

Cabinet

Date: Thursday 16 June 2022
Time: 1.45 pm
Venue: Council Chamber, 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
Councillor Martin Watson

Items on the agenda: -

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Minutes of the Previous Meeting

5 - 8

To approve the minutes of the meeting held on 12 May 2022.

(4) Public Speaking

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

2. Council Plan 2020-2025 Year End Performance Progress Report

9 - 38

This report summarises the performance of the organisation at the Year End position, 1 April 2021 to 31 March 2022.

Cabinet Portfolio Holder: Councillor Andy Jenns

- 3. 2021/22 Financial Outturn report** 39 - 164
The purpose of the report is to provide an analysis of the financial position of the organisation at 31 March 2022.

Cabinet Portfolio Holder: Councillor Peter Butlin
- 4. Treasury Management Outturn Report 2021/22** 165 - 190
This report sets out the activities and performance of the Treasury Management function during 2021/22.

Cabinet Portfolio Holder: Councillor Peter Butlin
- 5. Corporate Peer Challenge - Outcome** 191 - 226
This report outlines the key recommendations from the LGA Peer Challenge which took place in March 2022.

Cabinet Portfolio Holder: Councillor Isobel Seccombe
- 6. Coventry and Warwickshire's Living Well with Dementia Strategy (2022-2027)** 227 - 276
This a report seeking approval for Coventry and Warwickshire's Living Well with Dementia Strategy (2022-2027) and the development of the associated Delivery Plan.

Cabinet Portfolio Holder: Councillor Margaret Bell
- 7. All Age Community Autism Support Services** 277 - 282
A paper seeking approval to tender for Community Autism Support Services.

Cabinet Portfolio Holders: Councillors Margaret Bell and Jeff Morgan
- 8. Age Range Changes – Arley and St John's Primary Schools** 283 - 286
A proposal that Arley and St John's Primary Schools change their age ranges from 3-11 to 4-11 to allow early years provision to be delivered via governor-run pre-school rather than the existing maintained nursery classes.

Cabinet Portfolio Holder: Councillor Kam Kaur

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

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.

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Cabinet

Thursday 12 May 2022

Minutes

Attendance

Committee Members

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

Others Present

Councillor Barbara Brown
Councillor Jonathan Chilvers
Councillor Judy Falp
Councillor Sarah Feeney
Councillor John Holland
Councillor Marian Humphreys
Councillor Jerry Roodhouse
Councillor Martin Watson

1. General

(1) Apologies

Councillors Andy Jenns and Jeff Morgan

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Minutes of the Previous Meeting

The minutes of the meeting of Cabinet held on 12 April 2022 were agreed as an accurate record.

(4) Public Speaking

None.

2. Education Schools Capital Programme 2022-23

Councillor Peter Butlin (Deputy Leader of the Council) presented this item in the absence of Councillor Jeff Morgan. Councillor Butlin summarised the report which detailed seven projects for addition to the capital programme, plus one to agree a change of use to funds already agreed: Bridgetown Primary School, Stratford-upon-Avon; Etone College, Nuneaton; Southam St James Primary School, Southam; Sunbeams Nursery (based at Radford Semele Primary School), Leamington Spa; The Queen Elizabeth Academy, Atherstone; Myton School, Warwick; and the countywide Disability and Access Block Header. Developer contributions of £0.116 million were available to fund the projects as outlined and an addition of £9.504 million to the capital programme to deliver the schemes was sought.

In response to a comment from Councillor Margaret Bell regarding the need to ensure that sufficiency projections were accurate so that building plans were fit for the long term and a question from Councillor Barbara Brown regarding the sufficiency of school places in Rugby, Councillor Butlin advised that work had been commissioned to determine where and when school places were needed so that future decisions were based on the latest accurate data.

Councillor Butlin advised that the delivery of the project at Oakley Grove was not without its challenges, but the project had to be delivered on the current site. The building design would pertain to the standards required by the government. He suggested that further questions from Councillor Jonathan Chilvers regarding building above minimum standard building regulations in terms of energy efficiency and from Councillor John Holland regarding school building plans in response to the district and borough councils' Local Plans would be more appropriate to the debate at Full Council.

Resolved that Cabinet:

1. Recommends to Council that £8.630 million be added to the capital programme to deliver the schemes at The Queen Elizabeth Academy, Atherstone and Myton School, Warwick, to be funded from Department for Education grant and third party contributions.
2. Approves the previously agreed allocation of £4.753m in respect of Etone College to deliver the amended scheme set out in Section 3 of the report, and approves the addition to the capital programme of £0.874m funded from the Department for Education grant and third party contributions to deliver the remaining schemes outlined in Section 3 of the report.
3. Authorises, subject to Council's agreement to the required addition to the capital programme, the Strategic Director for Communities, in consultation with the Portfolio Holder for Children, Families and Education, to invite tenders and enter into the appropriate contracts on terms and conditions considered acceptable to the Strategic Director for Resources, or (where the scheme is school led) to make the necessary funding arrangements for these schemes.

3. Integrated Delivery Plan

Councillor Isobel Seccombe (Leader of the Council) presented the proposed Integrated Delivery Plan which described key activity over the following two years and built on the strategic direction set out in the Council's refreshed new five year Council Plan approved by Full Council on the 8 February 2022. The Delivery Plan built upon the progress made with the Covid19 Recovery Plan and was set against the 7 Areas of Focus and objectives in the Council Plan. It was important to note that this was the first time an integrated view of activity had been mapped directly against the Council Plan and the process would become more mature as it developed. Councillor Seccombe noted that the current economic climate, inflationary pressures and rapidly changing demands would result in the need for some agility and flexibility in resource allocations and prioritisation of activity.

