M6 Junction 1 /A426 Leicester Road , Rugby	267	30	0	0	297	267	60	10	0	337	30	40	Changed due to defects identified and Road Safety Audit to be carried out.
11774000	C32 Birmingham Road (Farmers Market Roundabout C9670	3	47	200	0	251	3	7	240	0	251	-40	0	Changed due to lack of response from Developer
11815000	C9802 A46 Stoneleigh Rd (Whitley South) S278	29	71	0	0	100	29	1	0	0	30	-70	-70	Changed to reflect uncertainty of scheme going forward to delivery.
11823000	C9962 - A46 Alcester Road, Stratford-upon-Avon	1	49	0	0	50	1	9	40	0	50	-40	0	Changed due to Developer's delays.
11824000	C9964 - B4632 Campden Rd (Freshfields Nursery), 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	27	20	0	50	-20	0	Changed to reflect pace at which Developer has progressed scheme.
11827000	D1020 - A46/A428 Rugby Road, Binley Woods	24	26	0	0	50	24	26	50	0	100	0	50	Increase required due to complexity of works.
11828000	C9990 - A426 Rugby Road/D3616 The Square (Dun Cow Crossroads), Dunchurch	26	574	0	0	600	26	500	74	0	600	-74	0	Changed to suit Developer's programme for delivery.
11829000	C9991 - A426 Dunchurch Rd/NB4429 Ashlawn Rd (Cock Robin Island), Rugby	18	132	100	0	250	18	32	200	0	250	-100	0	Changed to suit Developer's programme for delivery.
11830000	C9992 - B4429 Ashlawn Rd/D3394 Barby Rd, Dunchurch	8	592	0	0	600	8	22	570	0	600	-570	0	Changed to suit Developer's programme for delivery.
11831000	C9983 - C93 Bishopton Lane (canal bridge traffic signals), Stratford-upon-Avon	15	585	0	0	600	15	385	200	0	600	-200	0	Changed to suit programme delivery and spend to date.
11832000	C9981 - D3948 Falkland Place, Temple Herdewyke	14	286	0	0	300	14	130	5	0	149	-156	-151	Changed to reflect final scheme design.
11905000	B4438 Brinklow Road, Binley Heath S278	6	120	0	0	126	6	50	70	0	126	-70	0	Changed to suit Developer's programme.
11915000	D1175 B4429 Coventry Road Section 4&8 HE - Symmetry Park Coventry Road, Rugby South	0	130	330	0	460	0	50	410	0	460	-80	0	Changed to suit Developer's programme for delivery.
11916000	D1251 - D11 C204 Birmingham Rd, Alcester, Right Turn Lane (Major)	0	1,000	72	0	1,072	0	1,000	72	0	1,072	0	0	
11918000	D1151 - A4390 Seven Meadows Rd (Shakespeare Marina), Stratford upon Avon (New Access)	0	200	44	0	244	0	44	200	0	244	-156	0	Changed to reflect Developer's expected programme for delivery on site.
11919000	C9973 - Glasshouse Lane, Kenilworth School (MAJOR) Scheme	0	200	1,400	200	1,800	0	50	1,550	200	1,800	-150	0	Changed to suit Developer's programme for delivery.
11920000	D1216 - Gipsy Lane, Yew Tree Farm, Nuneaton	0	300	1,100	500	1,900	0	50	250	1,600	1,900	-250	0	Changed to suit Developer's programme for delivery.
11932000	D1269 - Pickard Street, Emscote Rd, Warwick - Lidl Access S278	0	0	0	0	0	0	45	5	0	50	45	50	Recently added to Capital Programme on 06/08/21.
11933000	D1225 - B4429 Coventry Rd, Symmetry Park, Rugby Sth. Construction Access MINOR S278	0	0	0	0	0	0	20	30	0	50	20	50	Recently added to Capital Programme on 06/08/21.
11934000	D1242 - A4254, Eastboro Way, Nuneaton, Toucan Crossing S278	0	0	0	0	0	0	10	140	0	150	10	150	Recently added to Capital Programme on 06/08/21.
11935000	D1220 - Coventry Road, Faultlands Farm, Nuneaton S278	0	0	0	0	0	0	50	190	0	240	50	240	Recently added to Capital Programme on 06/08/21.
11936000	D1272 - A444 Lichfield Road, Curdworth (Dunton Wharf) S278	0	0	0	0	0	0	10	50	0	60	10	60	Recently added to Capital Programme on 10/09/21.
11937000	D1301 - A452 Europa Way, (The Asps), Banbury Road MINOR S278 Temp access	0	0	0	0	0	0	40	110	0	150	40	150	Recently added to Capital Programme on 10/09/21.
11938000	D1264 - C43 Gallows Hill (Strawberry Fields) Warwick - MINOR S278 Temp Access	0	0	0	0	0	0	40	35	0	75	40	75	Recently added to Capital Programme on 10/09/21.
11939000	C9629 - D5496 School Road, Salford Priors, Stratford upon Avon MINOR S278	0	0	0	0	0	0	5	20	0	25	5	25	Recently added to Capital Programme on 10/09/21.
11940000	D1270 - D6173 Timothy's Bridge Road, Startford upon Avon (Swan's Landing) MINOR S278	0	0	0	0	0	0	10	100	0	110	10	110	Recently added to Capital Programme on 10/09/21.
11941000	D1268 - D2045 Coombe Fields Road, Ansty, Rugby S278 (Signal Jnct)	0	0	0	0	0	0	40	410	0	450	40	450	Recently added to Capital Programme on 10/09/21.
11942000	D1265 - C43 Gallows Hill (Lower Heathcote Farm) Warwick, MINOR S278	0	0	0	0	0	0	40	160	0	200	40	200	Recently entered onto Capital Programme on 10/09/21.
Grand Total		239,671	104,809	53,832	23,925	422,237	239,671	70,759	74,804	34,476	419,710	-34,050	-2,528	

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 Inc	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	3,467	(882)	2,585	(1,243)	(43)	0	0	(1,200)	Underspends are primarily the result of £1,251,000 which has been transferred by ASC for the Edge of Adulthood costs for CWD. This is being offset by minor overspends for legal costs and staffing vacancies
Education & Early Years (Commissioning & Strategy)	12,049	(3,286)	8,763	348	1	44	109	194	The overspend is primarily due to cost pressures on medical transport for pupils with medical conditions, coupled up with cost pressure from taxi services due to rise in demand on number of solo journeys require of £0.193million, COVID costs and Losses of income of £0.109million and contributions to earmarked reserves from the Virtual school S31 Grant and draw down needed from the earmarked schools in financial difficulty reserve.
SEND & Inclusion (Commissioning & Strategy)	34,055	(5,433)	28,622	2,888	136	0	26	2,726	The overspend is primarily due to a £1.870 million 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. Other significant overspends are: £0.277million on SENDAR which are due to a large increase legal costs and the transfer of Mediation costs that are not permissible as a High Needs Block cost and so, are being recognised in this budget now. £465million on SEN transport based on revised more accurate modelling for taxi costs 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. There is carry forward of unused Phase 1 funding for the SICP from 2020/21 has now added to forecast which will be met by earmarked reserves of the transformation funding.
Education Service Delivery	6,480	(5,329)	1,151	615	0	0	626	(11)	The overspend is primarily due to losses of income due to COVID of £0.626million, 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 and 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)	41,121	2,608	95	44	761	1,708	

Impact on specific service reserves (from Reserves tab)	44
Impact on Transformation funds	95
Impact on risk/general reserves	2,469

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

	Gross Exp	Gross Inc	Net Exp		Net Variance Represented by				
Service	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	Reason for Net Variation and Management Action
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Education Services	2,129	(58)	2,071	(285)		(285)		0	Underspends based on estimated numbers of staff DBS checks needed, Central Schools Services Block contingency held to be used when all inflationary costs for CSSB are confirmed throughout the year and additional income for Service recharges on payment for Trade Unions Partnerships agreements.
Education & Early Years (Commissioning & Strategy)	35,023	(23)	35,001	(707)		(707)		0	Underspends are primarily the result of underspends in Nursery funding for 3&4yr olds. This is because the service is continuing to receive nursery refunds for overpayments in the Summer term due to lower numbers in settings because of Covid-19. This has decreased further since Q1 and P5 due to a drop in funding for Extended and Universal hours. It should be noted that the Early Years Block DSG allocated will be adjusted in July 2022 based on the January 2022 Census. This means that the underspend held for the Early years block will be adjusted following the January Census based on our predictions of how the allocation will be adjusted. Other underspends relate to vacancies in staffing and the difference between the actual scale point of staff and budgets being at midpoint. 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)	56,096	(711)	55,384	3,884		3,884		0	£3.541million 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 a predicted overspend of £0.343m (this is a decrease of £3.606million since Q1) which relates to activity and costs of placements for this year. The current overspends relate to the number and cost of placements in Independent Settings, an increase in anticipated placements in our schools from OLA's and an increase in places at Special schools from September to try and decrease the need for further higher cost placements at Independent settings. These overspends are being offset by additional savings that are predicted in Mainstreams and Special School Top ups, Flex Learning, Alternative Provision, and the Specialist Teaching Service. The main reasons for the decrease in forecast since Q1 are due to a review of the forecast for Post 16 funding which was forecasting a £2.256million overspend in error, a huge effort to minimise the growth in places in Alternative provision which has resulted in savings of £0.715million and the removal of mediation costs from the Mainstream cost centre as these were incorrectly being charged to the HNB instead of to SENDAR which is core funded.
Net Education Service Spending	93,248	(792)	92,456	2,892	0	2,892	0	0	
DSG People Strategy & Commissioning	150	0	150	0				0	
DSG funding provided to maintained schools - Individual Schools Budget (ISB)	146,315	0	146,315	0				0	
DSG Central Control	1,827	0	1,827	0				0	0.5% Disapplication move from SB to HNB
DSG Overheads	3,298	0	3,298	0				0	
Net DSG Spending	244,838	(792)	244,046	2,892	0	2,892	0	0	
Impact on specific service reserves (from Reserves tab)				2,892					
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 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
DSG Reserve - Central Block	500		375	876
DSG Reserve - Early Years Block	2,109		570	2,679
DSG Reserve - High Needs Block	(13,850)		(3,865)	(17,715)
DSG Reserve - Schools Block (Growth Fund)	871	(348)	0	523
DSG Reserve - Schools Block (other)	2,098	(2,057)	27	68
Total	(8,273)	(2,405)	(2,892)	(13,570)

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		166	311
Schools in financial Difficulty	0		(210)	(210)
Education management information system	44		0	44
Total	937	0	(44)	893

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 forth coming on how these savings will be achieved but will probably fall on other minor cost reductions across the service.
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	0	1,788	1,788	0	0	0	1,788	0	0		
Learning - Non Schools															
10008000	Education - S106 Financing	1	0	0	0	1	1	0	0	0	1	0	0		
11399000	CMS Musical Instruments 2015/16-2017-18	101	0	0	0	101	101	0	0	0	101	0	0		
11583000	Early Years Capital Fund / Dunchurch Infants	132	0	0	0	132	132	0	0	0	132	0	0		
11715000	Marle Hall refurbishment works	35	0	0	0	35	35	0	0	0	35	0	0		
11750000	Pears Centre	11,224	4,088	355	0	15,668	11,224	4,088	355	0	15,668	0	0		
Learning - Other															
11393000	Minor Works Block Header 2015/16	663	0	0	0	663	663	0	0	0	663	0	0		
11476000	Nursery & pre school provision minor works	56	55	0	0	111	56	55	0	0	111	0	0		
11499000	Bidford Primary & Willow Tree Nursery separation works	37	0	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	0	2,335	1,856	479	0	0	2,335	0	0		
11630000	Minor Works 18/19	327	0	0	0	327	327	0	0	0	327	0	0		
11678000	Seedlings Nursery HRI Wellesbourne	120	0	0	0	120	120	0	0	0	120	0	0		
11682000	Temporary classroom removal	141	39	0	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	0		
11741000	High Meadow - additional works	0	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	0	184	0	184	0	0	184	0	0		
11852000	Early Years - Wincks	100	0	0	0	100	100	0	0	0	100	0	0		
Primary - expansion															
11073000	All Saints Junior Extension (Pupil Places) Warwick	932	0	0	0	932	932	0	0	0	932	0	0		
11102000	Newdigate Primary (Pupil Places) Bedworth	878	0	0	0	878	878	0	0	0	878	0	0		
11255000	Paddox School extension - targeted basic need	2,731	20	0	0	2,751	2,731	20	0	0	2,751	0	0		
11262000	Cawston Grange extension	2,730	0	0	0	2,730	2,730	0	0	0	2,730	0	0		
11263000	Long Lawford extension (pupil places)	753	0	0	0	753	753	0	0	0	753	0	0		
11386000	Long Lawford Primary permanent expansion	2,727	415	0	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	0	692	692	0	0	0	692	0	0		
11468000	Oakfield Primary expansion (Academy)	451	0	0	0	451	451	0	0	0	451	0	0		
11471000	The Ferncumbe Primary School	100	0	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	0	275	270	5	0	0	275	0	0		
11497000	Acorns Primary School, Long Compton - new temporary classroom	260	0	0	0	260	260	0	0	0	260	0	0		
11566000	The Ferncumbe Primary School	502	0	0	0	502	502	0	0	0	502	0	0		
11568000	Welford on Avon Primary School	1,923	0	0	0	1,923	1,923	0	0	0	1,923	0	0		
11570000	Coten End Kitchen Extension	168	0	0	0	168	168	0	0	0	168	0	0		
11620000	Newdigate Primary School - Expansion and Internal refurb	2,114	0	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	0	1,066	1,066	0	0	0	1,066	0	0		
11628000	Michael Drayton Primary - Expansion	2,456	28	0	0	2,484	2,456	28	0	0	2,484	0	0		
11646000	Barford St Peters Primary	235	17	0	0	252	235	17	0	0	252	0	0		
11647000	Coleshill Primary	252	0	0	0	252	252	0	0	0	252	0	0		
11677000	Harbury Primary School - Internal Alterations	0	93	0	0	93	0	93	0	0	93	0	0		
11736000	Weddington Primary School - Bulge Class	4	146	0	0	150	4	146	0	0	150	0	0		
11737000	Southam Primary/Pre School, Pre School relocation	424	0	0	0	424	424	0	0	0	424	0	0		
11738000	Harbury Primary, Internal redevelopment and reconfiguration	60	0	0	0	60	60	0	0	0	60	0	0		
11739000	Harbury Pre School, Reconfiguration	23	0	0	0	23	23	0	0	0	23	0	0		
11740000	Bidford Bright Stars Nursery, External Equipment	58	0	0	0	58	58	0	0	0	58	0	0		
11777000	Heathcote Primary Expansion	2,632	62	0	0	2,694	2,632	62	0	0	2,694	0	0		
11779000	Whitnash Primary School expansion	132	1,033	0	0	1,166	132	1,033	0	0	1,166	0	0		
11780000	St Gabriel's CofE Academy internal alterations	130	0	0	0	130	130	0	0	0	130	0	0		

11781000	Brailles CofE Primary School classroom extension	146	4	0	0	150	146	4	0	0	150	0	0	
11843000	Long Lawford Studio Hall	119	516	0	0	635	119	516	0	0	635	0	0	
11851000	Burton Green CofE academy	0	290	0	0	290	0	290	0	0	290	0	0	
11862000	Coughton CofE Primary School - bulge class	0	85	0	0	85	0	85	0	0	85	0	0	
11863000	Lighthorne Heath Primary School - relocation design	0	146	0	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	0	3,006	3,006	0	0	0	3,006	0	0	
11384000	New School, The Gateway, Rugby	271	2,779	2,365	0	5,416	271	2,779	2,365	0	5,416	0	0	
11391000	New school, South Warwick (Heathcote Farm site)	3,950	0	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	0	6,164	6,164	0	0	0	6,164	0	0	
Primary - other														
11319000	Eastlands Primary Temporary Classroom	107	95	0	0	202	107	95	0	0	202	0	0	
11321000	Long Lawford Pri temporary classroom	462	0	0	0	462	462	0	0	0	462	0	0	
11331000	Newburgh play area	152	0	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	0	5,165	0	3,119	2,046	0	5,165	0	0	
11861000	Bridgetown primary SEN provision	0	38	0	0	38	0	38	0	0	38	0	0	
School access														
11629000	DDA Blockheader 18/19	710	0	0	0	710	710	0	0	0	710	0	0	
11728000	DDA Blockheader 19/20	459	1	0	0	461	459	1	0	0	461	0	0	
11800000	Schools Access - Investment in school adaptations to reflect pupils access needs 20-21	615	24	0	0	639	615	24	0	0	639	0	0	
11897000	Schools Access - Investment in school adaptations to reflect pupils access needs 21-22	0	571	0	0	571	0	732	0	0	732	161	161	Capital projects across WCC are being hit by significant increases due to shortages in materials and labour with multi-faceted contributing factors. Locally, resources are being swallowed up as a result of HS2 and the Commonwealth Games; these factors will continue to impact on WCC work for the foreseeable future. Once prices inflate they tend to remain high.
Secondary - expansion														
11472000	Kineton High School	3,187	105	0	0	3,292	3,187	105	0	0	3,292	0	0	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	7,995	0	0	0	7,995	7,995	0	0	0	7,995	0	0	
11645000	Coleshill Secondary School	3,327	73	0	0	3,400	3,327	73	0	0	3,400	0	0	
11681000	Polesworth PSBP2	200	0	0	0	200	200	0	0	0	200	0	0	
11742000	The Avon Valley School, Alternative Provision Accommodation	28	0	0	0	28	28	0	0	0	28	0	0	
11776000	Campion School Expansion Phase 2	407	5,720	2,852	0	8,979	407	5,720	2,852	0	8,979	0	0	
11842000	Stratford Upon Avon School - Dining Facilities	108	1,202	0	0	1,310	108	1,202	0	0	1,310	0	0	
11859000	Stratford Upon Avon School - 2fe expansion	620	5,167	5,787	0	11,573	620	5,167	5,787	0	11,573	0	0	
11860000	Etone College - 1fe expansion	1	2,376	2,377	0	4,753	1	2,376	2,377	0	4,753	0	0	
Secondary - new														
11730000	New School Leamington (Oakley Grove)	212	138	0	0	350	212	138	20,000	29,500	49,850	0	49,500	Paper taken to Cabinet and approved on the 28th Sept 2021 to increase the funding for the build using primarily Basic Need funding. It should be highlighted that this will use all the current Basic Need funding available.
11899000	S106 contribution to Lower Farm	0	1,300	0	0	1,300	0	1,300	0	0	1,300	0	0	
SEN - other														
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11408000	Boughton Leigh SIG	0	0	0	0	0	0	0	0	0	0	0	0	
11495000	Stockingford Primary School new SIG module building	358	0	0	0	358	358	0	0	0	358	0	0	
11569000	Paddox Primary SIG	709	32	0	0	741	709	32	0	0	741	0	0	
11589000	SEND facilities block	99	229	0	0	328	99	229	0	0	328	0	0	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	0	200	0	0	
11729000	Oakwood Special School - Conversion of ICT Room	68	17	0	0	85	68	17	0	0	85	0	0	
11850000	Henley in Arden Resourced Provision	27	546	0	0	573	27	546	0	0	573	0	0	
11629032	Lawrence Sheriff access	8	0	0	0	8	8	0	0	0	8	0	0	
SEN - expansion														
11257000	Welcombe Hills school extension Targeted Basic Need	1,027	0	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	0	
11624000	Evergreen School (was Round Oak reconfiguration)	65	185	0	0	250	65	185	0	0	250	0	0	
11641000	Keeping SEND children local	0	190	0	0	190	0	190	0	0	190	0	0	
11680000	Exhall Grange Modular Pod	987	0	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	0	

SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	6,009	0	0	0	6,009	6,009	0	0	0	6,009	0	0	
11644000	Water Orton Evergreen Unit	583	65	0	0	648	583	65	0	0	648	0	0	
Grand Total		83,558	32,353	15,815	55	131,781	83,558	32,514	35,815	29,555	181,442	161	49,661	

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

21/22 Revenue Budget

Service	Gross Exp	Gross Inc	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	
Fire Leadership Team	917	0	917	60				60	Short term additional staffing costs due to the extension of a temporary acting-up position and the transition of the Chief Fire Officer role, plus the recruitment costs for the Assistant Chief Fire Officer position.
AM Response	15,610	(82)	15,528	236			72	164	Technical Support & Transport are operating without much variance. The overspend within the newly restructured Response area is made up of all COVID costs for Fire (£72k) and overspends within Health and Safety and Fire Control. Health & Safety currently has a temporary SM position and Fire Control is overspent due to the short term resolution for crewing issues. This is countered slightly because of a £40k underspend across the Response fire stations which has been managed effectively with the introduction of the virtual fire station. This has prevented significant overtime costs.
AM Protection	3,299	(488)	2,811	(106)				(106)	£132k underspend in Fire Protection will be a carry forward request, due to using Home Office funding ahead of MTFS allocation. An expected overspend in Training is due to transitional costs associated with the delay in the Capital training projects.
AM Prevention	1,595	(351)	1,245	(46)	(25)			(21)	There is an in-year underspend within fire transformation due to the timing of fixed term contracts and a short-term post vacancy. The forecasted underspend of £25k will be a carry forward request to fund the remaining length of contracts in 2022/23. Additional underspend due to a post vacancy and reduced pension contributions.
Business Support	1,580	0	1,580	9		29		(20)	Overspends relating to ill-health pension contributions and additional actuarial costs will be funded by drawing down on the Pension reserve.
Net Service Spending	23,001	(921)	22,081	153	(25)	29	72	77	

Impact on specific service reserves (from Reserves tab)	29
Impact on risk/general reserves	124

Annex C Reserves - Fire & Rescue Service - Ben Brook

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Crump (Fire and Community Safety)

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement)	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			0	Saving taken off the Fatigue Management Fund allocation and therefore guaranteed.
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	15			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	0	15	

Annex C Reserves - Fire & Rescue Service - Ben Brook
Strategic Director - Mark Ryder
Portfolio Holders - Councillor Crump (Fire and Community

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
Emergency Service Network	832			832
Pensions Reserve	182		(29)	153
Vulnerable People Earmarked Reserve	127			127
Total	1,141	0	(29)	1,112

Chief Fire Officer - Ben Brook

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	2021/22 £'000	2022/23 £'000	2023/24 onwards	Total £'000	Earlier Years	2021/22 £'000	2022/23 £'000	2023/24 onwards	Total £'000	Variance in Year	Total Variance	
11895000	Vehicle Replacement Programme 2021/22	0	1,262	0	0	1,262	0	1,262	0	0	1,262	0	0	
Sub Total - F&R Self Financing Projects		0	1,262	0	0	1,262	0	1,262	0	0	1,262	0	0	
11894000	Equipment for new Fire Appliances 2021/22	0	191	0	0	191	0	191	0	0	191	0	0	
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	0	2,187	0	2,293	106	0	2,187	0	2,293	0	0	
Sub Total - F&R Future Estate Project		106	0	2,187	0	2,293	106	0	2,187	0	2,293	0	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	54	844	0	1,019	-844	0	The project slippage is due to major decisions being made about the viability of the Lea Marston site and securing an alternative site for the planned works.
11701000	F&R Training Programme: Stratford	168	196	0	0	364	168	196	0	0	364	0	0	
11702000	F&R Training Programme: Kingsbury	153	1,145	0	0	1,298	153	1,145	0	0	1,298	0	0	
11703000	F&R Training Programme: EA Water site	24	402	0	0	426	24	10	392	0	426	-392	0	The delay in this project is also due to the Lea Marston site decisions.
Sub Total - F&R Training Programme		1,877	3,345	0	0	5,222	1,877	2,108	1,237	0	5,222	-1,237	0	
11766000	WFRS Emergency Services Network - Phase 1	211	402	208	0	820	211	341	269	0	820	-61	0	National delays have meant there is some slippage in the expected timelines for the ESN project.
Sub Total - F&R Emergency Services Network		211	402	208	0	820	211	341	269	0	820	-61	0	
Grand Total		2,193	5,200	2,395	0	9,788	2,193	3,902	3,693	0	9,788	-1,297	0	

Annex D Revenue - Communities - Dave Ayton-Hill
 Strategic Director - Mark Ryder
 Portfolio Holders - Councillor Jenns (Transport & Environment),

21/22 Revenue Budget

Service	Gross Exp	Gross Inc	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Agreed Budget	Agreed Budget	Agreed Budget	Variation Over/ (Under)	Approved Investment/Transformation	Contr to/from Earmarked	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Communities	784	0	784	(65)				(65)	Lower than budgeted pension strain and legal costs, partially offset by unbudgeted contribution to the Midlands Engine Partnership.
Transport & Highways	8,727	(8,415)	312	1,534		51	1,448	35	Covid pressures mostly due to an expected reduction in parking income. Road Partnership Fund activities of £200k to be funded by the SAW reserve. Remaining overspend due to salary pressures within TPU for which we are taking some actions to reduce e.g. carrying vacancies for longer periods and increasing capital recharging.
Infrastructure & Sustainable Communities	3,711	(1,473)	2,238	(90)			100	(190)	Underspend mostly caused by vacant posts, being partially offset by income under-recovery at the Country Parks as a result of reduced demand for room hire. £113k carry forward request anticipated due to delays to the HS2 programme. £100k COMF funding to support Covid pressures at Country Parks.
Waste & Environment	23,505	(3,231)	20,274	1,249			1,200	49	Forecast overspend mostly caused by a sustained increase in waste arising, as a result of people spending more time at home in response to changing working and lifestyle patterns following the pandemic.
Economy & Skills	3,682	(2,666)	1,016	1,992	(50)	134	1,785	123	£1.785m Covid pressure relates to remaining grant funding from 20/21 and includes £350k of COMF funding to support the grant programme. £134k reserves drawdown expected to be required to fund economic investment activities; this amount may reduce as a result of the impact of recruitment delays. £115k net overspend at Business Centres, mostly due to income reduction as a result of increased home working, and prior period electricity invoices.
Net Service Spending	40,409	(15,785)	24,624	4,620	(50)	185	4,533	(48)	

Impact on specific service reserves (from Reserves tab)	185
Impact on risk/general reserves	4,435

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	
Major Transport Projects														
10362000	Kenilworth Station	13,069	839	0	0	13,908	13,069	239	600	0	13,908	-600	0	The remaining budget relates to the final payments for works required before formal station handover can take place. The timeline for this is unclear at present and the decision has therefore been taken to re-profile a substantial element into 2022/23.
11509000	A444 Coton Arches, Nuneaton	3,562	74	0	0	3,636	3,562	50	24	0	3,636	-24	-0	The remaining budget is required to be re-profiled to future years in order to enable the continued monitoring following completion of the project.
11669000	Lawford Road / Addison Road Casualty Reduction	90	800	756	0	1,646	90	233	1,323	0	1,646	-567	0	Due to the scale of the scheme, the contractors are having to undertake various searches which is taking longer than originally anticipated causing the expenditure profile to be delayed.
11841000	Leamington Station infrastructure improvement	212	984	35	0	1,231	212	984	535	0	1,731	0	500	Budget for scheme has increased by £500k due to Warwick District Council reprofiling Community Infrastructure Levy (CIL) allocation. The increased funding is expected to cover construction costs in early 2022-23 enabling completion before start of Commonwealth Games 2022. BE - Confirmed funding WDC Cabinet 8 July 2021 - 'Amendment to Community Infrastructure Levy (CIL) Projects List for 2021/22'
11845000	A429 Coventry Road, Warwick corridor improvements CIF	0	357	358	3,967	4,682	0	50	665	3,967	4,682	-307	0	Monitoring equipment is being placed at specific locations of the corridor to inform demand for the project.
11846000	Measurement equipment to support evidence led decision making in tackling climate emergency CIF	114	1,644	300	0	2,058	114	987	956	0	2,058	-656	0	Delays have been identified in the installation of the equipment due to the impact of Covid-19, redeployment of personnel and supply chain delays.
11849000	A446 Stonebridge Junction (Coleshill) CIF	9	60	862	1,447	2,378	9	60	862	1,447	2,378	0	0	
11857000	Emscote Road Corridor improvements	44	464	5,844	3,844	10,197	44	464	5,844	3,844	10,197	0	0	
11904000	A46 / A452 Thickthorn roundabout (CIF pending S106 receipt)	0	257	3,273	3,151	6,681	0	257	3,273	3,151	6,681	0	0	
11930000	Rural Mobility Fund	0	0	0	0	0	0	0	401	0	401	0	401	Successful grant bid July 2021 for Demand Responsive Transport scheme pilot (£1.02m with the remainder being revenue) and this £401k capital allocation is related to a computer system to operate the scheme
Economic Development - Transforming Nuneaton														
11611000	Transforming Nuneaton	5,392	2,511	0	0	7,902	5,392	1,052	1,269	2,328	10,041	-1,458	2,139	Reprofile of spend/income to reflect: capital virement from TN Highways Project (Project 11853000) as agreed at Cabinet 8th July 2021 of £2,138,998 and current programme for the delivery of vacant possession of the acquired properties; compensation costs will be paid at key trigger points of delivery as agreed with finance and legal.
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	280	4,720	16,704	21,704	0	310	2,551	16,704	19,565	30	-2,139	Nuneaton & Bedworth's cabinet meeting on Wheat Street land acquisition delayed until October, and Design work being brought forward on that basis. £2.13m transferred to 11611000 as per Cabinet decision dated 8th July 2021
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	135	430	26	2,500	1,910	20	400	171	2,500	-115	0	Spend re-profiled into later years in anticipation of longer delivery timescales for new business investment projects.
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	1,050	50	0	2,000	900	1,000	100	0	2,000	-50	0	
11613000	Capital Investment Fund/ Small Business Grants	910	807	33	0	1,750	910	562	278	0	1,750	-246	0	A number of business investment projects continue to experience slippage due to Covid-19 and some projects have been cancelled. The pipeline of new projects is also taking longer than anticipated to come forward. Spend has, therefore, been re-profiled into 2022/23.
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	894	86	0	1,013	33	820	160	0	1,013	-74	-0	Preliminary cost programme from the contractor has resulted in a slight change to the profiling of works. Projection of completion has moved from March 2022 to May 2022.
11893000	Art Challenge Fund	0	341	0	0	341	0	279	62	0	341	-62	0	Delay in implementation due to WDC requesting that the timing of their art installation coincides with the 2022 Commonwealth Games.
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	95	1,393	2,925	4,418	-1,726	0	Delays have occurred with the scheme design due to having to carry out additional traffic modelling to take account of Covid impacts
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	
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	360	0	0	762	402	360	0	0	762	0	0	
11710000	Land at Crick Road Rugby (Rugby Parkway)	1,302	1,335	0	0	2,637	1,302	100	1,235	0	2,637	-1,235	0	The land negotiations have been delayed due to the death of the landowner. It is unclear whether the negotiations will conclude within the financial year and the financial profile has therefore been pushed back to 2022/23
11885000	All Electric Bus initiative	0	84	333	949	1,366	0	84	333	949	1,366	0	0	
11886000	Stoneleigh Park Link Road	0	409	0	0	409	0	409	0	0	409	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	
Integrated Transport - Safer Routes to Schools														
11635000	Home to School Routes 17-18	1,152	621	0	0	1,773	1,152	186	435	0	1,773	-435	0	Slippage mostly due to the A446 scheme at Coleshill. As yet, we have been unable to design a feasible scheme, therefore the budget has been deferred to 22/23.
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	0	3	0	1,588	-3	0	The fixed camera scheme has been put on hold, as a result of the new project for average speed cameras.
11761000	Average Speed Cameras	25	869	869	0	1,764	25	0	1,739	0	1,764	-869	0	Tender process only recently completed, works expected to begin during Q1 2022/23.
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	-3	0	0	790	793	-3	0	0	790	0	0	£2.6k credit from Balfour Beatty received (actuals lower than estimate).
11586000	School Safety Zones 19/20	380	4	0	0	385	380	0	3	0	383	-4	-1	Revenue contribution to capital (£1k) no longer required, due to credit received from Balfour Beatty.
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	1,604	120	0	0	1,724	1,604	0	120	0	1,724	-120	0	Design ongoing for Vehicle Restraint System, expected to be completed in 22/23.
11356000	Casualty Reduction Schemes 16/17	272	0	0	0	272	272	0	0	0	272	0	0	
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	951	0	0	1,162	212	654	779	0	1,644	-297	482	Challenging consultation processes, together with the impact of HS2 and Covid, have led to delays in the delivery of these schemes.
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	228	1,293	0	1,601	-532	-0	Utility diversions have delayed the scheme.
11763000	A439 - Southern reduction Scheme	43	457	0	0	500	43	229	229	0	500	-229	0	Re-design of the scheme due to public consultation has led to project delays.
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	-11	0	0	289	-65	-65	Estimates were higher than the actuals, balance of remaining funds transferred to 21/22 Casualty Reduction project (11865000).
11865000	Casualty Reduction Schemes 21-22	0	660	308	0	969	0	340	212	0	552	-320	-417	Funds transferred into this scheme from previous years, the team are currently scoping out new casualty reduction works with associated expenditure expected in 22/23. Grant funding of £482k transferred back to cycling schemes.
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,529	34	0	0	1,563	1,529	0	34	0	1,563	-34	0	Lack of resource to deliver the CCTV upgrade in the current year due to Covid pressures.
11535000	HWRC Maintenance 2019/20	72	0	0	0	72	72	-0	0	0	72	-0	-0	Creditor over-estimated, balance to be returned to corporate funds.
11784000	HWRC Maintenance 2020/21	21	59	0	0	80	21	0	0	0	21	-59	-59	Transfer of remaining £58.6k funding balance to the 21/22 annual maintenance scheme.
11856000	Waste containers at the HWRC (CIF)	0	238	0	0	238	0	210	28	0	238	-28	0	21/22 forecast adjusted to reflect current quotations, remaining balance of funds deferred to 22/23 for contingency purposes.
11864000	HWRC Maintenance 2021/22	0	80	0	0	80	0	24	115	0	139	-56	59	The increase in budget is following the transfer of the remaining £58.6k funding allocation in the 20/21 annual maintenance scheme to the current year. The team are still scoping the package of required works, this activity has been delayed due to resourcing pressures following Covid.
11931000	Purchase of 3 haulage vehicles for HWRC (CIF Funded)	0	0	0	0	0	0	0	413	0	413	0	413	New project approved and added to the capital programme. BE - Project funded through CIF - 06/08/2021 Portfolio Holder/Leader decision
Countryside														
11536000	Countryside Rural Services Capital Maintenance 2019/20	108	38	0	0	146	108	19	11	0	138	-19	-8	Stannals Bridge expenditure pushed back to 22/23, due to slow progress on inspections by external contractors. Burton Dasset resurfacing works £8k lower than original quote, balance transferred to the 21/22 Country Parks maintenance budget.
11788000	Country Parks Maintenance 2020-21	83	136	0	0	218	83	27	8	0	117	-109	-102	Spend on the Stratford Greenway scheme deferred until next year, delayed due to woodworkers catching up on backlog of work following Covid. The remaining balance of funds on this capital code has been transferred to the 21/22 Country Parks maintenance budget.

11834000	Country Parks Car Parking Facilities - upgrade ticket machines	88	42	0	0	130	88	0	42	0	130	-42	0	Forecast deferred until 22/23; the Country Parks team are scoping out the remaining works required.
11866000	Country Parks Maintenance 2021-22	0	200	0	0	200	0	21	289	0	310	-179	110	All currently unallocated budget has been forecast in 22/23, pending the team scoping the package of maintenance works required.
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	40/50mph Speed Limit and Minor Kerbing works Long Marston Rd Welford on Avon	21	0	0	0	21	21	0	0	0	21	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	196	95	16	0	307	196	95	16	0	307	0	0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	0	20	0	20	-20	0	Scheme delivery delayed due to protracted period of time taken for Narrow Hall Meadow to be adopted as WCC maintained highway.
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	0	0	0	16	16	0	0	0	16	0	0	
11441010	Birmingham Road Cycle Route enhancements	5	0	0	0	5	5	0	0	0	5	0	0	
11441011	Heathcote Primary School Puffin Crossing Harbury Ln Nr Nightingale Av Lspa	0	0	0	0	0	0	0	0	0	0	0	0	
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	0	0	0	22	22	0	0	0	22	0	0	
11441014	Highways improvements to bus stops at land off the Longshoot S106	12	19	0	0	31	12	19	0	0	31	0	0	
11464000	Clifton On Dunsmore Traffic Calming S106	403	82	0	0	485	403	82	0	0	485	0	0	
11607000	Southbound bus stop on A426 Leicester Road Rugby	15	64	0	0	80	15	0	64	0	80	-64	-0	Scheme delivery delayed due to insufficient S106 funds required to secure the acquisition of land and to cover service diversion / protection costs. WCC officers are seeking the required additional funding (£500k) through a potential opportunity arising from the National Bus Strategy.
11614000	Bus Stop Enhancement Works In Alderminster	14	0	0	0	14	14	0	0	0	14	0	0	
11615000	Provision Of Replacement Bus Shelter On Kinwarton 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	0	21	0	23	-21	0	Scheme delivery on hold until completion of the Bermuda Connectivity Scheme construction works in 2022/23.
11704000	Barford Safety Junction	59	0	0	0	59	59	0	0	0	59	0	0	
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	
Grand Total		47,454	22,055	21,384	49,204	140,097	47,454	11,457	28,688	53,810	141,409	-10,597	1,312	

Annex D Revenue - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Councillor Timms (Environment, Climate & Culture), Councillor Kaur

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	Due to a delay in the ordering of the containers, 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 this is dependant upon an external revenue bid, the outcome of which is not yet known. If this is unsuccessful, then the resulting 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	863		(51)	812
Rural Growth Network	242		(134)	108
Kenilworth Station	552			552
Skills Delivery for Economic Growth	139			139
European Match Funding	166			166
Total	1,962	0	-185	1,777

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 Inc	Net		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformat	Contr to/from Earmarked	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Adult Social Care	7,631	0	7,631	685			429	256	Covid costs of £0.429m for hospital discharges and support for the provider market. An unbudgeted contribution to bad debt provision and contributions towards the placement costs of children with disabilities aged 17 who turn 18 and transition into Adult Services this year, the Young Carers contract whose impact reduces demand on Adult Social Care and towards respite for parents of looked after children has been substantially funded by reduced spend on projects.
Disabilities	85,089	(9,583)	75,506	1,663			204	1,459	<p>As in Q1 the majority of the overspend is a pressure within 'Physical Disabilities' of £1.328m, this is directly driven by increased expenditure in Homecare and Supported living which has an increase in average cost of 4% and client number increase of 7% which represents the increase in number of packages but also complexity of those packages. After Q1 there has been a review of all packages which is the main reason for the reduced expenditure forecast between Q1 and Q2. There were a number of packages that were left open and have now been closed or amended as appropriate.</p> <p>The remaining overspend of £0.553 is linked to Learning Disabilities also due to growing service demand in Supported Living & Daycare, in particular with 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. There has been a reduction to the forecast between Q1 and Q2 for Daycare within Learning Disabilities as a number of packages are not being fulfilled due to clients not taking the service back up after covid reinstatement.</p> <p>These areas are mitigated by an underspend of £0.251m due to vacancies and staff related costs such as staff travel and also £0.204m costs to be reimbursed from the Hospital Discharge Grant.</p>
Mental Health	14,226	(882)	13,344	1,472			15	1,457	Overspend due to increases across all areas of the service, with the largest increase being in supported living in the north in relation to younger people with complex needs and of secondary significance nursing in the south of the county where there are fewer alternatives to nursing care. 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. Overspend partially offset by increased in client contribution income and reduced staffing expenditure due to the delay in implementing Liberty Protection Safeguards as a result of covid.

Older People	84,229	(33,998)	50,231	794			3,042	(2,248)	Covid expenditure is in relation to the hospital discharge process. Some of this would ordinarily be funded from Adult Social Care but is currently being funded via the hospital discharge grant, creating an underspend at the level of the Older Peoples service. The hospital discharge grant has been extended to March 2022, resulting in an increased underspend. This is being used to mitigate the overspend forecast in Disabilities and Mental health. There is a forecast overspend in domcare and nursing which has been offset by reduced expenditure for residential placements and increased client contributions. Nursing placement numbers and average package costs are increasing as it is becoming more difficult to source domcare placements, resulting in an increase in spot placements. This is due in part to more expensive placements coming through from Health.
Integrated Care Services	10,964	(1,000)	9,964	(1,098)			0	(1,098)	The projected underspend is predominantly made up of the Assistive Technology budget of £0.700m which is not expected to be used this financial year due to the teams not having the capacity to run the pilots as the focus is on essential work dealing with Covid-19 alongside limited access to face to face dealings with clients to implement technology. The remaining underspend of £0.398m is staffing related including reductions in agency spend and on travel and equipment. This is an Increase in the underspend since quarter 1 of £0.190m, due to reductions in staffing related mainly in the operational therapist team. The total underspend of £1.098m still falls in with the previous two years trend 20/21 being an underspend of £1.133m and 19/20 being an underspend of £1.082m.
Development & Assurance	3,691	(969)	2,723	129			0	129	Overspend on communities transport
Net Service Spending	205,830	(46,432)	159,399	3,645	0	0	3,690	(45)	

Impact on specific service reserves (from Reserves tab)	0
impact on Transformation reserves	0
Impact on risk/general reserves	45

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 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
BCF System Development Fund	1,000	0	0	1,000
Total	1,000	0	0	1,000

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	Actual to Date £'000	Forecast Outturn £'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 service impact whilst the service is 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 Program

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	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 Inc	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/Transformation	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Children & Families	4,438	(100)	4,338	(776)	(88)	0	426	(1,114)	Transformation is underspending by £88k (Q1 £30k) due to delays in the appointment of expected staff. Despite budgets worth £631k for Covid-19 that has been allocated to this AD line, the over-spend on Covid-19 stands at £426k (which is a small increase of £37k compared to Q1). 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 £50k over-spend on the Innovate Agency staff contract. Legal charges for Covid-19 remain at Q1 levels showing a £120k under-spend. There is a £52k over-spend on third party savings but this is yet to be explored further and identified by CSU. Legal charges are £250k over-spending and have showed this static position since Q1. There is a £309k underspends held to aid pressures elsewhere in the Service and has been incorporated into the MTFS. The asylum grant contribution to indirect costs for the whole service has increased this quarter by £986,000 to £1,247,000. This is due to the confirmation that the rates paid for UASC and Leaving care have both increased, especially for UASC where the threshold of 82 children as at 31/3/2021 has been achieved and now attracts the higher daily rate.
Initial Response (MASH, IR, EDT)	5,576	(351)	5,224	1,346	(101)	0	674	773	Transformation is currently predicting a £101k under-spend on unfilled staffing posts. This is a further underspend of £23k compared to Q1. In total £674k has been forecasted for Covid-19 spending with £584k of this attributable to additional agency staff which is a decrease of £57k from Q1 and £89k for spending on existing WCC staff. The remaining over-spend in this service area is made up of £830k (an increase of £118k since Q1) on employing additional agency staff to cover vacancies and the increase in demand this service finds itself under. £57k (decrease of £40k since Q1) is also being forecast as an over-spend for Workers outside IR35 who are performing ISW assessments to help address the backlog. Internal foster care is also currently predicting an under-spend of £68k which is a small increase of £12k from Q1.
Early Help & Targeted Support	9,391	(2,829)	6,562	173	(229)	(117)	435	84	Transformation is showing a £229k under-spend which is a £137k decrease compared to Q1. This is due to salaries and recruitment issues and further slippage into future years. Priority Families is currently under-spending by £117k (due to successful PBR - Payment by Results) which represents a small decrease of £34k. Spending on Covid-19 is forecasting a loss of income within the youth service community buildings of £79k, £111k on additional agency staff and £245k on staff which is a quarter's increase of £114k. Establishment salaries are over-spending by £83k (£122k at Q1), of that £16k is on agency workers.

Children's Safeguarding & Support	29,778	(95)	29,683	1,335	(138)	0	389	1,084	
Corporate Parenting	27,348	(6,172)	21,176	3,793	(119)	7	183	3,722	<p>There is an under-spend of £257k (Q1 £113k) showing against transformation with the bulk of this due to under recruitment of staffing and programme slippage. The HO has now confirmed that the rates WCC will receive for 2021/22 will be the increased. UASC will now attract a higher daily rate and the weekly Leaving Care rate has also increased. This positive news has meant an increase to the amount the grant is able to contribute towards the indirect costs which totals £1,247k and is reflected with AD line. CIC Placements - External foster-care and residential care are £2k and £3,489k over-spending, (Q1 £102 and £2,762k). Within Residential Care there has been 11 new placements and 6 leavers since Q1, the total FTE is currently 57.53 which is a rise of 3.81 FTE since Q1. Internal foster-care is currently £312k under-spending (Q1 £265k). Parent and Baby's current activity continues to be volatile, and the forecast reflects further future placement activity and is showing a £203k over-spend which is an increase since Q1. The net change in placements therefore from Q1 totals £783k. Current weekly unit cost of residential stands at £4,516 per week against 2020/21 outturn of £3,989. This represents at face value a £527 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. CIN Allowances - Allowances including an element for growth is currently showing a small over-spend of £8k which is a change of £93k compared to Q1. Week numbers have increased at a slightly higher rate than anticipated. Within Covid-19 the forecasted spend on additional agency has increased by £100k to £366k at Q2, although the forecast for additional staff to cover demand has reduced by £133k to now being £137k overspending. £18k is due to over 16 additional maintenance payments which has been revised down by £108k since Q1 due to the £20 additional universal credit ending. Leaving care accommodation and allowance payments are currently showing a large increase of £898k since Q1 due to increased placements and the total overall package rates on the rise. The overspend in this area now stands at £676k. Additional budget was allocated for 21/22 for this type of placement but 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. Other - WCC internal residential home is under-spending by £397k due to the reprofiling of the staffing costs which are lower than modelled at this point and also the reduction of £150k in budget to reflect the reduced costs, but this has been added to Residential budgets. Salaries are currently £582k over-spending which is a large increase of £396k since Q1 and agency staff have increased their spending by £157k since Q1 resulting in a £555k over-spend. There has been a re-alignment of the staff travel budget in 2021/22 to reflect different working practices but currently for this service area this is showing a small £35k over-spend.</p>
Youth Justice	3,427	(588)	2,839	(111)	(44)	(29)	38	(76)	<p>Transformation is showing a small under-spend of £44k due to delays in recruitment of staff. Covid-19 forecast stands at £38k due to a planned unfilled 12 months position. Anticipated spend on remand placements has been revised for Q2 and is now showing an underspend of £29k. The grant is showing a small under-spend of £56k due to additional 2020/21 grant given in 2021/22. There has also been a re-imbursement of unused services from 2020/21 within the contract with Barnardos worth £71k and £58k on a SLA. Salaries and agency are showing overspends of £137k and £18k.</p>
Children's Practice Improvement	4,788	(369)	4,419	(261)	(249)	(108)	1	95	<p>Transformation is forecasting an under-spend of £249k due to re-profiling of plans and under-spends on staffing. The use of a Section 31 earmarked grant is also being re-profiled showing for this financial year an underspend of £108k. The remaining over-spend within the service is on Hay and predominately within the IRO service.</p>
Adoption Central England	6,305	(5,845)	460	(167)	0	(167)	0	0	<p>At this halfway point in the financial year it is anticipated that the volume of buying and selling placements will result in a small over-spend of £27k. This is in line with Q1 which was a predicted £9k overspend. Salaries are currently forecasting an overall under-spend of £99k (Q1 was £41k underspending) and a further £103k (£45k under-spend at Q1) is forecast to under-spend on 3 projects which were identified to take place this financial year but there is a delay in the upstart of these projects.</p>
Net Service Spending	91,051	(16,349)	74,701	5,332	(968)	(414)	2,146	4,568	

Impact on specific service reserves (from Reserves tab)	(414)
Impact on Transformation funds	(968)
Impact on risk/general reserves	6,714

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

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000
Adoption Central England	934	(460)	167	641
Priority Families Reserve	771		117	888
Controlling Migration Fund	285	(285)	101	101
Youth Justice Remand Equalisation	661		29	690
Total	2,651	(745)	414	2,320

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

Portfolio Holders - Councillor Morgan (Children's Services)

Saving Proposal	Target £'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	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	701	188	Due to continued 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	1,342	290	

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	
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	0	125	0	125	0	0	125	0	125	0	0	
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	0	125	125	0	0	0	125	125	0	0	
Children & Families		619	492	125	125	1,361	619	492	125	125	1,361	0	0	

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

21/22 Revenue Budget

Service	Gross Exp	Gross Inc	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	39			25	14	Covid costs on Business Continuity support staff and non covid cost to support fostering advertising campaign, offset by underspend on staff training and conferences
Director of Public Health	2,355	(216)	2,139	3,538		308	3,476	(246)	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 underspend on homelessness service due to receipt of additional income.
Health & Well Being	24,056	(6,048)	18,008	1,618	(264)		1,780	102	Underspend on family wellbeing prevention fund programmes (Investment Fund) due to covid and strategy sign off delays - required in future years. 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 overspend on contracts with NHS staff due to an in year 3% pay award offset by underspend.
Integrated and Targeted Support	16,699	(7,227)	9,471	(1,200)		(1,251)	113	(62)	Contributions to earmarked reserves relates to Learning Disability & Autism, Community Discharge, CAMHS 18-25 transitions service and Domestic Abuse safe accommodation duty, which are grant funded and spending plans are being developed. Covid related mental health commissioner and suicide prevention roles funded by corporate covid funds. Net underspends contributed to by additional grant income to the drug and alcohol service.
All Age Specialist Provision	6,060	(712)	5,348	(30)			293	(323)	Covid costs on additional L&D officer and housing support service, funded from COMF grant and corporate covid funding. Non covid underspends on housing support and supporting people programme due to delayed rollout caused by covid and reduced uptake.
Net Service Spending (excluding DSG)	49,688	(14,228)	35,459	3,965	(264)	(943)	5,687	(515)	

Impact on specific service reserves (from Reserves tab)	943
Impact on Transformation reserves	264
Impact on risk/general reserves	515

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	(308)	558
Domestic Abuse Safe Accommodation	0	0	1,251	1,251
Total	866	0	943	1,809

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 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	103	0	0	103	Unachieved but mitigated by underspends on commissioning budgets. 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	115	0	
Integrated and targeted support - Review of expenditure on smoking cessation and falls prevention targeted support.	69	0	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	115	174	113	

Public Health & People - Strategy and Commissioning - Becky Hale
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Margaret Bell, Jeff Morgan

2021/22 to 2023/24 Capital Progra

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	50	41	0	444	353	41	50	0	444	-9	0	
11420000	Disabled Facilities Capital Grant	23,111	5,125	0	0	28,236	23,111	5,125	0	0	28,236	0	0	
11903000	Improving Mental wellbeing in Warwickshire re COVID-19 - capital fund	0	250	0	0	250	0	126	0	0	126	-124	-124	Mental Wellbeing Resilience Fund bids came in with a higher proportion of revenue than expected, resulting in reduced capital allocations to balance to overall fund amount (£750k). Funded by revenue contributions from cost centre EF045.
Grand Total		23,688	5,428	41	0	29,157	23,688	5,295	50	0	29,032	-133	-124	

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 Inc	Net		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/Transformation	Contr to/from Earmarked	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	651	(2)	650	(161)				(161)	The underspend is attributable to the Customer Journey budget, it will fund the £65k overspend on the Management Cost Centre (staffing cover for K Birla's post), as well as funding overspends elsewhere within B&CS.
Business & Customer Support	8,285	(120)	8,164	564			337	227	A detailed review has happened between Q1 & Q2 and an accurate, agreed position has been reached as a result. The current overspend relates to staff salary and Agency staff expenditure due to service delivery demand. A full budgetary and service delivery review will continue ahead of budget setting for 22-23.
Operational Excellence	2,863	0	2,863	938			920	18	The overspend can be mainly associated to COVID-19 expenditure against Backward Contact Tracing Team, Education - Covid Response Team, Social Supermarket and Critically Extremely Vulnerable Support. The remaining overspend relates to staff salary expenditure. The current variance also includes a £30k mis-coding error once corrected the overspend will be reduced.
Customer Experience - Telephony & Digital	2,518	(248)	2,270	3,198		(7)	3,293	(88)	The in-year movement from Q1 and now reported underspend after factoring in the Additional Welfare Support Grant that makes up most of the variation, is due to a reduction in staff salary expenditure (vacancies) and increased income.
Community Hub	7,231	(2,127)	5,104	577			547	30	The overspend is as a result of increased staff salary expenditure and a reduction in income.
Net Service Spending	21,548	(2,497)	19,051	5,116	0	(7)	5,097	26	

Impact on specific service reserves (from Reserves tab)	(7)
Impact on risk/general reserves	5,123

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
Total	1,132	0	7	1,139

Annex H Savings - Business & Customer Services - Sarah Stear

Strategic Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachiev ement)	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		158	(8)	Additional efficiency savings.
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	14		24	(10)	Additional savings achieved through value for money.
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		211	49	Increased demand on services has led to a shortfall in the savings that are likely to be achieved through vacancy management.
Total	524		493	31	

Business & Customer Services - Sarah Stear
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	1,199	2,628	998	471	1,158	0	2,628	290	0	Now accurately forecast against each individual project. Balance against block header is for a scheme awaiting approval.
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	1,199	4,208	2,579	471	1,158	0	4,208	290	0	

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

21/22 Revenue Budget

	Gross Exp	Gross Inc	Net		Net Variance Represented by				
Service	Agreed Budget £'000	Agreed Budget £'000	Agreed Budget £'000	Variation Over/ (Under) £'000	Approved Investment/Tran sformation £'000	Contr to/from Earmarked £'000	COVID Pressures £'000	Remaining Service Variance £'000	Reason for Net Variation and Management Action
Assistant Director - Commissioning Support Unit	263	0	263	0				0	
Business Intelligence	3,081	(120)	2,962	(154)	(175)			21	The underspend relates to two programmes (Data & Analytics Programme and Voice of Warwickshire pilot) which extend into 2022/23; the underspend will be rolled through to complete those programmes.
Portfolio Management Office	3,232	(1,842)	1,391	3,329			3,359	(30)	This overspend is predominately due to the reporting of Covid pressures and unallocated Covid funding. The PMO team is overall underspent by 30k. There has been some funding allocated for a new T4 post but recruitment has been delayed, pending clarity on the role accountabilities required. Once this post has been filled, this underspend will be requested as a carry forward into 2022/23, to fund this post next year.
Contract Management & Quality Assurance	2,125	(958)	1,167	178			209	(31)	The majority of this overspend relates to delivering the PPE Service in response to COVID19. There are ongoing pressures related to the number of staff at salary points above midpoint. It is likely that expected income from ESPO will overperform again this year which will mitigate these costs.
Change Management	1,293	0	1,293	(459)	(437)		1	(23)	This will reduce as some costs are as yet unknown e.g. tender outcome for digital mailroom and also PMO Q2 charges. Some underspend will be reprofiled to 22/23 as recruitment delays and Covid delays pushed activity back. Forecasted underspend is therefore committed.
Transformation	104	0	104	0				0	
Net Service Spending	10,098	(2,920)	7,180	2,894	(612)	0	3,569	(63)	

Impact on specific service reserves (from Reserves tab)	
Impact on risk/general reserves	2,894

Annex I Savings - Commissioning Support Unit - Steve Smith

Strategic Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

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.	7	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	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	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),

21/22 Revenue Budget

Service	Gross Exp	Gross Inc	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transforma	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Enabling Services	545	0	545	(129)				(129)	Annual allocations held in PA004 to support in-year growth bids have not been called upon.
Facilities Management	16,627	(7,446)	9,180	(461)			75	(536)	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	5,789	(2,415)	3,374	(74)	(2)	97	1	(170)	An increase of c. £50k in traded surplus from budget in Advisory and payroll plus underspends in staffing have increased underspend in HROD.
Digital & ICT	13,725	(4,360)	9,365	(195)			22	(217)	Forecast underspend is due to a combination of staffing cost variations and a predicted reduction in the costs of a small number of licence charges mitigating overspends due to increased volumes of Microsoft E5 Licences.
ICT Strategy & Commissioning	3,314	0	3,314	(1,408)	(694)			(714)	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	40,000	(14,221)	25,778	(2,267)	(696)	97	98	(1,766)	

Impact on specific service reserves (from Reserves tab)	0
Impact on risk/general reserves	(2,267)

Annex J Reserves - Enabling Services - Craig Cusack
 Strategic Director - Rob Powell
 Portfolio Holders - Councillor Jenns (Customers &
 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	Forecast Closing Balance 31/03/2022 £'001
HR - Service Improvement Projects	60			60	
Going for Growth Apprenticeship Scheme	297			297	Transferred from Governance & Policy
Total	357	0	0	357	

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	Actual to Date £'000	Forecast Outturn £'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	633	0	
Facilities cost savings from property asset rationalisation - Facilities management and maintenance cost savings linked to asset rationalisation	44	44	44	0	
ICT Service delivery review - Review past ICT budget growth and focus on efficiencies through development projects	64	64	64	0	
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	147	0	
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	100	0	
Review of maintenance and engineering work profile - Drive efficiencies in the work planning and prioritisation across maintenance and engineering.	130	130	130	0	
Total	1,118	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	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	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,744	-4	0	0	1,740	1,744	-4	0	0	1,740	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	769	-1	0	0	767	769	-2	0	0	766	-1	-1	Additional funds returned to current year allocation after settlement of previous year Final Accounts (£910)
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,409	0	0	0	5,409	5,409	0	0	0	5,409	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,010	1	0	0	7,011	7,010	1	0	0	7,011	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	334	0	0	0	334	334	0	0	0	334	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	2,038	1	0	0	2,038	2,038	1	0	0	2,038	-0	-0	
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	-7	0	0	7,242	7,249	3	0	0	7,252	10	10	Additional funds required after settlement of Final Accounts (9,646.69) taken from 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	10	0	0	2,045	2,035	10	0	0	2,045	0	0	
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	5	0	0	6,765	6,760	5	0	0	6,765	0	0	
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	243	0	0	2,541	2,298	214	0	0	2,512	-29	-29	Additional funds returned to current year allocation after settlement of previous year Final Accounts (£29,260.56)
11791000	Schools Asbestos and Safe Water 2020-21	737	118	0	0	855	737	111	0	0	848	-7	-7	Additional funds returned to current year allocation after settlement of previous year Final Accounts (£6,949.40)
11793000	Non Schools Asbestos and Safe Water 2020-21	76	16	0	0	92	76	20	0	0	96	4	4	Additional funds required after settlement of Final Accounts (£3,688.58) taken from current year allocation.
11795000	Schools Building Maintenance 2020-21	6,968	260	0	0	7,228	6,968	172	0	0	7,140	-88	-88	Additional funds returned to current year allocation after settlement of previous year Final Accounts (£87,667.45)
11887000	Non Schools Building Maintenance 2021-22	0	2,099	0	0	2,099	0	2,128	0	0	2,128	29	29	Additional funds returned to current year allocation after settlement of previous year Final Accounts (£29,260.50)
11890000	Schools Asbestos and Safe Water 2021-22	0	872	0	0	872	0	643	237	0	880	-229	8	Additional funds from previous years after settlement of accounts (£7,859).
11889000	Non Schools Asbestos and Safe Water 2021-22	0	437	0	0	437	0	249	35	0	284	-189	-154	Additional funds required for previous year budget on project 11793000 after settlement of Final Accounts (£3,688.50) taken from current year allocation. Corporate Resource of £150k diverted to project 11910000 (Gov & Pol) to support Decarbonisation projects.
11888000	Schools Building Maintenance 2021-22	0	7,146	0	0	7,146	0	7,224	0	0	7,224	78	78	Additional funds returned to current year allocation after settlement of previous year Final Accounts (£78,020.76)
11896000	Lillinton Academy CTA works	0	510	0	0	510	0	510	0	0	510	0	0	
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	8,367	2,228	1,500	39,362	27,268	5,136	3,620	3,338	39,362	-3,230	0	The forecast expenditure on the project has reduced in 2021/22. This is subject to delays in delivery due to: a) the project working in more rural areas b) a national shortage of civil engineering contractors b) revised DCMS guidance regarding finances and project end dates and c) the recent Covid 19 pandemic. In addition, DCMS has put in place an annual Grant Gain share clawback process which has resulted in a reduction in the Grant claimed back by DCMS in 2021/22 with the remainder expected to be claimed in yearly requests based upon DCMS's gainshare calculations.
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	120	80	200	400	-280	0	We are not fully utilising all WCC sites, therefore hardware spend will be low in this financial year. There is also an initiative to move to the Cloud so hardware spend will only take place where there is a risk for out of date or end of life devices.
11900000	Local Full Fibre Networks Programme (LFFN) CSW in conjunction with DCMS	0	3,854	0	0	3,854	0	3,854	0	0	3,854	0	0	
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	24,327	2,228	1,500	120,011	91,956	20,395	3,972	3,538	119,861	-3,932	-150	

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

21/22 Revenue Budget

Service	Gross Exp	Gross Inc	Net		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation	Contr to/from Earmarked	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Finance	253	(5)	248	(1)				(1)	
Finance Delivery	4,842	(3,035)	1,807	93		69	70	(46)	£70k COVID related spend for Employee/Agency costs. Remaining service underspend from salary vacancies and turnover.
Investments, Treasury and Audit	1,213	(529)	684	54			54	0	£54k of Covid related spend for a Risk Officer.
Commercialism	577	(15)	562	0				0	
Strategic Finance	685	(32)	654	(14)				(14)	In year salary savings due to a vacancy.
Finance Transformation	4,332	(1,951)	2,381	(21)			2	(23)	Slight reduction in Staffing/ Secondment costs.
Net Service Spending	11,902	(5,567)	6,336	111	0	69	126	(84)	

Impact on specific service reserves (from Reserves tab)	69
Impact on risk/general reserves	

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		(69)	855
Total	940	0	-69	871

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	0	
Management of cost of Finance Service provision - Management of the budgeted cost increases of externally purchased services.	10		10	0	
Total	16	0	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 Inc	Net Exp		Net Variance Represented by				Reason for Net Variation and Management Action
	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/Transformation	Contr to/from Earmarked	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	(47)	0	(47)	23				23	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. Q1 estimate was £17k but the actual charge was slightly higher.
Communications	1,147	(672)	475	253			444	(191)	£444k COVID variance related to additional employee costs, advertising and printing for COVID related activities - £290k allocated from COMF. £191k relates to a reduction in staffing costs against the general operational establishment as resources have been diverted to specific COVID work. A detailed review of coding and the split of work has resulted in this movement and presents a more accurate position for this financial year.
HROD	911	(64)	847	(48)	(15)		24	(57)	A permanent budget virement of £80k from Enabling Services has ensured that this budget is now at a more realistic level. In year vacancies and previous mitigation actions to try and address the previous budget shortfall have resulted in a one off saving on salary and staffing costs. The Transformation budget relating to FOM implementation is likely to overspend as COVID has caused delays and requires additional resourcing to complete the task.
Property Management	1,470	(897)	572	857		15	271	571	£521k unachievable, historic savings target. £24k relates to an incorrect creditor movement which has caused a pressure in 2021/22. £25k forecast overspend on consultancy fees for the Workplace Redesign Transformation project. £15k spend on One Public Estate (OPE) which is funded by a specific reserve. COVID spend relates to the delayed relocation from Montage Road (£51k) and the Croxall Street project (£220k).
Legal & Democratic	8,071	(7,699)	373	61			231	(170)	COVID variance relates to SAR Scanning (£17k), COVID safe meeting compliance (£85k) and the shortfall between locum costs to cover a backlog of internal COVID delayed work which cannot be recharged in full. There has been a shift in the ratio of external to internal work in the last three months which has resulted in higher income generation, and a recruitment lag has resulted in decreasing employee costs month on month.
Corporate Policy	371	0	371	(58)				(58)	Underspend on salary costs due to a vacancy and the delayed start of the graduate cohort (£31k). Consultancy spend is unlikely to be required in this financial year (£27k).
Net Service Spending	11,923	(9,332)	2,591	1,088	(15)	15	970	118	

Impact on specific service reserves (from Reserves tab)	15
Impact on risk/general reserves	1,073

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

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31/03/2022 £'000	Comments
One Public Estate	335		(15)	320	
Going for Growth Apprenticeship Scheme	297			297	Moving to Enabling Services
Total	632	0	-15	617	

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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Electronic record keeping - Reduced storage requirements as a result of the move to electronic record keeping	10	10	10	0	GC016
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	7	0	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	336	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	346	351	(7)	

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

2021/22 to 2023/24 Capital Progra

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	0
11136000	Various Properties - Renewable Energy/Reducin g Energy	240	0	0	0	240	240	0	0	0	240	0	0	
11292000	Rural Services Capital Maintenance 2017/18	400	195	0	0	595	400	239	20	0	659	44	64	Increase in costs due to surrender payments and modernisation to buildings to facilitate re-letting of properties which are at compliant standards.
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	31	0	0	107	76	31	0	0	107	0	0	
11542000	Rural Services Capital Maintenance 2019/20	167	132	0	0	299	167	155	33	0	355	23	56	Increase in costs due to major structural works identified through condition surveys. Also some modernisation and improvements works prior to occupiers leaving.
11689000	Maintaining the smallholdings land bank	0	761	0	0	761	0	0	761	0	761	-761	0	There are no purchases in progress at this point and, unless something suitable is progressed immediately, it is unlikely we would reach financial completion in this financial year. Therefore it has been decided to re-profile the budget into 2022-23.
11790000	Rural Services Capital Maintenance 2020/21	0	356	0	0	356	0	236	0	0	236	-120	-120	The variance of £119k relates to funding of projects 11292000 and 11542000.
11867000	Rural Services Capital Maintenance 2021/22	0	356	0	0	356	0	0	356	0	356	-356	0	Planned programme of maintenance works has resulted in adjusting the profile in line with the MTFS submission.
11910000	Decarbonisation Grant	0	284	0	0	284	0	434	0	0	434	150	150	There will be additional spend on 3 projects of £150k: Bedworth Fire Station, 32 Station Road (Group Home) and Elliot Park Innovation Centre. The sub projects for these were not previously included under this scheme. This spend is being funded from Corporate Resource from Project 11889000.
11929000	Bedworth/Croxh all Street Centre/ Renovation	0	0	0	0	0	0	220	0	0	220	220	220	New project - agreed 7th July 2021 by Leader decision. Funded from COVID allocations.
Grand Total		13,631	3,626	0	0	17,257	13,631	2,826	1,170	0	17,627	-800	370	

Annex M Revenue - Other Services - Virginia Rennie

Strategic Director - Rob Powell

21/22 Revenue Budget

Service	Gross Exp	Gross Inc	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)	(17,966)			(17,091)	(875)	Of the £18.723m favourable variance £17.848m 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, £251k relates to Extended Right to Travel grant not budgeted and £267k relates to various other grants.
Transformation and Investment Funds	0	0	0	0				0	
Capital Financing Costs	30,078	(2,878)	27,200	(2,241)				(2,241)	Capital financing charges are forecast to be £50k over budget offset by £2,291k 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	62				62	
County Coroner	700	(138)	562	229			234	(5)	
County Council Elections	255	0	255	155		155	0	0	Election cost above budget to be funded from earmarked reserve.
Environment Agency - Flood Defence Levy	257	0	257	0				0	
External Audit Fees	161	0	161	70		70		0	Forecast increase in external audit fees including additional fees for 20-21 Value For Money work and new standards; increase in professional fees relating to BK valuation and IAS19 charges
Pensions deficit under-recovery	1,437	0	1,437	0				0	
Members Allowances and Expenses	1,108	0	1,108	(203)				(203)	Reduction in members expenses and allowances
Apprenticeship Levy	1,136	0	1,136	0				0	
Other Administrative Expenses and Income	8,036	(3,859)	4,177	954			1,003	(49)	£1m Educators cost and £3k mortuary cost relating to Covid. £49k underspend relating to subscriptions.
Warwickshire Property and Development Company	1,537	0	1,537	(639)				(639)	Underspend due to a number of factors: - expected loss on interest on working capital loans reduced due to the prevailing interest rates - reduced estate management and consultancy fees as well as reduced spend on financial governance capacity due to delay in the approval of the business case (these will be incurred next year) - budgeted contingency unlikely to be required due to underspends above. These underspends are offset by loss of interest payment relating to equity land transfer that is no longer expected to be completed in this financial year.
Net Service Spending (excluding DSG)	45,929	(157,002)	(111,073)	(19,579)	0	225	(15,855)	(3,950)	

Impact on specific service reserves (from Reserves tab)	(2,139)
Impact on risk/general reserves	(17,440)

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		(97)	764
Redundancy Fund	7,036			7,036
Schools in Financial Difficulty	1,752	(91)	(210)	1,451
Total Internal Policy (Annual review)	10,360	(91)	(307)	9,962
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		(155)	771
Audit Fee Reserve	172		(70)	102
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	(225)	31,067
Fire Transformation Fund	766			766
Childrens Tranformation Fund	9,458	(5,886)	968	4,540
Council Change Fund	9,098	2,017	1,703	12,818
Unringfenced Government Grants	3,288	(279)		3,009

Revenue Investment Funds	20,009	(2,394)		17,615
Covid Grants Ringfenced	9,405			9,405
Covid Grants Unringfenced	15,040	200		15,240
Total Invest To Save Funds	67,064	(6,542)	2,671	63,193
Directorate Risk Reserve - Communities	5,355	(1,759)		3,596
Directorate Risk Reserve - People	10,477	(449)		10,028
Directorate Risk Reserve - Resources	2,954	(1,332)		1,622
Contingency to cover DSG Overspend	12,314			12,314
General Reserves	21,417			21,417
Total Management of Financial Risk	52,517	(3,540)	0	48,977
Medium Term Financial Contingency	42,496			42,496
Total Contingency Reserves	42,496	0	0	42,496
Total	230,599	(9,973)	2,139	445,330

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

Saving Proposal	Target £'000	Actual to Date £'000	Forecast Outturn £'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	102	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	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	175	0	
Release of unused contingency	750	750	750	0	
Total	1,245	1,162	1,245	0	

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	
11868000	Warwicks hire Property Developm ent Company	0	0	13,716	106,384	120,100	0	0	13,716	106,384	120,100	0	0	
11917000	Warwicks hire Recovery Investmen t Fund	0	20,000	30,000	80,000	130,000	0	20,000	30,000	80,000	130,000	0	0	
Corporate		0	20,000	43,716	186,384	250,100	0	20,000	43,716	186,384	250,100	0	0	

Cabinet**25th November 2021****Treasury Management Monitoring Report****Recommendation**

That the Cabinet notes and comments on Treasury Management activity and performance in respect of the first 6 months of the 21/22 financial year.

1 Executive Summary

- 1.1 The Treasury Management Strategy sets out that Council delegates to Cabinet responsibility for receiving and reviewing monitoring reports and acting on recommendations in respect of treasury management.
- 1.2 This report provides an update on treasury management activity and performance for the last six months of the year.
- 1.3 The following headlines are detailed in the report:
 - Cash and Cash Equivalent balances have risen by £70.52m. The increase is attributed to reprofiled capital spending, due to delays in both the capital programme and non-treasury investments programme; unbudgeted covid grants; and timing differences in income and expenditure flows.
 - Investment returns remain low due to the ongoing impact of Covid-19 on interest rates. There is a shortfall in investment returns of £508k compared to the half year budget. This will be covered by the interest rate volatility reserve.
 - Security and liquidity continue to be the priority for investment balances. No credit defaults or liquidity issues have been experienced.
 - No new debt has been taken out and borrowing has remained within prudential limits.
 - Activity in respect of developing non-treasury investment has occurred with the first investment being a working capital loan to the Warwickshire Property Development Group.

2 Treasury Management

- 2.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet cash expenditure. Part of the purpose of treasury management operations is to ensure this cash flow is planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 2.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 2.3 Accordingly, Treasury Management is defined by the CIPFA Code of Practice as:
- *“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*
- 2.4 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017). The primary requirements of the Code are as follows:
- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 - Creation and maintenance of Treasury Management Practices which set out the way the Council will seek to achieve those policies and objectives.
 - Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year.
 - Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Resources and Fire & Rescue Overview and Scrutiny Committee.

- 2.5 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and includes coverage of the following:
- An economic update for the first half of the 2021/22 financial year (Appendix E).
 - A review of the Treasury Management Strategy Statement and Annual Investment Strategy (Section 3).
 - The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators (Section 6 and Appendix H of this report, and capital spending is reported in more detail elsewhere on this meeting's agenda).
 - A review of the Council's investment portfolio for 2021/22 (Section 4).
 - A review of the Council's borrowing strategy for 2021/22 (Section 5).
 - A review of any debt rescheduling undertaken during 2021/22 (Section 5).
 - A review of compliance with Treasury and Prudential Limits for 2021/22 (Section 6).

3 Treasury Management Strategy and Annual Investment Strategy

- 3.1 The Treasury Management Strategy Statement, (TMSS), and Investment Strategy (IS) for 2021/22 were approved by Council on 17th June 2021. There are no recommended policy changes to the TMSS or IS.

4 Investments Review

- 4.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being more than payments on a short-term basis.
- 4.2 As directed by the Treasury Management Strategy, security and liquidity has been prioritised above the requirement to maximise returns. A cautious approach is taken to lending to financial institutions, and credit quality information regarding the institutions on the Council's approved Lending List is monitored.
- 4.3 The Council's investment portfolio as of 30 September 2021 was as follows:

Table 1

	31st March 2021	Additions (Withdrawals)	30th Sept 2021
In house deposits	178.20	38.74	216.94
Money Market/External Funds	192.43	26.18	218.61
Total Treasury Management Investments	370.63	64.92	435.55
Cash	24.80	5.60	30.40
Total Cash and Cash Equivalents and Short Term Investment	395.43	70.52	465.95

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

- An underspend on the 2021/22 capital programme including some reprofiling to future years of £15m.
- The launch of the Warwickshire Recovery Investment Fund (WRIF) took place in July 2021. As at the 30th September 2021 £10m in capital and £1m in revenue had not been allocated in respect of this fund.
- £9m of covid grants received up to September 2021 that were not included in the original budget.
- There was an expected surplus of funds (£35m) from known income and expenditure flows. During the first 6 months of the financial year income is higher than expenditure due to operational cash receipts (such as council tax payments made over 10 months of the year).

4.5 During 2020/21 cash was held in short term investments, such as overnight funds, because of the economic volatility due to the Covid-19 pandemic. The Council has gradually invested small portions of funds back into longer term investments, up to 18 months duration, as the economic volatility reduces, without compromising on liquidity as and when required. The impact on the performance of investments as a result of these decisions is explained in 4.8.

4.6 Appendix A illustrates the deposits making up the £435.55 of assets held as of 30 September 2021. Investments with counterparties were kept within approved counterparty limits during the period from April to September 2021.

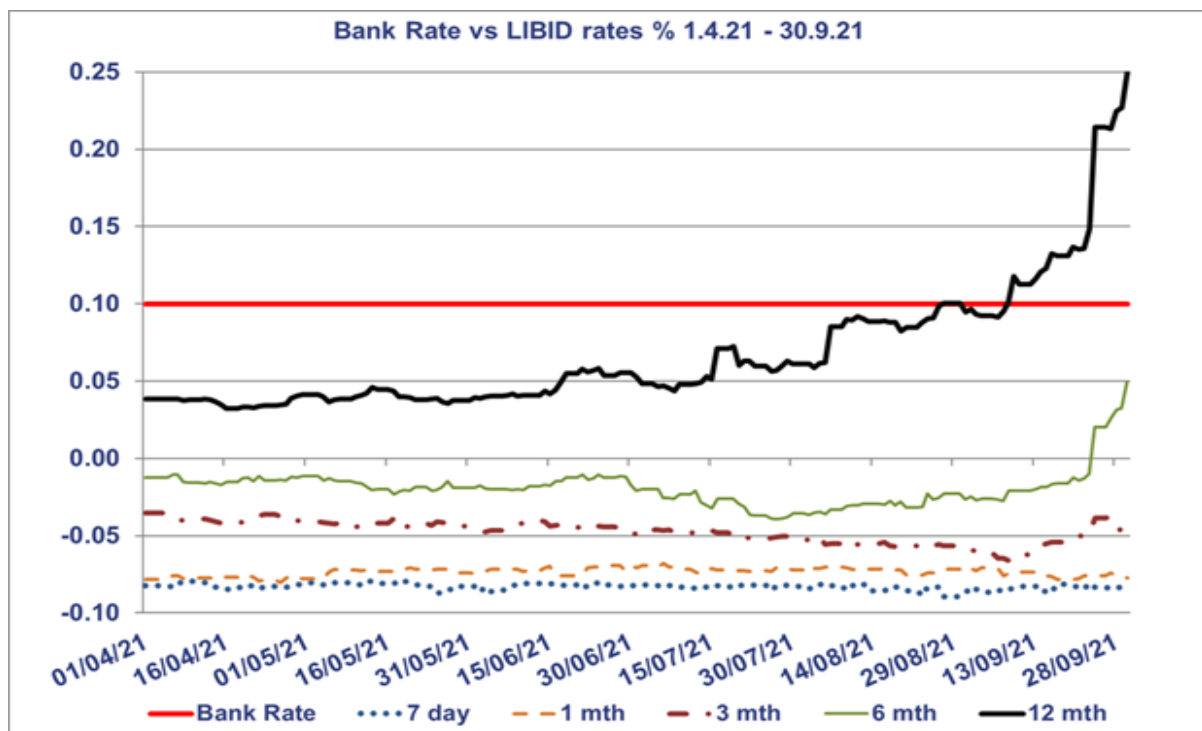
4.7 The performance of the Council's internally and external managed investments (weighted) versus the benchmark is set out in Table 2.

Table 2: Investment Performance to 30 September 2021

%	Average Interest rate year to date	Target rate : 30 day LIBID + 0.46%	Variance
In house deposits	0.06%	0.39%	-0.32%
Money Market/External Funds	0.29%	0.39%	-0.10%
Weighted Average	0.18%	0.39%	-0.20%

- 4.8 The weighted average performance on the Councils investments is 0.20% (20 basis points) below the benchmark. This variance can be explained by the mix of treasury investments in place during the first 6 months of 2021/22, following the “security, liquidity, yield” principle¹.
- The security of the cash held by the Council is first priority. The highest rated money market funds, banks and building societies were chosen and investments in lower rated funds or counterparties were limited. High rated funds carry lower levels of risk, and therefore return.
 - The liquidity of the cash held by the Council is prioritised second. Due to the volatility of the economic marketplace since the Covid-19 pandemic, the investments chosen were short term to allow for fluctuations in cash need. Whilst some longer term investments were entered into, the majority of investments remained short term (under 1 year duration). Shorter duration funds and investments carry lower levels of return.
 - Overall yield in the marketplace is extremely low due to the impact of Covid-19 on the economy.
- 4.9 The benchmark continues to reflect the 30 day London Inter Bank Bid Rate (LIBID) plus 0.46%. The ongoing impact of Covid is such that the average 30 day LIBID rate is negative for the first half of 2021/22 (-0.074%) and therefore the target rate is 0.39%
- 4.10 Following the reduction of the bank rate in March 2020 to 0.10%, the Bank of England have made no further changes to the bank rate within the year 2020/21, or in the first half of 2021/22.

¹ The CIPFA Treasury Management Code requires a local authority to prioritise Security, Liquidity and Yield, in that order of importance, with regard to treasury management activities.

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

4.11 The impact on rates of return on treasury investments has remained low during the first half of this year.

- Fixed term fixed rate loans to other institutions (mostly other Local Authorities) continued to pay at the agreed interest rates until the loans matured. Then as replacement loans have been issued the rates attained on those have remained at low levels.
- Money market fund returns have been minimal, and in most cases zero. Several fund managers reduced their management fees late in 2020, (fees are taken net of yield) to mitigate the impact of possible negative rates, which continued into 2021. However, during the first half of 2021/22, the Council has been able to avoid placing funds with negative rates and distribute cash into higher yielding funds, as the economy stabilised, and this risk subsided.
- The CCLA Property Fund and Threadneedle Social Bond Fund have continued to pay income at 4.5% and 2.5% respectively, these are similar levels to the start of the year.

4.12 In the current economic climate, it is still considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 18 months with high credit rated financial institutions and other Local Authorities.

4.13 Appendix B illustrates the mix of treasury management investment returns from the different deposits held at the end of September. Returns vary significantly however risk also varies with return. This analysis excludes cash

balances which are not investments and investments that are not held for treasury management purposes.

- 4.14 The percentage interest earned on the Council's investments is below the benchmark. The budget for interest income for the first half of 2021/22 is £1.313m. Actual interest income to September 2021 is £805k. The shortfall of £508k will be covered by the interest rate volatility reserve.