Councillor Kam Kaur welcomed the link with the new Performance Framework and the continuity with the performance measures on Power Bi. She considered it provided a very good basis to measure progress towards the delivery of the Council's priorities and objectives.

Councillor Jerry Roodhouse expressed the view that it was important that Overview and Scrutiny received performance reports through Chair and Spokesperson Meetings as proposed. He sought clarification as to whether periodic reporting would be static or live and it was agreed to clarify this point and advise Councillor Roodhouse accordingly.

Resolved that Cabinet:

1. Approves the Delivery Plan at Appendix 1 to the report.
2. Endorses the proposals for reporting progress against the Delivery Plan as set out in the report and involving quarterly performance reporting to Cabinet.
3. Authorises the Chief Executive, in consultation with the Leader, to make such minor changes as may be required to ensure the Delivery Plan remains dynamic and responsive.

4. Levelling Up and Devolution for Warwickshire

Councillor Isobel Seccombe (Leader of the Council) introduced this report which provided an update on progress, highlighting the work to date, the direction of travel and key milestones for both Levelling Up and Devolution. The key aspects of the update were the levelling up focal points and the key emerging devolution themes as described in the report. Whilst there was still work to be done, good progress was being made with partners.

Resolved that Cabinet endorses the progress made and the overall direction on both Levelling Up, and the development of a Devolution Deal for Warwickshire as set out in the report.

5. Reports Containing Exempt or Confidential Information

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 Schedule 12A of Part 1 of the Local Government Act 1972.

6. Exempt Minutes of the 12 April 2022 Meeting of Cabinet

The exempt minutes of the Cabinet meeting held on 12 April 2022 were agreed as an accurate record subject to clarification of the name of the site being acquired under minute number 11 (Acquisition - Land at Warwick).

The meeting rose at 2.31pm

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Chair

Cabinet

16 June 2022

Council Plan 2020-2025 Year End Performance Progress Report

Period under review: 1st April 2021 to 31st March 2022

Recommendation

That Cabinet considers and comments upon progress made in relation to the delivery of the Council Plan 2020 - 2025 for the period described in this report.

1. Report Summary

- 1.1. This report summarises the performance of the Council at year end, 1st April 2021 to 31st March 2022.
- 1.2. Key Human Resources performance measures and the management of Strategic Risks are also presented in this report.
- 1.3. Comprehensive performance reporting is enabled through the following link to Power BI [2021/22 Cabinet Performance Report](#).

2. Performance Commentary

- 2.1 This report provides commentary on year end performance for 2021/2022 and is the last report against the Council Plan 2020-2025. Future performance reporting will be based on the new Council Plan 2022-2027.
- 2.2 At its meeting of the 10th March 2022, Cabinet approved the implementation of a new Performance Management Framework effective from 1st April 2022, which will provide a sharpened focus on performance and trajectory and will support delivery of the Council's new priorities and Areas of Focus in the Council Plan 2022-2027. Power BI will continue to be utilised as the full reporting tool for this new framework.
- 2.3 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**.

Progress to achieve these outcomes is assessed against 54 key business measures (KBMs).

Outcome	No. of KBMs	No. of KBMs available for reporting at year end
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	25
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	14

- 2.4 Reporting against the following 3 KBMs remains paused due to the 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

8 proxy measures have been introduced for educational attainment to provide oversight in this area; a detailed Education progress update, including these measures, was shared with Children & Young People Overview and Scrutiny Committee in March 2022, and is included with this report as [Appendix 1](#).

Reporting against 2 other KBMs had been suspended as inspection and reporting regimes were paused due to the Covid-19 Pandemic response.

National Body	KBM
Dept of Health Care Services	% of Year 6 children (aged 10-11 years): prevalence of obesity (including severely obese)

Care Quality Commission	% of residential placements for adults in provision of Good or Outstanding quality as rated by Care Quality Commission
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There are a further 2 KBMs where the data is being collated but is not available in time for this report. These will be reported to Cabinet as part of a future performance report.

- No. of journeys on public transport services supported by WCC; and
- % of Warwickshire road network meeting specified condition.

2.5 Based on the above, 47 of the 54 KBMs are available for reporting:

65.9% (31) are On Track

34.1% (16) are Not on Track.

This is an improvement on Quarter 3 when:

53% (25) were On Track

46% (21) were Not on Track.

Table 1 summarises KBM status at year end by Outcomes. The terms “On Track” and “Not on Track” are used to denote whether measures have achieved targets for the year, or where ongoing performance trajectory is in the desired direction.

Outcome	Current Status	No. of measures
Warwickshire’s communities and individuals are supported to be safe, healthy and independent	On Track	17
	Not on Track	8
	Not Applicable	2
Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure	On Track	4
	Not on Track	4
	Not Applicable	5
WCC making the best use of its resources	On Track	10
	Not on Track	4
	Not Applicable	0

Table 1

Overall, since Quarter 3 performance has improved.

The status of 6 KBMs has improved from Not on Track to On Track, these are:

- No of Children in Care excluding unaccompanied asylum seeking children;
- % of children and young people seen within 18 weeks (Referral to Treatment Time) amalgamated across the three Clinical Commissioning Group (CCGs);
- % of Women who smoke at the time of delivery across Warwickshire;
- No. of People assisted to live independently through provision of Social Care equipment;
- % General and Directorate Risk Reserves Compared to the Net Revenue Budget; and,

- % Variation of Revenue Savings Achieved Against Agreed MTFS (Whole Council).