Table 3: Interest Earned to September 2021

£m	Budget	Returns	Variance	*Estimated Costs	Return net of fees
In house deposits	0.582	0.126	- 0.456	-	0.126
Money Market/External Funds	0.731	0.679	- 0.052	0.176	0.503
Total	1.313	0.805	- 0.508	0.176	0.629

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

- 4.15 Externally managed funds incur management fees which are noted in Table 3. Internally managed funds do not present fees in the same way, either county council cash is lent to other institutions (e.g., other local authorities) who pay fees as the borrower or are invested in deposit funds that present net returns rather than gross returns with costs.
- 4.16 Most of the deposits simply provide a return and the deposit value is static. However, some funds are of a nature where the deposit itself has a value which can rise or fall. The changes in the underlying asset value of these investments are not reflected in investment returns above but would be realised upon selling. This issue relates to the CCLA Property Fund and the Threadneedle Social Bond Fund whose values are illustrated in Appendix C. The value of both funds was impacted by Covid but have now returned to pre Covid levels. These funds are held for returns over significantly longer durations than most treasury investments and are not required for liquidity purposes at this time.
- 4.17 Further information about funds held is summarised in Appendix D. This information focuses on treasury management investment returns and so excludes cash balances which are not investments, and long-term investments which are not held for treasury management purposes.
- 4.18 Our consultant, Link Asset Services, provided the below forecasts (Public Works Loan Board "PWL" rates are certainty rates, gilts yield plus 80bps). As shown in the forecast table below, one increase in bank rate from 0.10% to 0.25% has now been included in quarter 2 of 2022/23, a second increase to 0.05% in quarter 2 of 23/24 and a third one to 0.75% in quarter 4 of 23/24. Further commentary on the wider economic environment and interest rate forecasts from our external advisers (Link) is provided in Appendix E.

Table 4: Interest Rate Forecast

Link Group Interest Rate View	29.9.21									
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.75
3 month ave earnings	0.10	0.10	0.20	0.20	0.30	0.40	0.50	0.50	0.60	0.70
6 month ave earnings	0.20	0.20	0.30	0.30	0.40	0.50	0.60	0.60	0.70	0.80
12 month ave earnings	0.30	0.40	0.50	0.50	0.50	0.60	0.70	0.80	0.90	1.00
5 yr PWLB	1.40	1.40	1.50	1.50	1.60	1.60	1.60	1.70	1.70	1.70
10 yr PWLB	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10
25 yr PWLB	2.20	2.20	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.60
50 yr PWLB	2.00	2.00	2.10	2.20	2.20	2.20	2.20	2.30	2.30	2.40

Source: Link Asset Services 29th September 2021 -

4.19 There is likely to be a steady rise in interest rates over the forecast period, with some degree of uplift due to rising treasury yields in the US. There is likely to be exceptional volatility and unpredictability in respect of gilts yields and PWLB rates due to the following factors: -

- How strongly will changes in gilt yields be correlated to changes in US treasury yields?
- Will The Federal Reserve take action to counter increasing treasury yields if they rise beyond a yet unspecified level?
- Would the Monetary Policy Committee act to counter increasing gilt yields if they rise beyond a yet unspecified level?
- How strong will inflationary pressures turn out to be in both the US and the UK and so impact treasury and gilt yields?
- How will central banks implement their new average or sustainable level inflation monetary policies?
- How well will central banks manage the withdrawal of QE purchases of their national bonds?

4.20 Inter-local authority lending and borrowing rates have also declined due to the surge in the levels of cash seeking a short-term home at a time when many local authorities are having difficulties over accurately forecasting when expenditure and income will occur or when further large receipts will be received from the Government. The Bank of England has also amended its target for monetary policy so that inflation should be 'sustainably over 2%' and the ECB now has a similar policy. For local authorities, this means that investment interest rates and short term PWLB rates will not be rising as quickly or as high as in previous decades when the economy recovers from a downturn and the recovery eventually runs out of spare capacity to fuel continuing expansion

Creditworthiness

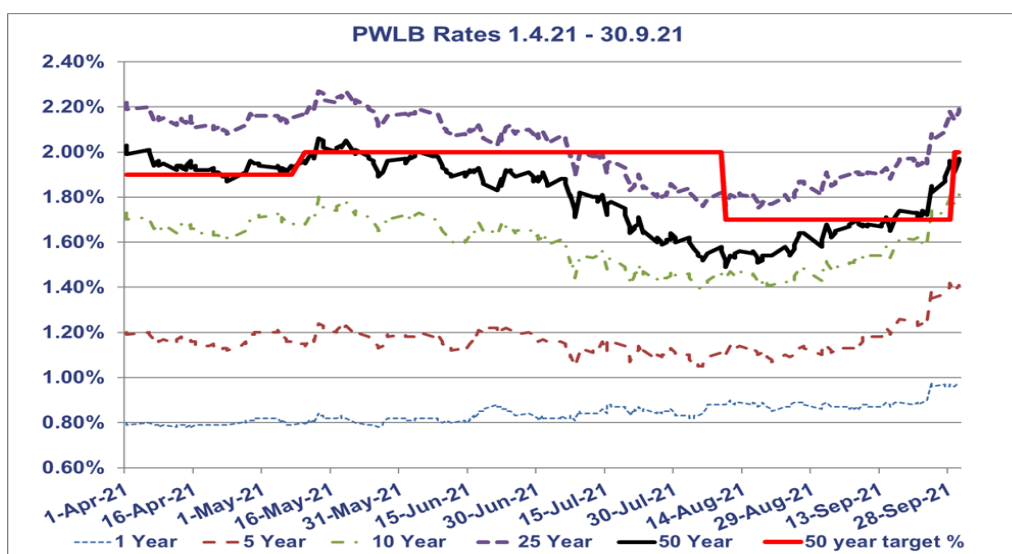
4.21 Significant levels of downgrades to Short- and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks (expected changes based on forecasts). However, as economies are beginning to reopen, there have been some instances of previous lowering of Outlooks being reversed.

- 4.22 One of the key results of the pandemic has been a fundamental rethinking and shift in monetary policy by major central banks like the Federal Reserve, the Bank of England, and the European Central Bank, to tolerate a higher level of inflation than in the previous two decades when inflation was the prime target to bear down on to stop it going above a target rate. There is now also a greater emphasis on other targets for monetary policy than just inflation, especially on 'achieving broad and inclusive "maximum" employment in its entirety' in the US before consideration would be given to increasing rates.

5 Borrowing Strategy and Debt Financing

- 5.1 The Council did not undertake any new long-term borrowing during the first half of the year. The Council is currently in an over-borrowed position² and does not anticipate taking out any new external borrowing in the remainder of 2021/22 based on the current capital financing requirement. However, the current trends on PWLB borrowing rates are reproduced for information in the chart below.

Chart 2 – Trends in Available Borrowing Rates



- 5.3 Borrowing has remained within the defined prudential limits. The profile of when £321m of remaining debt is due to mature is set out in Appendix F.
- 5.4 No debt rescheduling (paying off more existing debt and replacing it with new debt) has been undertaken as PWLB loan repayments are subject to penalties for early redemption that make early repayments uneconomic.
- 5.5 No changes to the borrowing strategy are recommended.

² "over-borrowed position" refers to the level of Gross Debt compared to Capital Finance Requirement for the year. See Appendix G for calculation.

6 Compliance with Treasury Limits and Prudential Indicators

- 6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the first half year ended 30 September 2021, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2021/22.
- 6.2 Details of capital spending and Prudential Indicators are shown in Appendix G. Explanations of the terminology employed are set out in Appendix H.
- 6.2 A detailed report on capital spending is set out elsewhere on this Cabinet agenda.

7 Sensitivity Analysis

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

Table 5 Interest Rate Sensitivity Analysis

	Actual	+1% increase in Base Rate	
	Fair Value at 31.03.2021 £m	Fair Value at 31.03.2021 £m	Difference £m
Debt (new borrowing)	520.549	434.563	-85.986
Debt (early repayment)	623.075	513.333	-109.742

- 7.3 The above table demonstrates how as interest rates rise the fair value of a given level of debt reduces, i.e. less cash would be required now to meet a given future series of cashflows if interest rates rise.
- 7.4 New borrowing illustrates the fair value of debt if taken out at a certain point in time. Early repayment illustrates the additional premium payable on the portfolio of loans to compensate for loss of interest for the Treasury.

8 Non-Treasury Management Investments

- 8.1 The Councils Investment Strategy was approved in July 2021. This detailed the Councils plans to launch the Warwickshire Property and Development Group (WPDG) and the Warwickshire Recovery Investment Fund (WRIF). Both of these investments are now in their early stages and reporting on these will be subject to a separate Outturn report on Investments at year end.
- 8.2 At the end of September 2021, the Council had agreed a loan facility with WPDG for working capital purposes. The facility is for a maximum of £404k, with £50k of this in use at the end of September 2021. The interest rate for this facility is 3.44%, with a commitment fee also in place.
- 8.3 The Council also holds longer term investments for service reasons rather than treasury management purposes, including for example the University of Warwick Science Park and Educaterers Ltd. These long-term investments are valued at £2m.
- 8.4 The Council has a loan facility with Educaterers Ltd, a wholly owned company. For the first half of the year interest earned was £50k.

9 Financial Implications

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

10 Environmental Implications

- 10.1 None.

11 Supporting Information

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

12 Timescales Associated with Next Steps

- 12.1 A Treasury Management Outturn report and Investment Outturn report will be presented to Cabinet after the year end.

Appendices

Appendix A – Investment Balances as at 30/9/2021
 Appendix B – Investment % Returns as at 30/9/2021
 Appendix C – Asset Value Movements
 Appendix D – Cash Funds Summary
 Appendix E – Economics and Interest Rates Update
 Appendix F – PWLB Maturity Profile
 Appendix G – Prudential Indicators
 Appendix H – Prudential Indicators Glossary

Background Papers

None

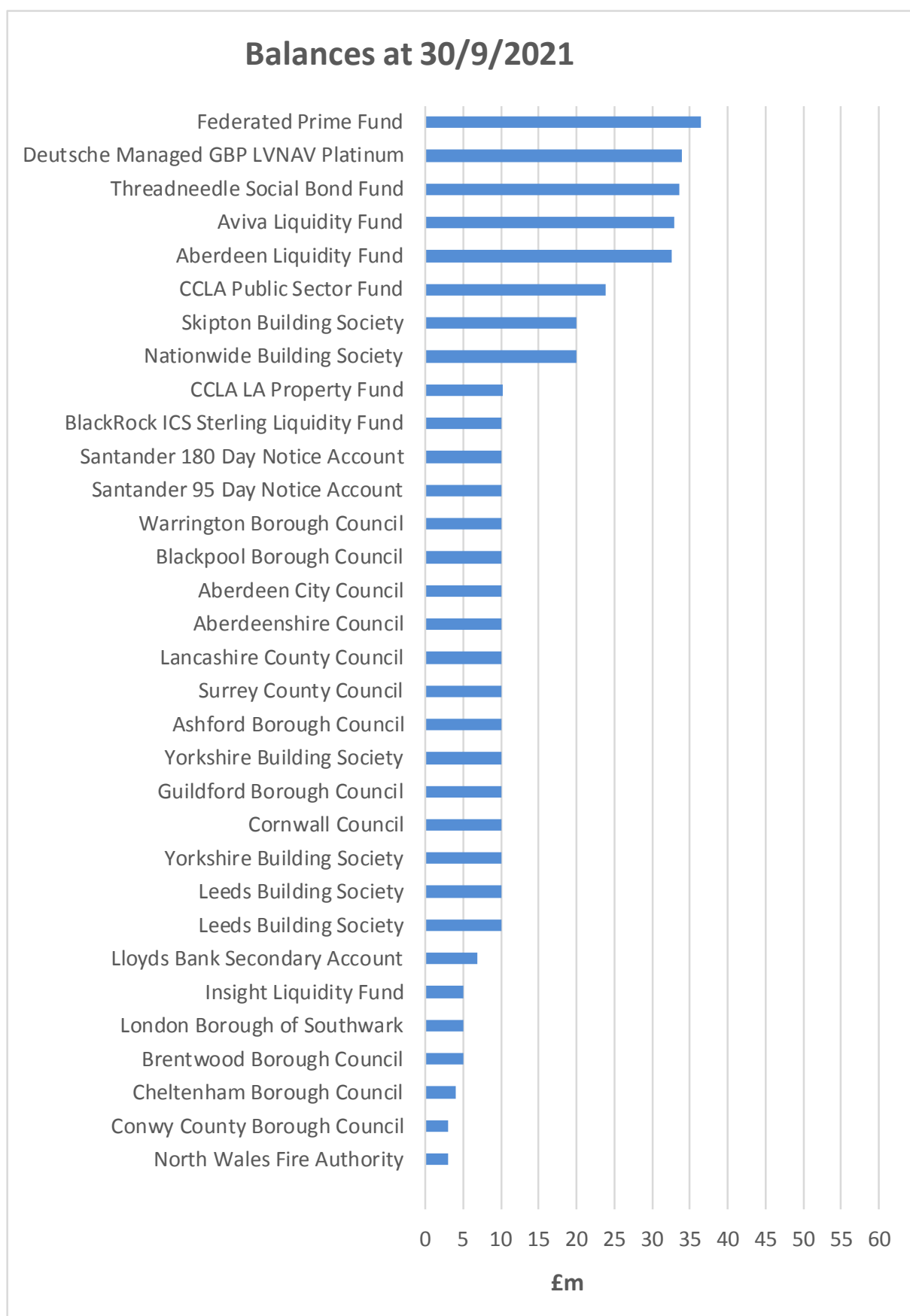
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The report was circulated to the following members prior to publication:

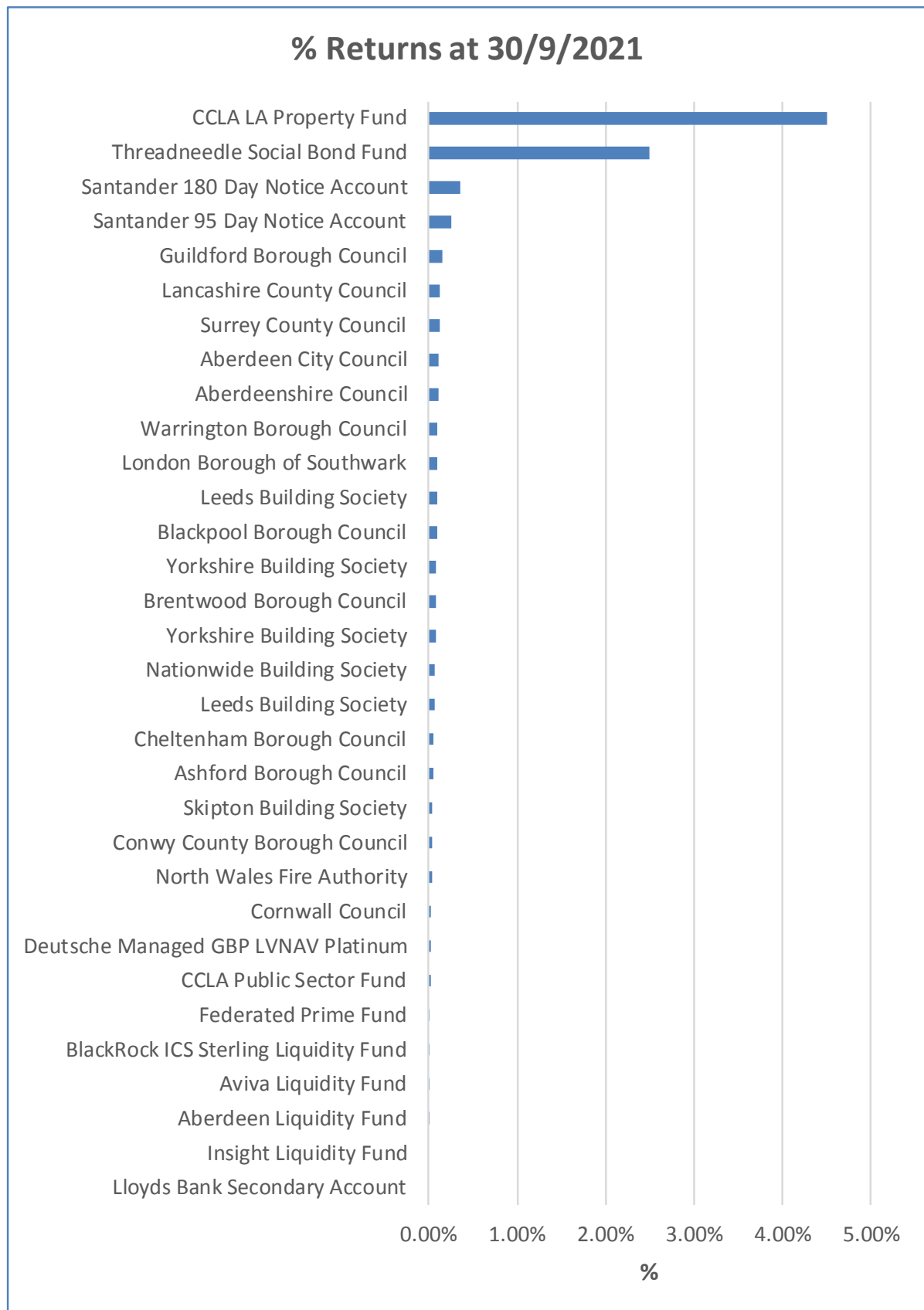
Local Member(s):

Other members:

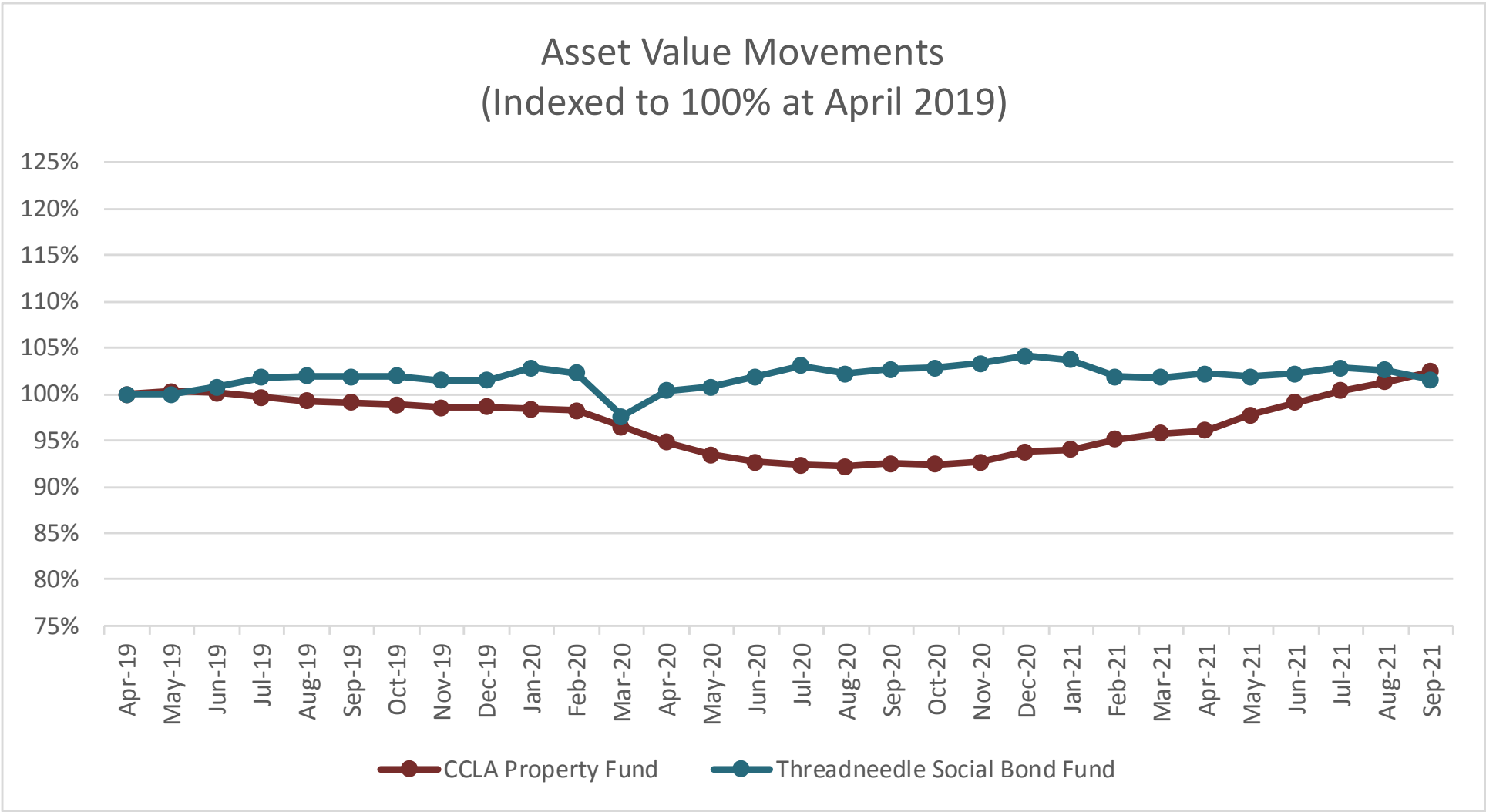
Appendix A



Appendix B



Appendix C



Cash Funds Summary

Appendix D

<u>SEPTEMBER 2021</u>					
Inhouse Investments					
Internally Managed Funds	£m	Net % Rate at 30/9/2021	Duration (days from inception)	Duration (days from end of September 2021)	Fitch Long Term Credit Rating
Cornwall Council	10.0	0.03%	122	120	AA-
North Wales Fire Authority	3.0	0.04%	183	28	AA-
Conwy County Borough Council	3.0	0.04%	183	28	AA-
Skipton Building Society	20.0	0.04%	184	147	A-
Nationwide Building Society	20.0	0.07%	185	116	A
Ashford Borough Council	10.0	0.06%	243	187	AA-
Leeds Building Society	10.0	0.07%	273	36	A-
Leeds Building Society	10.0	0.10%	273	43	A-
Yorkshire Building Society	10.0	0.08%	273	53	A-
Brentwood Borough Council	5.0	0.08%	275	118	AA-
Yorkshire Building Society	10.0	0.08%	285	153	A-
Blackpool Borough Council	10.0	0.09%	316	202	AA-
Warrington Borough Council	10.0	0.10%	326	270	AA-
Lancashire County Council	10.0	0.12%	328	196	AA-
Surrey County Council	10.0	0.12%	336	193	AA-
Aberdeenshire Council	10.0	0.11%	336	201	AA-
Aberdeen City Council	10.0	0.11%	349	201	AA-
Cheltenham Borough Council	4.0	0.06%	349	348	AA-
London Borough of Southwark	5.0	0.10%	362	263	AA-
Guildford Borough Council	10.0	0.15%	364	151	AA-
Lloyds Bank Secondary Account	6.9	0.00%	same day	same day	A+
Santander 95 Day Notice Account	10.0	0.25%	90 days	90 days	A+
Santander 180 Day Notice Account	10.0	0.35%	180 days	90 days	A+
Total	216.9				

Appendix E

Economics and Interest Rates – Link Update as at 06.10.21

Economics Update

E1 As expected, the Bank of England's Monetary Policy Committee (MPC) voted unanimously to leave Bank Rate unchanged at 0.10% and made no changes to its programme of quantitative easing purchases due to finish by the end of this year at a total of £895bn; two MPC members voted to stop the last £35bn of purchases as they were concerned that this would add to inflationary pressures on 24th September. Its forecasts were optimistic in terms of three areas:

- There was a major shift in the tone of the MPC's minutes at this meeting from the previous meeting in August which had majored on indicating that some tightening in monetary policy was now on the horizon, but also not wanting to stifle economic recovery by too early an increase in Bank Rate.
- Governor Andrew Bailey said, "the challenge of avoiding a steep rise in unemployment has been replaced by that of ensuring a flow of labour into jobs" and that "the Committee will be monitoring closely the incoming evidence regarding developments in the labour market, and particularly unemployment, wider measures of slack, and underlying wage pressures.
- There is potential danger that labour shortages could push up wage growth by more than it expects and that, as a result, Consumer Price Index inflation would stay above the 2% target for longer. It also discounted sharp increases in monthly inflation figures in the pipeline in late 2021 which were propelled by events a year ago e.g., the cut in VAT in August 2020 for the hospitality industry, and by temporary shortages which would eventually work their way out of the system: in other words, the MPC had been prepared to look through a temporary spike in inflation.
- Financial markets are now pricing in a first increase in Bank Rate from 0.10% to 0.25% in February 2022, but this looks ambitious as the MPC has stated that it wants to see what happens to the economy, and particularly to employment once furlough ends at the end of September.

E2 The MPC's forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -

1. Placing the focus on raising Bank Rate as "the active instrument in most circumstances".
2. Raising Bank Rate to 0.50% before starting on reducing its holdings.
3. Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
4. Once Bank Rate had risen to at least 1%, it would start selling its holdings.

E3 **Significant risks to the forecasts**

- COVID vaccines do not work to combat new mutations and/or new vaccines take longer than anticipated to be developed for successful implementation.
- The pandemic causes major long-term scarring of the economy.
- The Government implements an austerity programme that suppresses GDP growth.
- The MPC tightens monetary policy too early – by raising Bank Rate or unwinding QE.
- The MPC tightens monetary policy too late to ward off building inflationary pressures.
- Major stock markets e.g., in the US, become increasingly judged as being over-valued and susceptible to major price corrections. Central banks become increasingly exposed to the “moral hazard” risks of having to buy shares and corporate bonds to reduce the impact of major financial market selloffs on the general economy.
- Geo-political risks are widespread e.g., German general election in September 2021 produces an unstable coalition or minority government and a void in high-profile leadership in the EU when Angela Merkel steps down as Chancellor of Germany; on-going global power influence struggles between Russia/China/US.

E4 The overall balance of risks to economic growth in the UK is now to the downside, including residual risks from Covid and its variants - both domestically and their potential effects worldwide.

E5 There is likely to be exceptional volatility and unpredictability in respect of gilt yields and PWLB rates due to the following factors: -

- How strongly will changes in gilt yields be correlated to changes in US treasury yields?
- Will the Fed take action to counter increasing treasury yields if they rise beyond a yet unspecified level?
- Would the MPC act to counter increasing gilt yields if they rise beyond a yet unspecified level?
- How strong will inflationary pressures turn out to be in both the US and the UK and so impact treasury and gilt yields?
- How will central banks implement their new average or sustainable level inflation monetary policies?
- How well will central banks manage the withdrawal of QE purchases of their national bonds i.e., without causing a panic reaction in financial markets as happened in the “taper tantrums” in the US in 2013?
- Will exceptional volatility be focused on the short or long-end of the yield curve, or both?

The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within our forecasting period, despite the major challenges that are looming up, and that there are no major ructions in international relations, especially between the US and China / North Korea and Iran, which have a major impact on international trade and world GDP growth.

- E6 The MPC's forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows:
1. Placing the focus on raising Bank Rate as "the active instrument in most circumstances".
 2. Raising Bank Rate to 0.50% before starting on reducing its holdings.
 3. Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
 4. Once Bank Rate had risen to at least 1%, it would start selling its holdings.

- E7 **COVID-19 vaccines.** These have been the game changer which have enormously boosted confidence that life in the UK could largely return to normal during the summer after a third wave of the virus threatened to overwhelm hospitals in the spring. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in hard hit sectors like restaurants, travel, and hotels. The big question is whether mutations of the virus could develop which render current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread.

- E8 **The balance of risks to the UK economy: -**
The overall balance of risks to economic growth in the UK is now to the downside, including residual risks from Covid and its variants - both domestically and their potential effects worldwide.

- E9 **US.** Since the start of 2021, there has been a lot of volatility in gilt yields, and hence PWLB rates. During the first part of the year, US President Biden's, and the Democratic party's determination to push through a \$1.9trn (equivalent to 8.8% of GDP) fiscal boost for the US economy as a recovery package from the Covid pandemic was what unsettled financial markets. However, this was in addition to the \$900bn support package already passed in December 2020 under President Trump. This was then followed by additional Democratic ambition to spend further huge sums on infrastructure and an American family plan over the next decade which are caught up in Democrat / Republican haggling. Financial markets were alarmed that all this stimulus, which is much bigger than in other western economies, was happening at a time in the US when: -
1. A fast vaccination programme has enabled a rapid opening up of the economy.
 2. The economy had already been growing strongly during 2021.
 3. It started from a position of little spare capacity due to less severe lockdown measures than in many other countries. A combination of shortage of labour and supply bottle necks is likely to stoke inflationary pressures more in the US than in other countries.
 4. And the Fed was still providing monetary stimulus through monthly QE purchases.

These factors could cause an excess of demand in the economy which could then unleash stronger and more sustained inflationary pressures in the US than in other western countries. This could then force the Fed to take much

earlier action to start tapering monthly QE purchases and/or increasing the Fed rate from near zero, despite their stated policy being to target average inflation. It is notable that some Fed members have moved forward their expectation of when the first increases in the Fed rate will occur in recent Fed meetings. As the US financial markets are, by far, the biggest financial markets in the world, any trend upwards in the US will invariably impact and influence financial markets in other countries. However, during June and July, longer term yields fell sharply; even the large non-farm payroll increase in the first week of August seemed to cause the markets little concern, which is puzzling, particularly in the context of the concerns of many commentators that inflation may not be as transitory as the Fed is expecting it to be. Indeed, inflation pressures and erosion of surplus economic capacity look much stronger in the US than in the UK. As an average since 2011, there has been a 75% correlation between movements in 10 year treasury yields and 10 year gilt yields. This is a significant UPWARD RISK exposure to our forecasts for longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.

- E10 There are also DOWNSIDE RISKS from the huge sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down. How this will interplay with the Bank of England eventually getting round to not reinvesting maturing gilts and then later selling gilts, will be interesting to keep an eye on.
- E11 **EU.** The slow roll out of vaccines initially delayed economic recovery in early 2021 but the vaccination rate has picked up sharply since then. After a contraction in GDP of -0.3% in Q1, Q2 came in with strong growth of 2%, which is likely to continue into Q3, though some countries more dependent on tourism may struggle. Recent sharp increases in gas and electricity prices have increased overall inflationary pressures but the ECB is likely to see these as being only transitory after an initial burst through to around 4%, so is unlikely to be raising rates for a considerable time.
German general election. With the CDU/CSU and SPD both having won around 24-26% of the vote in the September general election, the composition of Germany's next coalition government may not be agreed by the end of 2021. An SPD-led coalition would probably pursue a slightly less restrictive fiscal policy, but any change of direction from a CDU/CSU led coalition government is likely to be small. However, with Angela Merkel standing down as Chancellor as soon as a coalition is formed, there will be a hole in overall EU leadership which will be difficult to fill.
- E12 **China.** After a concerted effort to get on top of the virus outbreak in Q1 2020, economic recovery was strong in the rest of the year; this enabled China to recover all the initial contraction. During 2020, policy makers both quashed the virus and implemented a programme of monetary and fiscal support that was particularly effective at stimulating short-term growth. At the same time, China's economy benefited from the shift towards online spending by consumers in developed markets. These factors helped to explain its

comparative outperformance compared to western economies during 2020 and earlier in 2021. However, the pace of economic growth has now fallen back after this initial surge of recovery from the pandemic and China is now struggling to contain the spread of the Delta variant through sharp local lockdowns - which will also depress economic growth. There are also questions as to how effective Chinese vaccines are proving. In addition, recent regulatory actions motivated by a political agenda to channel activities into officially approved directions, are also likely to reduce the dynamism and long-term growth of the Chinese economy.

- E13 **Japan.** 2021 has been a patchy year in combating Covid. However, after a slow start, nearly 50% of the population are now vaccinated and Covid case numbers are falling. After a weak Q3 there is likely to be a strong recovery in Q4. The Bank of Japan is continuing its very loose monetary policy but with little prospect of getting inflation back above 1% towards its target of 2%, any time soon: indeed, inflation was negative in July. New Prime Minister Kishida has promised a large fiscal stimulus package after the November general election – which his party is likely to win.
- E14 **World growth.** World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum more recently. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022. It is likely that we are heading into a period where there will be a reversal of **world globalisation** and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.
- E15 **Supply shortages.** The pandemic and extreme weather events have been highly disruptive of extended worldwide supply chains. At the current time there are major queues of ships unable to unload their goods at ports in New York, California, and China. Such issues have led to misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually sorted out, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods on shelves.

Interest Rate Forecasts

E16 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its meeting on 6th August (and the subsequent September meeting), although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected within the forecast horizon ending on 31st March 2023 as economic recovery is expected to be only gradual and, therefore, prolonged.

E17 **Forecasts for Bank Rate**

Bank Rate is not expected to go up fast after the initial rate rise as the supply potential of the economy has not generally taken a major hit during the pandemic, so should be able to cope well with meeting demand without causing inflation to remain elevated in the medium-term, or to inhibit inflation from falling back towards the MPC's 2% target after the surge to around 4% towards the end of 2021. Three increases in Bank rate are forecast in the period to March 2024, ending at 0.75%. However, these forecasts may well need changing within a relatively brief time frame for the following reasons: -

- There are increasing grounds for viewing the economic recovery as running out of steam during the summer and now into the autumn. This could lead into stagflation which would create a dilemma for the MPC as to which way to face.
- Will some current key supply shortages e.g., petrol and diesel, spill over into causing economic activity in some sectors to take a significant hit?
- Rising gas and electricity prices in October and next April and increase in other prices caused by supply shortages and increases in taxation next April, are already going to deflate consumer spending power without the MPC having to take any action on Bank Rate to cool inflation. Then we have the Government's upcoming budget in October, which could also end up in reducing consumer spending power.
- On the other hand, consumers are sitting on around £200bn of excess savings left over from the pandemic so when will they spend this sum, in part or in total?
- There are 1.6 million people coming off furlough at the end of September; how many of those will not have jobs on 1st October and will, therefore, be available to fill labour shortages in many sectors of the economy? So, supply shortages which have been driving up both wages and costs, could reduce significantly within the next six months or so and alleviate the MPC's current concerns.
- There is a risk that there could be further nasty surprises on the Covid front, on top of the flu season this winter, which could depress economic activity.

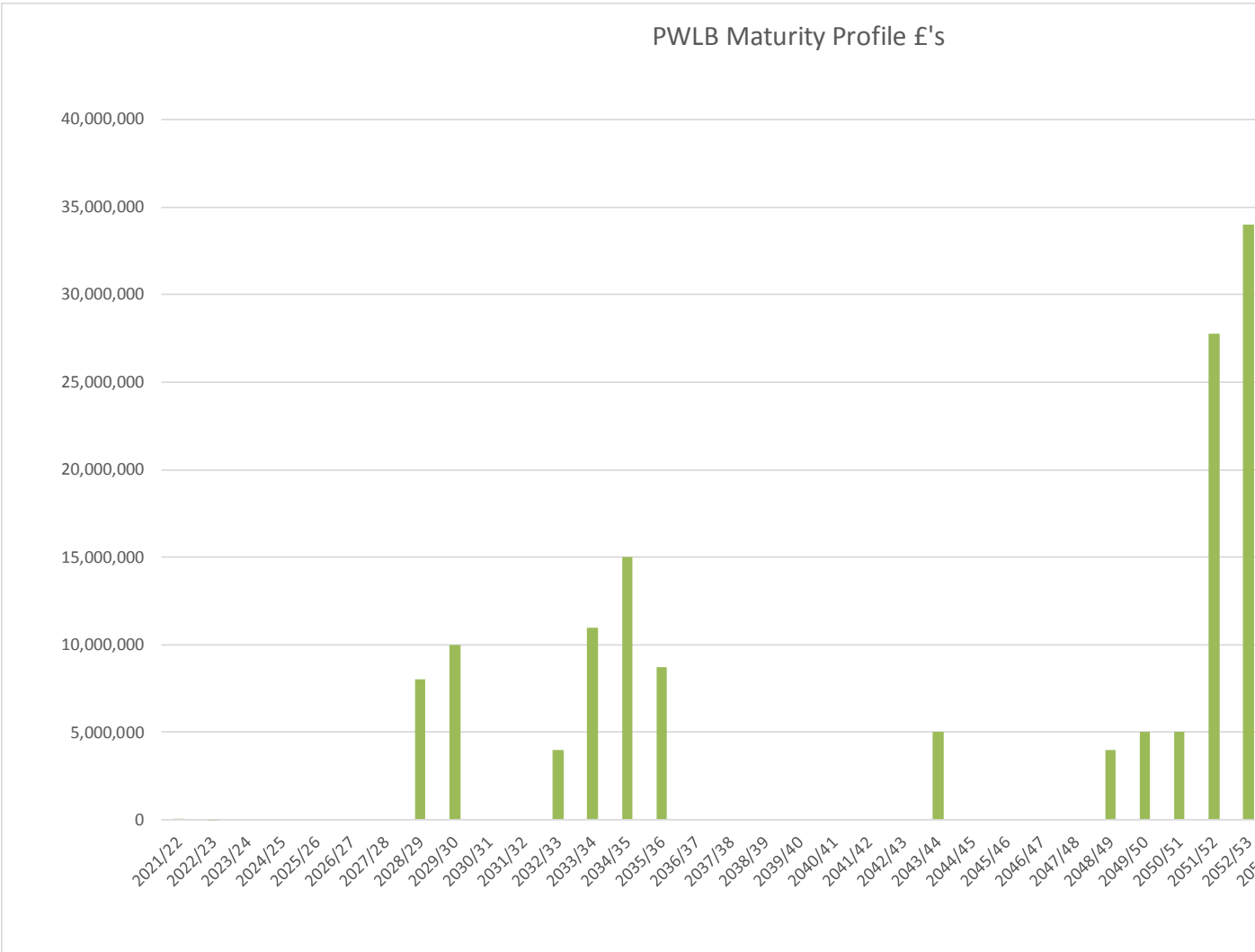
In summary, with the high level of uncertainty prevailing on several different fronts, it is likely that these forecasts will need to be revised again soon - in line with what the latest news is.

- E18 Gilt yields and PWLB rates were on a falling trend between May and August. However, they rose sharply towards the end of September. The 50 year PWLB target certainty rate for new long-term borrowing started 2021/22 at 1.90%, rose to 2.00% in May, fell to 1.70% in August and returned to 2.00% at the end of September after the MPC meeting of 23rd September.
- The current PWLB rates are set as margins over gilt yields as follows: -.
 - **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
 - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
 - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)
- E19 Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year.
- E20 **PWLB RATES.** There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was heightened expectations that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets. Over the year prior to the coronavirus crisis, this resulted in many bond yields up to 10 years turning negative in the Eurozone. In addition, there was, at times, an inversion of bond yields in the US whereby 10 year yields fell below shorter-term yields. In the past, this has been a precursor of a recession.
- E21 Gilt yields had, therefore, already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020 which caused gilt yields to spike up. However, yields then fell sharply in response to major western central banks taking rapid policy action to deal with excessive stress in financial markets during March and starting massive quantitative easing driven purchases of government bonds: these actions also acted to put downward pressure on government bond yields at a time when there was a huge and quick expansion of government expenditure financed by issuing

government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply.

- E22 At the start of January 2021, all gilt yields from 1 to 8 years were negative: however, since then all gilt yields have become positive and rose sharply during the spring, especially in medium and longer-term periods, until starting a significant decline since May which was then sharply reversed in August / September. Repeated assurances by the Fed in the US, and by other major world central banks, that inflation would spike up after Covid restrictions were abolished, but would only be transitory, allayed investor fears until August / September when high inflation was again seen as a growing danger and both central banks in the US and UK gave indications that monetary policy tightening was now on the horizon. There is considerable concern that the US Fed is taking a too laid-back view that inflation pressures in the US are purely transitory and that they will subside without the need for the Fed to take significant action to tighten monetary policy.
- E23 Lack of spare economic capacity and rising inflationary pressures are viewed as being much greater dangers in the US than in the UK. This could mean that rates will end up rising faster and further in the US than in the UK if inflationary pressures were to escalate; the consequent increases in treasury yields could well spill over to cause (lesser) increases in gilt yields.
- E24 Yields on 10 year Gilts and Treasuries initially both fell during the first quarter of 2020, as signs emerged that the COVID-19 virus would become a global pandemic which would lead to a sharp downturn in economic growth.
- E25 The correlation between 10 year yields in the UK and the US lessened during the second half of 2020 when US yields displayed an increasing tendency to rise, whilst UK yields remained more range bound. This divergence was consistent with the relatively better economic performance registered by the US during the pandemic, which was aided by historically low US business inventory levels needing to be rebuilt.
- E26 During late 2020 gilt yields rose significantly, reflecting optimism that the fast vaccine roll-out in the UK would support a strong economic recovery during 2021.
- E27 During September 2021, treasury yields rose sharply in response to growing investor concerns around high inflation and indications from the Fed that tapering of quantitative easing purchases of treasuries are likely to occur soon. Gilts also rose sharply, as did investor concerns around a sharp increase in inflation in the UK which is now likely to go over 4%. In addition, the MPC meeting on 23rd September flagged up major concerns around the strength of inflation which may require Bank Rate to go up much faster than had previously been expected.

Appendix F



Prudential Indicators

Appendix G

(1). AFFORDABILITY PRUDENTIAL INDICATORS	2021/22	2022/23	2023/24
	Estimate	Estimate	Estimate
Capital Expenditure	£'000 168,424	£'000 193,190	£'000 141,152
Ratio of financing costs to net revenue stream	% 5.85%	% 4.85%	% 4.90%
Gross borrowing requirement	£'000	£'000	£'000
Gross Debt	332,274	332,275	332,275
Capital Financing Requirement as at 31 March	314,406	405,061	463,032
Under/(Over) Borrowing	(17,868)	72,786	130,757
In year Capital Financing Requirement	£'000 10,941	£'000 10,800	£'000 13,814
PRUDENTIAL INDICATOR	2020/21	2021/22	2022/23
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS			
Authorised limit for external debt -	£'000	£'000	£'000
Borrowing	374,000	467,000	582,000
other long term liabilities	12,000	12,000	12,000
TOTAL	386,000	479,000	594,000
Operational boundary for external debt -	£'000	£'000	£'000
Borrowing	321,406	398,870	494,922
other long term liabilities	10,000	10,000	10,000
TOTAL	331,406	326,320	311,976
Upper limit for fixed interest rate exposure			
Net principal re fixed rate borrowing / fixed term investments	100%	100%	100%
Upper limit for variable rate exposure			
Net principal re fixed rate borrowing / fixed term investments	25%	25%	25%
Upper limit for total principal sums invested for over 365 days (per maturity date)	£'000 £60,000	£'000 £60,000	£'000 £60,000

Appendix H

Prudential Indicators Glossary

Ratio of financing costs to net revenue stream

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

Gross Borrowing

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

Actual and Estimated Capital Expenditure

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

Capital Financing Requirement

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

Authorised Limit

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

Operational Boundary

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

Limits on Interest Rate Exposure

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

Approved countries for investments as at 30th September 2021.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Hong Kong
- Qatar
- **U.K.**

Cabinet**25 November 2021****2020/21 Annual Governance Statement****Recommendation**

1. That Cabinet endorses the 2020/21 Annual Governance Statement and recommends it to Full Council for approval.

1. Executive Summary

- 1.1 This report presents the 2020-21 Annual Governance Statement (AGS) for consideration at Appendix 1.
- 1.2 The Accounts and Audit Regulations 2015 require the authority to conduct a review, at least once in a year, of the effectiveness of its system of internal control and to prepare an AGS. We have followed CIPFA guidance issued in February 2021 to include relevant areas of governance impact arising from the COVID-19 pandemic. These are captured in Section 3 (Review of Compliance and the Impact of COVID-19) and Section 5 (Governance Issues and Challenges) of the AGS.
- 1.3 It has been assessed, as a result of the AGS evaluation and assurance gathering process, that there are no significant governance issues or governance failures to report.
- 1.4 The results of the evaluation process and a draft AGS were considered and endorsed by the Audit & Standards Committee at its meeting on 10 June 2021. The draft AGS has also been subject to External Audit review followed by further endorsement of the Audit & Standards Committee at its meeting on 4 November, with no substantial amendments required.

2. Financial Implications

None.

3. Environmental Implications

None

4. Supporting Information

- 4.1 The Council's Local Code of Corporate Governance underpins the AGS and sets out the seven core principles of governance and the Council's governance arrangements against each principal. An updated Local Code of Corporate Governance was endorsed by the Audit and Standards Committee in March and approved by Cabinet in April 2021.
- 4.2 Assistant Directors, Chief Fire Officer and the Director of Public Health have completed assurance statements, confirming their understanding and compliance with the Council's approach to the management of risk and good governance in their services.

5. Timescales associated with the decision and next steps

- 5.1 The 2020-21 timetable for external audit and accounts approval requires that the proposed AGS, as attached, will be presented with the financial statements for Full Council approval on 14 December, subject to Cabinet endorsement.

Appendices

1. Appendix 1 – Annual Governance Statement 2020/21 for endorsement

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

Local Member(s): N/A

Other members: N/A

Annual Governance Statement

Year ended 31 March 2021

Annual Governance Statement 2020/21

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1. What are we responsible for?

We are responsible for delivering public services for the benefit of the people of Warwickshire, operating in line with the law and proper accounting standards, and for using public money economically, efficiently and effectively. We also have a duty under the Local Government Act 1999 to continually review and improve the way we work, while at the same time offering value for money services.

To meet our responsibility, we have put in place proper governance arrangements for overseeing what we do. These arrangements are intended to make sure that we do the right things, in the right way, for the right people, in a timely, open and accountable manner. These arrangements consist of all the systems, processes, culture and values which direct and control the way in which we work and through which we account to, engage with and lead our communities.

2. The Governance Framework

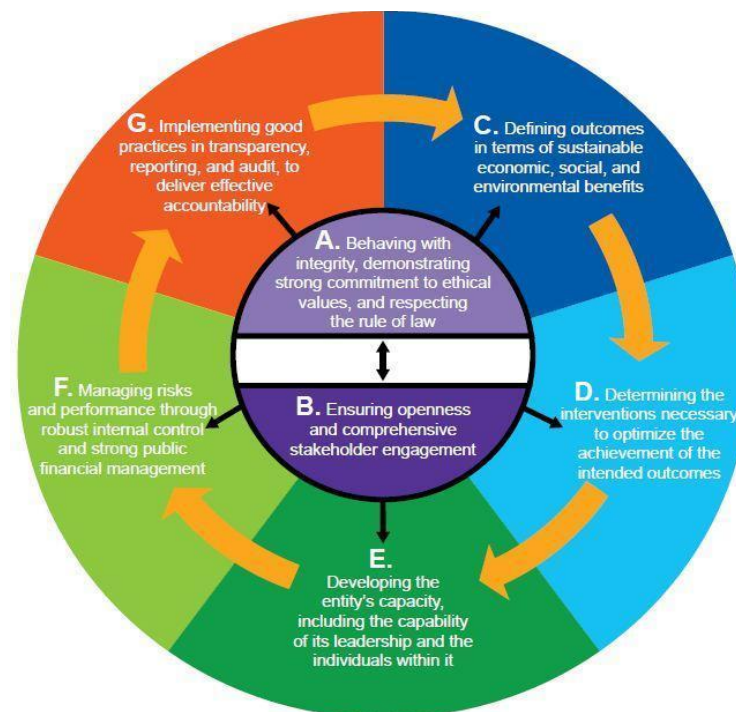
We have approved and adopted a **Code of Corporate Governance**, which sets out the principles of the *CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016)*

The Council's Code of Corporate Governance has recently been updated to present how our governance arrangements support each core governance principle and reflect organisational structures and processes. The full details of our current code and how we meet the seven Principles of good governance can be found on our website here:

<http://www.warwickshire.gov.uk/corporategovernance>

The Code will be reviewed at least every 4 years, and more frequently if needed. Consequently, governance arrangements in the Code are not repeated in the AGS, which will focus on compliance, effectiveness and improvements to the Framework.

Figure 1: CIPFA's Principles of Good Governance



Since March 2020, the COVID pandemic and the unprecedented public health and economic impacts have required a significant on-going managed emergency response. The Council has had to vary a range of working practices, service responses and business-as-usual governance mechanisms at pace.

Due process has been followed and the principles of the Governance Framework have been applied. Specific governance actions in response to the pandemic are captured in Section 3, as actions against the relevant governance principles and in Section 5, as governance challenges.

The aim of the governance framework

Our framework allows us to direct resources in accordance with our priorities, monitor how we are achieving our strategic aims and ambitions, and to consider whether they have helped us deliver appropriate services. The Framework also aims to assure we deliver value for money, by applying governance processes aligned to:

- Principle C: defining outcomes that have impact;
- Principle D: optimising achievement of outcomes that are effective;
- Principle E: strong financial management that delivers economic and efficient solutions.

Figure 2: The Council's Core Purpose and Priority Outcomes



The Annual Governance Statement provides assurances that these processes are working in practice and provide services in line with our priorities by delivering on our supporting priority of Making the Best Use of Resources.

Financial Management Code of Practice

Our Code of Corporate Governance will be enhanced by adopting CIPFA's Financial Management Code of Practice in 2021-22.

In preparation for adopting the CIPFA Financial Management Code of Practice, we conducted a self-assessment of our financial management arrangements and practice against each of the seven standards in the Code of Practice. This concluded that our current working practice and noted planned improvements will meet the expectations of the Code of Practice against each of the standards:

- Responsibilities of the Chief Finance Officer and Leadership Team;
- Governance and Financial Management Style;
- Long to Medium Term Financial Management;
- The Annual Budget;
- Stakeholder Engagement and Business Plans;
- Monitoring Financial Performance; and
- External Financial Reporting

We are alert to ensuring our governance arrangements support the Council as a whole and individual services to deliver value for money across all our activity and at all levels of accountability, and we continue to seek to adapt and improve our governance arrangements in that regard.

3. Review of compliance with the Local Code of Corporate Governance and the impact of COVID

Our recent review and update of the Local Code of Corporate Governance <http://www.warwickshire.gov.uk/corporategovernance> has confirmed that arrangements under each of seven governance principles continue to be applied. The COVID pandemic has made 2020-21 a year of significant change and the Council has, wherever required, adapted existing governance arrangements as part of our response to the pandemic and plans for recovery. We have set out below, for each governance principle, our self-assessment of compliance in the year and highlighted where COVID has impacted governance arrangements and has been an opportunity to enhance and seek to sustain the benefits of these changes.

Table1: Summary of Compliance and COVID impact against the Local Code of Corporate Governance

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	
Compliance Overview	The key policies, procedures and practices set out in the Local Code of Corporate Governance remained in place and were applied throughout the year. Our six key behaviours and supporting values which underpin our governance arrangements are at the heart of all we do and continued to be central to how we appraise our performance.
	We have continued to meet the Public Sector Duty, as set out in the Equality Act 2010 and do not consider that we have unlawfully discriminated the provisions of services whether delivered by us or commissioned externally.
COVID impact and response	Council, Cabinet and Committee face to face meetings, including those relating to the Warwickshire Pension Fund were unable to be held in March and April 2020. Meetings resumed online in May and were compliant with access to information and public access requirements. Key decisions to be made by Cabinet from April were rescheduled without any further delay or deferment of Council business, with some decisions taken by the Leader/ Portfolio Holders as necessary. Formal Council meetings were held virtually from May 2020 until end April 2021. Plans for re-instating face to face council meetings from May 2021, are in place. A Member induction programme is also in place.
	We applied, wherever required, our statutory powers and our scheme of delegation to ensure continuity of core Council services and to deliver the emergency response and outbreak management activity at pace, in line with COVID related funding conditions and regulations. All such decisions and actual expenditure are recorded and evidenced.
	As an employer, we applied Public Health England and government guidelines in respect of COVID secure working, and required our staff to work at home wherever possible during periods of national lockdown. We undertook risk assessments for those staff whose role prevented them from working from home and ensured adequate supplies of PPE were available for the continued safe delivery of frontline council services. Reinstatement Toolkits were in place to ensure a safe- working arrangements at all locations during the pandemic. Throughout the period, we made available to staff support and wellbeing resources and the offer of reimbursement for equipment which enabled them to work safely from home.

	We are alert to changing risks to information security, including cybercrime, that may arise due to remote working and we continued to maintain prevention, control, testing and response regimes to mitigate this risk.
	The constitutional role and regulatory duties of the Director of Public Health, including applying the latest PHE guidance, government regulations and devolved responsibilities were supported by specialist legal advice.
	We prepared for and delivered, with our district and borough council partners, Covid secure elections on 6 May 2021.

Principle B: Ensuring openness and comprehensive stakeholder engagement

Compliance Overview	The key policies, procedures and practices set out in the Local Code of Corporate Governance remained in place and were applied throughout the year.
COVID impact and response	<p>We expanded our contribution to and collaboration with partner organisations to deliver a joined-up response to COVID through increased joint working in a wide variety of settings, notable examples are:</p> <ul style="list-style-type: none"> • Developing and delivering coordinated policy and support for vulnerable citizens and those shielding, including leadership and operation of a county-wide network distributing 10,800 food and household essential parcels to clinically extremely vulnerable people, and maintaining a seven day Covid hotline throughout the year; • Establishing place-based Incident Management Teams to prioritise local responses between partners; CSW (Coventry, Solihull and Warwickshire) and West Midlands Local Resilience Fora, Safer Warwickshire Partnership and collaborating with Category 1 and 2 Responders on county wide emergency response, contingency planning and public information <u>staysafe</u>. ; • Our strategic and tactical cells continued to meet at least weekly throughout the year with attendance from key partners including the Police, Health Service and Warwick University; • Throughout the year we convened a Service Resilience and Recovery Forum, involving district and borough council chief officers and Warwickshire Police; there were also regular COVID briefings of Warwickshire MPs, council leaders and the Police and Crime Commissioner; • We ran school leader meetings, webinars and online platforms for sharing advice, learning and tools to assist teachers, parents and students; • Our Mortuary Services Working Group and Bereavement Group held regular meetings (weekly at one stage) with Funeral Directors, the Coroner, the Fire and Rescue Service, Public Health and Registration Services to ensure bereaved families were treated with respect and dignity; • A CSW led review of economic resilience and capacity.

	<p>Our public engagement has been delivered and managed daily, through our external website home page and links to a dedicated suite of COVID information, advice and support pages http://wawickshire.gov.uk/coronavirus, which received 438,000 hits through the year. We maintained multi-platform links to the latest sources of national and local information, advice and contact points for the local communities, those who were shielding or vulnerable and their carers, schools, providers, businesses and volunteer groups. We also extended our community engagement through a range of social media channels, using #bestwarwickshire tag on Twitter, Facebook, Snapchat and Instagram for specific public health messaging and campaigns and extending our reach during this critical time. We issued a special edition of our brochure “Warwickshire Together” delivered to all our households signposting all key sources of help and advice to stay well, safe and connected with key services.</p>
	<p>As a specific response to COVID, working at pace with district and borough councils and the voluntary and community sector, we led and co-ordinated the establishment of a network of Community Shielding Hubs to maintain food supplies and medicines, communication channels and information to support the most vulnerable members of the community. A central, seven-day telephone line provided advice and support to those extremely clinically vulnerable citizens who were shielding, and other vulnerable residents and over 105,000 contacts made with vulnerable people.</p>
	<p>To support local business, we also published weekly “Warwickshire Economics” bulletins updating and signposting the latest financial and practical support for businesses. We ran Town Centre webinars to identify action needed to support local business and to support the re-opening of public spaces. This included redesign and reallocation of road space to enable social distancing and improve throughput of pedestrians in a safe way that provided confidence to visitors to come to our town centres.</p>
	<p>We made proactive and extensive use of our Employee Engagement Strategy to stay connected with our staff and to support them through considerable enforced changes to ways of working and the challenges they faced at work and at home. On average, over 40% of staff participated in five short ‘Check-in’ surveys focused on health and well being as well as broader performance themes. Results for key indicators of well-being were analysed, followed up by Corporate Board in 2 action plans and shared with all staff via broadcasts and dedicated areas of the intranet with links to results dashboards. https://www.warwickshire.gov.uk/employeeengagement</p>
	<p>Corporate Board and Strategic Director live stream broadcasts, at least fortnightly, were available to all staff (live or recorded) throughout the year greatly supporting staff engagement for both remote and community/site-based staff. Sessions included Q&A and supported staff with clear health & well-being messages, maintained connections within the organisation and aided understanding of decisions and key messages in a fast moving environment. 89% of staff agreed that internal communications kept them informed of what the Council is doing (Check in 5).</p>

Pension Fund stakeholder engagement was delivered remotely, including a remote Annual General Meeting and employer engagement day. The Fund's policy and strategy documents remained publicly available at <https://www.warwickshirepensionfund.org.uk/home/investments/1>

Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits

Compliance Overview	At the start of the year, prior to the pandemic, we had a clear set of priority outcomes in the Council Plan, https://www.warwickshire.gov.uk/strategies . The Medium Term Financial Strategy (MTFS) supports the delivery of the Council Plan and is based on clear assumptions; resources align to priorities and ensure a balanced budget to sustain services and the longer term financial health of the Council. The MTFS process, which includes scenario planning, assists with forward planning and responding to variations in financial forecasts and changes to assumptions.
COVID impact and response	In June 2020, we published a joint position statement with Warwickshire Council's on COVID recovery on our website news pages , setting out focus areas for joint working.
	Our COVID Recovery Plan was approved by Cabinet in September 2020, to provide leadership on recovery from the pandemic and address challenges, uncertainty and new opportunities. We carried out strategic and service impact assessments and financial reviews to support a series of theme based cross party member working groups in May. In June, reports were also prepared for each Overview and Scrutiny Committee on service focused response to the pandemic and next steps. The Recovery Plan is underpinned by recovery principles that ensure the plan remains dynamic and flexible enough to respond to changes in need.
	With our agreed Recovery Plan in place, our Change Portfolio was reviewed, and programmes and projects reprioritised against our four themes to drive recovery, linked to regional and sub regional recovery activity: <ul style="list-style-type: none"> • Place, Economy and Climate (including skills and education); • Community; • Health, Wellbeing and Social Care; and • Organisation (including the reinstatement of services).
	Warwickshire's Health & Well Being board conducted a COVID-19 Health Impact Assessment to best understand priorities and key drivers for future strategies. The Director of Public Health produced her annual report which was themed around the impact of COVID on health inequalities in Warwickshire. This was presented to Council in March 2021.

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes	
Compliance Overview	The key arrangements for managing performance and delivery, to inform interventions, continued to operate throughout the year.
COVID impact and response	We acted quickly to generate Business Intelligence data dashboards, to support daily response actions and decision making throughout the pandemic, supplementing national PHE and health data.
	Through our use of data, service impact assessments, CSW Resilience led action plans and risk assessments we identified cost, demand and business continuity pressures on Adult Social Care and Children & Families services. This informed decisions to direct COVID specific funds, where appropriate, to: <ul style="list-style-type: none"> • Supplement the frontline workforce in Social Care, Children & Families; • Adapt working practices and service locations to be COVID secure; • Cover the increased costs of residential and other commissioned care; and • Respond to the emerging Mental Health crisis.
	We maintained support for our school communities with direct interventions that supported remote learning during lockdown periods and on-site learning for key workers and vulnerable children, including school meals, transport and IT facilities.
	Progress against the COVID-19 Recovery Plan was reported to Cabinet in January 2021 and progress will continue to be reported in 2021/22, until recovery priorities and measures of success are integrated with future updates to the Council Plan. Reporting progress in January, at the time of the third national lockdown, meant there was a further reprioritisation of corporate activity, and realignment of resources to respond to changing circumstances and shifting recovery priorities.
	We conducted a mid-year stocktake of all our active and planned project activity and reviewed the impact of reprioritisation on current year budget forecast and the Medium Term Financial Strategy.
	Although we continued to collect Key Business Measure (KBM) data for our Commissioning Intentions Performance Framework throughout the year, our reprioritisation of non-essential activity meant Q1 and Q3 Council Plan progress reports to Cabinet were not produced. However, KBM data was available to access and interrogate through our PowerBI (Business Intelligence) suite of dashboards, available online to officers and members.

Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it	
Compliance Overview	The key arrangements for building our capacity and capability continued to operate throughout the year. The process for annual appraisals was temporarily paused early in the pandemic and was reinstated when national restrictions were relaxed. Leadership forums, including Senior Leadership Forum were maintained and enhanced with strategy & commissioning network meetings.
COVID impact and response	In the earlier stages of the pandemic, we established a staff redeployment panel to manage voluntary applications from staff and redirect resources from non-essential activity to critical services and areas of greatest need, in accordance with our emergency action plans and business continuity plans. Staff involved in redeployment have fed-back that they felt valued, empowered to make best use of their existing skills and gained new skills and insights.
	<p>The health & wellbeing of our employees during the COVID pandemic and lockdown period has been a top priority, and as well as ensuring we engage with staff as stakeholders, we have focused on building a resilient and high performing workforce:</p> <ul style="list-style-type: none"> • maintaining wellbeing and HR policy information on dedicated staff intranet sites (Keeping You Well and Working, Working4Warwickshire) with links to active internal and external support networks, resources and staff well-being check in surveys; and actions arising from those surveys; and • regular live broadcast to staff from Corporate Board and Strategic Directors, to communicate key well- being messages, updates and Q&A. <p>"Check in 5" survey results (March 2021) provided assurance that 82% of respondents were feeling ok or better and 86% felt "employee well-being is promoted at work". We have also seen our sickness absence rate decline significantly through the year from 10.27 days per Full Time Equivalent to 7.45 days.</p>
	The delivery of Functional Operating Models (service reviews and structural reorganisations on a service by service basis) that support our Target Operating Model, was paused, but has now recommenced and is back on track.
	The Council's move to the Cloud-based Microsoft 365 environment has secured communication and data security and has also enhanced our ability to work remotely and collaboratively. Our How We Work programme, designed to invest in and deliver the right technology and tools to work as efficiently and effectively as possible, has also supported staff with bite - size MS training sessions that could be accessed at any time.

Principle F: Managing risks and performance through robust internal control and strong public financial management	
Compliance Overview	<p>The regulations, policies and governance arrangements set out in the Code of Corporate Governance have been fully applied throughout the year for the Council and for Warwickshire Pension Fund.</p> <p>We adopted a new Strategic Risk Management Framework in April 2021 and continue to apply the CIPFA Code of Practice for Managing the Risk of fraud and corruption and this is reflected in our anti-fraud policy. http://www.warwickshire.gov.uk/antifraud</p>
COVID impact and response	<p>The impact of COVID on the Council's financial position was subject to continuous financial analysis and key indicators reported to Corporate Board alongside financial impact returns to central government. Quarterly budget monitoring reports provided a COVID/ Non-COVID forecast split as well as commentary on the position of the Capital Programme and any delays in delivery. Monthly budget monitoring reports were also provided to Corporate Board and broken down for Directorate Leadership Teams.</p>
	<p>The Pension Fund set up a dedicated COVID Risk register and associated action plan to ensure impacts were identified and managed. Administration functionality was maintained, and although investment volatility was very significant it was within the range of the scenarios modelled in the previous triennial valuation and the Fund was not required to make any investment decisions under distress.</p>
	<p>COVID related expenditure was coordinated and governed centrally in accordance with delegated authorities. All specific grant funds and allocations were accounted for and controlled in compliance with the terms of the conditions of the grant and our financial rules and policies. The COVID Winter Grant Scheme funds allocated to the Council were subject to internal audit checks. Decisions to allocate multiple COVID funding streams and redirect resources to stand up or sustain critical services included funds allocated to:</p> <ul style="list-style-type: none"> • Standing up community-based shielding hubs with appropriate controls over procurement, stock control and distribution; • Apply the hospital discharge grant; • Procure PPE for frontline services, providers and carers; • Carry out community testing & contact tracing (including being a pilot authority) and local outbreak management; • Deliver infection control in residential care settings; and • Sustain public facing communication and customer services.

Where our emergency response involved the rapid turnaround of procurement and distribution of goods and services, we applied our Financial Rules and sought additional advice on appropriate controls from internal audit, to ensure that supplies of essential equipment and products were maintained, and suppliers paid promptly and accurately.

Core Principle G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability	
Compliance Overview	We endeavour always to be open and transparent. The regulations, policies and governance arrangements set out in the Code of Corporate Governance have been applied throughout the year for the Council and for the Warwickshire Pension Fund and can be accessed here: http://www.warwickshire.gov.uk/democracy and https://www.warwickshirepensionfund.org.uk
	Each year we publish information on our website outlining how we spend Council Tax income. http://www.warwickshire.gov.uk/counciltaxspending
COVID impact and response	During the early stages of the COVID response the Council made greater use of Leader (and where appropriate Portfolio Holder) decision making as set out in the Constitution. Arrangements were put in place to allow prior sharing of reports with Group Leaders for any representations to be taken into account and reports and minutes were published and made available to the public in the usual way.
	All COVID related expenditure and foregone income decisions were agreed collectively at Corporate Board, or by the Leader of the Council/ relevant Portfolio Holder, in accordance with our scheme of delegation and those decisions were recorded.
	<p>Although there were changes to regulated inspection schedules during the year, we were able to take assurances from, and act quickly on, feedback received from:</p> <ul style="list-style-type: none"> • Ofsted's Inspection of Local Authority Children & Families Service, which was started but not completed in March 2020 identified areas for improvement which are addressed by actions in the Practice Improvement Plan; and • Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) inspection of Warwickshire Fire & Rescue Service's (WFRS) response to COVID reported that the inspectors were impressed with how we maintained statutory functions whilst increasing the support for the most vulnerable in the community, with "on call staff working beyond their normal operational commitments" WFRS Covid-19 inspection.

	In the absence of Care Quality Commission and other regulatory inspections during the year, our Commissioning Support Unit have made sure that we maintained our existing Quality Assurance systems for providers delivering Adult Social Care and Children's commissioned services.
	Although delivery of the 2020-21 Internal Audit plan was initially paused, due to reprioritisation of service based and audit resources, audit assurance work caught up in the final quarter of the year to complete sufficient audits to provide an annual audit opinion for the year.

4. Review of effectiveness and improvements to governance arrangements

We have responsibility for conducting, at least annually, a review of the effectiveness of our governance framework including the system of internal control. The review of effectiveness is informed by the work of managers within the Authority who have responsibility for the development and maintenance of the governance environment and by the Head of Internal Audit's annual report

The review of effectiveness was co-ordinated by an evaluation panel consisting of representatives from each Directorate, Internal Audit and chaired by the Strategy & Commissioning Manager (Treasury, Pensions, Audit, Insurance and Risk). In carrying out its review, the evaluation panel:

- considered the approach of the Authority to establishing its principal statutory obligations and organisational objectives;
- considered the approach of the Authority to identifying principal risks to the achievement of those obligations and objectives;
- identified the key control frameworks that the Authority has in place to manage its principal risks;
- obtained assurance from managers on the operation of key control frameworks and on the results of relevant external or internal inspection;
- reviewed progress against the 2020-21 Governance Action Plan (Appendix 1) and;
- evaluated the assurances provided and identified gaps.

The evaluation panel also considered the strategic risks updated and agreed with Corporate Board in February 2021. The impact of COVID on strategic risk has been reviewed to inform recovery planning.

In addition, Assistant Directors have confirmed that they have complied with the risk management framework throughout the year and have

provided assurances at year end, including additional assurances about COVID impacts.

Consideration was also given to the results of reviews carried out by external regulators and agencies during the year including the external audit of the accounts. The work of the evaluation panel was scrutinised by the Assistant Director Governance and Policy (Monitoring Officer), the Assistant Director Finance (Deputy Section 151 Officer), Strategic Director for Resources (Section 151 Officer) and Director of Adults and Children's Services before being submitted to the Audit and Standards Committee in June 2021 for further scrutiny.

The results of Internal Audit work were reported to the Audit and Standards Committee throughout the year with the exception of the March 2020 meeting which was cancelled. The individual reviews feed into the overall Internal Audit Annual Report. The Committee has also considered in greater detail areas where limited assurance opinions have been provided including; Pensions Administration, and Strategic Property. This report concludes that the Authority's control environment provides moderate assurance that the significant risks facing the Authority are addressed. The internal audit findings, including those with a limited assurance opinion, were duly considered in the preparation of this statement.

The 2021-22 Governance Action Plan (Appendix 1) presents, on an exception basis, additional actions that are already planned or being considered to inform future Council planning and strengthen governance.

The process of review has also captured governance improvements in Table 2, that we have made during the year. These improvements may not be a direct result of our response to COVID but may, in some case, have been influenced by successful outcomes and lessons learned.

Table2: Summary of improvements to governance arrangements in 2020-21

Activities and Assurances	Governance Principle (s)
Led by the Resources Directorate, including cross cutting actions	
An independent review of scrutiny arrangements was undertaken, with conclusions and recommendations reported to three of four Overview and Scrutiny Committees in February and March 2021, the remaining committee is due to consider recommendations and they will go forward to Cabinet and Council, for action in 2021-22 following the elections.	Transparency and effective accountability
LEXCEL accreditation of Legal Services provided ongoing assurance about the standards of legal services provided to internal and external clients.	
As part of developing our new Strategic Risk Management Framework, for implementation in 2021, we have articulated strategic risk appetite levels and updated our approach to strategic risk assessment to provide senior leaders and members with more insight on how successfully risk and opportunity is being managed.	Risk and Performance
<p>Change portfolio governance arrangements were structured for all our programmes, revenue projects, and any initiatives contributing to recovery deliverables as follows:</p> <ul style="list-style-type: none"> • Change Management Delivery Groups, for five defined programme areas, set priorities for programmes and assure delivery of projects and programmes to agreed time, cost, quality, benefits and risk; • The Change Portfolio Board acts as the Sponsorship Board across all programmes; • Gateway Group continued to meet to assess project proposals and business cases to ensure benefits align with our priority outcomes; and • Implementing a new Programme Management Office structure to support project delivery and quality assure project proposals, live projects and change control processes, that was subject to internal audit review and achieved a substantial assurance opinion 	Determining interventions
A dedicated Corporate Policy and Commissioning team to support Leadership Team and Members with strategy development, foresight and futures work, fortnightly policy scans and developing an Integrated Planning Framework across finance, performance, risk and compliance.	Defining outcomes
Deep dive financial reviews of IT, property management and Special Educational Needs and Disability services to inform zero based budget setting in those areas.	Strong public financial management

Activities and Assurances	Governance Principle (s)
Pension Fund Administration compliance and efficiency improvements have been achieved through implementation of the I-Connect system which is close to completion. This is expected to result in improved data quality and a reduced number of pension regulation breaches.	Transparency and effective accountability
Cabinet approved the constitutional, governance and accountability arrangements for Warwickshire Property and Development Group to manage Council owned risks and to assure the delivery of the required social, economic and financial benefits in the approved Business Plan. In doing so we carried out extensive due diligence on the proposed arrangements, and applied learning from other similar council led commercial and joint venture initiatives.	Strong public financial management / internal control
The Finance Training Board designed a new “Finance Training for Managers” course to cover commercial and project finance skills and are actively encouraging finance staff to submit applications for professional and technical qualifications.	Strong public financial management/ Building capacity and capability
Our Payroll Service successfully resolved system and control weaknesses identified by prior year audit reviews which had resulted in low assurance levels, receiving a higher Substantial Assurance opinion in March 2021.	Strong public financial management/ Robust internal control
Through Our People Strategy 2020-25 we aim to build a sustainable and resilient workforce; agile working principles have been agreed and flexible working contracts were formally adopted for new starters and have been offered to all staff.	Ethical Values/ building capacity and capability
A dedicated Equality Diversity and Inclusion team facilitates change activity within the How We Work programme to deliver our Equality, Diversity and Inclusion vision. We support a cross council Equality, Diversity and Inclusion Group and run training workshops open to all staff. We use our internal communications to promote equality awareness campaigns and support staff networks such as the Staff Carers’ Network.	Ethical Values/ building capacity and capability
A Bullying and Harassment Policy and Procedure was approved and launched and new guidance on delivering a neurodiversity inclusive workplace was issued.	Ethical Values/ building capacity and capability
Our strong focus on staff wellbeing, before and during the pandemic, includes new initiatives to support staff through difficult times, such as Listening Mates, and for staff to have their say on our priorities and preferred ways of working. “Check in 4” results provided assurance that 86% of staff agreed that Employee Well Being is promoted at work, compared with 72% in 2019.	Building capacity and capability/ Engagement

Activities and Assurances	Governance Principle (s)
Led by the Communities Directorate – service specific	
WFRS Integrated Risk Management Plan was approved at Council in March 2021 following consultation, including a public survey, to ensure our fire and rescue service has resources in the right locations to effectively manage the changing risk profile within the County.	Managing risk and performance
In 2020, we established a cross council Trade and EU Matters Group, chaired by the Strategic Director for Communities, to review and report to Council on transition and post transition risks. The Group is responsible for scanning new legislation and coordinating the response, including supply chain reviews, arising from the UK's exit from the European Union.	Managing risk and performance
The Council Plan 2020-25 includes our commitment to mitigate negative effects on climate change, aligned to our Change Portfolio and with oversight from the Climate Change Delivery Group.	Defining Outcomes
The adoption of the Warwickshire Minerals Plan following consultation and independent examination, sets out the preferred strategy, sites and policies for guiding mineral development for the next 15 years in support of sustainable development.	Defining outcomes
Led by the People Directorate – service specific	
Our new Health & Well Being Strategy 2021-26, produced in collaboration with Health and Well Being Board partners was agreed in March 2021, with three initial priorities: <ul style="list-style-type: none"> • children and young people have the best start in life; • improving mental health & well-being; and • reducing inequality in health outcomes 	Defining outcomes
The development and implementation of Warwickshire's Care Home Resilience Plan supported by our Learning and Development offer to the health and care market. We are also conducting further work with Warwick University on public health in care settings.	Managing risk and performance

Activities and Assurances	Governance Principle (s)
We are extending social care and community-based market management initiatives by inviting community-based groups to tender formally for services via the CSW Joint E-Tender platform.	Robust internal control

5. Governance issues and challenges

We have not experienced any significant governance failures during the last year and our arrangements remain fit for purpose in accordance with the governance framework.

A primary purpose of the governance framework is to manage strategic risks proactively and to ensure that risks that can't be tolerated are appropriately mitigated.

The areas of challenge listed below have been identified as major challenges for the Council (strategic risks assessed as having the highest risk scores). We are satisfied that the challenges identified here are addressed by the Council Plan/Covid-19 Recovery Plan and supporting strategies, with key mitigation strategies signposted below.

Risk of post pandemic widening of social, health and economic inequalities and inability to catch up, resulting in worsening outcomes for our communities.

One of the principles underpinning our [COVID Recovery Plan](#) is to tackle inequalities, to help our most vulnerable and disadvantaged citizens and communities overcome the negative impacts of the pandemic. Recovery priority four aims to: "harness the power of our communities to tackle inequality and social exclusions".

We are building on our response to the pandemic, with further targeted action to:

- promote and broaden the Local Welfare Scheme, which received nearly 22,000 calls in the last year; and
- establish a Warwickshire Food Forum to tackle food poverty, following the issues of over 55,000 winter food and fuel vouchers.

We also allocated £1.6m of COVID grants and investment funds to the specific initiatives in 2020-21 to:

- manage the impact of Covid-19 on BAME Communities;
- improve mental health and well being; and
- tackling inequalities through Children & Families services

Our Health & Well Being Strategy 2021-26 and The Director of Public Health's Annual Report 2020-21 directly addresses health inequalities and the "double impact of harm" for Black, Asian and Minority Ethnic communities and the most vulnerable individuals facing multiple deprivation and inequalities in health.

Many of our services have been in the frontline of the COVID response and continue to support ongoing community resilience, often in the face of increasing demand for Council services and pressure on points of contact. To sustain critical services, we will continue to review and test all our business continuity and emergency plans and learn from our ongoing response to the pandemic.

Risk of Education and skills gap widening and inability to catch up, resulting in worsening outcomes for students, particularly for disadvantaged students.

Our [COVID Recovery Plan](#), priority three, sets out how we will help our children and young people catch up on their education. These focused initiatives also support our [Warwickshire Early Help Strategy \(2018-23\)](#) and our current [Education Strategy](#), which includes our approach to Closing the Gap. Going forward, we will make best use of Government catch up funding and supporting our schools by:

- Targeted roll out of IT resources and training to enable children and young people to make best use of digital learning resources;

- Programme of out of school and enrichment activities to support learning and catch up;
- Delivering our Child Friendly Warwickshire programme;
- Delivering our Early Years Programme; and
- Delivering our SEND and Inclusion Strategy and integrated delivery.

Risk of a deep and prolonged downturn in the economy, impacting on business sustainability, reduced employment levels and household income.

The COVID pandemic inevitably led to a significant drop in economic activity compared with the previous year, and there continues to be significant uncertainty around patterns of future growth. We worked closely with district and borough councils, Chamber of Commerce, Federation of Small Businesses (FSB) and Local Enterprise Partnership to co-ordinate our approach and support and sustain our businesses to access the emergency response funds made available by central government.

A key theme of our COVID Recovery is “Place, Economy and Climate (including skills and education)”, with three recovery priorities dedicated to:

- Support business and grow the economy;
- Stimulate job creation and skills; and
- Invest in regeneration and a sustainable future.

We have allocated £5 million of loan and grant funding for small businesses through both government funded schemes and instigation of new or extended Warwickshire County Council programmes of financial and broader packages of support for businesses which so far include:

- Adapt and Diversify Covid-19 Recovery and Investment Grants;

- Survive, Sustain and Grow to support small businesses in retail, tourism and leisure; and
- Retail and Hospitality Recovery and Investment Grants.

The new Warwickshire Recovery and Investment Fund (WRIF) is being created to stimulate the county’s economy, create jobs, support local businesses and bring investment into the county, with plans to invest £140m over 5 years. <https://www.warwickshire.gov.uk/information-coronavirus/coronavirus-wcc-economic-recovery-programmes/1>

The Council has approved the creation of the Warwickshire Property Development Group which intends to generate significant economic activity within the county over the medium term.

At a regional level the Council is a non-constituent member of the West Midlands Combined Authority (WMCA), with its objectives to create jobs, enhance skills, develop prosperity and drive economic growth. We continue to actively engage with WMCA with regards to transport, planning, housing and economic development. We will:

- Continue to work with our partners to develop the Skills for Employment programme to improve the employability skills and attributes of young people;
- Enhance our approach to place-shaping and infrastructure investment, taking advantage of government funding opportunities to both support economic recovery and to help deliver the key Council Plan priorities;
- Develop and deliver a pipeline of transport infrastructure projects with associated funding strategies;
- Continue to work with partners on the development of HS2 and maximising the economic benefits and managing the impacts on our communities; and
- Proactive management of any risks arising from EU Exit including workforce, data handling and supply chain impacts.

Risk of continued uncertainty about external factors such as longer-term Government policies and economic outlook, impacting on longer-term planning and our ability to sustain key services.

The outlook for Local Government remains challenging and with uncertainty about future policy changes given the economic and financial consequences of the pandemic, and only short-term clarity about future funding levels for local authorities absent a multi-year settlement through the Comprehensive Spending Review. Most fundamentally, demand for services is high and increasing and can be expected to increase further as a consequence of the Pandemic.

We are actively managing the impact on future levels of business rate income, tax base and cashflow management. We also await the outcome of the Treasury's Fair Funding and Comprehensive Spending Review.

We are adopting a future focused and strategic approach to identifying priorities for local government and the implications for Warwickshire. In the short term this includes:

- Implementing the COVID-19 Recovery Plan
- Facilitating strategic conversations with members, senior leaders and staff; and
- Establishing an approach to Residents' Panel to inform our priorities going forward, supplementing existing community engagement platforms and data gathering.

The potentially significant impact of uncertainty and change is actively managed through the Change Programme workstreams.

Over the coming year we will:

- Continue to monitor the implementation of in year savings, delivery plans and possible inflationary impacts to ensure that revenue and capital budgets are managed effectively, with a particular focus on improving the quality of in-year forecasting to inform timely resource allocation decisions;
- Apply our Commercial Strategy and Treasury Management and Investment Strategy to manage commercial and investment risks;
- Participate in conversations about devolution and future challenges and opportunities facing local authorities through national professional bodies and council networks; and
- Consider options for conducting Local Government Association led Peer Challenge activity in 2021 to provide assurance our strategic planning approach matches the challenges we face.

Risk of continuing pressure on Special Educational Needs & Disability (SEND) provision

One of our most significant operational and financial challenges is responding to longer term pressures that have a fundamental impact on the funding and provision of SEND in Warwickshire. Demographic and societal pressures and the upward trend in assessments requested is driving the increasing and urgent demand for special needs provision, both in mainstream and specialist settings.