The status of 1 KBMs has changed from On Track to Not on Track, these are:

- No. of WCC social media followers – this is due to a rationalisation of accounts and Facebook changing the methodology for measuring likes and followers.

2.6 Of the 65.9% (31) KBMs which are On Track and achieving target there are several measures of note, including:

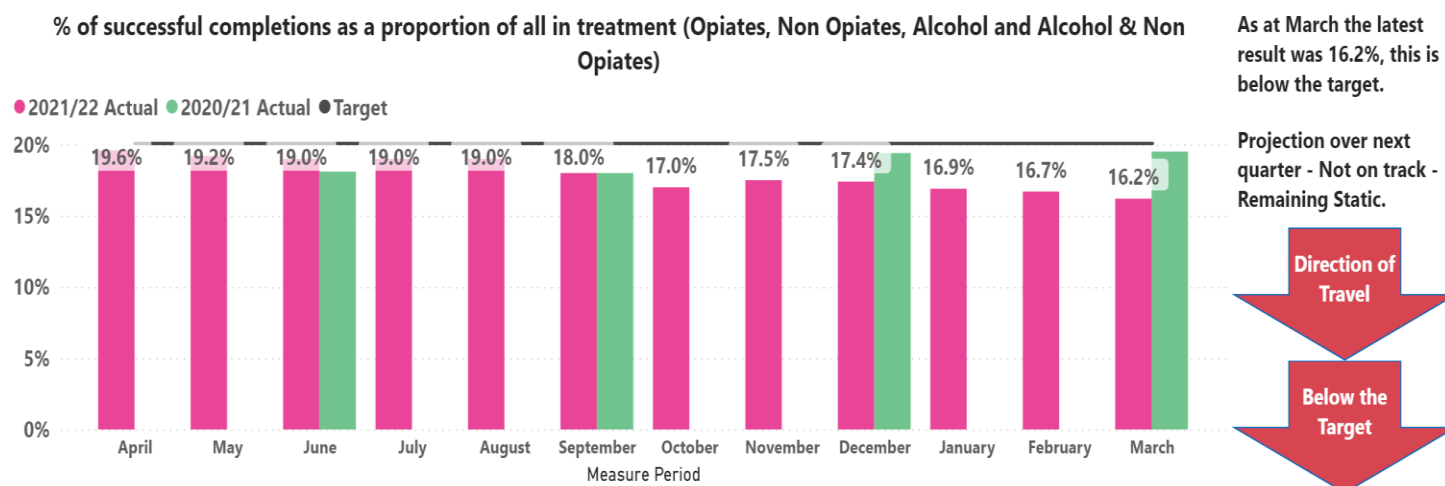
- No. of domestic abuse incidents reported: WCC introduced a key business measure to monitor the number of incidents of Domestic Abuse (DA) being reported to the Police, with an aim of increasing this year on year. This was informed by a recognition of the need to improve historic under-reporting of domestic abuse. The number of incidents that have been reported during 2021-2022 has increased by 5% to 11,947 from the 2020-21 baseline. The target of increasing the number of DA incidents reported to the Police has been achieved, furthermore an increase in incidents reported has been seen in all five districts / boroughs.
- No of Children in Care excluding unaccompanied asylum-seeking children: the number of children in care has continued to decrease in Quarter 4 and is at the lowest it has been this year with a decrease of 51 since April 2021. This is despite a significant increase over the last 12 months in the number of Unaccompanied Asylum-Seeking Children (UASC).
- % of 16 and 17-year-olds who are Not in Education, Employment or Training: the Service is anticipating a slight reduction in the annual NEETs figure for 2022. The estimated figure 3.8% is yet to be validated by the DfE, although data should be published in the summer 2022.
- No. of businesses supported to start and grow within Warwickshire through County Council activities: a further 130 businesses were supported in Quarter 4 taking the total for the year to 1,065.
- % customer satisfaction level with Customer Service Centre remains high, finishing year end at 89%. Each month the 85% target was achieved despite a sustained and material increase in changing demand.
- % of Capital Property Investment Projects delivered against Client Brief (time, Cost, Quality, realised): performance at 94% continuing as expected, aligned to targets.
- % Variation Dedicated School Grant overspend compared to Budget Provision the outturn percentage of 0.17% for all four DSG blocks is in line with national reporting standards for DSG.
- Value of debt over 35 days old as a % of debt raised in last 12 months: at 6.3% at year-end performance has improved as the year progressed, with the second half of the year showing significant improvement on the first half.

2.7 Of the 34.1% (16) KBMs that are Not on Track there are 7 measures which are subject to exception reporting.

Table 2 provides detailed performance narrative, improvement activity and explanation of projected trajectory in relation to those measures.

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

% of successful completions as a proportion of all in treatment (opiates, non-opiates, alcohol and alcohol and non-opiates)



Current Performance:

The national data that supports the performance dashboard is provided quarterly via the National Drug Treatment Management System (NDTMS). The provider for Adult Drug and Alcohol Services has been providing monthly data in kind to support the monitoring of this measure. For both the provider and the NDTMS, the data is always a month in arrears.

There has been a decline of number of successful completions due to the fact the data is recorded on a 12 month rolling period and the Covid pandemic. The number of clients entering treatment increased during the pandemic. Clients were being retained in treatment services for longer than usual periods to ensure they were safe and reduce the possibility of relapse.

During the last 12 months the numbers of clients entering treatment has increased, resulting in higher caseloads. Covid restrictions had an impact on service provision however, as restrictions are lifting, normal services are slowly resuming e.g., group work, face to face, ambulatory detox. Therefore, it is expected that the number of completions will begin to increase over the next couple quarters and improvements will be realised.