We will continue to implement our SEND and Inclusion Strategy priorities and outcomes, through investment in a multi project and integrated SEND Change Programme, supported by the council's Programme Management Office, with oversight of programme performance by the Change Portfolio Board.

An Ofsted and CQC inspection of local area SEND services took place in July 2021 and reported, in September, on the strengths and areas of development to improve the effectiveness of the local area. We are taking action to respond to specific concerns that were raised and already have the following key actions in our Service Plan for 2021-22:

- A review of mainstream school top-up funding for Education Health Care Plans (EHCP);
- A new quality assurance framework for EHCPs; and
- The opening of a new special school, The Warwickshire Academy, offering specialist provision, with up to 80 places for students with Social, Emotional and Mental Health (SEMH) and Autism Spectrum Disorder (ASD) support needs.

6. Certification

We will continue to manage the risks detailed above and further enhance our governance arrangements over the coming year as set out in the 2021-22 Governance Action Plan at Appendix 1. We are satisfied that the risks we have identified are addressed in our Council Plan, COVID-19 Recovery Plan and key strategies. We are satisfied that the actions identified will address the need for improvements that were highlighted in our review of effectiveness. These are monitored and reported to members and Corporate Board as part of the corporate performance management framework. We will monitor their implementation and operation as part of our next annual review.

.....
Councillor Izzi Seccombe OBE
Leader of the Council

.....
Monica Fogarty
Chief Executive/Head of Paid Service

Appendix 1 – Rolling Governance Action Plan

Governance Improvement Actions for 2020-21	Actions Completed	This year we are:
To update our Local Code of Corporate Governance to reflect organisational restructure and new ways of working with learning points from our COVID-19 response actions and recovery planning also informed updates to the code.	An updated Local Code of Corporate Governance was endorsed by the Audit & Standards Committee and Cabinet, with full Council approval to follow in 2021.	Updating Do the Right Thing intranet guidance and develop modular training to support the new Code.
Complete the review of the Council's Constitution and Financial Regulations .	The Member Code of Conduct was reviewed against the latest LGA model. Financial Regulations and Contract Standing Orders are being updated for approval by Council.	Updating the scheme of delegation.
To update our Risk Management Framework	A new Strategic Risk Management Framework was approved by Cabinet in April 2021 and Strategic Risk Appetite levels and statements agreed.	Rolling out the new risk management approach according to milestones in the Integrated Planning programme.
To implement a Three Line of Defence model as part of a council wide assurance framework to manage risks and deliver ongoing internal control assurances to Corporate Board and members throughout the year.	Three lines of assurance model has informed Functional Operating Models, Change Programme governance and is adopted as the governance model for Strategic Risk Management.	Assurance mapping systems of internal control, as part of Internal Audit planning.
Reinstatement Planning for all Council services are prioritised and risk-based, focusing on: <ul style="list-style-type: none"> Keeping people safe; Managing risk successfully; Supporting staff with new ways of working; and Ensuring learning points are identified and followed up. 	We adopted a precautionary approach, informed by legislation and progress of the pandemic. Site risk assessments and business need informed our Reinstatement Plans.	Continuing to consult with all staff to inform next steps, aligned to our How We Work programme.

Update of strategic planning tools to reflect COVID recovery: <ul style="list-style-type: none"> • Review and refresh the Council Plan informed by COVID recovery planning, • MTFS refresh for 2021/22 budget to accommodate revised income and expenditure forecasts. • Integrate Strategic Policies and Priority Outcomes • Review and update Our People Strategy Delivery Plan 	The Council Plan 2025 and Medium Term Financial Strategy were updated and approved by Council in February 2021, incorporating Recovery Plan objectives. Our People Strategy Delivery Plan 2021-22 is approved and overseen by the How We Work Delivery Group.	Using our Integrated Planning programme to drive updates to the 2022/23 Council Plan.
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Governance Improvement Actions 2021-22	Action Owner	By when?
How we govern our partnership arrangements: We will review and refresh our partnership governance arrangements, which were last updated in 2014. We will seek a risk based and proportionate approach to managing our partnerships.	Assistant Director Governance and Policy	March 2022
How we manage our capital programme activity We will complete an end to end process review of our approach to capital project management with the aim of reducing the likelihood of significant budget overspends and impactful delays.	Assistant Director Finance	December 2021
How we manage our third party suppliers and contracts We will take forward actions identified from a review of Supplier Management by PwC. This includes establishing a Contract Management and Procurement Delivery Group, implementing a new Contract Management System and setting up cross directorate boards to oversee supplier relationships that hold the greatest risk (i.e. those where a supplier failure would risk delivery at a Council wide level).	Assistant Director Commissioning Support Unit	March 2022

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Cabinet

25th November 2021

CLIMATE CHANGE ACTION PLANS

Recommendation

That Cabinet approves the allocation of £200,000 from the Climate Change Investment Fund to take forward work across the sub-region with partners to deliver a response to COP26, using the funding to deliver the actions set out in section 2 of this report.

1.0 Background and context

- 1.1 The Council has declared a climate emergency, and in response has established a Climate Change Programme with the aim of achieving net zero emissions for the Council by 2030. This is based on the Cabinet approved recommendations in January 2020 of the Member Task and Finish Group on Climate Change Mitigation, adopted in the Council Plan 2025 in February 2020.
- 1.2 In June 2021 the Cabinet agreed to join UK100 and in doing so sign up to its pledges to achieve net zero emissions targets and in particular to achieve area wide net zero emissions by 2050. To do so requires the Council to build on its current action plan and its partnerships across the region and across sectors. It means exploring all avenues for further funding and devolved powers to deliver on such a scale at pace.
- 1.3 Earlier this month the World's leaders gathered in Glasgow for COP26, the United Nations Climate Change Conference. In the lead up to COP26, the Council signed up to its Race to Net Zero global campaign, the pledges being the same as those for UK100. The additional benefit from signing up to the Race to Net Zero campaign is that the Council has access to a global network of public sector organisations, can learn from case studies from around the world as well as technical support on issues such as reporting on greenhouse gas emissions.
- 1.4 The Council is promoting its programme on tackling Climate Change through the LGA, who were present at COP26 with a stand showcasing the Council's Green Shoots community grant scheme that has awarded over £625,000 to 69 organisations to fund local climate change projects.
- 1.5 The Council is also progressing the planning of the Coventry and Warwickshire Climate Change summit with Coventry City Council, the Borough and District

Councils and Warwickshire University. This will take place in March 2022 at Warwick University and will invite leaders from across the public sector, voluntary and community sector and industry in our region with the aim of unifying collective ambitions and actions to achieve net zero emissions for the county by 2050.

- 1.6 The purpose of this report is to seek agreement to the funding required for:
- Delivery of the Coventry and Warwickshire Climate Change summit.
 - Build upon the commitments to tackle Climate Change in the current Council Plan 2025, with a focussed Council-wide Climate Change Action Plan to deliver its target for organisational Net Zero by 2030.
 - Progressing the work to establish an area-wide Net Zero by 2050 Climate Change Action Plan, securing additional expert resources to work with all Councils and their partners to build on current climate change plans.

2.0 The Proposal

- 2.1 The Council's commitment to achieve area wide net zero emissions for the county by 2050 needs significant co-ordination and collaboration between all Councils in Warwickshire, Coventry and the wider public sector and industry.
- 2.2 To achieve this, it is proposed that by the middle of 2022, the Council works with Coventry City Council and the District and Borough Councils across Warwickshire to join up individual organisational plans across the sub-regional geography to be net zero no later than 2050, to ensure that collectively these plans are backed by a realistic and deliverable trajectory.
- 2.3 In doing so, it is hoped that other parts of the public sector particularly health and police, and the universities and other higher and further education institutions will commit to the same collaboration which could be embodied in a joint statement for all the parties to sign in order to achieve net zero emissions targets. We would also seek similar pledges of commitment from major business and voluntary/community sector bodies in the sub-region to play their part in achieving net zero.
- 2.4 This collaborative work would also seek to achieve a clear joint strategy to engage the public and communicate with them about the sub-region's progress towards net zero. In addition, to also agree a proportionate structure to oversee and monitor delivery and progress against the 2050 net zero plan and to drive forward the joint actions requiring co-ordination and collaboration.
- 2.5 This scale of collaboration will also enable the sharing of good practice, identify barriers and solutions to accelerate the sub-region's progress towards net zero

and to develop collective confidence and ambition to help the city and county mitigate the risks of climate change and harness the opportunities.

- 2.6 A joined up, collectively owned plan for net zero by 2050 will require the appointment of third-party capacity and expertise. Officers are using the UK100 network, and other contacts at the LGA, to source suitable third-party organisations who have delivered similar work for other local authorities.
- 2.7 Officers are in discussions with the Coventry and Warwickshire Councils exploring a joint commission. If a joint commission can be agreed with a high paced timetable, the existing All-Councils Group of Climate Change Lead Officers will provide the management of the procurement, appointment, and ongoing monitoring of the third-party to deliver the action plan, and report to the existing Warwickshire Local Councils Climate Emergency Partnership who will provide the Member oversight.
- 2.8 It is envisaged that this Council will be the lead authority for the procurement and the other Councils have been requested to make a contribution in order to meet the costs. The value of the commission is unknown but is likely to exceed £100,000 and will require a robust procurement exercise in accordance with the Council's Contract Standing Orders. It is envisaged that one bidder will be selected with their appointment commencing as soon as possible in 2022.
- 2.9 At the same time the Council will seek third-party expertise to deliver a focussed Council-wide Climate Change Action Plan to deliver its target for organisational Net Zero by 2030, building upon the adopted commitments in the existing Council Plan 2025. The aim will be to fold in the latest thinking and learning from our current climate change activity, COP26 outcomes, learning from our new networks and emerging funding opportunities, in order to provide up to date delivery plans, investment plans and a realistic trajectory to achieve the 2030 target. Officers will explore the merits of this commission being delivered by the same procured expertise referred to in paragraph 2.8.
- 2.10 In addition to the cost of the third-party commissions referred to in paragraphs 2.8 and 2.9, there will be costs for the regional Climate Change summit event and for a second phase report on Climate Change Impact Assessment which will provide recommendations on climate change adaptation work which will contribute to the content and delivery of the Net Zero by 2050 Action Plan. These are still being costed at this time, but it is prudent to set aside a sum to provide a working budget to ensure the Council can move swiftly in its response and commitment to build on COP26. As work progresses, detailed costings and impacts will be reported and monitored through the Council's Climate Change Delivery Group chaired by the Strategic Director for Resources.
- 2.11 The overall cost of activity in paragraphs 2.8, 2.9 and 2.10 is difficult to estimate, but it is proposed that a sum of £200,000 is sufficient to provide suitable flexibility to deliver the pieces of work.

3.0 Financial Implications

- 3.1 The process for developing the new Medium Term Financial Strategy has required a pause to any new allocations of investment funds. However, this proposal for allocating a sum from the existing Climate Change Investment Fund has come forward now in order to capitalise on the timing of COP26 and make progress urgently.
- 3.2 In order to define the future significant investment and net zero impact of this long-term challenge, some investment is clearly needed now. By investing in the Coventry and Warwickshire Climate Change summit and the delivery of an area wide collective 2050 action plan, together with an updated Net Zero by 2030 organisational Climate Change Plan, will enable the investment needs of Climate Change to feed in to medium to long term financial planning, the prioritising of future revenue and capital funding and pipelining of future programmes of work to deliver realistic and deliverable trajectory to reach net zero for the organisation by 2030 and for the area by 2050.
- 3.3 The Council has put in place a £4m Climate Change investment fund which is delivering a range of projects in the Climate Change Programme. To date £1.257m has been committed, with the remaining £2.743m unallocated. It is proposed that the indicative allocation of a maximum of £200,000 is allocated from the unallocated sum in this investment fund to meet the costs of the activity in paragraphs 2.8, 2.9 and 2.10, returning any unused portion of this allocation back to this investment fund.
- 3.4 It should be reiterated that there is a financial risk that the programme of capital and revenue investment requirements resulting from both the Council's own Climate Change Action Plan for Net Zero by 2030 and the Coventry and Warwickshire wide Net Zero by 2050 Climate Change Action Plan will not be affordable, given the wider priorities for the use of the Council's scarce resources, without significant Government and third-party investment. This will not be known until the work on the development of the costed action plans is completed. The costed plan will help the Council and its partners by informing conversations with Government about powers and resources to support actions needed to tackle climate change in the county.

4.0 Environmental Implications

- 4.1 The Council's current Climate Change Programme and the future action planning proposed by this report needed to achieve targets for net zero emissions are fundamental to mitigating the effects of climate change on the environment and on the lives of Warwickshire residents.

Background papers

None

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The report was circulated to the following members prior to publication: Cllrs Clarke, D'Arcy, Fradgley, Chilvers.

Local Member(s): None

Other members: None

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Cabinet

25 November 2021

Community Powered Warwickshire Ground Breaker, Partner Mobilisation and Mainstreaming Phases

Recommendation(s)

1. That Cabinet notes and comments on the completed analysis phase of the Community Powered Warwickshire programme, as set out in section 3 of this report.
2. That Cabinet approves the proposed next steps for the ground breaker, partner mobilisation and mainstreaming phases of the programme, as set out in sections 4 to 6 of this report.

1. Background to this report

- 1.1 The Community Powered Warwickshire (CPW) programme was initiated in March 2021 to support delivery of the Council's COVID Recovery Plan, specifically Priority 4 "Harness the power of our communities to tackle inequality and social inclusion". Community action was a notable strength of Warwickshire's response to COVID, enhancing the longstanding positive reputation, contribution, and role of our vibrant voluntary, community and social enterprise (VCSE) sector. The programme draws on good practice from notable councils which have embedded community power to achieve significant benefits in terms of outcomes, community engagement and finance.
- 1.2 The CPW programme also supports delivery of the objectives of the Council's Voluntary and Community Sector Strategy 2020-25, approved in September 2019, and as such is relevant to all the Council's priority outcomes.
- 1.3 Community power is closely connected to key local priorities, including place shaping, development of the Integrated Care System, addressing inequalities revealed by the pandemic, and tackling climate change. It is resonant to all the draft priorities for the refreshed Council Plan:
 - Vibrant Economy and Places: right jobs, training, future skills, education, infrastructure, and places.
 - Best Lives: communities and individuals supported to live safely, healthily, happily, and independently.

- Sustainable Futures: adapting to and mitigating climate change and meeting net zero commitments.
- 1.4 The CPW programme aligns with emerging national policy themes around the Levelling-Up White Paper which is expected to emphasise a community powered approach:
- Uniting and levelling-up every part of the country and building back better from the pandemic.
 - Encouraging and extending “pride in place.”
 - Growing the private sector, raising living standards, spreading opportunity, improving public services, working with communities, and restoring people’s sense of pride in their communities.
- 1.5 Examples of national policy direction include: [*Trusting the People*](#) by New Local and the New Social Covenant, which explores how to level up the country through a “double devolution” to councils and communities; a report by Danny Kruger MP, commissioned by the Prime Minister, [*Levelling up our communities: proposals for a new social covenant*](#), which made a series of proposals to sustain the community spirit we have seen during the coronavirus pandemic.
- 1.6 Community power is also closely connected to changes in the Council’s public engagement strategy, principally through development of the Voice of Warwickshire residents’ panel, for which recruitment is ongoing:
- To better understand needs and improve how the Council works with communities to tackle the huge challenges we face in a world that has been changed by COVID; and
 - To share views on big issues in Warwickshire, such as health and wellbeing, climate change and sustainability, community safety, education, transport, economic growth, inequalities, and inclusion.

2. The Community Powered Warwickshire programme

- 2.1 The CPW programme has the following objectives:
- To develop a place and/or interest-based programme of change designed to position community power at the heart of the Council’s work and connected to the major priorities for Warwickshire and the Council.
 - To foster and build community capacity and capability in support of upstream intervention and prevention, deliver better outcomes for residents, and ensure our approach is flexible to meet the needs of different places and avoiding a “one size fits all” approach.
 - To develop a clear and simple narrative about the programme that can motivate and guide councillors, employees, partners, and community

catalysts, and that lays the foundations for a Warwickshire Offer between the Council, residents, communities and partners.

- To provide councillors, the Council workforce, partners, and community catalysts with a sense of ownership of the programme.
- To capture best practice from the pandemic response and enable new and innovative approaches to flourish as part of COVID recovery, encouraging new initiatives and practical steps to develop and embed a refreshed role, purpose, and approach for the Council post-COVID that works in the context of the wider emerging public service policy agenda.
- To create the enabling elements that will support communities including a social investment fund to support the overall objectives.

2.2 New Local has been commissioned until early 2022 to provide a focused injection of external expertise and capacity, working alongside internal staff, to establish and define a community powered programme which underpins the ongoing Council Plan refresh. Community power has been emphasised as a key building block and enabler to delivering the Council's vision to make Warwickshire the best it can be, sustainable now and for future generations, and to support wider developments such as the Integrated Care System, climate change, tackling inequalities and place shaping.

2.3 The phases of our work with New Local are:

- **Analysis:** providing a clear picture of what the Council is already doing to achieve community power, what more it could be doing, developing a clear narrative, pitch, and brand for community power.
- **Ground breakers:** drawing on the analysis work to identify a series of projects to shift to a community powered approach in specific spheres and locations of the Council's work focusing on both communities of interest and place.
- **Partner mobilisation:** bringing together key partners of the Council such as the Borough and District Councils, Health, Police, Town and Parish Councils, VCSE sector organisations and local businesses to jointly develop sustainable and supported community power partnership visions, initiatives, and wider programmes.
- **Mainstreaming:** identifying practical steps to make community power the default approach to the Council's work. Placing a particularly strong emphasis on culture and behaviour change. Developing an evaluation framework for CPW including strategic measures linking into the Council's wider Key Performance Management Framework, which is currently in development.

2.4 This report updates Cabinet on the Community Powered Warwickshire programme to date, and the next steps.

3. Findings of the analysis phase

- 3.1 New Local has produced a report relating to the analysis phase which is available to members if requested. This phase of work has provided a clear picture of what the Council is already doing to achieve community power and what more it could be doing. It has helped shape a clear narrative which will inform the draft Council Plan, and a clear analysis which will inform the next stages of developing a community powered Warwickshire and Council.
- 3.2 The analysis phase has identified five principles of community power:
- A relationship with residents which is honest, open, realistic, and transparent, but also optimistic, positive, and collaborative. A relationship that brings communities' voices and experiences into the heart of organisational decision making and the design and delivery of services.
 - Public services with the operational flexibility to be innovative, inclusive, and collaborative, achieving the best possible results by empowering staff and working in a context-sensitive and co-productive way with communities and partners.
 - Community building and empowerment to equip every local area in the county with the skills needed to participate, lead change and flourish.
 - Relationships with organisational partners and other tiers of local government in the county which place an emphasis on common cause, ongoing dialogue, and finding ways collectively to enhance outcomes for communities.
 - Place-based approaches that unlock the local expertise of residents, to redress inequalities and genuinely level-up outcomes for all communities.
- 3.3 Five community power imperatives have been identified, to underpin the vision and narrative for community power in the Council Plan:
- Be clear, simple, impactful, and self-evidently useful, using normal language, not jargon.
 - Not be a clean break or "reboot" but build upon, and recognise, existing, widespread community powered achievement.
 - Generate momentum and a sense of shared endeavour, both externally and internally: mobilising the whole Council workforce, galvanising partner organisations, community groups, and residents.
 - Be flexible and useful across diverse contexts, relevant to every part of the county, various kinds of organisation and communities of place and of interest.
 - Balancing realism and honesty with genuine aspiration and ambition.
- 3.4 An emerging narrative around "Stepping Forward" has emerged from the analysis phase, reflecting:

- The imperative for the county and its various places and communities to step forward post-pandemic, and to apply the learning from the outstanding community-powered elements of the collective response to, and ongoing recovery from COVID.
- The substantial amounts of community powered work already ongoing, e.g., around co-production and strengths/asset-based working, and the fact that we are starting from a high base.
- The need to move forward and to make progress on the band of major challenges, the pandemic being one, but which also bring major opportunities.
- The need to work collaboratively with communities and partners across the sectors.

3.5 Drawing from the analysis phase, the draft refreshed Council Plan is expected to reflect the Stepping Forward narrative.

4. Ground breaker phase

- 4.1 The aim of the ground breaker phase is to identify a series of initiatives to shift to a community powered approach in specific spheres and locations of the Council's work focusing on both communities of interest and place. The intention of the ground breakers is to test the community power vision in a range of ways and in areas of strategic significance, enable learning and to embed community powered approaches.
- 4.2 Five ground breakers have been identified from a wide range of suggestions emerging from the analysis phase. These have been refined from an original list of around fifty suggestions that were gathered through several months of interviews, workshops, and documentary research.

Ground breaker	Assistant Director Lead
Community Powered Place-Shaping - A joined up approach to place-shaping. Maximising community engagement and building on community assets. To include specific work to test community-powered approaches that can underpin major physical infrastructure changes through the Transforming Nuneaton programme.	Sarah Stear / Communities and Partnerships.
Stepping Forward Starts Here - Unlocking the time and skills of Council staff and encouraging the use of this in the interests of communities.	Sarah Duxbury / Human Resources and Organisational Development.
Highways to Help - Creating a unified and co-produced way of working across the transport, highways, and road safety policy area.	Dave Ayton-Hill / Transport.
Wellbeing Neighbourhoods - Creating the conditions for better place-based wellbeing, making the most of community assets.	Shade Agboola / Public Health.
Community Supermarket/s - Galvanising communities while combatting inequalities through the enabling medium of affordable food. The ground breaker will include a fixed site in	Sarah Stear / Communities and Partnerships.

Lillington and mobile provision covering Camp Hill and rural areas TBC.

- 4.3 A fuller description of the ground breakers is included as Appendix 1. The ground breakers are currently being set up and mobilised. For each, 3 or 4 key outcomes, including success factors, will be identified. The set-up phase will have a strong practical focus, including what needs to happen to launch the ground breaker and how it will be sustained if it is effective.
- 4.4 Working groups will later form around each ground breaker, including those individuals involved with the workshops and external input relevant to the subject. Working groups will report into the CPW Steering Group chaired by the Portfolio Holder for Environment, Climate and Culture.
- 4.5 The ground breakers will be progressed using an agile approach and within the existing resources of the respective service area. Where a ground breaker is taking place in collaboration or partnership with a VCSE sector or partner organisation they may be able to apply for additional funding through one of the Council's current streams, including the Social Impact Fund subject to appropriate separation of decision-making roles being in place.

5. Partner mobilisation phase

- 5.1 The major products of the partner mobilisation phase are:
 - One-to-one conversations with key partners, including the Borough and District Councils, Police, Town and Parish Councils, VCSE sector organisations and local businesses.
 - Specific work alongside NHS partners, especially regarding the VCSE elements of the Integrated Care System.
 - The Big Conversation event that took place on 4 November, facilitated by New Local and attended by 100 delegates, which was supported by four preparatory co-productive workshops and an elected member development session.
- 5.2 The *Keeping the Spirit Alive – Community Powered Warwickshire Big Conversation* event on 4 November was attended by approximately 100 delegates from across the county and was very successful. The key messages to emerge from the Big Conversation event are:
 - The paramount importance of trust across all sectors and at all levels.
 - The importance of the following principles:
 - ❖ Listening to Warwickshire's diverse and different communities, acting on their views and priorities, and avoiding 'one size fits all' approaches.
 - ❖ Identifying common ground and common causes.
 - ❖ Keeping it simple.
 - ❖ Recognising and drawing on lived experience.

- ❖ Sustainable funding, not necessarily extra funding.
- ❖ Giving people the opportunity to come together and to collaborate.
- ❖ Co-production.
- Accepting that:
 - ❖ Not everything will go as planned; some things will fail, and this is part of the learning and trust building process.
 - ❖ To build community power takes time and patience.
 - ❖ We are starting from a high baseline of community action and community power.
- Acknowledgement that the VCSE sector can deliver more, but only if public sector organisations let it, and only if it is properly resourced.

5.3 One key proposal emerging from the discussions at the Big Conversation event, and using the Wigan exemplar, focused on the idea of developing a “Warwickshire Offer” for community power. The discussions on this theme highlighted the importance of:

- A long-term strategy for community power.
- A clear vision to mobilise people.
- Recognition of the needs of different communities and areas, and the hyper-local aspect of community power.
- An agreed qualitative way of working at a system level, linking into the Integrated Care System.
- Strong system leadership for community power across the County and its diverse places and communities.

5.4 In terms of building on the Big Conversation and very much linked to partner mobilisation is the proposal to explore the concept of a Warwickshire Offer and take it forward with partners in a way which works for Warwickshire and its different communities of place and of interest and is based on the principles above for which there was strong support at the event on 4 November, recognising that this is the start of a conversation which collectively we can build on over the coming 3 to 6 months. Further detail is set out in section 6 below.

6. Mainstreaming phase

6.1 Embedding a deeper community-powered approach across the Council will require organisational change, building on the existing transformation of the organisation. Consequently, there are two key objectives for the mainstreaming phase:

- To identify ways that the Council can embed community power in Warwickshire.
- To deliver a roadmap that when delivered will enable the Council to become, and be recognised as, a leading community powered authority.

6.2 Five initial products have been identified to deliver these objectives:

Product	Description
1. Evaluation framework	To develop a framework to evaluate the long-term impact of community powered approaches. This will identify a series of appropriate metrics and methods to assess the extent and impact of community power.
2. Role of councillors	To work with councillors individually and on a place-based basis to better understand any local issues where community power could make a difference, to help councillors connect their local communities with other council/ partner/ VCSE initiatives and to provide officer support for councillors in delivering their critical role in local, community-powered approaches.
3. Culture change	To create a culture and conditions within the Council which encourages maximum use of community powered approaches. This will include organisational development and consideration of how the new target operating model and strategy and commissioning functions can accelerate and embed community powered and preventative approaches.
4. Core functions	Engagement of finance, legal and procurement in CPW to ensure support functions understand community powered approaches and adapt to support them.
5. Warwickshire Offer	A countywide offer suggesting a relationship with residents and communities that embeds the principles of community power, early intervention and prevention, enabling the Council and other public services to maximise impact and focus resources on areas of greatest need by helping communities identify their own priorities and contribute to addressing them.

6.3 The evaluation framework will adopt the principles of connecting people, simplicity, and the ability to be absorbed into the mainstream. The framework will inform and support the development of the Council's new performance management framework which is currently in development. The framework will focus on:

- Outcomes, e.g., what good looks like in terms of community power in Warwickshire?
- Simple statements in terms that will be meaningful to relevant communities and demonstrate quantitatively their impact.
- A maximum of 5 to 10 high-level metrics of qualitative impact.

6.4 A Warwickshire Offer will incorporate existing work around:

- Community capacity-building.
- Social Value policy implementation.
- The Start with Strengths approach, which underpins our approach to delivering children's and adults social care service.
- Asset-based community development (ABCD).

- Co-production, i.e., people and professionals pooling resources, including skills, knowledge, experience, interests, passions and networks, to work together as equal partners, sharing power and sharing responsibility.
- Voice of Warwickshire residents' panel and community engagement framework.
- Strengthening Town and Parish Council relationships; and
- The factors and principles mentioned in paragraphs 5.2 and 5.3.

6.5 The mainstreaming phase will also draw on and support several ongoing pieces of relevant work, as follows:

- **VCSE sector services recommissioning:** the three services are currently being tendered and will be awarded by the end of 2021, with the services starting on 1 April 2022. All three of the services play an important role in developing community power, especially around early intervention, prevention, and co-production.
- **Town and Parish Council relationships:** A reference group of around 20 councils has met since October 2020 with meetings focusing on specific topics including transport, health and wellbeing, and climate change. A monthly newsletter to all Town and Parish Councils started in April 2021.
- **Social Impact Fund:** the fund launched on 4 November at the Big Conversation event. The application window will close on 30 December 2021, with all awards being made by 31 March 2022. Heart of England Community Foundation has been commissioned to operate the fund on the Council's behalf.
- **The Green Shoots community climate change fund:** so far, the fund has awarded £625,000 of grants to local community groups to tackle climate change at a hyper-local level, and a second round of funding is expected in early 2022.
- **Development of the Integrated Care System:** The mainstreaming phase will support development of the ICS, especially the VCSE sector strand.
- **COVID projects:** There will be additional investment into the VCSE sector through the Contain Outbreak Management Fund, the Household Support Grant, and the DEFRA Emergency Assistance Fund.
- **Social Value:** Following Cabinet approval of the Social Value Policy in October 2021, associated work to implement this is ongoing. Social value provides a way to amplify delivery of the Council's priority outcomes without requiring additional investment, while community power provides a new, additional lens through which to consider all social value activity.

7. Financial Implications

- 7.1 There are no direct financial implications arising from this report. All activity is expected to be undertaken within existing budgets.

8. Environmental Implications

- 8.1 There are no direct implications although Community Powered Warwickshire strongly supports the Council's climate change programme. All activity undertaken as part of the CPW programme will continue to consider any climate change implications in how it is delivered, e.g., using technology to reduce travel.

9. Timescales associated with the decision and next steps

- 9.1 New Local commissioned work is expected to conclude in early 2022. Dedicated internal resources are in place until the end of March 2022. As part of development of the Council Plan Delivery Plan, discussions are ongoing regarding future resourcing for CPW and the need for a dedicated delivery plan.

Appendices

Appendix 1. New Local Ground Breaker descriptions.

Background Papers

None

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

Local Member(s): None.

Other members: Chair and Party Spokes of the Communities Overview and Scrutiny Committee.

Community Powered Warwickshire

‘Groundbreaker’ Pilot Candidates Shortlist

About Groundbreakers

Initially, the Community Powered Warwickshire project planned to include a ‘pilot development’ phase. However, in working with Warwickshire County Council, we have found that community powered approaches and ideas are already underway in many parts of the council. This has shifted the focus of this phase of work. Rather than traditional pilots, we are now working on the development of highly strategic ‘Groundbreakers’.

Where ‘pilot’ implies discrete, contained, time-limited *experiments* to trial entirely new approaches and identify their value, ‘groundbreaker’ projects are about maturing and accelerating approaches and values that are already alive within WCC. These should be strategically chosen to further the core objectives of the wider project: capitalising upon existing strengths, galvanising activity, and adding momentum to areas of work that are already ripe for transformation. The intention is that this approach will yield work that offers better insights for further learning and mainstreaming, as well as reflecting the continuous, iterative, and long-term ambitions that lie behind Community Powered Warwickshire.

How we arrived at this shortlist

In July, a longlist of 16 Groundbreaker candidate projects – ranging from specific project concepts to broad, thematic, and strategic engagement areas – were presented to WCC’s Groundbreaker Selection Panel. This list was informed by several months of interviews, workshops, and documentary research by New Local, as well as explicit sourcing for ideas within the Senior Leadership Forum. Each idea was tested against a set of individual and aggregate selection criteria, developed by New Local in partnership with the Panel.

The following shortlist of candidate projects has been developed based on several rounds of discussion and feedback with the Panel and the Community Powered Warwickshire steering group. It was agreed that most of the candidates on the longlist were worthy of further exploration, but not all within this phase of the project. Some key further selection guidance emerged at this stage, which has been particularly taken into account while working up the shortlist:

1. The aim of selecting 4-6 initial Groundbreaker projects means an even higher priority should be placed on the *representativeness* of the shortlist. Highly place-based projects have an important role to play but will not necessarily allow for strategic learning and impact across the whole county.
2. An emphasis should be placed on fostering *external engagement*, suggesting a preference for explicitly ‘outward-facing’ projects rather than those that are primarily concerned with internal transformation and processes. Each of the projects in the shortlist below necessarily involve both internal and external work.
3. Each shortlisted Groundbreaker should help accelerate within WCC at least one of the five elements of community power identified in New Local’s Analysis Report from phase one of the Community Powered Warwickshire project:
 - a. *A relationship with residents which is honest, open, realistic, and transparent – but also optimistic, positive, and collaborative. A relationship that brings communities’ voices and experiences into the heart of organisational decision-making and the design and delivery of services.*

- b. Public services with the operational flexibility to be innovative, inclusive, and collaborative – achieving the best possible results by empowering staff and working in a context-sensitive and co-productive way with communities and partners.*
- c. Community-building and empowerment to equip every place within the county with the skills needed to participate, lead change and flourish.*
- d. Relationships with organisational partners and other tiers of local government in the county which place an emphasis on common cause, ongoing dialogue, and finding ways to enhance outcomes for communities.*
- e. Place-based approaches that unlock the local expertise of residents in order to redress inequalities and genuinely level-up outcomes for all communities.*

The Shortlist

1. Community Powered Place-Shaping

A joined-up new approach to place-shaping within the county, building on efforts already underway. This project is about maximising community engagement and stakeholdership and ensuring that decisions about the future of community assets and places are inclusive by default.

In this Groundbreaker - which should connect to and build upon the work already happening on 'Warwickshire Future Places' - a new, informal, deliberative approach will be used to develop place-shaping strategies across the County. Communities would be brought into this process directly and through meaningful, ongoing engagement with partner organisations such as parish councils, VCSE, and, post-covid, informal community groups featuring minority voices that are less frequently heard.

WCC would explore a new role - acting as convenor, galvaniser, enabler, and connector. Community ideas for places and assets would be given tangible potential, finding the best uses for various investment funds and new purposes for council-owned properties and assets. All of this work would also be closely aligned with WCC's core priorities – social inclusion, economic development, and environmental sustainability.

The Groundbreaker will include specific work to test community-powered approaches that can underpin major physical infrastructure changes through the Transforming Nuneaton programme. The Borough and County Councils will work together as convenors and catalysts, bringing partners together, identifying opportunities to engage the community in the programme, and ensuring new communities and ways of living in the town centre are underpinned by strong social and community fabric, groups and connections. This will build community capacity and social action, driving pride in the regenerated place, building community engagement in and ownership of the changes taking place, and deliver sustainable impacts in terms of levelling-up (social, economic, health, environmental and racial inequalities).

Criteria & Possible First Steps

This is a larger-scale Groundbreaker candidate, but one with the potential to become a longstanding and highly impactful calling card of the Council's project to become more community powered. Initial decisions about where to start should be informed by further consideration of the availability of assets/resources balanced by the scale of need/potential impact.

In the earliest stages, this project could convene an internal, multidisciplinary working group to establish an initial set of operating principles (which should then be tested and further coproduced with the community). In parallel, WCC could begin to establish deliberative relationships with communities, recruiting discussion/reference groups, and using the potential efficacy of public participation - real assets and decisions – to support inclusive and ongoing outreach. WCC could also

explore the roles of councillors in this groundbreaker – particularly through the key role of elected representatives as convenors and enablers of their communities

Community Power

This project reaches across the five elements of community power identified in Phase One. It is a natural platform for place-based working, will support community outreach and skills development, and function as a highly visible way in which WCC is looking to coproduce not only its approaches but its *objectives* with the community.

2. “Stepping Forward Starts Here”: Community Power for all Council Employees

One of WCC’s greatest assets lies in the skills of its many employees, many of whom are of course also residents: members of Warwickshire’s communities. While the county benefits from these skills when they are put to use in the council’s many services, there is the potential to tap them further: unleashing staff time for the benefit of place, personnel, and professional development.

The aim of this Groundbreaker is not only to unlock the time and skills of WCC staff and encourage them to put both to use in the interests of local communities, but to create new avenues for resourcing the ideas of those employees and facilitate an organisation-wide pivot to community power. Staff will be supported, enabled, and encouraged to set up collaborations, reciprocally share their skills and abilities, and directly engage in community/voluntary activities within the county. WCC will find new ways to give staff time to do this, reflect such activities in their professional development, and resource projects and collaborations which would not otherwise achieve their potential. Such resourcing could take many forms – financial, training, the allocation of time, or reciprocal agreements to lend a hand and put skills to use. The Council could strategically prioritise some efforts or ideas in line with its priorities – for example, projects that involve interdepartmental collaboration, or which go beyond simple voluntarism.

This work would be highly multifaceted: internally, it could enable staff to share skills with each other, train each other, and work reciprocally on innovations that cut across departmental boundaries to push ahead with the community power agenda. Externally, staff would be encouraged to model the mobilisation and place-based voluntarism needed for a mature, county-wide community power approach, becoming pillars of their local communities, ambassadors for the Council, and routes through to newer, deeper community networks.

This project is particularly likely to play an ongoing role as Community Powered Warwickshire moves into a phase of mainstreaming.

Criteria & Possible First Steps

This project would involve up-front effort to embed new processes and incentives for staff but could ultimately become a self-sustaining part of a wider culture shift. Impact would similarly gear up over time.

Initial steps for the project itself could revolve around setting a WCC-wide policy for additional staff leave for community powered projects, recognition of such activities as part of recruitment, performance review, and staff development/appraisal, identifying incentives for collaborative working and interdepartmental skill sharing, and setting up ways to coordinate activity and organise outreach/voluntarism. Further development could involve explorations of the potential to build on the 'timebanking' platform, as referenced in the current VCS strategy, for systematic internal and external reciprocal skills-sharing. The Council could also explore some criteria for directly resourcing new projects and collaborations that are led by its staff.

Community Power

This project would directly respond to the second of Warwickshire's elements of community power, giving autonomy and incentives to all staff to help further community power and work more collaboratively. This would also produce a long-term upskilling effect within communities, and strengthen ties with particular places and partners.

3. “Highways to Help”: Community Powered Road Safety and Transport

Highways to Help is a Groundbreaker to create a unified, community-powered, coproduced new way of working across the entire transport, highways, and road safety policy area.

WCC is already pushing forward with a new generation of Lengthsmen, closer cooperation with parishes and community groups. By drawing these threads of effort together and bringing communities into decision-making in a systematic way, an entirely new, joined-up way of thinking about highway maintenance, transport, and road safety may emerge. This Groundbreaker would be framed as a direct response to high numbers of road fatalities and serious injuries, and a way to capitalise on the latent capacities and capabilities of communities to solve problems. WCC can also enable a self-sustaining community transport scheme to reduce loneliness, connect residents to services in rural areas, and generally reduce car usage. This would complement concerted, proactive engagement with communities, particularly those with more need of support but less history of engagement with the council.

Criteria & Possible First Steps

This project capitalises on existing work and promises a highly impactful way of galvanising many communities around the county around a high-salience family of issues. There is an environmental angle to this work that helps it to align with core WCC strategic priorities.

The starting point for this work is working to establish a big reset of how this whole policy area will be handled among communities. This could then lead to identification of assets: the enormous reservoir of spare capacity in the form of widespread car ownership within communities, and residents with views and concerns about road safety, parking, and highways policy in their immediate areas. The council could make progress by developing a strategy to then join need with availability, roll out support for Lengthsmen in all Parishes, drive up participation in lower-engagement areas, and ultimately facilitate a self-sustaining, community-led approach. Ultimately, the connections developed in this Groundbreaker could also create a strong basis for a county-wide conversation about public transport.

Community Power

This Groundbreaker would deliver on the first, third, and fifth of WCC's elements of community power: supporting the organic development of community assets and capabilities, coproducing for better overall outcomes in some key policy areas, and making the most of local expertise in particular places.

4. “Wellbeing Neighbourhoods”: Community Assets & Development to Support Social Care

Wellbeing Neighbourhoods would be dynamic, community-led, and partnership-supported ways to holistically create the conditions for better wellbeing in a place-based way, making the most of available assets to reduce the need for acute interventions in adult and children’s social care.

WCC is deeply invested in enabling the deeper wellbeing of residents. At present, a huge amount is being done to push forward coproductive approaches, focusing on direct engagement with individual service users, at-risk individuals, and their families. This groundbreaker, building upon and expanding the work of ‘Start with Strengths’, will explore how WCC can set about actively supporting particular communities of place to further the wellbeing of people in the neighbourhoods where they and their families live. This represents a shift of emphasis, from the individual or household to the wider relevant place or network of relationships. By fostering neighbourly relationships, reciprocal and trusting types of informal voluntary support, and finding good use of local assets and partnerships, the focus of ‘early-intervention’ and ‘prevention’ would shift to the scale of whole neighbourhoods or places.

Criteria and Possible First Steps

This project would build on a great deal of work already underway within WCC, learning lessons from ‘wellbeing for Warwickshire’ hubs and ‘Start with Strengths’. While partnerships would represent an important aspect of this groundbreaker, the core idea is to foster an immediate relationship between the council itself and the neighbourhoods in question. A key metric of success would be a medium-term ability to increase subjective perceptions of personal wellbeing and a long-term effect of reducing acute demand on services. While an initial investment of time and resources will be required, effectively establishing community leadership should ultimately make these neighbourhoods self-sustaining.

The key to this Groundbreaker would be to crystallise a set of specific objectives for the new approach, establish a multidisciplinary team to develop these further in particular places, identify and coproduce the best uses of local assets, and drive up the autonomy of frontline social care workers to work informally and flexibly in-context.

Community Power

This groundbreaker would support a community-powered new way of thinking about public services – one that is community-led, and complementary to the efforts of statutory and commissioned service providers. This work would also help to foster a different kind of relationship with residents more broadly.

5. Community Supermarket/s

A community supermarket or supermarkets represents a way to galvanise communities while combatting inequalities in specific places. This groundbreaker would lead to the creation of new community supermarket/s in targeted parts of the county, with the aim of establishing a lasting mechanism for council support when other communities express an interest in launching them.

A community supermarket can make a tremendous difference in the community where it is introduced. By providing affordable foods and essentials as well as building resilience they can offer a lifeline and improve prospects for poorer families and neighbourhoods subject to inequalities. By operating on a membership basis they can further help build up community resilience. And, when coproduced or led with communities, they help to create the skills and mobilisation crucial for longer-

term community power. This groundbreaker would see the development of policy and community mobilisation to launch Warwickshire's first community supermarket/s, building relationships with potential partners and suppliers to create sustainable interventions in targeted parts of the county.

Criteria and Possible First Steps

A community supermarket stands out as a highly place-based way to involve communities in addressing the local inequalities that affect them. Initial impact would be contained to a single or possibly more targeted places, but with the ambition to support the expansion of the programme wherever communities show an interest in taking the lead.

The specific aim of this groundbreaker would be to develop Warwickshire's take on the community supermarket concept based on learning from similar projects in other places. WCC could explore the potential of coproducing and incentivising community leadership of the scheme, targeting it to places based on need, mobilising neighbourhoods around the project, and driving up local financial resilience over the long-term.

The groundbreaker would also seek to establish benchmarks for impact evaluation and explore how other communities could be supported and resourced to lead on new community supermarkets.

Community Power

This project would reflect WCC's ambition to mobilise and upskill its communities, coproduce and facilitate good outcomes in line with its strategic objectives, and work with particular attention to the needs generated by specific places and contexts.

Cabinet

25 November 2021

Coventry and Warwickshire Joint Autism Strategy

Recommendation(s)

That Cabinet

1. Endorses the joint All Age Autism Strategy for Coventry and Warwickshire 2021-26
2. Authorises the Strategic Director for People (in consultation with the Portfolio Holder for Adult Social Care & Health and the Portfolio Holder for Children, Families & Education) to approve the Strategy Delivery Plans and Written Statements of Action for each year.

1. Executive Summary

- 1.1 Local Authorities and Clinical Commissioning Groups (CCGs) have statutory responsibilities to support autistic people as outlined in the Autism Act 2009, Equality Act 2010, Care Act 2014, Children and Families Act 2014, SEND Code of Practice 2014 and NHS Long Term Plan 2019.
- 1.2 In recognition of these statutory responsibilities and the inequalities faced by autistic people, the Coventry and Warwickshire Collaborative Commissioning Board approved the development of a joint all age strategy for autistic people. This is a joint five-year strategy which is owned by the following organisations:
 - Warwickshire County Council
 - Coventry City Council
 - NHS Coventry and Warwickshire Clinical Commissioning Group
- 1.3 The Strategy builds on the previous Warwickshire All Age Autism Strategy (2014-2017) 'Fulfilling & Rewarding Lives' and the joint commissioning plan developed by Warwickshire County Council and Coventry City Council in 2017. Publication of this local strategy was delayed while the national strategy was being developed, however, work has continued towards delivery of the strategy in the meantime.
- 1.4 An accessible and easy read version of this strategy is being developed and will be published following sign off of this strategy.
- 1.5 Significant progress has been made since the previous strategy to develop diagnostic pathways for adults and children; pilot new support services for autistic people pre- and post diagnosis and those in mental health crisis; improve support for young people in education with

communication and sensory needs; and deliver autism training for parents, carers and the wider workforce. However, autistic people continue to experience inequalities due to gaps in services and support, hence the need for this strategy.

- 1.6 This autism strategy is informed by a range of co-production and mapping activity which was completed in 2019 and 2020 with experts with lived experience and key professionals, which was undertaken to build our shared understanding of the experience of autistic people of all ages and their families in accessing support appropriate to their needs and getting a formal diagnosis of autism. A number of new services for autistic people have been piloted since 2018 and the learning from those pilots has contributed to the strategy.
- 1.7 A joint Ofsted and the Care Quality Commission (CQC) inspection was carried out in Warwickshire between 12 July and 16 July 2021. The inspection identified a number of areas for improvement in the way children and young people with a disability and special educational needs and/or disabilities (SEND) are supported. Some of the 5 key areas of weakness identified are the long waiting times for autism (ASD) assessments and the lack of appropriate support for children and young people awaiting assessment and following diagnosis of ASD.
- 1.8 A detailed Written Statement of Action and plan to address waiting times for autism assessment and improve pre- and post diagnostic support is being developed.
- 1.9 The strategy gives the overarching objectives for the next 5 years. These will be delivered in a co-ordinated way across Warwickshire and Coventry and some elements will be delivered differently in different places to take account of the different services and communities across the area. A delivery plan for year 1 of the strategy has been developed, with a key focus reflecting local priorities on redesign of the diagnostic pathway, including pre- and post diagnostic support as well as the development of community services to reduce avoidable admissions to mental health hospital.
- 1.10 In line with the Coventry and Warwickshire Special Educational Needs and Disability (SEND) and Inclusion Strategies, the Autism Strategy emphasises the importance of promoting inclusive practice and supporting young people to access their full potential through education. Delivery of the strategy will therefore be aligned with the Warwickshire SEND change programme and the Coventry SEND Strategy 2019 to 2022 'Lifting the Cloud of Limitation'. Signing off and publishing this strategy is critical in light of the recent CQC and OFSTED inspection outcome in Warwickshire.
- 1.11 The new national Autism Strategy (2021-2026) launched in July 2021 builds on the previous national Strategy's pre-existing duties placed on commissioners and service delivery providers in relation to adults; and it builds on the SEND Code of Practice in relation to children and young people. The new strategy introduces a new element of identification and

provision of support to autistic adults in accordance with relevant legal duties.

- 1.12 Overall there is close alignment between the local and national strategies, although the priorities are described differently between the two documents. A year 1 strategy delivery plan has been developed for 2021/22, in line with the approach in the national strategy. Priorities identified within this plan are funded and are deliverable. The year 1 plan focusses on reducing waiting times for a diagnosis and pre- and post diagnostic support, as well as reducing the numbers of autistic people admitted to mental health hospitals. In year 2 priorities will reflect the wider scope beyond health, social care and education.
- 1.13 In reflecting on the national strategy priorities, there is the opportunity to strengthen the focus on workforce development in our local delivery plan for year 2 and build the links with education, criminal justice, and public health as well as with our own organisation's employment practices in promoting the employment of autistic people. For example, greater consideration needs to be given in the local delivery plan to improving the experience of autistic people in accessing public transport and advocacy services and improving support in and environments of services working with autistic people through enhanced workforce development and autism awareness raising.
- 1.14 A key difference is that the national strategy has a key focus on improving diagnostic waiting times and does not reflect our local ambition to ensure that while prompt access to a diagnosis is imperative, it is also of importance that people can access support without needing a diagnosis and are not excluded from services on the basis of their diagnosis.
- 1.15 Furthermore, since August 2020, the Strategy has been presented to the following boards and committees, with feedback incorporated into the document:
- Learning Disability and Autism Transformation Board – August 2020
 - South Warwickshire CCG Chief Officers Team – September 2020
 - Coventry Adult Social Care Management Team – September 2020
 - Coventry Children's Joint Commissioning Group – September 2020
 - South Warwickshire Clinical Commissioning Group Chief Officers – September 2020
 - Coventry SEND Autism Champions Workshop – October 2020
 - Warwickshire Health Overview and Scrutiny Committee - October 2020
 - Coventry Rugby /Warwickshire North CCG Clinical Quality Safety and Governance Committee – October 2020
 - Coventry Rugby /Warwickshire North CCG Finance and Performance Committee – October 2020
 - South Warwickshire CCG Executive Team – October 2020
 - Learning Disability and Autism Transformation Board – October 2020
 - Warwickshire SEND Senior Leadership Team – October 2020
 - Health Care Professionals Clinical Forum – November 2020

- Health Care Professionals Mental Health Strategy Group – November 2020
- Warwickshire Children’s Partnership Board – December 2020
- Arden Learning Disabilities and Autism Board – June 2021
- Strategy sign off by WCC Directorate Leadership Team - September 2021
- Strategy sign off by WCC Corporate Board - October 2021
- Coventry and Warwickshire Clinical Commissioning Group Clinical Quality Safety and Governance Committee - October 2021
- Coventry and Warwickshire Clinical Commissioning Group Finance and Performance Committee - November 2021
- Coventry Children’s Services Leadership Team –November

2. Financial Implications

- 2.1 There is no new recurrent funding identified to deliver the strategy, however it is recognised that autistic people currently access high cost support from a range of specialist services once they are in crisis. The strategy must therefore be delivered in a way that ensures existing resources are used in the most cost effective way, including promoting prevention and early intervention and making existing health, care and education services and pathways of support more accessible and effective for autistic people.
- 2.2 To date, funding for delivery of the Strategy has been sourced through a variety of routes including pooled LA/CCG budgets, Warwickshire Integrated Better Care Fund and NHSE one off monies. These include funding bids to support transformation of the neurodevelopmental diagnostic pathway redesign and enhancing community based support. Bids will continue to be made for any future funding streams to help support delivery of this strategy.
- 2.3 The national strategy launched in July 2021 introduces a number of funding streams to support delivery of the six national priority areas by local systems. In reviewing the detail of the funding outlined in the national strategy, in the main this reflects funding streams that have already been secured from NHSE/I to support local delivery plans for 2021/22. Locally in Coventry and Warwickshire we have already made a number of successful bids to be part of national initiatives and programmes outlined in the strategy, including the Keyworker Pilot, Digital Flag Pilot, Autism in Schools and funding to support innovative redesign of diagnostic pathways for adults and children.
- 2.4 Delivery of the model of care will require system wide decisions about recurrent investment in autism services, which is being managed through the development of the 3 year plan for Learning Disabilities and Autism through the Arden Learning Disabilities and Autism Board.

3. Environmental Implications

3.1 None

4. Supporting Information

4.1 The joint All Age Autism Strategy for Coventry and Warwickshire 2021-26 is informed by a range of co-production, engagement and mapping activity which was completed during 2019 and 2020 and which was undertaken to build our shared understanding of the experience of autistic people of all ages and their families in accessing support appropriate to their needs and getting a formal diagnosis of autism. A number of new services for autistic people have been piloted since 2018 and the learning from those pilots has contributed to the strategy.

4.2 Based on the evidence base gained through the co-production and research activity, as well as statutory responsibilities for partner organisations, five priority areas have been identified. A number of objectives have been developed against each of the priority areas:

Table 2. Coventry and Warwickshire All Age Autism Strategy Priority Areas and Key Objectives

Priority Area:	Key Objectives:
Priority 1: Support autistic people and people with social, communication and emotional health needs to help themselves pre and post diagnosis	<p>Improve early identification of characteristics linked to autism through wide ranging education and training and reduce the need for a diagnosis to access appropriate support. Provide information and advice to people with social, communication and emotional health needs in order to promote self-management, family resilience, independence and wellbeing.</p> <p>Enable and empower people to develop their own solutions and networks of support in their communities through developing a better understanding of the third sector services people are using; enhancing peer support networks and facilitating information sharing.</p>
Priority 2: Reduce inequalities for autistic people and make Coventry and Warwickshire autism friendly places to live	<p>Improve the health and wellbeing of autistic people through developing autism friendly towns and cities in Coventry and Warwickshire, including taking action to ensure autistic people experience equality of access and inclusive services and support. We all want to live in communities that support each other, without prejudice, to get the most out of our lives.</p> <p>Respecting human rights, citizenship and offering inclusive approach to all citizens must extend</p>

	to everyone, including in access to education and employment, and autistic people as well as their parents and carers should be no exception.
Priority 3: Develop a range of organisations locally with the skills to support autistic people	<p>Ensure that a wide range of organisations that can provide skilled support and services are available and accessible in local areas to meet the health, care and education needs of autistic people.</p> <p>Enhance the skills of our existing workforce to achieve more personalised support from services through an increased understanding of autism across the workforce, from awareness raising through to specialist autism expertise.</p>
Priority 4: Develop the all age autism specialist support offer	Commission and deliver a coordinated and personalised offer of support for autistic people across all levels of need, promoting early intervention and enabling people to navigate this offer as their needs change. This includes redesigning the autism diagnostic pathway and focussing on all age pathways to better support transition from children's to adult's services.
Priority 5: Co-produce, work together and learn about autism	Co-produce solutions and services with autistic people and their families and collect and share the information that will enable us to learn and improve our offer to autistic people.

- 4.3 The draft strategy has been endorsed by the Coventry and Warwickshire Learning Disability and Autism Transformation Board to be shared with partners for review prior to finalisation of the strategy.
- 4.4 The Strategy reflects Warwickshire County Council's ambitions to make Warwickshire:
- a county with a vibrant economy and places with the right jobs, skills, and infrastructure;
 - a place where people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently;
 - a place with sustainable futures which means adapting to and mitigating climate change and meeting net zero commitments.
- 4.5 A new five year Council Plan is being developed which will also reflect the 5 Autism Strategy priorities in its vision and planned actions to transform the lives of local residents.

Strategy Delivery

- 4.6 Delivery of the strategy objectives will require system wide commitment to prioritise the needs of autistic people within wider programmes of work including education, primary and secondary mental and physical health services, social care and support, public health, communities, housing, businesses, police and youth justice. The work to deliver the identified year 1 priorities in 2021/22 within the local strategy is already in progress as outlined below.
- 4.7 A robust co-production approach underpins the delivery of the strategy priorities to ensure that we build on strengths, experience and voices of individuals with direct experience of using health and social care services in supporting them in relation to autism related needs.

Priority Actions for Delivery in 2021/22

- 4.8 A detailed Strategy Delivery Plan has been provided in Appendix 2.
- 4.9 The following activities have been agreed by Coventry and Warwickshire health and social care system as priorities for the first year of the strategy (2021/22):

Priority 1: Support autistic people and people with social, communication and emotional health needs to help themselves pre and post diagnosis

- The contracts for existing community based autism support services are due to end October 2022. A proposed model of future support has been co-produced, building on the evaluation of existing services. The model includes the following elements which will inform the re-procurement activity during 2021/2022:
 - Improved and coproduced offer of information and advice provided in an accessible format, working in partnership with Coventry and Warwickshire Partnership trust to further enhance their Dimensions tool to be the one stop shop for information about the diagnostic process, signposting to support and provision of self-management resources.;
 - Support for children, young people and adults awaiting an autism assessment and those diagnosed with autism residing in Coventry and Warwickshire, their siblings and parents/carers/family members via a range of options for 1:1 support, social groups, peer support and mentoring;
 - Improved transition support including sessions for specific age groups and workshops for professionals;
 - Autism awareness and peer networking sessions for parents and family members;
- The development of a housing action plan for learning disabilities and autism will improve access to suitable housing for autistic people living in Coventry and Warwickshire, by raising awareness of autism and improving access to housing that is designed to consider the sensory needs of autistic people.

Priority 2: Reduce inequalities for autistic people and make Coventry and Warwickshire autism friendly places to live.

- Autistic people and families highlighted that working with education and mental health and wellbeing services should be the priority in this area, along with improving access to employment.
- Two pilot projects have been funded by NHS England working with a small number of schools in Coventry and Warwickshire. One project aims to improve school attendance for autistic young people through a graduated offer of support and the other will focus on developing autism empowered school environments and developing positive self-identity of secondary school students, thus leading to improved outcomes around education and mental health needs. The learning from these pilot projects will inform the delivery of SEND support into schools across Coventry and Warwickshire.
- Coventry and Warwickshire Partnership Trust have developed autism training which is being rolled out to staff in emotional wellbeing and specialist mental health services (including CAMHS). Specialist roles are being created to build autism awareness in mental health services, including the employment of people with lived experience of learning disabilities and / or autism.
- Both Councils are working towards disability confident employer level 3 as part of the commitment to promote and support employment of autistic people within the Council.

Priority 3: Develop a range of organisations locally with the skills to support autistic people

- A systemwide workforce development plan will be developed to support delivery of the strategy by addressing workforce gaps in relation to autism and ensuring that training staff in relation to autism is a priority for all partners. The aim is to upskill the workforce to be able to identify characteristics linked to autism early on and provide reasonable adjustments within their service offer to avoid the need to access diagnosis in order to receive support.
- An introductory autism awareness e-module has been developed for professionals and Connections workshops have been commissioned for staff across Coventry and Warwickshire to ensure that workforce have an improved experience of and understanding of autism, feel empowered and skilled to meet the health, care and education needs of autistic people and provide support that is tailored to individual need.

Priority 4: Develop the all age autism specialist support offer, including redesign of the diagnostic pathway to address waiting times for a diagnosis.

- A multi-agency Neurodevelopmental Diagnostic and Support Transformation Programme commenced in November 2020 in line with the Coventry and Warwickshire All Age Autism Strategy's priority to reduce waiting times for a neurodevelopmental assessment. Over the last 10 months, the programme has focused on redesigning the all age diagnostic pathway and exploring the potential to develop the wider workforce to be able to diagnose and appropriately support people with neurodevelopmental conditions, including in mental health, CAMHS and education services. Additional investment by the CCG and Coventry and

Warwickshire Partnership Trust will create additional diagnostic capacity to contribute to reducing the waiting list. A number of projects funded by NHS England are being piloted to test a differentiated approach to the diagnostic pathway, enabling more straightforward diagnoses to be completed by the wider workforce, without referral to a specialist service, thus further building the capacity for diagnosis.

- Specialist services are being developed to prevent unnecessary admissions to hospital, with a particular focus on young people age 14-25 as this is where the majority of admissions are seen.
- Coventry and Warwickshire are the most advanced system nationally in developing and delivering a Keyworker service for 14-25 year olds, which is now supporting over 70 young people and families, ensuring young people can navigate and access support from all agencies to prevent admission or facilitate discharge.
- The existing intensive support service for children and young people delivered by Coventry and Warwickshire Partnership Trust has been extended to age 25 to provide specialist intensive support for young autistic adults at risk of admission to hospital. CWPT are working to develop the model to further extend the offer to adults over 25 years. This is complemented by an emergency community outreach service delivered by Fine Futures which provides specialist care and support at home for autistic adults age 16 plus to provide additional wrap around support to prevent unnecessary admissions to hospital.
- A new community forensic service will be delivered by CWPT to support autistic adults in contact with or at risk of contact with the criminal justice system

Priority 5: Co-produce, work together and learn about autism

- Coproduction is a key factor underpinning delivery of the Strategy. Coventry and Warwickshire Grapevine have been commissioned to facilitate delivery of a new Experts by Experience Coproduction service to support us to ensure all aspects of the Strategy are coproduced with people with lived experience. The model includes payments to 'experts by experience' for their time.

Timescales associated with the decision and next steps

Key milestone	Meeting Date
Strategy sign off by WCC Cabinet	25 th November 2021
Strategy sign off by Joint Adult and Children Social Care Overview and Scrutiny Committee	30 th November / 1 st December
Coventry and Warwickshire Clinical Commissioning Group Governing body	17 th November 2021
LDA Strategic Steering Group	Date TBC
Strategy sign off by Warwickshire Parent Carer Voice	November 2021

forum	
Strategy sign off by Coventry OneVoice Parent Carer forum	November 2021
<i>Strategy implementation – Year 1 Delivery plan (2021-22)</i>	<i>March 2022</i>
<i>Delivery Plan 2022-23 development</i>	<i>March 2022</i>

Appendices

Appendix 1 – Draft Coventry and Warwickshire All Age Autism Strategy 2021-26

Appendix 2 – Coventry and Warwickshire All Age Autism Strategy 2021-26 Delivery Plan

Background Papers

None

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Local Member(s): Cllr Margaret Bell and Cllr Jeff Morgan

Coventry & Warwickshire

Joint Strategy for Autistic people

2021-2026



Coventry and Warwickshire
Clinical Commissioning Group

Coventry & Warwickshire Joint Draft Strategy for Autistic people 2021-2026

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Foreward

TO be completed

DRAFT

Executive Summary

Autism touches the lives of many people living in Coventry and Warwickshire and can affect many aspects of life, from school to healthcare to employment, housing and social lives. As such, this Strategy takes an all age and whole life approach and encompasses children, young people, adults, older adults and their parents and carers with the following vision:

Autistic people and their families are able to live fulfilling and rewarding lives within a society that accepts and understands them. They can get a diagnosis and access support if they need it, and they can depend on mainstream public services to treat them fairly as individuals, helping them make the most of their talents

This is a joint five-year strategy which is owned by the following organisations:

- Warwickshire County Council
- Coventry City Council
- NHS Coventry and Warwickshire Clinical Commissioning Group

By making this a joint strategy between key statutory organisations, all partners will be equally responsible and accountable in improving lives of Coventry and Warwickshire citizens living with autism, and their parents and carers. An All Age Coventry and Warwickshire Autism Partnership Board will oversee the delivery of this strategy, comprising representatives from the social care, health and education sector, community and voluntary sector and primarily, autistic people, their parents and carers as experts in experience.

Being autistic does not mean you have an illness or a disease. It means your brain works in a different way from other people. Autism is not a medical condition with treatments or a “cure”, but autistic people often need support to varying levels across four main areas: social communication, social interaction, social imagination and sensory processing. There are positive aspects to autism including attention to detail; an ability to focus deeply and avoid distractions; keen observation skills; an ability to absorb and retain facts, linked to high levels of expertise in particular topic areas; unique thought processes and creativity leading to innovative solutions; tenacity and resilience; and integrity and honesty.

It is recognised that not all autistic people require support, and that many lead independent and fulfilled lives without any help from specialist statutory or community services. This strategy will therefore build on existing skills and capabilities of autistic people and will advocate for a strength based and person centred approach.

There is currently no specific budget for coordinated autism services and support. The strategy must therefore be delivered in a way that ensures existing resources are used in the most cost-effective way, including promoting prevention and early intervention and making all existing services and pathways of support more accessible and effective for autistic people.

This strategy is informed by a range of co-production and mapping activity undertaken to build a shared understanding of the experience of autistic people of all ages and their families and carers in accessing support appropriate to their needs and getting a formal diagnosis of autism. A robust co-production approach will be used throughout all stages of Strategy delivery to ensure that we build on strengths, experience and voice of individuals with direct experience of using health and social care services in supporting them in relation to autism related needs. Parent and carers will be equally supported and will be recognised as experts in experience.

A Joint Strategic Needs Analysis for Autism and ADHD, completed in 2019, highlighted the challenges in understanding the true prevalence of autism in the population as there is no national register and data is not routinely captured about where autistic people access services. The JSNA highlights the inequalities in health, education and social outcomes of autistic people compared to non-autistic groups for almost all conditions studied including mortality, self-harm, suicide, obesity, smoking, bullying, social isolation, education, criminal justice, employment and homelessness. 80% of autistic adults and 70% of autistic children and young people will experience a mental health condition including anxiety or depression and there is more to be done to reduce the numbers of autistic people admitted to mental health hospitals. This joint Strategy is aimed at reducing inequalities experienced by autistic people by delivering a range of activities which improve their overall health and wellbeing outcomes.

This strategy incorporates the statutory duties outlined in the Autism Act, Care Act, Children and Families Act and the NHS Long Term Plan and builds on the previous Warwickshire All Age Autism Strategy (2014 -2017) 'Fulfilling & Rewarding Lives' and the joint commissioning plan developed by Warwickshire County Council and Coventry City Council in 2017.

Significant progress has been made in Warwickshire and Coventry since the previous strategy to develop diagnostic pathways for adults and children; pilot new support services for autistic people pre and post diagnosis and those in mental health crisis; improve support for young people in education with communication and sensory needs; and deliver autism training for parents, carers and the wider workforce. However, conversations with autistic people and their families revealed stories of autistic people struggling to cope with the stresses of daily life and of the effort it takes for individuals, their family members and professionals to understand how pathways work and how to access the support they need and are entitled to. Particular issues highlighted through co-production include:

- There is an increasing demand for specialist autism services and in particular long waiting times for diagnostic assessments, which is further impacted by national workforce shortages in specialist autism roles.
- People with social, communication and sensory needs who are waiting for a diagnostic assessment are not getting the support they feel they need from services. Similarly, while a diagnosis is an important step in understanding the challenges they experience, a diagnosis alone is not sufficient to meet peoples' needs while there remain gaps in specialist support and in the capability of mainstream services to appropriately support autistic people. This is particularly a priority within mental health services and education.
- Support is not coordinated across services and people working in services often do not feel confident in their capability to effectively support and treat autistic people.
- Moving between different stages of life, such as school, college and work, is especially hard if you find change difficult, as many autistic people do¹. Support for autistic people therefore needs to be prioritised around periods of transition.

Based on the evidence base gained through the coproduction and research activity, as well as statutory responsibilities for partner organisations, five priority areas have been identified.

Priority 1: Support autistic people and people with social, communication and emotional health needs to help themselves pre and post diagnosis

Improve early identification of characteristics linked to autism through wide ranging education and training and reduce the need for a diagnosis to access appropriate support. Provide information and advice to people with social, communication, sensory and emotional health needs in order to promote self-management, family resilience, independence and wellbeing.

Enable and empower people to develop their own solutions and networks of support in their communities through developing a better understanding of the third sector services people are using; enhancing peer support networks and facilitating information sharing.

Priority 2: Reduce inequalities for autistic people and make Coventry and Warwickshire autism friendly places to live

Improve the health and wellbeing of autistic people through developing autism friendly towns and cities in Coventry and Warwickshire, including taking action to ensure autistic people experience equality of access and inclusive services and support. We all want to live in communities that support each other, without prejudice, to get the most out of our lives. Respecting human rights, citizenship and offering inclusive approach to all citizens must extend to everyone, including in

¹ <https://www.autism.org.uk/about/transition.aspx>

access to education and employment, and autistic people as well as their parents and carers should be no exception.

Commission and deliver mainstream and specialist services in a way which does not restrict access nor exclude people on the basis of an autism diagnosis. It is the responsibility of all services to ensure accessibility and appropriate support for autistic people within their service, acknowledging that this may require training and development for the workforce.

Priority 3: Develop a range of organisations locally with the skills to support autistic people

Ensure that a wide range of organisations that can provide skilled support and services are available and accessible in local areas to meet the health, care and education needs of autistic people. Enhance the skills of our existing workforce to achieve more personalised support from services through an increased understanding of autism across the workforce, from awareness raising through to specialist autism expertise.

Priority 4: Develop the all age autism specialist support offer

Commission and deliver a coordinated and personalised offer of support for autistic people across all levels of need, promoting early intervention and enabling people to navigate this offer as their needs change. This includes redesigning the autism diagnostic pathway and focussing on all age pathways to better support transition from children's to adult's services.

Priority 5: Co-produce, work together and learn about autism

Co-produce solutions and services with autistic people and their families and collect and share the information that will enable us to learn and improve our offer to autistic people.

Evaluate the impact of Covid-19 on the lives of people with autism and commission services in the way that responds effectively to people's needs during and following the COVID-19 pandemic.

A number of objectives have been developed against each of the priority areas (see page 29). These Coventry and Warwickshire wide objectives will be underpinned with place-based delivery plans that will ensure this strategy is delivered within the local context of services and support and that it has an active life cycle.

Introduction and Background

1. Introduction to the strategy

- 1.1 This is a joint Autism Strategy for adults, children and young people across Coventry and Warwickshire and is owned by the following organisations and partnership boards:
- Warwickshire County Council
 - Coventry City Council
 - NHS Coventry and Warwickshire Clinical Commissioning Group
 - The Warwickshire Autism Partnership Board
- 1.2 All partners to this strategy are committed to commissioning high quality autism services and support and will work with partner organisations to improve the lives and opportunities for autistic children, young people and adults. This 5-year local strategy has been coproduced with support from a wide range of people, including autistic people and their families and people working in services and organisations that support autistic people.
- 1.3 The 2021-2026 Strategy builds on the achievements of the previous Warwickshire All Age Autism Strategy (2014 -2017) 'Fulfilling & Rewarding Lives' and the joint commissioning plan developed by Warwickshire County Council and Coventry City Council with the Warwickshire Autism Partnership Board in 2017.
- 1.4 It is recognised that not all autistic people require support, and that many lead independent and fulfilled lives without any help from specialist statutory or community services. The strategy is aimed at building a strengths-based approach and focusing on what people can do for themselves and where they want to get in life. Where they do need support, we will target it in the way that enables them achieve their goals.
- 1.5 There are many local schemes and services to support autistic people to achieve their goals, educate others about autism and make the community more accessible and welcoming to autistic people. The dedicated work of national charities and organisations and the many smaller local and national organisations and groups who work tirelessly to raise awareness day in and day out makes a real difference.
- 1.6 However, we know there is much more to be done. We still hear too many stories of autistic people struggling to cope with the stresses of daily life as well as navigating significant events such as moving schools, loss of friends or family and moving to a new house. We also hear about the huge amount of effort it takes (often over years) for individuals, their family members and professionals

trying to understand how pathways work and how to access the support they need and are entitled to. We have heard stories about the years wasted while people wait to access support and, in the meantime, lose opportunities to achieve qualifications at school, the chance to live in a place they choose, work in a job that fulfils them and have fun with their friends and family.

- 1.7 It is recognised that autism sits on a spectrum and although autism is not a learning disability or a mental health condition, autistic people may also have these conditions. Equally, they may also have other physical conditions. This strategy focusses on principles that should be applied to everyone on the autistic spectrum. For those people with additional needs, this strategy should be read in conjunction with local strategies and action plans for:

- People with learning disabilities
- Special Educational Needs and Disabilities (SEND) and Inclusion
- Parenting, family and carer support
- Coventry and Warwickshire health and care partnership system plan
- Mental Health Transformation Plans for adults and CAMHS

- 1.8 Place based delivery plans will underpin this strategy, recognising different solutions may be required in different geographical locations across Warwickshire and Coventry. The delivery plans will describe specific commissioning activity to achieve the objectives outlined in this strategy to deliver services and support for autistic people and their carers between 2021 - 2026.

2. Co-production and strategy development

- 2.1 This strategy is informed by a range of co-production and mapping activity which was completed in 2019 and 2020 which was undertaken to build our shared understanding of the experience of autistic people of all ages and their families in accessing support appropriate to their needs and getting a formal diagnosis of autism. A number of new services for autistic people have been piloted since 2018 and the learning from those pilots has contributed to the strategy.
- 2.2 Working with Grapevine, a local advocacy organisation, people with lived experience of autism, their families, as well as professionals, service providers and commissioners, we built a shared understanding of the challenges and opportunities across the system to in supporting people with autism to stay live and remain well. Honest conversations were had around limited resources and challenges related to waiting for an assessment for a diagnosis, identifying what pre and post diagnostic support was available and whether it was meeting everyone's needs, what could be done to make things better and what could

prevent needs escalating to the point where statutory services have to get involved.

3. What is Autism?

3.1 Being autistic does not mean you have an illness or a disease. It means your brain works in a different way from other people. Autism is not a medical condition with treatments or a “cure”, but some people need support to help them with certain things². Autism is also referred to as Autism Spectrum Disorder (ASD), Autism Spectrum Condition (ASC) or Aspergers (used to describe people with above average intelligence). Autistic people often have other conditions, like Attention Deficit Hyperactivity Disorder (ADHD), anxiety or depression or epilepsy.

3.2 Think Autism, the National Adults Autism Strategy³ defines autism as a lifelong neurodevelopmental condition that affects how a person communicates with and relates to other people. Autism also affects how a person makes sense of the world around them. Autism is often described as a ‘spectrum disorder’ because the condition affects individuals in many different ways and to varying degrees. Autistic people have difficulty to a greater or lesser extent with four main areas. The Autism Education Trust⁴ highlights the importance for staff in schools and educational settings to understand and pay attention to this as most pupils with autism will have individual educational needs and a range of abilities across these areas:

- Social communication: for example, problems using and understanding verbal and non-verbal language, such as gestures, facial expressions and tone of voice.
- Social interaction: for example, problems in recognising and understanding other people’s feelings and managing their own feelings.
- Social imagination: for example, problems with predicting other people’s intentions and behaviour and imagining situations outside their own routine.
- Sensory differences: Many autistic people experience some form of sensory oversensitivity (hypersensitivity) or under-sensitivity (hyposensitivity) for example to sounds, touch, tastes, smells, light or colours.

3.3 It is important to recognise there are positive aspects of autism, which underlines the importance of a strengths-based approach to this strategy⁵. This includes

² <https://www.nhs.uk/conditions/autism/what-is-autism/>

³ <https://www.gov.uk/government/publications/think-autism-an-update-to-the-government-adult-autism-strategy>

⁴ <https://www.autismeducationtrust.org.uk/what-is-autism/>

⁵ <https://autismawarenesscentre.com/the-positives-of-autism/>

attention to detail; an ability to focus deeply and avoid distractions; keen observation skills; an ability to absorb and retain facts, linked to high levels of expertise in particular topic areas; unique thought processes and creativity leading to innovative solutions; tenacity and resilience; and integrity and honesty.

- 3.4 Individuals with autism often prefer to have a fixed routine and can find change incredibly difficult to cope with. People who struggle to deal with change or an overload of information are likely to become stressed or anxious, and possibly feel physical pain. This can result in some people behaving in ways which are perceived as challenging or complex.

4. Terminology

- 4.1 Throughout this strategy, we will use the word **autism** and identity-first terminology (“**autistic people**” rather than “people with autism”) when referring to autistic people - children, young people and adults. This reflects research published in the Autism journal in 2015 which looked at the preferences of UK autistic community members – autistic people, their families, friends and professionals around the language used to describe autism⁶. Unless otherwise stated, reference to ‘autistic people’ or ‘an autistic person’ includes children, young people and adults of all ages across the autism spectrum at all levels of intellectual ability.
- 4.2 We recognise that some people prefer other terms and all workers should wherever possible find out the term(s) preferred by the person(s) they are working with and respect this.

5. Vision

- 5.1 Coventry and Warwickshire have adopted the vision within the national strategy Think Autism (2014) as follows:

“Autistic people and their families are able to live fulfilling and rewarding lives within a society that accepts and understands them. They can get a diagnosis and access support if they need it, and they can depend on mainstream public services to treat them fairly as individuals, helping them make the most of their talents.”

6. Purpose

- 6.1 The purpose of this strategy is to provide a clear plan for support across Coventry and Warwickshire and identify priorities and objectives which reflect local need. The strategy aims to ensure autistic people and their families and carers in

⁶ The National Autistic Society, the Royal College of GPs and the UCL Institute of Education

Coventry and Warwickshire have access to the support and information they need to enable them to:

- Achieve their full potential in education;
- Maintain, develop and enhance meaningful connections with family, partners and spouses and others that support their health and wellbeing, including carrying out their caring responsibilities;
- Be employed in jobs, undertake volunteering roles and supported internships that maximise their strengths and feel meaningful and important to them;
- Feel safe and able to belong and contribute to their local community in a way that works for them;
- Have a comfortable home and live in a way that maximises their autonomy and independence;
- Enjoy the benefits of good health (especially mental health) and wellbeing;
- Be well informed about ways to help themselves, navigate support and access help when they need it;

7. Key Strategy Principles

- 7.1 This joint Strategy is aimed at reducing inequalities experienced by autistic people by delivering a range of activities which improve their overall health and wellbeing outcomes. Based on the evidence base gained through the coproduction activity, JSNA, service reviews and evidence of what works in other parts of the country, a number of key principles underpin the strategy.
- 7.2 The process of improvement is not within the gift of any one organisation, and requires joint ownership, commitment and leadership. All partners supporting this strategy are committed to reducing the gap between the support needed and the support currently available. This strategy outlines the areas of focus to make this happen.
- 7.3 Delivery of the strategy will continue to be driven through co-production with autistic people and their families to ensure solutions are accessible and meet needs. In the absence of national robust evidence detailing effective interventions and support for autistic people, there is commitment to testing approaches based on best practice and learning from experts by experience and professional experts. Partners will work together to develop our understanding about what works for autistic people and their families.

- 7.4 There is currently no specific budget for coordinated autism services and support. The strategy must therefore be delivered in a way that ensures existing resources are used in the most cost-effective way, including promoting prevention and early intervention and making all existing services and pathways of support more accessible and effective for autistic people.
- 7.5 Many people with autism can work and have shared that they want to work. It is therefore imperative to find out what people's aspirations are and agree how we can help them achieve these, building on their existing skills and experience. Enabling more people with autism to access education and meaningful paid employment will contribute to their mental and social wellbeing, increasing confidence, self-esteem and friendship networks, as well as financial wellbeing
- 7.6 Parents and carers of autistic people will be recognised as expert partners in care and supported to deliver their caring responsibilities, acknowledging the importance of preventing carer breakdown and reducing the need for further services.
- 7.7 People will be enabled to develop their own solutions and networks of support through developing a better understanding of the third sector services people are using to effectively develop their own support networks and facilitate information sharing.
- 7.8 Mainstream and specialist services will be commissioned and delivered in a way which does not restrict access nor exclude people on the basis of an autism diagnosis. It is the responsibility of all services to ensure accessibility and appropriate support for autistic people within their service, acknowledging that this may require training and development for the workforce.
- 7.9 Closer partnership working between services involved in supporting autistic people and their parents and carers, such as Health Visiting service, School Nursing, Early Help support teams, education providers, diagnostic services, mental health support and community providers will be crucial to an improved experience for people with autism.
- 7.10 The wellbeing of autistic people depends on feeling accepted and understood in all aspects of their lives and the strategy includes a commitment to develop autism friendly local communities and services. The strategy aims to enable autistic people to access housing, employment, education and benefit from being involved in cultural, sport and leisure opportunities in an equal measure.
- 7.11 Equal opportunities and access to support that responds to the needs of autistic people from Black, Asian or minority ethnic backgrounds, as well as communities described as 'seldom heard' LGBTQ+ communities, recognising that some

studies suggest a higher percentage of autistic people identify as lesbian, gay, bisexual transgender or queer⁷.

- 7.12 The impact of Covid-19 on people's ability to access care and support illustrated the need to commission differently, with a re-focus of provision, including digitalisation of practices and setting up new ways of working across all sectors. Robust infection prevention measures and social distancing rules mean that face to face contact can become restricted, and this Strategy will consider alternative but accessible ways of support.

National and Local Context

8. National Context

- 8.1 This strategy is delivered within a context of significant reform within health and social care including the implementation of the Transforming Care Programme 2015 - 2019 following the horrific experiences of those living at Winterbourne View⁸; Building The Right Support 2015; The Care Act 2014⁹; The NHS Long Term Plan¹⁰; The Children and Families Act 2014¹¹ and the SEND code of practice all of which have a golden thread of personalisation, choice and empowerment and the delivery of support that promotes prevention and wellbeing running through them. It is therefore timely to present this Warwickshire and Coventry Autism Strategy to ensure that it reflects current national and local priorities. The Strategy is further shaped by a number of published reports included in Appendix 1:

- 8.2 In July 2021, the government published the [National Strategy for autistic children, young people and adults](#), a strategy for meeting the needs of autistic adults in England. The strategy supports the [Autism Act 2009](#) and sets out a vision for what we want autistic people and their families' lives to be like in 2026 across 6 priority areas. While the local strategy and local priorities were developed prior to the publication of the national strategy, there is close alignment between the two. With the publication of the national strategy comes the opportunity to access funding and national programmes that will support delivery of our local strategy.