It is important to recognise that this indicator includes a cohort of people completing treatment in its entirety, however, these are broken down to different substances during performance monitoring. The number of completions for those on opiates achieved the target in Quarter 4 - for non-opiates 45/49 – almost on target.

The area of concern is the completions around alcohol – Quarter 4 data shows 218/267 completions achieved. The number of clients re-presenting to services is low and better than the national average (which could be due to holding clients in treatment longer over the Covid period).

An action plan is currently in place with the provider to monitor the successful completions around alcohol and a number of actions are currently being undertaken by the provider to address this and will be monitored monthly.

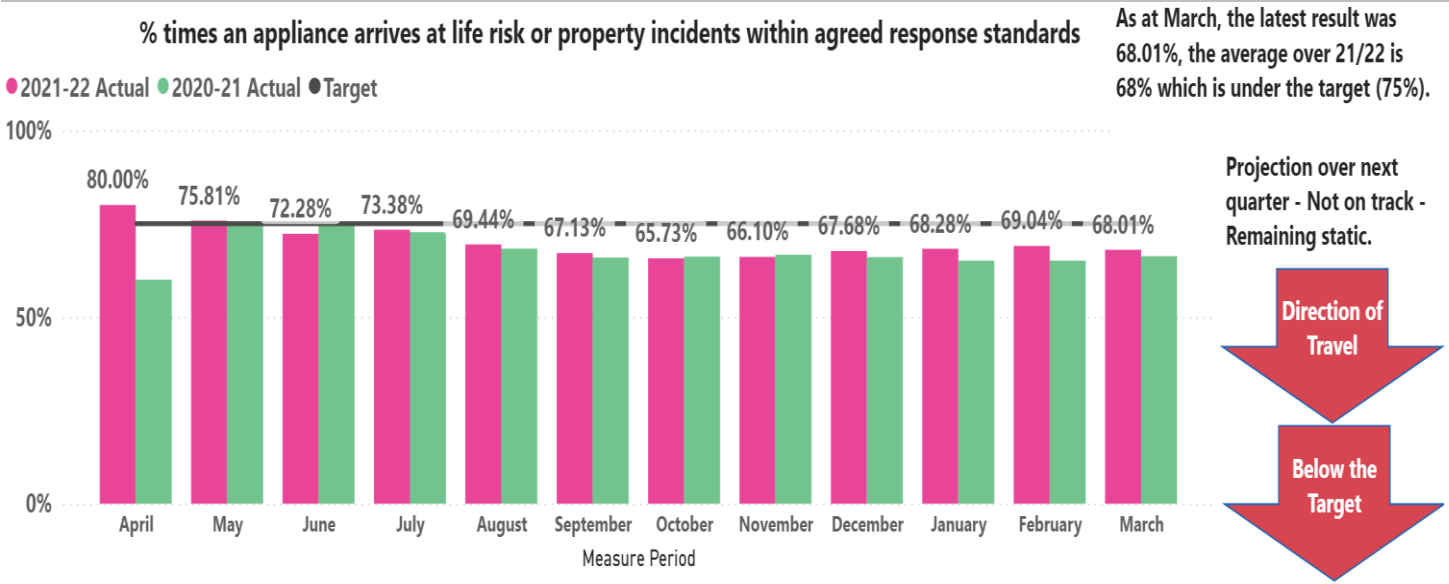
Improvement Activity:

Bi-weekly meetings with the provider.

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

Projection is based on previous performance and improvement activity.

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



Current performance:

The April 2021 to March 2022 figure of 68% is a slight improvement on the year end 2020/21 figure of 66.05%, but remains well below the 75% target.

The beginning of a return to normality post-Covid has brought an increase in operational activity but little 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.

Improvement activity:

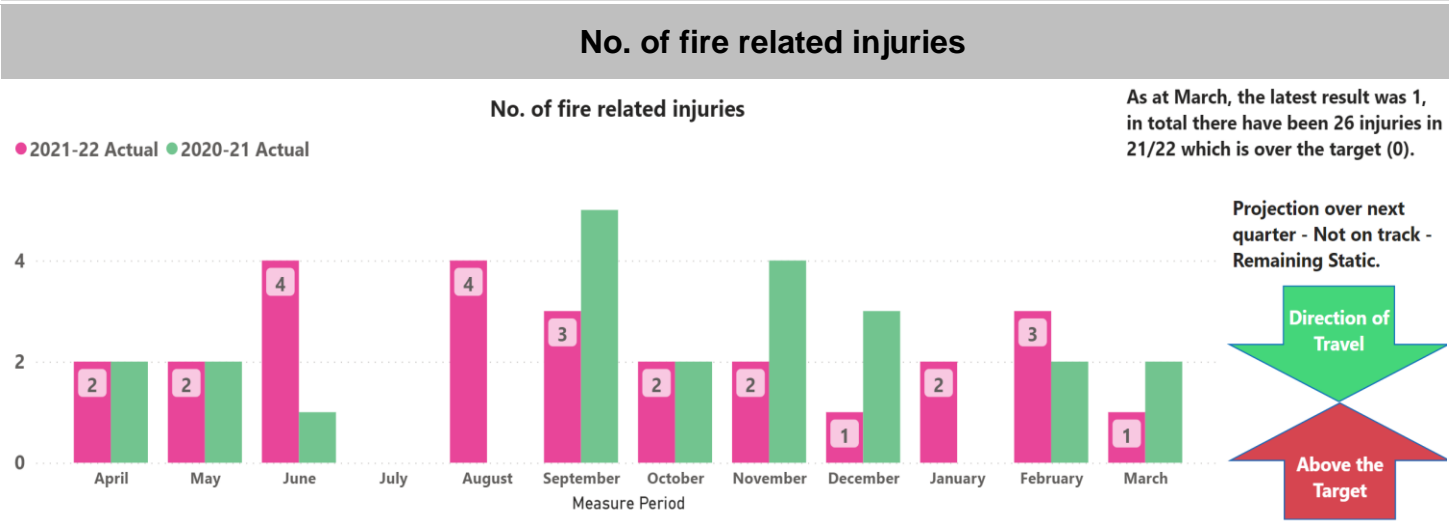
The Service deploys staff flexibly across duty systems to provide optimum operational crewing at any given time. 20 new wholtime recruits joining the Service by end of April should improve the wholtime availability picture. Recruitment and retention of On-Call firefighters is an ongoing and increasingly 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. A review has been undertaken of the Service risk profile. This risk profile is being used to drive improvement across the service. A prevention, protection and response strategy has been approved by Cabinet in April that will ensure that the Service places the right resources in the right place, at the right