⁷ https://sparkforautism.org/discover_article/autism-lgbtq-identity/

⁸ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/213215/final-report.pdf

⁹ http://www.legislation.gov.uk/ukpga/2014/23/pdfs/ukpga_20140023_en.pdf

¹⁰ <https://www.longtermplan.nhs.uk/wp-content/uploads/2019/08/nhs-long-term-plan-version-1.2.pdf>

¹¹ http://www.legislation.gov.uk/ukpga/2014/6/pdfs/ukpga_20140006_en.pdf

8.3 [Statutory guidance for local authorities and NHS organisations to support implementation of the Adult Autism Strategy](#) was published in 2015 and is reflected in this local strategy. This includes:

- Training of staff who provide services to adults with autism
- Identification and diagnosis of autism in adults, leading to assessment of needs for relevant services
- Planning in relation to the provision of services for people with autism as they move from being children to adults
- Local planning and leadership in relation to the provision of services for adults with autism
- Preventative support and safeguarding in line with the Care Act 2014
- Reasonable Adjustments and Equality
- Supporting people with complex needs, whose behaviour may challenge or who may lack capacity
- Employment for adults with autism
- Working with the criminal justice system

8.4 The Children and Families Act (2014) requires Local Authorities and Clinical Commissioning Groups (CCGs) to make provision for joint commissioning arrangements for education, health and care provisions for children and young people with Special Education Needs (SEN) or disabilities, including young autistic people. The Act and the SEND Code of Practice (2014) requires Local Authorities to identify all the disabled children and young people in the area, including those who may have SEN, and to publish and maintain a local offer that sets out the education, health and social care provision that the local authority expects to be available for disabled children and young people and those with SEN.

8.5 NHS Long Term Plan (2019) includes a specific focus on autism and learning disabilities. There is currently no clarity on how much funding will be made available to support delivery of the plan, but it is likely that any funding will be targeted at improving the offer of support for autistic people through the wider workforce. A key deliverable of the NHS Long Term Plan (2019) and Building the Right Support (2015), is a reduction in the numbers of children and young people with a learning disability and/or autism admitted to a mental health hospital. This has been known as the Transforming Care programme.

9. Local Context

9.1 The development of Coventry and Warwickshire's Autism Strategy 2021- 2026 is shaped by the following local policy framework:

- [Coventry and Warwickshire Health and Wellbeing Concordat](#)
- Coventry and Warwickshire Local Response to the NHS Long Term Plan for people with Learning Disabilities and Autism (2019)

- [Warwickshire county council one Organisation plan 2020](#)
- [One Coventry: Council Plan 2016-24](#)
- [Warwickshire SEND & Inclusion Strategy 2019-2023](#)
- [Coventry SEND Strategy 2019 to 2022 Lifting the Cloud of Limitation](#)
- [Warwickshire Learning Disability Statement of Intent “Its My Life” 2015-2020](#)
- Coventry Learning Disability/Autism Services Market Development Plan for Adult Care Services 2019-2022

9.2 It is helpful to reflect on the achievements of the previous Warwickshire All Age Autism Strategy (2014 -2017) ‘Fulfilling & Rewarding Lives’ and the joint commissioning plan developed by Warwickshire County Council and Coventry City Council with the Warwickshire Autism Partnership Board in 2017. There have been significant positive changes since the previous plans were written:

- The commissioning of a specialist neurodevelopmental service to undertake diagnosis of autism, ADHD and other co-occurring neurodevelopmental services. The service now delivers pre-school, school age and adults diagnostic pathways within one service. There has been work to streamline the diagnostic pathway and improve support pre-and post-diagnosis with the introduction of online education resources, the dimensions tools and group support.
- New services have been commissioned for autistic people, both to provide early help through community outreach and at the more complex crisis end through intensive support for young autistic people with autism which has had a significant impact on the numbers of young autistic people in CAMHS Tier 4 hospital beds. We have learned a lot from the services that have been commissioned and piloted over this period.
- The SEND and Inclusion programmes have increased the support available to those with social, communication and sensory needs in schools and specialist education settings, including some young people with an autism diagnosis. There has been significant work to reduce the need for a diagnosis to access appropriate support in schools.
- There is rising awareness of autism across services, and a range of training programmes delivered to staff from health, social care, education and the third sector to support autistic people. Parent training has been delivered to parents of young autistic people and autistic adults with very positive feedback.

- 9.3 However, despite considerable work to achieve the objectives agreed in the joint commissioning plan in 2017, autistic people are still not always able to access the support they need, hence the need for this refreshed strategy.
- 9.4 In line with the principles of joint working outlined in the Health and Wellbeing Concordat, a joint Coventry and Warwickshire integrated commissioning function was established in 2018, enabling a specific focus on autism which is coordinated across health and care commissioners for Coventry and Warwickshire.
- 9.5 Autistic people are supported through a variety of services in Coventry and Warwickshire. Some of these services are not designed specifically for autistic people. The services detailed in Appendix 1 are examples of the ones that are designed specifically to meet the needs of autistic people. The list is not exhaustive but represents the key services discussed in the coproduction activity.
- 9.6 The list of services highlights the fact that the majority of autism specific support across Coventry and Warwickshire is either pre-diagnostic or very soon after diagnosis, or very specialist support to prevent admission to hospital. Many of the services listed are pilots, with reviews planned to develop business cases for ongoing services. Through this strategy the development of pathways of support for autistic people will be coordinated.

10. Prevalence of Autism

- 10.1 It is difficult to measure the prevalence of Autism as there have been inconsistencies in diagnosis over time and across locations. There is no register of people with Autism recorded nationally or locally and so the true number of people with Autism in Coventry and Warwickshire is not known. Pockets of information are available only when people with Autism use certain public services that record an Autism diagnosis as part of their administrative data, like adult social care; but most do not.
- 10.2 A Joint Strategic Needs Assessment (JSNA) for Autism and Attention Deficit Hyperactivity Disorder (ADHD) was completed for Coventry and Warwickshire in 2019. As there is no accurate local data, the JSNA applied national prevalence estimates of between 0.8 and 1.1% of the population¹², suggesting there are an estimated 4,770 people living with autism in Warwickshire and 3,197 in Coventry¹³. Due to population growth alone, the total population of people with ASD is expected to rise slowly over the next 6 years to 4,894 in Warwickshire and 3,467 in Coventry by 2025.

Table 1 ASD predicted prevalence 2019, by district (all age)

¹² [Warwickshire and Coventry Joint Strategic Needs and Strengths Assessment 2019](#)

¹³ [Warwickshire and Coventry Joint Strategic Needs and Strengths Assessment 2019](#)

Area	Female	Male	Total
North Warwickshire	64	473	537
Nuneaton & Bedworth	131	951	1,082
Rugby	108	804	912
Stratford-on-Avon	127	912	1,039
Warwick	140	1,061	1,200
Warwickshire	570	4,200	4,770
Coventry	367	2,831	3,197
Total	937	7,031	7,967

10.3 Local data collected by the neurodevelopmental diagnostic service suggests that national prevalence may underestimate the true number of autistic people in Coventry and Warwickshire. National prevalence estimates indicate the numbers of children in Coventry and Warwickshire with Autism should be 673 and 990 respectively, giving a total of 1663 young people across the sub-region. Since April 2017, over 7000 referrals have been made to the pre-school and school age neurodevelopmental service. On average, the service diagnoses 70% of the young people referred. This would mean that there are potentially over 4,000 young people who have been diagnosed in the last 3 years alone across Coventry and Warwickshire.

10.4 This either means that national prevalence estimates are underrepresenting the true prevalence, or we have a higher prevalence locally, or the system is over responsive to potential autism. By including a key objective through this strategy to learn more about the needs of autistic people locally and where they access services and support we will be attempting to improve our data and understanding of prevalence. It is important to note that all of the people referred to the neurodevelopmental service represent people with social, emotional, sensory and/or communication needs that require support, regardless of their diagnosis.

11. Inequalities experienced by autistic people

11.1 Health, education and social outcomes of autistic people are worse than non-autistic groups for almost all conditions studied, according to key outcomes from the Liverpool John Moores review¹⁴ into neurodevelopmental conditions in 2017 which are summarised in Table 1.

Table 1 Summary of health, education and social outcomes of autistic people⁸

Outcome*	Better	Worse	Unclear
Mortality			
Self harm and violence			
Suicide			
Obesity			
Smoking			
Bullying			

¹⁴ http://allcatsrgrey.org.uk/wp/download/disabilities/Liverpool-neurodevelopmental-needs-assessment_final-report_Jan17.pdf

Education			
Social isolation			
Criminal justice system			
Employment			
Independent living			

11.2 In addition to the above, research has shown that 12% of a group of people experiencing homelessness showed strong signs of autism¹⁵. It is likely that autistic people are not only more at risk of becoming homeless, but also more vulnerable once they are on the streets; they may also find it more difficult to move into new accommodation.

11.3 Autistic people nationally experience long waits for autism diagnosis. The NICE Quality Standard on autism states that the wait between referral and first diagnosis appointment should be no more than 3 months. Research in 2018 from Rt Hon Norman Lamb MP and the All-Party Parliamentary Group on Autism uncovered stark regional variation and long waits for autism diagnosis nationally, with many children waiting more than two years for a diagnosis.

11.4 A quarter of the general population have problems with their mental health at some point in their life. In autistic people, this number is much higher with almost 80% of autistic adults experiencing mental health issues during their lives¹⁶.



50%

More than 50% of autistic adults have had depression



79%

Mental health issues affect 79% of autistic adults, but many do not get the help and support they need



9 x

Autistic adults (without an intellectual disability) are over 9 times more likely to consider suicide than the general population

¹⁵ Churchard, A., Ryder, M., Greenhill, A., & Mandy, W. (2018). The prevalence of autistic traits in a homeless population. *Autism*, 1362361318768484

¹⁶ [Warwickshire and Coventry Joint Strategic Needs and Strengths Assessment 2019](#)

**40%**

40% of autistic people are diagnosed with an anxiety disorder but many more will experience symptoms of anxiety that affect how they live their lives

**42%**

Anxiety disorders affect 42% of autistic children compared with just 3% of children without autism

12. Financial Context

12.1 The Warwickshire and Coventry health and social care economy continues to face significant financial pressures. Prioritising need and demand continue to be a challenge within a finite financial envelope. With the national strategy and the NHS Long Term Plan comes an opportunity to access short term funding to support innovation and redesign of services. This 5-year strategy's primary focus is to re-shape and re-design current support offers and services within existing financial resources to adults, young people and children with autism spectrum disorder (both diagnosed and undiagnosed). As a result, the delivery of objectives will be achieved by working collaboratively as partners to ensure best value is achieved in commissioned services; by prioritising early intervention and developing an offer of care and support that prevents escalation of need.

12.2 As outlined in the Joint Strategic Needs analysis, the data available on autistic people and where they access services is not readily available. The actual amount spent locally on support for autistic people is therefore also difficult to calculate, as people are supported by a wide range of services and there are no flags in information systems to identify autistic people, for example within mental health services. National estimates have been used to calculate the cost to the Coventry and Warwickshire system of supporting autistic people. Further work is required to identify and quantify the current cost of support for autistic people and to make the case for reducing the demand for specialist and crisis services through investing in early intervention and enablement.

12.3 A 2014 study into the average cost of supporting autistic individuals over their life course estimated the cost to be £1.5 million for someone with learning disabilities and £0.92 million for someone without (at 2011 price levels). Using the population prevalence figures included in the JSNA, this suggests the total cost of supporting people with autism in Coventry and Warwickshire is approximately £9,177 Million.

	Estimated cost of supporting people with autism
Warwickshire	£5,495 Million

Coventry	£3,682 Million
Total	£9,177 Million

- 12.4 Based on what we know about where autistic people access services, we can identify potential opportunities to reduce spend on high cost services (including mental health crisis and hospital services, residential care and high needs block education funding) through investing in earlier intervention, with almost two thirds of parents considering a lack of timely support as the reason for their child having higher long term support needs.

Key Issues Raised Through Co-production

13. Increased demand for specialist autism services

- 13.1 Current demand for an Autism diagnosis, as well as for pre and post diagnostic support, is far outstripping supply; resulting in long and growing waiting lists for children and adults.
- 13.2 New pilot projects are in place, and planned, to better support those on the waiting lists in school and at home, but they too are oversubscribed.

14. Reducing waiting times for autism diagnosis

- 14.1 Merely redesigning the existing neurodevelopmental service, or investing in the current as is pathway to try and clear the backlog will not be a sufficiently transformational approach to deliver the required change. National workforce shortages mean that even where additional funding has been identified we have not been able to purchase sufficient additional capacity to meet the growing demand. The focus of redesign therefore needs to be on building capability and capacity across wider services to diagnose and support people with autism.
- 14.2 People who have autism and their families report that while a diagnosis is an important step in understanding the challenges experienced by their young person, a diagnosis alone is not sufficient to meet their needs while there remain gaps in specialist support and in the capability of mainstream services to appropriately support people with autism. This is particularly a priority within mental health services and schools. Any investment or redesign must prioritise support to meet the needs of people with autism, or characteristics that relate to autism.
- 14.3 System modelling undertaken in other parts of the country suggests waiting lists are most likely to be impacted through reducing demand for a diagnosis by improving access to support and services for people with needs related to autism without requiring a formal diagnosis. The most effective way to promote independence, reduce mental ill-health and maintain resilience is to give autistic

people personalised, responsive information, advice and support to navigate the most significant challenges they have. These challenges include managing anxiety, coping with transitions, navigating services and support, improving relationships with others, understanding themselves and solving problems.

People understood, it gave us a vocabulary to access support... and we stopped being offered parenting courses.

A diagnosis of autism is important but tells you very little about an individual or their family needs.

15. Gaps in early help and preventative services

- 15.1 Families report gaps in adequate early help support for children and young people with autism, mental health needs and/or social communication needs. For example, there are limited resources in schools to enable identification and support for learners with social communication needs and social, emotional and mental health needs.
- 15.2 People with Autism and their families consistently stated that if there was more accessible support available early on, their needs would not have escalated to require specialist services. Parents understand that there are limited resources, but they want the system to balance investment of these resources along the whole pathway so that they don't have to wait until they are in crisis to get help.
- 15.3 There are protective factors which support autistic people and their mental health. These are similar to the support needed by all people in our community: family, friends, meaningful occupation and self-awareness. Autistic people and families want support to sleep and eat well, to access and sustain education and paid employment, to have secure housing, to have a social life and make friends, to have romantic relationships and maintain a family. Having interests and hobbies which give a person a sense of purpose and occupy them is key. Access to autism information relevant to their age is important.

16. Gaps in specialist services

- 16.1 Following a diagnosis, there is limited specialist support for autistic people. Where pilots of specialist services have been successful, autistic people valued having an autism profile, shared across services, detailing their particular strengths and difficulties. Currently autistic people often access support from people with generalised non-specialist autism knowledge, or by people without any autism awareness or knowledge.
- 16.2 Gaps have been identified in access to interventions such as occupational therapy, speech and language therapy or family therapy prior to crisis point and

there is no access to ongoing mental health therapy or to psycho-education in relation to Autism needs. Autism friendly pathways in eating disorder services and services for people with gender identity issues are required.

16.3 Autistic people and families talked about wanting to access specialist support to help them understand the impact of their autism as they went through transitions, faced significant life events and as their needs changed. There are no opportunities to revisit the autism diagnosis as an older teen or adult, and update knowledge and self-awareness.

16.4 People working to support autistic people in services similarly identified a gap in specialist expertise that they could access to adjust care and support plans when people's needs change.

17. Support is not coordinated across services and services are difficult to access for autistic people

17.1 Autistic people and their families want support to be based on their needs where health, education and social care work together to make things better for them. The complexity and lack of coordination of pathways and support across the system mean families (and professionals) are unable to navigate them to access the support they need.

17.2 Autistic people have experienced difficulties accessing services, using them and getting their needs met by them. They were not offered suitable adjustments to the services they used, making it more difficult to use the services and to benefit from them, and they moved through services at a faster pace than suited their ability and needs. Mental health services have not been designed with people with autism in mind and they may be excluded from support or provided with short-term help for problems which may be on-going and long term.

17.3 There is a lack of autism-specific and autism-friendly support. This reduced opportunities for social connection and a place to seek advice about what support is available. The systems across health, social care and education/training/employment are disconnected and their functions and access routes may not be well understood by the individual and their family and by the practitioners within other agencies. There is a need for training in relation to supporting people across all agencies.

18. Transitions

18.1 Aligned strategies for young people and those with special educational needs and disabilities (SEND) highlight the importance of effective transition and preparation for adulthood. Moving between different stages of life, such as school, college and work, is especially hard if you find change difficult, as many

autistic people do¹⁷. Support for autistic people therefore needs to be prioritised around periods of transition.

19. Workforce gaps

19.1 Parents reported that services could be better at making adjustments to support their autistic children to engage and access support, and professionals reported that they wanted to feel more confident and understand how they could be better at working with this group.

19.2 National workforce shortages exist for specialist autism expertise, which impacts on the ability of neurodevelopmental services to maintain capacity in services.

20. Support for those in contact with criminal justice system

20.1 Multi-agency public protection arrangements (MAPPA) are in place to ensure the successful management of violent and sexual offenders. Locally, a growing number of people with characteristics related to autism are referred to MAPPA.

20.2 The Channel panel provides support to those who may be vulnerable to being drawn into terrorism. The overall aim of the programme is to facilitate multi-agency early intervention and divert people away from the risk they may face. Channel uses existing collaboration between partners to support individuals and protect them from being drawn into terrorism. Again, a growing trend has been identified of young autistic people who are referred to Channel panel for support.

20.3 There is an identified gap in specialist assessment and support for these individuals to inform multi-agency partners about the best way to support the individual and avoid re-offending. While this is a small number of people, the risks are high for the individuals concerned and in relation to public protection.

21. Mental Health Crisis and Admissions to Mental Health Hospitals

21.1 Autistic young people 14-25 years old are being admitted to mental health hospital or diagnosed with autism in hospital. Deep dive reviews were undertaken to identify risk factors that contribute to hospital admissions for autistic people.

21.2 In the under 18 population, more people with autism and no learning disability are admitted to hospital. The following additional risk factors were also identified:

- Being out of school;
- Older teenage girls who weren't identified as having behavioural problems;

¹⁷ <https://www.autism.org.uk/about/transition.aspx>

- Late (teenage) diagnosis of autism;
- A history of trauma (including bullying in school);
- Complex family dynamics including parental mental illness;
- Carer burnout;

21.3 For young autistic adults the following risk factors were identified:

- Adults with mental health diagnosis displaying risky behaviour;
- Autistic adults without a learning disability who do not meet Care Act eligibility and “fall between” services until they present to hospital or police services in mental health crisis;
- Inappropriate living environments, for example sharing with others who are not compatible;
- Significant and rapid changes and escalation in support needs that community living providers can't/won't support.

22. Good practice

22.1 People told us positive stories of what had helped, and they made suggestions about what we need to do more.

It helped when.....

The psychiatrist listening to him thinking he had autism and getting a diagnosis fast.'

Professionals listening to us and treating us parents as experts on our child and asking us "What do you think should happen?"

Someone in the workplace who understands and can help make small changes. They made me realise I am human. They enhanced my good points and built on my skills.

We need more....

A compassionate online friendship and family support (sometimes from people I barely knew) was vital in maintaining my well-being.

Peer support network from the earliest stages with trained experienced parent.

Support for parents accepting diagnosis and understanding their own traits.

Mentoring to help young adults and adults through transitions.

Online peer-support - particularly when people are housebound.

Ongoing support structure outside the NHS that adults with autism can access as needed.

Support and services working to the young person's timescales; not withdrawing because they haven't connected or responded in the given time, but allowing trust to build.

Someone who saw you and knows you are trying. Somewhere to signpost to when realise something wasn't working.

Inclusive practice and leadership in schools, community, youth settings.

Autism-specific emergency phone line for Young People and families who are in an autism crisis, not a mental health crisis.

Giving parents the tools and understanding to help their child early; face-to-face groups as well as resources, to avoid crisis situation.

Priorities and Objectives

Based on the evidence base gained through the coproduction and research activity, as well as statutory responsibilities for partner organisations, five priority areas have been identified for the Coventry and Warwickshire Strategy. A number of objectives have been developed against each of the priority areas. These objectives will be underpinned with place-based delivery plans that will ensure this strategy is delivered within the local context of services and support and that it has an active life cycle.

Priority 1: Support autistic people and people with social, communication and emotional health needs to help themselves pre and post diagnosis

Improve early identification of characteristics linked to autism through wide ranging education and training and reduce the need for a diagnosis to access appropriate support. Provide information and advice to people with social, communication, sensory and emotional health needs in order to promote self-management, family resilience, independence and wellbeing.

Enable and empower people to develop their own solutions and networks of support in their communities through developing a better understanding of the third sector services people are using; enhancing peer support networks and facilitating information sharing.

Priority 2: Reduce inequalities for autistic people and make Coventry and Warwickshire autism friendly places to live

Improve the health and wellbeing of autistic people through developing autism friendly towns and cities in Coventry and Warwickshire, including taking action to ensure autistic people experience equality of access and inclusive services and support. We all want to live in communities that support each other, without prejudice, to get the most out of our lives. Respecting human rights, citizenship and offering inclusive approach to all citizens must extend to everyone, including in access to education and employment, and autistic people as well as their parents and carers should be no exception.

Commission and deliver mainstream and specialist services in a way which does not restrict access nor exclude people on the basis of an autism diagnosis. It is the responsibility of all services to ensure accessibility and appropriate support for autistic people within their service, acknowledging that this may require training and development for the workforce.

Priority 3: Develop a range of organisations locally with the skills to support autistic people

Ensure that a wide range of organisations that can provide skilled support and services are available and accessible in local areas to meet the health, care and education needs of autistic people. Enhance the skills of our existing workforce to achieve more personalised support from services through an increased understanding of autism across the workforce, from awareness raising through to specialist autism expertise.

Priority 4: Develop the all age autism specialist support offer

Commission and deliver a coordinated and personalised offer of support for autistic people across all levels of need, promoting early intervention and enabling people to navigate this offer as their needs change. This includes redesigning the autism diagnostic pathway, developing specialist services and focussing on all age pathways to better support transition from children's to adult's services.

Priority 5: Co-produce, work together and learn about autism

Co-produce solutions and services with autistic people and their families and collect and share the information that will enable us to learn and improve our offer to autistic people.

Evaluate the impact of Covid-19 on the lives of people with autism and commission services in the way that responds effectively to people's needs during and following the COVID-19 pandemic.

DRAFT

Priority 1: Support autistic people and people with social, communication and emotional health needs to help themselves pre and post diagnosis

Improve early identification of characteristics linked to autism through wide ranging education and training and reduce the need for a diagnosis to access appropriate support. Provide information and advice to people with social, communication and emotional health needs in order to promote self-management, family resilience, independence and wellbeing.

Enable and empower people to develop their own solutions and networks of support in their communities through developing a better understanding of the third sector services people are using; enhancing peer support networks and facilitating information sharing.

This objective supports people with characteristics linked to autism to be able to find and use advice and information that helps them make the most of their strengths and pro-actively manage the challenges and barriers that they face. Information and advice needs to be available to everyone, regardless of their Autism diagnosis status. There is a lot of information and some useful tools and guides available, but people need to be supported to find this in one place with a way to filter the elements that will be most useful to them. The aim is to support all the services that are used by autistic people to better identify potential autism characteristics and provide useful and accessible advice and guidance. This is about supporting people with social, emotional and communication difficulties to get the information and support they need to continue to live a good life and achieve their goals without waiting until needs escalate or a person receives their diagnosis to offer support.

By enhancing support options available to parents and carers through the provision of appropriate and timely information and advice, commissioning of need based parenting training programmes, development of place based peer support groups as well as improving links with local carers support services, it is envisaged that people can access support which is tailored to their needs and enables parents and carers look after their autistic family members more effectively.

I statements

- I have the information and support I need in order to remain as independent as possible.
- I know where to get consistent, accurate and up to date information about what is going on in my community and where to access support for autistic people and their families.
- I can speak to people who know about care and support for autistic people and can make things happen for me or my family member.
- I have help to make informed choices if I need and want it.
- I don't have to wait until I have a diagnosis or am in crisis to get the help I need.
- The parenting support I receive is tailored to take account of my autism or my child's autism.

- I have a place I can call home, not just a 'bed' or somewhere that provides me with care.

Priority 1 - What We Will Do

- 1.1 Spark community action to tackle isolation and loneliness, help people to self-organise and develop their own solutions. Identify existing and potential autism champions in the community and facilitate their support of others.
- 1.2 Promote the importance of early identification of needs related to autism to system partners: Schools, health visitors, nurseries, GP's, mental health professionals, families and community centres; and provide information and advice about how to offer relevant support and adjustments for people with social, communication, sensory and emotional health needs.
- 1.3 Make useful information and tools readily available to people and families with needs related to autism, including self-management techniques relating to bullying, anxiety, sleep, social interaction, and sensory needs.
- 1.4 Improve the primary care support offer through working with new social prescribing and health and wellbeing roles in Primary Care Networks to develop autism awareness and networks of support, including identifying opportunities to support young adults transitioning from children's services.
- 1.5 Increase the support available to people with characteristics linked to autism through the early help and enablement offer. This will maintain people in their own homes, in education and/or employment, in relationships with the people who are important to them and through transitions by connecting people with their communities and supporting them to try new social interactions and achieve their aspirations.
- 1.6 Deliver a mixed model of family and carer support for families and carers of autistic people to include conferences, peer support, autism specific parent training and parent coaches to harness the capacity of families and ensure the needs of autistic parents and parents and carers of autistic children are reflected in local parenting and carer strategies and offers.
- 1.7 Identify financial incentives for having an autism diagnosis and where possible adjust eligibility criteria to focus on need, not diagnosis.
- 1.8 Work with housing leads to raise awareness of autism, implement the Autism and Homelessness Toolkit¹⁸, review prioritisation criteria for housing to reduce reliance on the need for an autism diagnosis to access housing and ensure autistic people have access to accommodation that meets their needs.

¹⁸ https://www.homeless.org.uk/sites/default/files/site-attachments/Autism_Homelessness_Toolkit.pdf

Priority 2: Reduce inequalities for autistic people and make Coventry and Warwickshire autism friendly places to live

Improve the health and wellbeing of autistic people through developing autism friendly towns and cities in Coventry and Warwickshire, including taking action to ensure autistic people experience equality of access and inclusive services and support. We all want to live in communities that support each other, without prejudice, to get the most out of our lives. Respecting human rights, citizenship and offering inclusive approach to all citizens must extend to everyone, including in access to education and employment, and autistic people as well as their parents and carers should be no exception.

We recognise that autistic people do not enjoy the same levels of physical or mental health as neurotypical people. This objective aims to ensure that autistic people in Coventry and Warwickshire live, work and go to school in autism friendly environments. We want to make sure that autistic people can access adjusted and accessible care and support. This objective is highlighting that it is the responsibility of everyone to ensure they design and deliver services that consider the needs of autistic people. Through development of Autism Friendly Communities, as well as autism related awareness raising resources and training options, it is intended that everyone will be able to access and benefit from being involved in cultural, sport and leisure opportunities in an equal measure. This objective includes working with the Criminal Justice service to reduce instances of 'hate crime', improve awareness and understanding of autism across the criminal justice system and support people with autism keep themselves safe and feel safe in their communities.

I statements

- I feel welcomed and included in my local community.
- I feel valued for the contribution that I can make to my school, workplace and community.
- I have the same opportunities as everyone else to train, study, work or engage in activities that match my interests, skills, abilities.
- I have access to a range of support that keeps me healthy, both mentally and physically, helps me to live the life I want and to remain a contributing member of my community.
- The people who support me understand my autism, accept me as I am and make efforts to communicate with me in ways that make it easier for me.

<ul style="list-style-type: none"> • The environments in which I work and access support are designed to make me feel safe and welcomed. • I feel that my community is a safe place to live and local people look out for me and each other.
Priority 2 - What We Will Do
2.1 Review service specifications for commissioned services and collect evidence that services and environments are being adjusted for people with autism and/or a learning disability and that personalised support is offered based on need not diagnosis.
2.2 Through the SEND and Inclusion agenda, promote and champion strong leadership and drive continuous improvement in inclusive practice for autistic children and young people across mainstream and special education settings. Particular focus needs to be given to how autistic young people with autism experience bullying and social isolation.
2.3 Ensure the mental health workforce have the required training, skills and confidence to recognise co-occurring Autism and choose and tailor interventions appropriately. Review risk assessments and develop pathways to more effectively identify and support autistic young people and adults. Consider use of screening tools for autism within mental health assessments for adults and children and ensure that IAPT services, eating disorder services, self-harm pathways and services for people with gender identity concerns include an accessible offer for autistic people.
2.4 Expand the work on reducing health inequalities for people with learning disabilities to include autistic people, including piloting annual health checks in primary care and ensuring there is an appropriate offer of support delivered following these checks within community and acute health services. <i>(linked to national pilot through Long Term Plan)</i>
2.5 Promote the benefits of employing autistic people through engaging employing organisations, people with autism and workplace mentors. Support employers and workplaces to become more autism friendly.
2.6 Strategy partners commit to learning from good practice around inclusion and lead by example by becoming autism friendly organisations and employers.
2.7 Develop and disseminate autism awareness training that focuses on practical ways to be autism friendly across community organisations, businesses, services and environments, including <ul style="list-style-type: none"> • Education providers (schools, colleges and universities) • Health service providers (primary care, acute) • Social care support and housing providers, drugs and alcohol providers • Police, criminal justice and probation services • Community organisations, arts and leisure, businesses and public transport
2.8 Work with community and third sector organisations to maximise the potential for inclusive access to cultural, sports and leisure opportunities, including through the Coventry City of Culture activities in 2021.

Priority 3: Develop a range of organisations locally with the skills to support autistic people

Ensure that a wide range of organisations that can provide skilled support and services are available and accessible in local areas to meet the health, care and education needs of autistic people. Enhance the skills of our existing workforce to achieve more personalised support from services through an increased understanding of autism across the workforce, from awareness raising through to specialist autism expertise.

This objective aims to ensure that where autistic people require support, that there is a choice of organisations and providers who can offer personalised, skilled and high quality support. Some services will be formally commissioned by statutory bodies and other support will be available through the voluntary sector and in local community networks. All of these services and support networks need to be connected to each other and the autistic community so they can meet the needs of autistic people. Where people are eligible for support through the local authority or the NHS we want to make sure there are providers available who specialise in supporting autistic people and who have an appropriately skilled workforce.

I statements

- I have a network of people who support me – carers, family, friends, community and if needed paid support staff.
- I have choice and access to a range of support that helps me to live the life I want and remain a contributing member of my community.
- I have care and support that is directed by me, responsive to my needs and helps me to live independently
- I am supported by people who help me to make links in my local community.
- I have considerate support delivered by skilled people who understand that I am autistic and how this affects me in different settings and in all aspects of my life.

Priority 3 – What We Will Do
3.1 Work with charities and other third sector organisations to map the support available for autistic people in local areas and strengthen the enablement offer by ensuring this community support is autism friendly.
3.2 Develop local specialist education provision to meet the needs of autistic young people with high support needs. This includes both school age and increasing local options for post 16 provision for autistic young people.
3.3 Develop the market for community and accommodation- based support for autistic people (including short breaks, respite, supported living and residential services) ensuring a personalised approach which promotes independence, autonomy and self-care
3.4 With housing leads and housing providers, develop suitable housing options to enable people with autism to live independently, supported by skilled staff where needed. This will include developing a joint approach to commissioning autism friendly physical environments, using tools such as NICE endorsed checklist, to respond to sensory needs of autistic people.
3.5 Connect organisations and people who provide support through regular conferences and training opportunities and develop pathways of support that are easy for people to navigate.
3.6 Develop a systemwide workforce development plan for autism, including identification of training needs within education, primary care, acute hospitals, mental health services, community services, and for unpaid carers and families and development of new roles.
3.7 Work with Universities and Colleges to include learning objectives relating to supporting autistic people in training programmes and professional qualifications for all health, social care and education staff groups.

Priority 4: Develop the all age autism specialist support offer

Commission and deliver a coordinated and personalised offer of support for autistic people across all levels of need, promoting early intervention and enabling people to navigate this offer as their needs change. This includes redesigning the autism diagnostic pathway and focussing on all age pathways to better support transition from children's to adult's services.

This objective is about ensuring that autistic people (or people who think they have autism) are able to access the right level of support at the time they need it. It aims to ensure the offer of support is based on what they say they need to live a good life and not about 'fitting' them into services that aren't suitable or accessible to them. We want to support autistic people when they need it rather than leave them until their needs escalate. The offer will promote early intervention and prevention, with the ability to escalate where required to specialist assessment, treatment and crisis support services. Capacity and capability to diagnose autism and adjust support plans appropriately will be built across services. A key principle in delivering this objective is the ability of front line staff from health, social care and education to work together to solve problems and arrive at pragmatic solutions supported by integrated teams and budgets.

I Statements

- I am in control of planning my care and support.
- I can access specialist support to help me to understand my autism and support me with my social, communication, sensory and emotional wellbeing.
- The support available to me to help with my autism is easy to understand and I have someone I can contact to help me get the right support when I need it.
- My support is coordinated, co-operative and works well together.
- I feel safe, I can live the life I want and I am supported to manage any risks.
- I can plan ahead and get extra help and support when my needs change and before I am in crisis.
- I am supported to manage my mental health so that I don't need to be admitted to hospital.

Priority 4 – What We Will Do	
4.1	Redesign the neurodevelopmental diagnostic pathway to address length of wait for diagnosis and ensure the pathway is co-produced with people and families on the waiting list in order to deliver the support they require to meet social, communication, sensory and emotional needs while awaiting a diagnosis. Build capacity and capability across existing services that work with children and adults, to support and undertake diagnosis.
4.2	Clarify where responsibility sits within social care and health services for care coordination for autistic people with no learning disability so that people do not fall between services. This will include clarifying responsibilities for transition from children's to adults' services.
4.3	Develop a "Keyworker" role which will remain a contact point for autistic people and families to help them to navigate the system and access extra support when they need it, including at times of transition between children's and adults services.
4.4	Develop an offer of specialist assessment and treatment in the community for autistic people with more complex needs. This will include a holistic assessment of needs and functioning and the development of an individual autism profile which will inform care and support plans. The service will deliver appropriate therapeutic interventions as well as provide a source of specialist advice for parents and care workers when changes to care and support plans are required.
4.5	Provide specialist and ongoing outreach support to autistic people who are in the criminal justice system or at risk of developing criminal behaviours to avoid them entering the criminal justice system or becoming victims of exploitation.
4.6	Ensure that the needs of autistic people are appropriately met within the development of New Care Models for mental health, eating disorders and CAMHS, including clarifying the pathway and offer of support for autistic people at risk of mental health crisis in order to prevent admission to hospital.

Priority 5: Co-produce, work together and learn about autism

Co-produce solutions and services with autistic people and their families and collect and share the information that will enable us to learn and improve our offer to autistic people.

This objective makes a commitment to continue to improve the whole systems' care and support offer for autistic people by collecting the information that will make service planning and delivery the best it can be. Through cooperation and collaboration between partners we will align strategies that overlap and support the objectives in this strategy. This objective reflects our commitment to ongoing co-production with people with lived experience, including measuring the impact of the strategy on the lives of autistic people living in Coventry and Warwickshire.

I Statements

- I am asked how services and support are working for me, my response is listened to and my communication needs are recognised.
- The organisations responsible for my support work together, learn from each other and coordinate their resources effectively.
- People supporting me collect and share information that helps them deliver the right services to me and plan for better services in the future.

Priority 5 – What We Will Do
<p>5.1 Develop a system to enable a greater understanding of the numbers people in Coventry and Warwickshire who have an autism diagnosis, and where these people are in health and care services and their needs, to ensure future commissioning plans are informed by local demand and needs.</p>
<p>5.2 Continue to ensure that commissioning plans and the design and delivery of services are co-produced by people with lived experience of autism, including both specialist and mainstream services.</p>
<p>5.3 Identify links to the strategies in the following areas and ensure their outcomes will support people with autism:</p> <ul style="list-style-type: none"> • Parenting • SEND and inclusion, including further education • Mental health/CAMHS • Employment • Housing
<p>5.4 Work with commissioners and providers across the West Midlands and nationally to share best practice and learning about support and services for people with autism.</p>
<p>5.5 Collect and share learning across the system and enlist autism specialist organisations and universities to help us grow our evidence base of what good looks like for people with autism in line with national developments.</p>
<p>5.6 Work together to understand the true cost of supporting autistic people locally, and identify opportunities to pool budgets and invest in early intervention and prevention services to reduce spend on supporting autistic people in high cost specialist services.</p>
<p>5.7 Evaluate the impact of Covid-19 on the lives of people with autism and commission services in the way that responds effectively to people's needs during and following the COVID-19 pandemic.</p>

Glossary

Word	Meaning

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Appendix 1 – Autism Services and Pilots in Coventry and Warwickshire 2020

Support	Description	Service / Provision	Detail of Service offer
Mainstream School Support	Support School are able to access	Dimensions Tool	<ul style="list-style-type: none"> Free online mental health self-assessment tool developed by CWPT for professionals/parents to complete with a child. Involves a number of questions which are rated to indicate how the child or young person is feeling. The tool analyses the responses, and provides a report of the submitted answers for a professional/parent to use in supporting a child's mental health where necessary. Depending on the young person's score, the tool may signpost on to relevant services.
		Information and Advice (FAQs)	<ul style="list-style-type: none"> Frequently Ask Questions (FAQs) have been developed in partnership with CWPT and the CCG to provide parents / carers / schools with information and advice
		Extended non-attendance at School (ENAS) - Pilot	<ul style="list-style-type: none"> Pilot project with a small number of schools across Coventry and Warwickshire Pilot is a 3 cycle process: <ul style="list-style-type: none"> ✓ Cycle one provides a quick response for young people who have been out of school ✓ Cycle two provides specialist support for children and young people, families and schools in understanding the needs of the autism through specialist occupational therapy support and interventions, educational psychology and complex communication specialist interventions. ✓ Cycle three includes support available through statutory processes including EHC plans
		Traded Service offer	<ul style="list-style-type: none"> Offer to schools which consist of specialist teachers, educational psychologists and higher level teaching assistants (HLTAs) to address individual, group and whole-school needs. Schools are required to buy in this offer (traded).
		Early intervention and assessment offer	<ul style="list-style-type: none"> In Coventry <ul style="list-style-type: none"> offer to families and school settings from Educational Psychologists and higher level teaching assistants (HLTAs) to address individual, group and whole-school needs. In Warwickshire <ul style="list-style-type: none"> Delivery of Autism Education Trust training to schools free of charge Assessment of communication and interaction needs, recommended provision and proposed outcomes as part of the Education, Health and Care statutory assessment process

Support	Description	Service / Provision	Detail of Service offer
Special school support	Support for young people whose needs cannot be met in mainstream school	Specialist Education Provision	<ul style="list-style-type: none"> In Coventry, service is available at 2 Enhance Resource Bases (attached to Aldermore Farm and Alderman's Green Primary Schools) a Special School for children with complex communication needs (The Corley Centre) and a range of broad-spectrum provision. In Warwickshire, the satellite provision (Exhall Grange Learning Pod) is a therapeutic and nurturing environment which caters for the educational and psychological needs of its students. This six place learning environment caters for a group of vulnerable pupils who present with a combination of mental health difficulties and social communication needs (including those with Autism). The Exhall Grange Learning Pod allows the pupils to reengage with a mainstream curriculum in a sensitively adapted environment. Further to this, Warwickshire hosts ten special schools, supporting a range of needs including autism, and eight resourced provisions for communication and interaction needs.

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Support	Description	Service / Provision	Detail of Service offer
Pre and post Diagnostic Support	Support available to children and adults and their families on the waiting list for a diagnosis and immediately post diagnosis	GPs	<ul style="list-style-type: none"> Support children and young people and their families to complete the Dimensions tool. Signpost children and young people onto appropriate services such as CAMHS to support their wellbeing.
		VIBES	<ul style="list-style-type: none"> A service in Coventry provided by CW Mind that provides: <ul style="list-style-type: none"> ✓ Support for children and young people with autism ✓ Helps develop confidence, social skills, self-esteem and understanding of their own emotional health
		Community Outreach support for children, young people and adults	<p>Two services provided by CW Mind for children and adults that provides:</p> <ul style="list-style-type: none"> Targeted outreach community support to children, young people, adults and families who are on the waiting list for an autism diagnosis, or who have had a diagnosis. Focused and practical support to the child, young person or adult and their family around sensory integration and processing, behaviour, boundaries and routines, understanding and communicating feelings, managing relationships, eating and sleeping. This could be provided within the home, a community setting or school. 1:1, paired or small group support to children and young people or adults with a diagnosis of autism. Parent coaching with development of a network for peer to peer support
		Website	<ul style="list-style-type: none"> Coventry and Warwickshire RISE website https://cwrise.com/parent-and-carer-resources provides a lot of useful information and resources available pre-assessment and post diagnostic
		Neurodevelopmental service	<p>A service provided by CWPT that provides</p> <ul style="list-style-type: none"> Diagnostic assessments for autism, ADHD and other neurodevelopmental conditions across pre-school, school age and adult pathways Online information sessions for individuals, parents and carers, whilst waiting or following a diagnosis Post diagnostic education sessions for parents / carers and/or child groups to provide support around understanding neurodevelopmental disorders. Ongoing support for people with ADHD to manage their medication
		Parent Training	
		Together with Autism Conference	

Support	Description	Service / Provision	Detail of Service offer
Specialist and intensive support	Support to those at risk of admission to hospital	Intensive Support Service for children and young people	<ul style="list-style-type: none"> Assessment, treatment and support for children and young people who display behaviour that challenges Provision of support, and person specific training for other agencies supporting those individuals Coordination of transitions from inpatient and other settings Autistic young people in mental health crisis are referred to the intensive support service where appropriate for further intervention and support.
		Adult autism specialist pilot	<ul style="list-style-type: none"> Pilot for a small sample of autistic adults at high risk of admission. Specialist autism expertise used to create an individual autism profile by working with an individual and family/carers, illuminating strengths and difficulties and providing an opportunity to educate. The profile has the potential to support access and use of services in health, social care and education.
		Care (Education) and Treatment Reviews	<ul style="list-style-type: none"> Autistic people at risk of admission to mental health hospital are referred to the Autism and Learning Disability Admission Avoidance Register. A Care and Treatment Review (CTR) is a meeting to check that a person's care and treatment is meeting their needs. A CTR may be held for anyone with learning disabilities, autism or both who may be at risk of admission to, or who is already in, a specialist learning disability or mental health hospital. There are two versions of the Care and Treatment Review. One is for adults and is still known as a Care and Treatment Review (CTR). The other is for children and young people and is called a Care, Education and Treatment Review (CETR). Each has its own code and toolkit. The review is led by the responsible commissioner with support from two independent expert advisers whose role is to bring an additional challenge and an alternative perspective. The review team makes recommendations to improve the individual's care with follow-up checks to ensure this is happening.

Appendix 2 Policy documents and reports used to develop the strategy

- Autism dividend; Reaping the rewards of better investment, National Autism project, 2018
- Improving lives: the future of work, health and disability, 2017
- Autism in adults Evidence Update May 2014. National Institute for Health and Care Excellence (NICE) guidelines, 2014
- Autism: recognition, referral, diagnosis and management of adults on the autism spectrum. NICE, 2012
- Autism spectrum disorder in under 19s: recognition, referral and diagnosis NICE guidelines, 2011
- National Autistic Society Statistics: how many people have autistic spectrum disorders?, 2011
- Transforming Care: A national response to Winterbourne View Hospital, 2012
- Autism Spectrum Disorders in adults living in households throughout England: Report from the Adult Psychiatric Morbidity Survey ,2009.
- Green Light Toolkit, 2013

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Coventry and Warwickshire Autism Strategy Delivery Plan for 2021/22

Introduction

This Coventry and Warwickshire Autism Strategy Delivery Plan describes the actions that partners have committed to deliver in the first year of the Coventry and Warwickshire Autism Strategy (2021-2022). Partner organisations have identified the resource to deliver this year 1 plan through a combination of local funds and accessing national funding streams made available through the new National Autism Strategy and NHS Long Term Plan.

Reducing waiting times for a diagnostic assessment and improving the offer of pre and post diagnostic support as well as improving the health, care and education offer for autistic people are the main focus of this year 1 delivery plan, reflecting the areas that were identified as the top priority during co-production of the Strategy.

A joint Ofsted and Care Quality Commission (CQC) inspection was carried out in Warwickshire between 12 July and 16 July 2021. The inspection identified a number of areas for improvement in the way children and young people with a disability and special educational needs and/or disabilities (SEND) are supported. Some of the 5 key areas of weakness identified are the long waiting times for ASD assessments, lack of appropriate support for children and young people awaiting assessment and following diagnosis of ASD, lack of uptake of staff training for mainstream primary and secondary school around SEND as well as the quality of the online local offer. The Strategy Delivery Plan for 2021/22 will prioritise addressing of these areas.

Progress against this delivery plan will be monitored through the Coventry and Warwickshire Autism Strategic Steering Group, which includes people with lived experience alongside commissioners and providers of services and support. The Strategic Steering Group will report progress into the Learning Disability and Autism Board, which includes senior executives and directors from the partner organisations to this strategy.

Much of the delivery plan is being delivered across Coventry and Warwickshire, but in some areas of the plan it is appropriate to have a place based approach, to reflect local infrastructure and priorities, for example in the development of specialist education provision. Where there are differences by place, this is specified in the delivery plan as applying to either Coventry or Warwickshire.

This Coventry and Warwickshire Delivery Plan reflects where there is alignment with the National Autism Strategy Implementation Plan priorities for 2021 and 2022, however it is recognised that there is more work to do to reflect the breadth of the national strategy implementation plan and our wider ambitions in the local strategy. Therefore in early 2022, the delivery plan for year 2 will be coproduced with a greater focus on strengthening engagement with wider services and support including employment, housing, communities, criminal justice and transport to reflect both the local and national strategy objectives. Through strengthened partnership governance arrangements, there will be the opportunity for partners to work together to identify how the delivery plan for year 2 will be funded and resourced.

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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Priority 1 - Support autistic people and people with social, communication and emotional health needs to help themselves pre and post diagnosis

1.1 Spark community action to tackle isolation and loneliness, help people to self-organise and develop their own solutions. Identify existing and potential autism champions in the community and facilitate their support of others.

To be developed in years 2-5

1.2 Promote the importance of early identification of needs related to autism to system partners: Schools, health visitors, nurseries, GPs, mental health professionals, families and community centres; and provide information and advice about how to offer relevant support and adjustments for people with social, communication, sensory and emotional health needs.

Commitment in Year 1	Action Owner	Date of Completion	Measure of Success	Corresponding National Strategy Priority 2021/22
Develop an online information portal for professionals, and scope the potential for an offer of virtual advice and support	Integrated Commissioning/ CWPT	March 2022	Information and advice is easily available that supports	We will improve public understanding of autism and inclusion across the public sector
Develop online based resources including e-modules and video clips to improve professional's understanding of autism from the perspective of experts with lived experience	Integrated Commissioning / WCC Learning and Development / CWPT	Children and Young People Module – April 2021 Adult Module - November 2021	professionals to access the most relevant advice and support	Significantly expanding an early identification programme developed in Bradford
Develop a communications pack advising professionals on support available to families across Coventry and Warwickshire	Integrated Commissioning / CWPT / Commissioned Providers	December 2021		
Develop proposals to improve early identification of autism by health visitors, in communities and during health screening for school entrants	WCC	December 2021		

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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1.3 Make useful information and tools readily available to people and families with needs related to autism, including self-management techniques relating to bullying, anxiety, sleep, social interaction, and sensory needs.

Develop an online information and advice portal for people and families that is accessible and easy to read and co-produced with experts by experience	Integrated Commissioning / CWPT	March 2022	A range of information resources is available that supports people, families and professionals to access the most relevant advice and support	
Scope the potential for an offer of 121 virtual advice and support	Integrated Commissioning / CWPT	January 2022		
Improve the quality of autism related information provided within the SEND local offer	CWCCG, WCC, CCC	March 2022		
Improve communications to families via commissioned services about support available to them	Integrated commissioning	January 2022		

1.4 Improve the primary care support offer through working with new social prescribing and health and wellbeing roles in Primary Care Networks to develop autism awareness and networks of support, including identifying opportunities to support young adults transitioning from children's services.

To be developed in delivery plan for years 2-5

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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1.5 Increase the support available to people with characteristics linked to autism through the early help and enablement offer. This will maintain people in their own homes, in education and/or employment, in relationships with the people who are important to them and through transitions by connecting people with their communities and supporting them to try new social interactions and achieve their aspirations.

Re-procure community autism outreach services to provide pre assessment and post diagnostic support for children, young people and adults responding to recommendations from the pilot evaluation and feedback from autistic people and families	Integrated Commissioning	October 2022	Individuals waiting for a neurodevelopmental assessment, those diagnosed with autism and their parents/carers report being aware of where to access information, advice and support that is appropriate to their needs and coordinated, and report positive experiences of support received	
Pilot apps and web-based solutions to support young people and evaluate impact	Integrated Commissioning	Applications in place, evaluation March 2022		
Map need and capacity gaps to increase the variety and accessibility of advice and skilled support for those pre and post assessment.	Integrated Commissioning	November 2021		
Map demand and capacity of Speech and Language Therapy Services to support assessment and interventions	CCC / WCC and CCG	March 2022		

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
1.6 Deliver a mixed model of family and carer support for families and carers of autistic people to include conferences, peer support, autism specific parent training and parent coaches to harness the capacity of families.				
Enhance the local offer of autism awareness sessions for parents of autistic individuals	Integrated Commissioning	August 2021	An increased number of parents of autistic individuals are able to access support in the form of autism awareness sessions and make links with peers	
1.7 Identify financial incentives that require people to seek an autism diagnosis and where possible adjust eligibility criteria to focus on need, not diagnosis.				
To be developed during years 2-5				
1.8 Work with housing leads to raise awareness of autism, implement the Autism and Homelessness Toolkit¹, review prioritisation criteria for housing to reduce reliance on the need for an autism diagnosis to access housing and ensure autistic people have access to accommodation that meets their needs.				
Development of a learning disability and autism strategic housing action plan and project delivery group to address key issues and challenges experienced by the autistic population in access to and experience of housing	Integrated Commissioning Team / Warwickshire district and borough housing leads / Coventry City Council housing lead	January 2022	A jointly developed evidence based housing needs assessment for the autistic population;	Working towards the new Affordable Homes Programme's target of 10% of homes being supported housing by 2026
Development of Disabled Facilities Grant protocol for Learning Disabilities and Autism		January 2022	Improved awareness of the DFG funding and how it can support people with autism to adapt their home environments to meet their needs	Raising awareness of the DFG for autistic people, including through exploring key issues and how best to overcome barriers with Foundations (the National Body for Home Improvement Agencies) and key charitable organisations for autistic people

¹ https://www.homeless.org.uk/sites/default/files/site-attachments/Autism_Homelessness_Toolkit.pdf

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
				Considering autistic people's needs as part of the review of the Building Regulations, undertaking research on inclusive design

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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Priority 2: Reduce inequalities for autistic people and make Coventry and Warwickshire autism friendly places to live

2.1 Review service specifications for commissioned services and collect evidence that services and environments are being adjusted for people with autism and/or a learning disability and that personalised support is offered based on need not diagnosis.

Include the requirement to make reasonable adjustments and support people with neurodevelopmental conditions in specifications for MH and CAMHS services	MH and CAMHS commissioners	July 2022	People with autism and their families report improved experience of MH services and this is monitored as part of service delivery.	
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2.2 Through the SEND and Inclusion agenda, promote and champion strong leadership and drive continuous improvement in inclusive practice for autistic children and young people across mainstream and special education settings. Particular focus needs to be given to how autistic young people with autism experience bullying and social isolation.

Evaluate the extended non-attendance in schools pilot and make recommendations to roll out advice to schools	Integrated Commissioning	October 2021	Children and young people with autism are supported to maintain education in mainstream settings by skilled staff that are able to identify and respond to their needs	Providing funding (£600,000) for autism training and professional development in schools and colleges
Implement the Regional Autism in Schools project	Integrated Commissioning with education leads	September 2021 – August 2022		Engaging with potential providers of training as part of our commitment to recruit and train Designated Mental Health leads in schools
Develop neurodevelopmental liaison input into Mental Health in schools programmes	Integrated Commissioning/ WCC	March 2022		Carrying out a new anti-bullying programme in schools, to improve the wellbeing of children and young people in schools, including those who are autistic
Engage with the national anti-bullying programme in schools	WCC education / CCC education	Timeframes to compliment the national roll out	Schools report reduced instances of non attendance linked to autism	
Offer Autism Education Trust or equivalent autism training for schools	WCC education / CCC education	Throughout 2021/22		Ensuring considerations around autism and transitions into adulthood are included in

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
				<p>our programme of school and college workforce training</p> <p>Investing £4 million in 2021 to 2022 to roll out the Transforming Care for Children and Young People accelerator programme with the aim of reducing exclusions and preventing avoidable admissions into inpatient care</p>
2.3 Ensure the mental health workforce have the required training, skills and confidence to recognise co-occurring Autism and choose and tailor interventions appropriately. Review risk assessments and develop pathways to more effectively identify and support autistic young people and adults. Consider use of screening tools for autism within mental health assessments for adults and children and ensure that IAPT services, eating disorder services, self-harm pathways and services for people with gender identity concerns include an accessible offer for autistic people.				
Develop neurodevelopmental liaison roles in mental health services to provide specialist advice and support to improve the identification and support of autistic people	CWPT	November 2021	People with autism and their families report being supported by skilled and experienced MH professionals; MH professionals are able to identify and assess autistic people thus contributing to the assessment process, and are able to support autistic people's needs without the need to signpost them to specialist services	We will improve health and care professionals' understanding of autism by continuing to trial and develop the Oliver McGowan Mandatory training on learning disability and autism for all health and adult social care staff
Roll out 8 modules of autism training to mental health services and evaluate impact	CWPT	Throughout 2021 and 2022		
Roll out Oliver McGowan training to all mental health staff and participate in the national evaluation of mandatory training programmes	CWPT	Throughout 2021 and 2022		In addition to the Long Term Plan requirement for every ICS to have a named lead, providing £1.25 million in 2021 to 2022 of funding to recruit Champions in autism and learning disability in every Integrated Care System
Recruit Learning Disability and Autism champions, people with lived experience, to work in CWPT	CWPT	January 2022		

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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2.4 Expand the work on reducing health inequalities for people with learning disabilities to include autistic people, including piloting annual health checks in primary care and ensuring there is an appropriate offer of support delivered following these checks within community and acute health services. (linked to national pilot through Long Term Plan)

Annual health checks for autistic people will be piloted in line with the national pilot project	CWCCG / Primary Care	In line with national timeframes	An increased number of autistic people are aware of and can access annual health checks	We will reduce the health inequalities autistic people face
Expand the STOMP / STAMP medication reduction programme to include autistic people	CWPT			Carrying out the LeDeR programme for autistic people without a learning disability for the first time
Implement the 'digital flag' pilot in the patient record for initially 20 people with autism to ensure that health and social staff know a patient has a learning disability or autism.	CWCCG		In increased number of autistic people are provided with alternative forms of support to overmedication	Progressing the NHS Long Term Plan's commitments, which include: Trialling the autism health check, developed by Newcastle University in the North East.
			An increased number of autistic patients can be identified through a digital flag against their health record to enable reasonable adjustments and appropriate support in health and care services	Piloting hearing, sight and dental checks for children in special residential schools
				Introducing Continuing the expansion of the STOMP-STAMP programmes to stop the over-medication of autistic people
				Working with 12 Early Adopter Sites to trial improved recording of reasonable adjustments (RA) and a 'digital flag' in patient records

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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2.5 Promote the benefits of employing autistic people through engaging employing organisations, people with autism and workplace mentors. Support employers and workplaces to become more autism friendly.

Ensure that local programmes to deliver and improve uptake of supported internships, traineeships and apprenticeships consider the needs of autistic people	WCC, CCC	March 2022	Autistic adults are able to access internships, apprenticeships and permanent work opportunities, are supported to undertake job interviews and maintain employment.	Continue our work to ensure our Jobcentre network is welcoming and supportive to autistic customers, developing and testing new approaches through our Health Model Offices
Promote the rights and employment support available to autistic people, and employers, including the Disability Confident scheme, Looking for Work if Disabled, Access to Work if Disabled.	WCC, CCC	July 2022	DWP support employers to become disability friendly.	Ensuring that through the Disability Confident Scheme, we promote the skills and abilities of autistic people, and signpost employers to resources on supporting autistic people

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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2.6 Strategy partners commit to learning from good practice around inclusion and lead by example by becoming autism friendly organisations and employers.

Collect data on the number of autistic people employed by Local Authorities, the CCG and Provider Trusts to understand current employment rate of autistic people and how this could be improved	WCC, CCC, CWCCG, CWPT	June 2022	Strategy partners can demonstrate increased understanding of adjustments required to support and enable more autistic people to be employed	Collecting data on the number of autistic staff members working across the Civil Service, to gain a better understanding of the employment rate and actions we may need to take to recruit more autistic people
Promote and support employment of autistic people and those with disabilities, working to progress from Disability Confident level 2 to level 3	WCC (CCC to be confirmed)	Throughout 2021/2022		

2.7 Develop and disseminate autism awareness training that focuses on practical ways to be autism friendly across community organisations, businesses, services and environments, including

- Education providers (schools, colleges and universities)
- Health service providers (primary care, acute)
- Social care support and housing providers, drugs and alcohol providers
- Police, criminal justice and probation services
- Community organisations, arts and leisure, businesses and public transport

Develop and deliver Autism awareness online training for staff working with autistic children and young people	Integrated Commissioning	August 2021	Increasing numbers of professionals are able to access a range of autism awareness training options.	We will improve public understanding of autism and inclusion across the public sector
Develop and deliver an adult autism training module for staff	Integrated Commissioning	November 2021		We will make transport and communities more autism-inclusive
Explore opportunities to engage with the national public understanding and acceptance initiative	All partners	From July 2022	Autistic individuals and their families report improved experience of being supported by skilled staff.	We will improve health and care professionals' understanding of autism
Engage with the criminal justice, police and probation services to develop plans for training and development of the workforce	Integrated Commissioning	April 2022		We will improve understanding of autism across the criminal and youth justice systems

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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2.8 Work with community and third sector organisations to maximise the potential for inclusive access to cultural, sports and leisure opportunities.

To be developed in years 2-5

Encouraging more autism-friendly programmes in the cultural and heritage sectors

Engaging more autistic people in sport and physical activity

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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Priority 3: Develop a range of organisations locally with the skills to support autistic people

3.1 Work with charities and other third sector organisations to map the support available for autistic people in local areas and strengthen the enablement offer by ensuring this community support is autism friendly.

To be developed in years 2-5

3.2 Develop local specialist education provision to meet the needs of autistic young people with high support needs. This includes both school age and increasing local options for post 16 provision for autistic young people.

Open the Warwickshire Academy School for 9 to 19 year olds with Social Emotional and Mental Health Needs, including those with Autism	WCC	January 2022	An increased number of school age autistic children and young people benefit from a place in a local specialist school that is meeting their SEMH needs.	Open 37 new special schools including 24 with specific provision for autistic children and young people
Confirm whether any new specialist provision in Coventry				

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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3.3 Develop the market for community and accommodation- based support for autistic people (including short breaks, respite, supported living and residential services) ensuring a personalised approach which promotes independence, autonomy and self-care

Develop a market position statement and development plan for autistic people and people with a learning disability	Integrated Commissioning	December 2021	Autistic people have greater choice of how and where they want to be supported and have their needs met by alternative to traditional care models	Investing £3 million in respite and short breaks after COVID-19 with the aim of reducing admissions of autistic children and young people with and without a learning disability to tier 4 mental health settings
Offer training for supported living providers in learning disabilities, autism and trauma informed practice	Learning and Development Partnership	December 2021		
Commission autism specific specialist short breaks	Integrated Commissioning	March 2022		Rolling out the Small Supports programme across England, and in an additional 8 Transforming Care Partnerships
Work with the National Development Team for Inclusion to commission Small Supports to provide intensive and person centred support to autistic adults with complex needs	Integrated Commissioning	January 2022		
Develop contractual arrangements for commissioning providers of specialist interventions for autistic people	Integrated Commissioning	April 2022		
Work with the residential care market to enhance the local offer of residential services for autistic people	Integrated Commissioning	Throughout 2021/22		

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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3.4 With housing leads and providers, develop suitable housing and accommodation to enable people with autism to live independently, supported by skilled staff where needed. This will include developing a joint approach to commissioning autism friendly physical environments, using tools such as NICE endorsed checklist, to respond to sensory needs of autistic people.

Develop a Coventry and Warwickshire Learning Disabilities and Autism Housing and Accommodation needs assessment and action plan for 5-10 years	Integrated Commissioning Team / Warwickshire district and borough housing leads / Coventry City Council housing lead	December 2021	Increased access to suitable housing and accommodation and more positive experience of housing experienced by autistic people	
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3.5 Connect organisations and people who provide support through regular conferences and training opportunities and develop pathways of support that are easy for people to navigate.

Commission a conference to bring together autistic people and services	Integrated Commissioning	March 2022	Improved networking between people with lived experience and organisations supporting them – people are aware of where to go for support, information and advice	
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Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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3.6 Develop a systemwide workforce development plan for autism, including identification of training needs within education, primary care, acute hospitals, mental health services, community services, and for unpaid carers and families and development of new roles.

Develop a system wide Workforce Development Plan and ensure that autism is a priority within partners' training and development plans	System HR Board	March 2022	An improved choice and offer of professionals autism awareness training;	Reviewing cross-Civil Service learning to ensure neurodiversity is an integral part of courses for managers
Support commissioners to participate in the Commissioning for Wellbeing qualification, including the learning disability and autism specific programme	WCC, CCC, CCG	Throughout 2021/22	Autistic people report improved satisfaction with skillset of staff supporting them	Commissioning a Capability Statement for social workers working with autistic children and families Roll out the learning disability and autism commissioner qualification to a further 120 NHS and local authority commissioners

3.7 Work with Universities and Colleges to include learning objectives relating to supporting autistic people in training programmes and professional qualifications for all health, social care and education staff groups.

To be developed in years 2-5

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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Priority 4: Develop the all age autism specialist support offer

4.1 Redesign the neurodevelopmental diagnostic pathway to address length of wait for diagnosis and ensure the pathway is co-produced with people and families on the waiting list in order to deliver the support they require to meet social, communication, sensory and emotional needs while awaiting a diagnosis. Build capacity and capability across existing services that work with children and adults, to support and undertake diagnosis.

Co-produce a neurodevelopmental model of care	Integrated Commissioning	Completed July 2021	Reduced waiting times for an autism diagnostic assessment	We will improve early identification and reduce autism diagnosis waiting times by:
Secure additional resource for waiting list management and triage	CWCCG/CWPT	October 2021		Investing £7 million to test and implement the most effective ways to reduce diagnosis waiting times for children and young people, and address the impact of COVID-19
Review prioritisation criteria to ensure those most in need are prioritised for support	Integrated commissioning / CWPT	October 2021	The health and social care system have a clear understanding of the demand for assessments	Continuing an NHSE/I-funded evaluation on the identification of best practice diagnostic pathways for children
Develop a business case for the long term solution to addressing diagnostic capacity issues	Integrated Commissioning /CWPT	October 2021	demand and are committed to invest in diagnostic capacity to meet need.	Providing £3.5 million of funding to speed up identification for autistic children and young people who are waiting for their autism diagnosis assessments and are at risk of crisis or being admitted to inpatient mental health settings
Increase diagnostic assessment capacity to reduce waiting times for an assessment	CWCCG/CWPT	November 2021		Investing £2.5 million of funding to improve the quality of adult diagnostic and post-diagnostic pathways, and help to address the impact of the
Develop a framework of trusted providers to support families to exercise choice in provision.	Integrated Commissioning	December 2021	Diagnostic services are meeting the demand for support and are coproduced to ensure delivery of outcome focused provision	
Implement a screening tool for CYP Crisis and Home Treatment Teams to identify individuals who are experiencing mental health crisis and require an autism diagnostic assessment.	CWPT	January 2022		
Plan and commission a pilot to test differentiated model of assessment via a simple and complex pathway	Integrated commissioning / CWPT / WCC/ CCC	January 2022		
Co-produce a new service specification for the all age neurodevelopmental service and vary into contracts		January 2022		

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
				Covid-19 pandemic on waiting lists
4.2 Clarify where responsibility sits within social care and health services for care coordination for autistic people with no learning disability so that people do not fall between services. This will include clarifying responsibilities for transition from childrens' to adults' services.				
Develop a proposal for a community health and care service for autistic adults who are eligible for support	CWPT, WCC social care and CCC social care	March 2022	There is a clear offer for autistic adults within health and social care	
4.3 Develop a "Keyworker" role which will remain a contact point for autistic people and families to help them to navigate the system and access extra support when they need it, including at times of transition between children's and adults services.				
Deliver and evaluate keyworker service for children and young people (age 14-25) with autism or learning disability in hospital or at risk of admission	Integrated Commissioning / CWMIND	Keyworker service is currently operational. Evaluation March 2022.	Fewer autistic people are admitted to inpatient services, and length of stay in inpatient settings is reduced	Investing £15 million in keyworker pilots and early adopter sites to support children with the most complex needs in inpatient mental health settings, as well as those at risk of being admitted to these settings

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
4.4 Develop an offer of specialist assessment and treatment in the community for autistic people with more complex needs. This will include a holistic assessment of needs and functioning and the development of an individual autism profile which will inform care and support plans. The service will deliver appropriate therapeutic interventions as well as provide a source of specialist advice for parents and care workers when changes to care and support plans are required.				
Extend existing children's intensive support service to autistic young adults up to age 25.	CWPT	September 2021	Fewer autistic people are admitted to inpatient services	We will improve crisis prevention and avoidable admissions into inpatient mental health settings
Review offer of intensive support to ensure an all age offer for people with learning disabilities and/or autism	CWPT	March 2022	Length of Stay in inpatient settings is reduced.	Investing £25 million into building the capacity and capability of seven-day specialist multidisciplinary and crisis services supporting autistic people and people with a learning disability
4.5 Provide specialist and ongoing outreach support to autistic people who are in the criminal justice system or at risk of developing criminal behaviours to avoid them entering the criminal justice system or becoming victims of exploitation.				
Deliver a forensic community service for autistic adults.	CWPT	January 2022	Fewer autistic people enter criminal justice system. Fewer autistic people are identified as victims of crime or exploitation.	We will improve access to services for autistic people in touch with the criminal justice and young justice systems

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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4.6 Ensure that the needs of autistic people are appropriately met within the development of New Care Models for mental health, eating disorders and CAMHS

Development of a clinical model which clarifies how neurodevelopmental services will work with mental health, CAMHS and eating disorder services to ensure autistic people with mental health needs are identified and supported	CWPT	December 2021	There is a clear model for how services will work together to support autistic people to inform commissioning and delivery of services.	Ensuring all NHSE/I-commissioned services are able to continue to identify, assess and meet the needs of autistic people using these services
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4.7 Clarify the pathway and offer of support for autistic people at risk of mental health crisis in order to prevent admission to hospital.

Commission specialist Positive Behaviour Support packages for young people in hospital or at risk of admission	Integrated Commissioning	September 2021	Fewer young people with complex needs are admitted to inpatient services,	We will improve crisis prevention and avoidable admissions into inpatient mental health settings
Commission community emergency outreach service for autistic young people and adults age 16+ who are at imminent risk of an avoidable hospital admission	Integrated Commissioning	September 2021	Length of Stay in inpatient settings is reduced.	Investing £1.35 million into life planning, including piloting Senior Intervenor roles to support autistic people and people with a learning disability (or both) with discharge planning

4.8 Coordinate transitions from inpatient and other settings and ensure that inpatient settings are sensory friendly and meet the needs of people with autism

Make changes to the physical environment in 3 adult mental health wards across 2 CWPT hospital sites and measure impact. Provide sensory training to members of the inpatient MDT in order to support a low arousal approach to support and care on the wards.	CWPT CWPT	March 2022 March 2022	Inpatient environments and staff are more inclusive and accessible for autistic people	Providing £21 million funding to local authorities as part of the £62 million Community Discharge Grant for the second year, to accelerate discharges
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Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
<p>Utilise the Community Discharge Grant to accelerate discharges from hospital for autistic people</p> <p>Expand the clinical commissioning capacity to support discharges and prevent admissions</p>	<p>CWCCG, WCC and CCC</p> <p>CWCCG</p>	<p>Throughout 2021/2022</p> <p>September 2021</p>	<p>Length of Stay in inpatient settings is reduced.</p>	<p>Investing £1.5 million of funding into the development and trialling of autism training for staff working in adult inpatient mental health settings</p> <p>Investing £4 million to enable providers of inpatient care for autistic children and young people as well as adults to make adaptations to their physical environments</p>

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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Priority 5: Co-produce, work together and learn about autism

5.1 Develop a system to enable a greater understanding of the numbers people in Coventry and Warwickshire who have an autism diagnosis, and where these people are in health and care services and their needs, to ensure future commissioning plans are informed by local demand and needs.

Develop an action plan to improve data collection and reporting on where autistic people access health, care and education services	WCC, CCC, CWCCG	March 2022	Partners have a shared understanding of where autistic people access services and support to inform commissioning and delivery of services.	Develop a cross-government action plan to improve data collection and reporting, involving people with lived experience, delivery partners and charities
Utilise the Skills for Care Population Calculator to inform commissioning plans for diagnostic and other services	Integrated Commissioning	Throughout 2021/22		Improving the quality of data on autism waiting times data, and setting out a plan to specifically improve the collection of data on children and young people Publishing guidance and a population calculator developed by Skills for Care and NDTi for health, care and education commissioners, to support the development of diagnostic (as well as other) services

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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5.2 Continue to ensure that commissioning plans and the design and delivery of services are co-produced by people with lived experience of autism, including both specialist and mainstream services.

Commission a co-production service to support delivery of the Autism and LD strategies and delivery plans	Integrated Commissioning	November 2021	Clear governance in place for the delivery of Autism Strategy 2021-26	Refresh our governance structure for delivering on the autism strategy
Refresh governance arrangements to drive delivery of the strategy and ensure appropriate representation from experts by experience and the parent carer forums on strategic boards and forums	CWCCG, CCC, WCC	December 2021	People with lived experience are represented in strategic boards and within the design, development and delivery of plans and services	Improve positive transitions into adulthood: Provide £8.6M additional funding to strengthen the participation of parents and young people in the design of SEND policies and services
Develop a memorandum of understanding between WCC, CCC, CWCCG and Warwickshire Parent Carers Voice forum and Coventry's One Voice forum as key strategic partners in coproduction	CWCCG, WCC, CCC	December 2021		

5.3 Identify links to the strategies in the following areas and ensure their outcomes will support people with autism:

- Parenting
- SEND and Inclusion, including further education
- Mental health/CAMHS
- Employment
- Housing

This represents ongoing activity throughout the strategy

5.4 Work with commissioners and providers across the West Midlands and nationally to share best practice and learning about support and services for people with autism.

This represents ongoing activity throughout the strategy, with commissioners, people with lived experience and providers collaborating with regional and national forums and programmes of work.

Commitment in Year 1 (2021/22)	Action Owner	Date of completion	Measure of Success	Corresponding National Strategy Priority in 2021/22
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5.5 Collect and share learning across the system and enlist autism specialist organisations and universities to help us grow our evidence base of what good looks like for people with autism in line with national developments.

Participate in development of regional proposals for research activities through ADASS	Integrated Commissioning Regional Clinical Lead for Transforming Care for Autism and Intellectual Disabilities	March 2022	Improved opportunities to access evidence based research to inform commissioning activity	Develop a research action plan, setting out actions we will take to improve autism research and embed a culture of autism research by 2026
Make links with Warwick University to support the neurodevelopmental transformation programme		September 2021		

5.6 Work together as a system to understand the true cost of supporting autistic people locally, and identify opportunities to pool budgets and invest in early intervention and prevention services to reduce spend on supporting autistic people in high cost specialist services.

To be developed in years 2-5

5.7 Evaluate the impact of Covid-19 on the lives of people with autism and commission services in the way that responds effectively to people's needs during and following the COVID-19 pandemic.

Consider findings from the National Autistic Society report 'Left stranded: our new report into the impact of coronavirus' and embed into delivery plan for year 2 and beyond	Integrated Commissioning	April 2022	Increased number of autistic individuals report reduced health inequalities in access to and quality of support provided	Continuing to recognise the needs of autistic children and young people as part of actions we take to support children with SEND, as we move out of COVID-19 restrictions
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Cabinet

Gas Contract Renewal

25th November 2021

1. Recommendation

- 1.1 That Cabinet agrees to the Council entering a framework contract for the purchase of gas through ESPO's Gas Framework, for the period April 2023 – March 2027 on terms and conditions considered acceptable to the Strategic Director for Resources, in consultation with the Portfolio Holder for Finance and Property.

2. Executive Summary

- 2.1 The Council has since 2012 purchased the gas supply that it needs for Council owned premises through the ESPO Framework. The gas purchased through this arrangement is used on 84 properties within the Council's portfolio and covers a range of different building types (including fire stations, libraries, highways depots, offices). A number of Local Authorities also use this route. The current gas Framework contract in place with ESPO ceases on 31st March 2023.
- 2.2 The purchase of energy requires specific experience and knowledge which is a further reason why the Council has purchased its energy through the ESPO framework. The Council does not have the in-house expertise or resources to monitor the gas (or electricity) markets to identify best value options for energy purchase.
- 2.3 The Council has used ESPO to purchase both gas and electricity since 2012 and this would be a continuation of that arrangement in relation to gas purchase. The electricity contract is also due for renewal during 2023 however is running to a different timeframe and will be subject to a separate report in due course.
- 2.4 Entering a framework contract allows ESPO, on our behalf, flexibility in setting the price of energy within a long-term hedging strategy. Flexible contracts of this nature require very large volumes to operate effectively. By aggregating these volumes into a single supply with one supplier, significant economies of scale are achieved resulting in reduced suppliers' margins and minimisation of avoidable costs.

- 2.5 Getting the most cost-effective price for the delivery of energy has always been a priority, however never more so important than in recent months as we have seen energy prices reach a new global high.
- 2.6 ESPO will shortly be opening negotiations on bulk gas purchasing for the period from 1st April 2023 to 31st March 2027 and therefore require a decision from participating authorities, including Warwickshire County Council, to commit to the framework.

3. Financial Implications

- 3.1 The spend over the duration of the contract based on a like for like purchase will likely be between £4 million and £5 million based on current market conditions. This is a 30% increase by 2023/24 on current spend, due to the increased global prices for energy we are seeing in the market.
- 3.2 Smoothing this impact over the duration of the contract will allow the Council better control and management of its budget over the period. Further details of how this operates are at paragraph 5.2 below.
- 3.3 The ESPO framework includes a green tariff. Adopting the green tariff would result in a 30% increase in the standard tariff of gas purchased (circa £1.2m on a £4m contract). A key role for the Environment and Energy Team over the next 6-12 months will be to explore other ways to move towards more cost-effective green energy (i.e., tariffs and funding options) and reduce our reliance over the mid to longer term on gas to heat our buildings. However, making such a shift is likely to take some time to implement and will need to be considered from a financial perspective as well as a practical perspective as for some of our buildings it would be more challenging to implement alternative energy provision. This means that gas supplied via the ESPO framework will still be required until such time as we can confidently make the shift to viable alternative, and newer technologies for our energy sources. We would expect to have made significant progress on this by the time of the next gas contract renewal.

4. Environmental Implications

- 4.1 The Council is committed to reducing its environmental impact and becoming net zero by 2030. However, continuity of heating and power for buildings will be required until renewable sources / lower carbon initiatives are identified and installed. Currently the Council emits an estimated 2,000 tonnes of CO₂ a year, from gas consumption in its corporate portfolio. As outline at paragraph 3.3 we would expect to see a reduction in this number over the course of the contract period.
- 4.2 A lower carbon buildings strategy is also being developed and will support a move away from fossil fuel usage. The Strategy has a target date of approval

for Spring / Summer 2022 and will be supported by a delivery plan, which will identify actions, and impact on, the Council's gas (and electricity) consumption and thus carbon emissions. As part of this work, we will review and learn lessons from good practice across local government and other sectors. This Strategy is a key part of the wider work that the Council is undertaking in relation to Climate Change (see report on this Cabinet Agenda, requesting approval to develop an updated plan for WCC to be net zero by 2030 and the county to be net zero by 2050).

- 4.3 As such we will continue to explore all options robustly, however, it should be noted that not all buildings will be suitable for installation of newer technologies.

5. Supporting Information

- 5.1 ESPO is a major purchaser with over 35 years' experience of purchasing energy, including gas and electricity. ESPO is also active in influencing the energy supply chain both through direct contact with the various industry regulators, Government Departments, Parliamentary Committees, and key organisations such as National Grid, OFGEM, and through participation in consumer groups.
- 5.2 In flexible energy buying the onus is on managing the risk, rather than the actual price, and by spreading the risk over a longer period (e.g., 18-24 months) there is a smoothing effect on annual costs avoiding the extreme variations experienced currently. The period over which the energy is purchased provides increased budgetary certainty and earlier information about future costs.
- 5.3 There are no volume commitments in the Framework, therefore the Council will not be penalised for any changes in its consumption (e.g., due to sales / acquisitions of premises and reductions in usage due to building improvements, implementation of new energy efficient technology and/or agile working).
- 5.4 ESPO has carried out a full tender process and identified Total Energies Gas and Power as the successful bidder.
- 5.5 ESPO has not yet begun purchasing gas for the period 2023-24, however their Trading Team expects a (caveated) increase of 20% during 2022-23 and an additional increase of 10% in 2023-24, based on 2020-21 figures. Therefore, we can expect a 30% increase on 2020-21 costs, by the time the contract commences.

6. Timescales associated with the decision and next steps

- 6.1 Confirmation to ESPO to continue to be part of the Framework, early December 2021.

- 6.2 Confirmation to budget holders of ongoing commitment in the 2023-2027 period, early December 2021.
- 6.3 Regular updates to budget holders and site contacts of pricing reviews, during the contract term.

Appendices

- 1. None

Background Papers

- 1. None

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The report was circulated to the following members prior to publication:
The Chair and Party Spokes of the Resources and Fire and Rescue Overview and Scrutiny Committee

Local Member(s): N/a
Other members:

General Exception Procedure Notice Pursuant to Standing Order 17 and reg 10(1) and 10(3) of The Local Authorities (Executive Arrangement) (Meetings and Access to Information) (England) Regulations 2012

Directorate:

Resources

Confidential or Exempt *[please state category of exempt information]*

No

Decision Taker: Member Body or Officer *[if officer please give name and title]*

Cabinet

Proposed Date for Decision/ Time Period

25 November 2021

Summary of Matter

The Council currently purchases its gas through a framework contract in place with ESPO. That arrangement ceases on 31st March 2022.

The Council does not have the in-house expertise or resources to monitor the gas (or electricity) markets to identify best value options for energy purchase, and has used ESPO to purchase both gas and electricity since 2012. The recommendation within the Cabinet Report will be to continue that arrangement.

The framework contract allows ESPO flexibility in setting the price of energy within a long-term hedging strategy, driving efficiencies for users of the framework. Flexible contracts of this nature require large volumes to operate effectively. By aggregating these volumes into a single supply with one supplier, significant economies of scale are achieved resulting in reduced suppliers' margins and minimises avoidable costs

ESPO will shortly be opening negotiations on bulk gas purchasing for the period from 1st April 2023 to 31st March 2027 and therefore require a decision from participating authorities, including Warwickshire County Council, to commit to the revised framework so that it can approach those negotiations in the most effective way for all participants.

Proposed Decision

That Cabinet agrees to the Council entering into a framework contract for the purchase of gas through ESPO's Gas Framework, for the period April 2023 – March 2027 on terms and conditions considered acceptable, in consultation with the Portfolio Holder for Finance and Property, to the Strategic Director for Resources.

If the proposed decision is made, would it be contrary to or not wholly in accordance with the policy framework or budget?

No

List of documents/reports provided

Draft Cabinet Report on 'WCC Gas Contract Renewal'
This General Exception Procedure Notice

List of Background Papers

None

Is consultation proposed Yes/ No *[if yes, say who and how]*

No

Members of the public wishing to make comments on this matter should write to:

Monitoring Officer
Warwickshire County Council
Shire Hall
Warwick
CV34 4RL

monitoringofficer@warwickshire.gov.uk

Comments should be made by

24 November 2021

Office Use only

Directorate Contact *[please give name and number]*

Louise Saunders, 01926 412 625

To be completed by Member Services

Copy Notice served	Date
Councillor Adrian Warwick, Chair of Resources and Fire & Rescue Overview and Scrutiny Committee	16 November 2021
Copy Notice published on website and available at the offices of the Council¹	17 November 2021

¹ At the time of issue of this notice, access to the offices of the Council are restricted due to the ongoing Covid-19 pandemic measures. Availability on the website is considered sufficient in light of government guidance and the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulation 2020. Paper copies can be posted on request

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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