time against risk. The Integrated Risk Management Plan Assurance Panel is reviewing the targets around response.

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

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



Current Performance:

For the period 1st April 2021 to 31st March 2022 there were 26 fire related injuries which is an increase from 23 recorded in the same period of 2020/21.

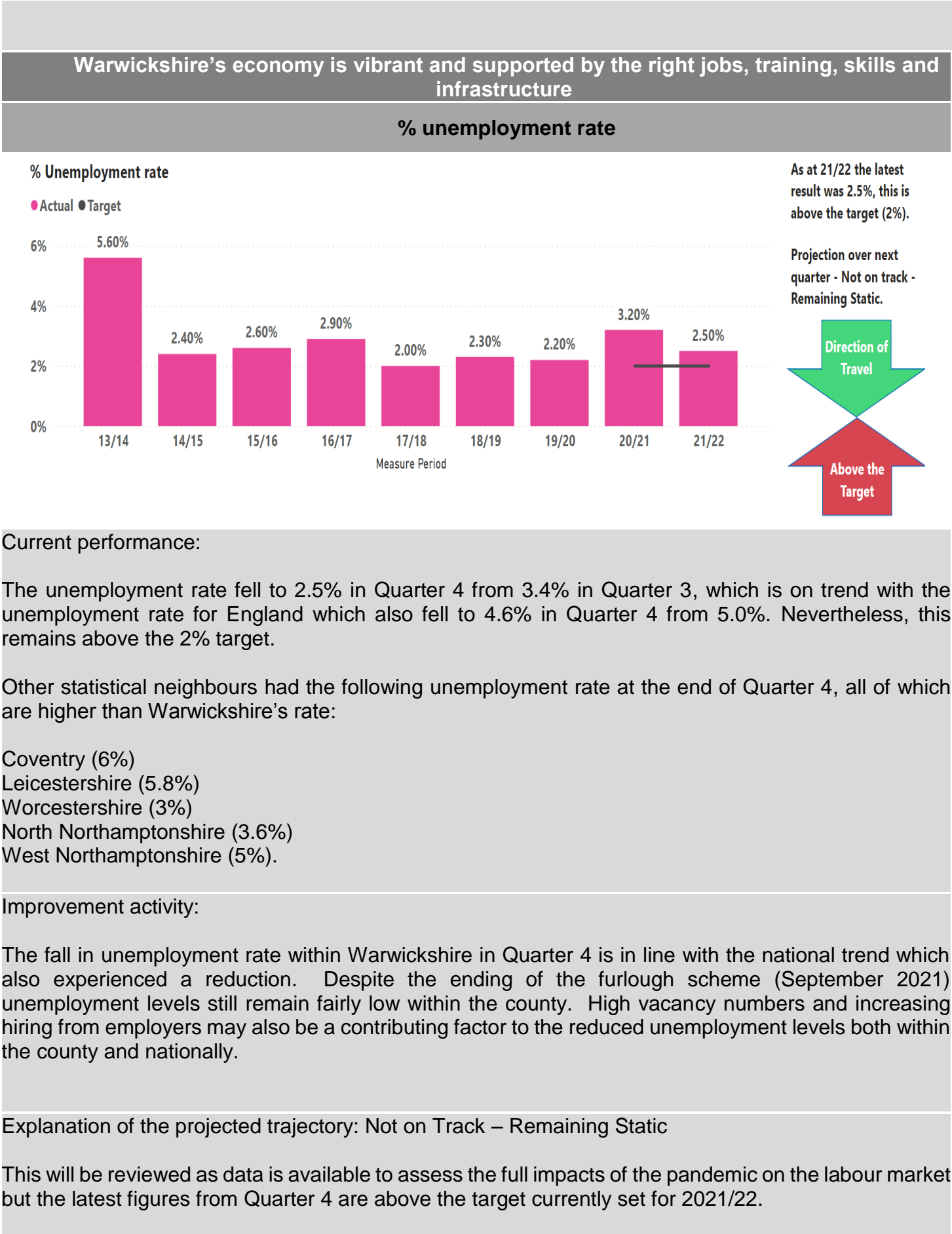
Of the 26 fire related injuries between 1st April 2021 to 31st March 2022, 4 victims were taken to hospital for serious injuries, 9 taken to hospital for slight injuries and 13 were given first aid at the scene. For the first victim with serious injuries - the individual tried to light a fire pit using petrol and set themselves on fire, whilst the second victim attempted fire suicide within a garden shed before the attending Fire Crew tackled the fire and provided first aid to victim. A third victim suffered a serious injury after firefighting attempts to put out a fire in his home and a fourth victim was a further attempted suicide by fire, a male with mental health issues suffering burns to his face and arms.

Improvement activity:

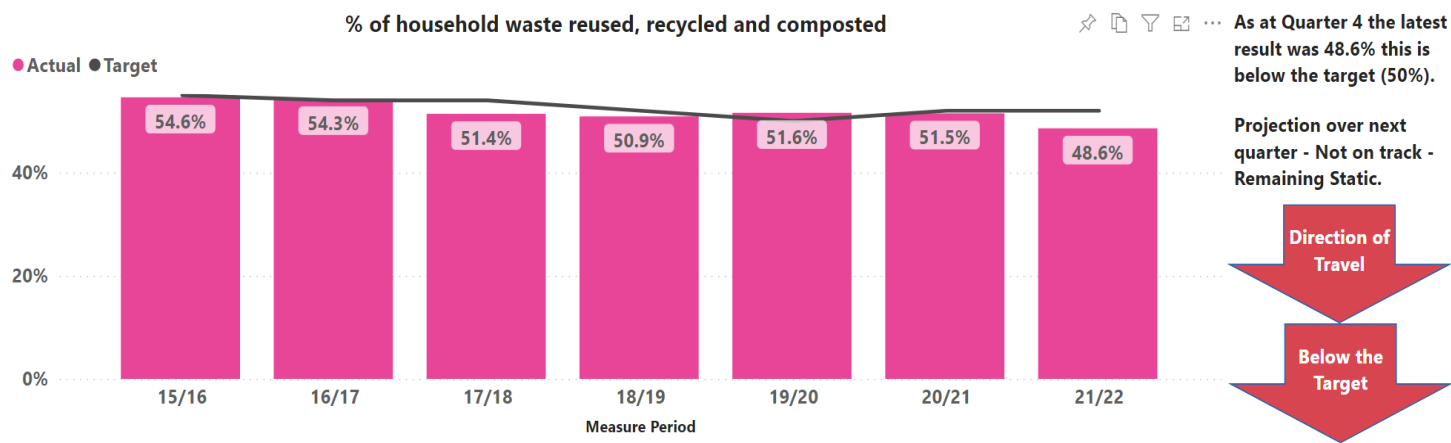
The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activity. Similarly, to the fire related deaths measure, the Service will continue to work with partners to better understand any causal factors (such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

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

Detailed reports have previously been to OSC, and Committee Members recognise that it is difficult to influence fire related injury outcomes. However, the Service will endeavour to identify and reduce all preventable causal factors to fire injuries.



% of household waste re-used, recycled and composted



Current performance narrative:

Our recycling and composting performance has a dependence on the activities of our district and borough council partners. This forecast is based on figures from April 2021 to January 2022.

During this year green waste charges were introduced by two waste collection authorities and there have also been seasonality and operational challenges. This is reflected in the reduction in green waste. The loss of the PURE recycling facility due to a fire had a temporary negative impact on recycling.

Driver shortages and the impact of Covid-19 have led to disruption to waste collection services such as the temporary suspension of green/bio waste collections in 4 of the 5 district and borough council areas. Some recycling collection services in Warwickshire are delivered by Coventry City Council and were impacted by industrial action. The County Council continues to support a waste collection authority whose recycling collections (including green waste) have been affected by industrial action.

An increase in the amount of residual waste collected has also negatively affected our overall recycling percentage.

Improvement activity:

Activity continues to promote waste reduction, reuse, recycling, and composting. 8,798 subscribers received the December edition of the 'Warwickshire Recycles' e-newsletter.

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.

A YouTube Home Composting Workshop launched last year, this has been viewed 1,700 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.

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

Stratford District Council (SDC) and Warwick District Council (WDC) are changing their collection systems from 1 August 2022. Food waste will be collected separately weekly and general waste will be collected every three weeks. This is expected to result in an increase in overall recycling rates and a reduction in waste sent to landfill / incineration. The service is working with WDC / SDC on finalising a treatment specification for food waste which will be out to tender soon.

All of the district and borough councils are partners in Sherbourne Recycling, the materials recovery facility which should be in operation next year (2023). It is expected that this state-of-the-art recycling facility will be able to accept and extract more recyclable material, leading to an increased recycling rate. WCC will communicate about the use of the facility which should increase recycling transparency about where recycling goes and reduce haulage. Updates are provided by North Warwickshire Borough Council to partners quarterly.

From August, recycling will be further increased as Warwick District Council change from a box / bag recycling collection method to a wheeled bin for all dry recycling. The move to charging for green garden waste is expected to lead to a decrease in green waste and impact the overall recycling rate.

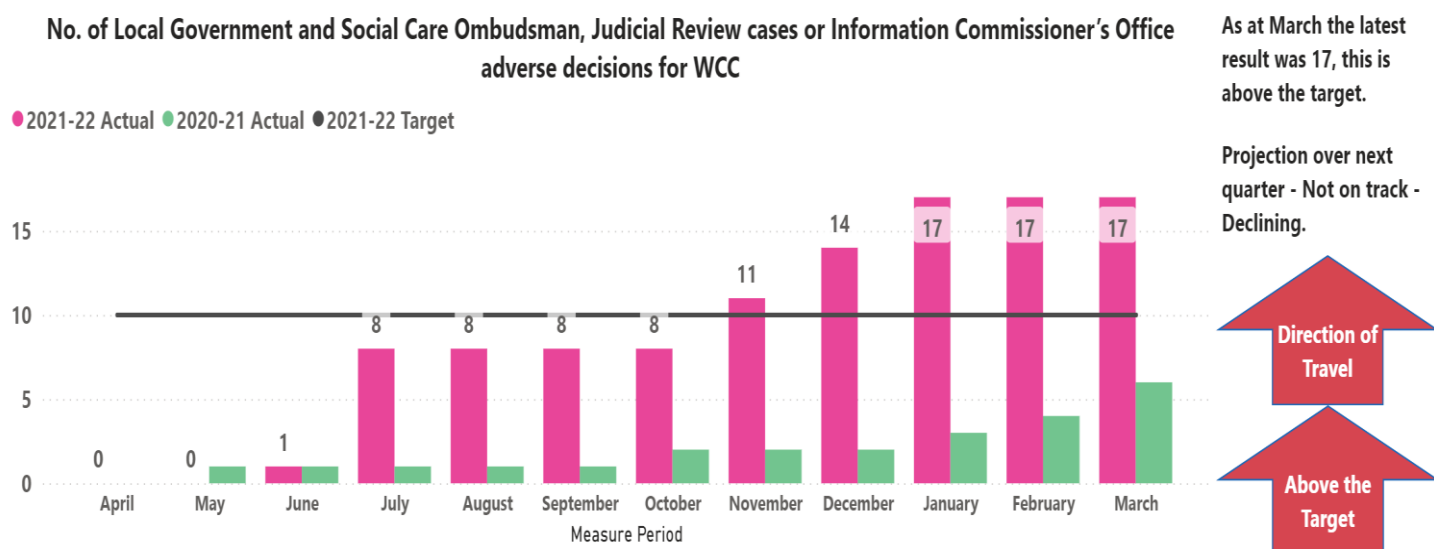
WCC waste behaviour change officers are working with SDC and WDC to make sure that communications from all councils supports this transition.

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

The forecast was made using data April to January. The first two quarters generally have the most waste arising as there is less green waste over the winter period. Further challenges are expected during 2022/23 as operational difficulties inc industrial action continue. The impact that this will have on our performance is not yet known. Performance will continue to be tracked carefully so management action can be taken where possible.

WCC Making Best Use of its Resources

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



Current Performance:

The Local Government & Social Care Ombudsman upheld 14 complaints against the County Council in 2021/22 and the Information Commissioner's Office upheld or partly upheld 3 complaints against the County Council in 2021/22. There were no adverse findings against the County Council by way of Judicial Review in this period. This means that the total number of adverse decisions has exceeded the target by 7.

There was a drop during 2020 in complaints being investigated and decisions issued as the LGSCO suspended investigations to enable pandemic response. Anecdotally, those decisions will take some time to clear through the process and may have influenced the higher number of adverse findings in 2021/22.

6 of the upheld LGSCO decisions related to Adult Social Care and included complaints about the quality of care, the cost of care and assessments of care and financial assessments. In 5 of these 6 cases the remedies agreed with the LGSCO have already been implemented. An outcome is awaited for the 6th case.

3 related to Children & Families and ranged from complaints about the quality of assessments and timeliness of information being provided to complaints about care received following discharge from a mental health hospital.

5 of the upheld LGSCO complaints related to Education Services and ranged from complaints about school admission appeals, to complaints about the 11+ exam process and nursery fees. It should be noted that concerns have been raised about 2 of these upheld complaints (relating to school admission appeals) as upheld decisions were issued despite no finding or admission of fault. A response is awaited from the LGSCO.

In terms of the ICO adverse decisions, one was a partially adverse decision that related to information held in Communities Directorate, the findings being that there had been a delay in responding and in confirming the existence of a document to the Requestor (which was found to be a failure to provide appropriate advice and assistance), but that the Council was justified in withholding other documentation subject to the complaint. No action was required by ICO. A further decision relating to information held across a number of council services was given in favour of a requestor for delay and insufficient

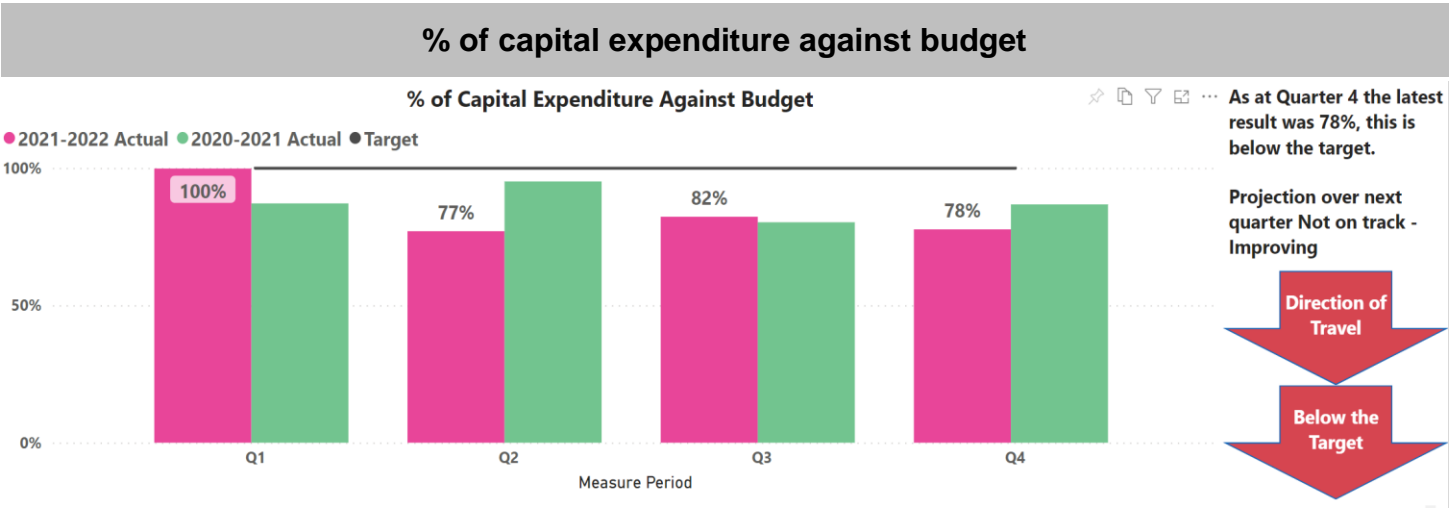
communication in providing information to them. The ICO required the final elements of the information to be provided. The third decision related to information held by Fire and Rescue which was withheld on the grounds of potential identification of third parties. The ICO disagreed and required the Council to disclose the information, which was done.

Improvement activity:

Lessons continue to be learnt from upheld complaints which are forwarded to the relevant Assistant Director for the Service Area and the Customer Relations Team. In addition to this, prominent decisions, and Focus Reports from the LGSCO are shared with the relevant service areas.

Explanation of the projection trajectory: Not on Track – Declining

In the current financial year, the LGSCO has closed 3 complaints after initial enquiries and has issued 2 draft decisions of "no fault".



Current Performance:

Capital spend has been less than the anticipated figure of £138.529m reported at Quarter 3. The reasons for this are many and complex and are provided in detail in the finance outturn report.

Improvement activity:

Work is underway to review capital processes and reporting. There will be various workstreams underway over the next 12 months to improve capital forecasting.

Explanation of the projection trajectory: Not on track - Remaining Static

The capital review has been completed and the recommendations are implemented over the next 12 months.

Table 2

2.8 Of the 16 KBMs that are Not on Track, forecast performance is projected to remain static for 14 KBMs:

- % of successful completions as a proportion of all in treatment (opiates, non-opiates, alcohol and alcohol and non-opiates);
- No. of people with a learning disability or autism in an inpatient unit commissioned by the Clinical Commissioning Groups (CCG);
- % of Children receiving a 6-8 week health check;
- % of placements in provision (agency foster care or residential) of Good or Outstanding quality as rated by Ofsted (CLA);
- % unemployment rate;
- % of residents in Warwickshire aged 16-64 who are in employment compared to the England average;
- % of household waste reused, recycled and composted;
- No. of properties better protected from flooding;
- % biodiversity net gain in Warwickshire;
- No. of WCC social media followers;
- % times a fire appliance arrives at life risk or property incidents within agreed response standards;
- No. of fire related deaths;
- No. of fire related injuries; and,
- % of capital expenditure against budget.

1 KBM is Not on Track and set to decline further:

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

1 further KBM does not have a forward projection as it is an annual measure:

- % Employee Engagement Score.

Table 3 illustrates the forecast performance projection over the forthcoming reporting period for the 54 KBMs i.e. what the measure status will be at the next reporting period.

	On Track			Not on Track			Not Applicable
	Improving	Remaining Static	Declining	Improving	Remaining Static	Declining	
Warwickshire's communities and individuals are supported to be safe, healthy and independent	5	12	0	0	8	0	2
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	0	4	0	0	4	0	5

WCC making the best use of its resources	0	8	0	0	2	1	3
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Table 3

- 2.9 Activity is in place to improve performance across all measures, and this is under constant review to ensure it is robust and effective. Full context on all KBMs within the Framework is provided in the Power Bi [2021/22 Cabinet Performance report](#).

3. Management of Human Resources (HR)

3.1 Sickness Absence

Quarter 4 has ended with an annualised sickness absence rate of 8.61 days per FTE colleague. The increase being from 8.1 days in Quarter 2, and 8.50 days in Quarter 3 with the 2021/22 target being set at 8 days/FTE with a tolerance of +/- 1 day which was based on the previous years actual.

Higher levels of absence attributed to Covid-19 were evident in the second half of 2021/22. Covid-19 is now the 3rd highest cause of absence at 12% of days lost and an average of 1.03 days per FTE.

It is proposed the target for 2022/23 is to maintain the current target of 8 days/FTE with a tolerance of +/- 1 day.

Managing attendance remains a significant focus area where HR Advisory are working with managers on priority cases: long term sick, stress and mental health and individuals hitting trigger points within the policy.

Proactive work on wellbeing continues with the launch of Our Wellbeing Approach and Attendance Management Policy.

A winter flu vaccination programme has enabled colleagues not eligible for NHS vaccinations to be vaccinated at either a Warwickshire County Council setting or through community pharmacies. Viral/bacterial sickness absences accounting for 0.15 days per FTE colleague.

Measures are in place, including flu and Covid-19 vaccination programmes, agile working, colleague engagement and a continued focus on activities to build a sustainable and resilient workforce together with active case management enabling absence levels to be effectively managed.

3.2 Headcount

The headcount is largely flat at 4,900 with an overall increase of 11 FTE colleagues between Quarter 3 and Quarter 4.

People Directorate was the only Directorate to see an increase in heads from 1,676 to 1,695 with an increase of 19 in Children & Families where Corporate Parenting and Early Help & Targeted Support have seen modest increases.

Communities Directorate decreases in Environmental Services have been balanced by strengthening in Fire & Rescue.

In Resources Directorate, the net reduction of 14 heads is almost wholly attributed to Enabling Services including a 5 head reduction in Construction Services which has seen restructuring along with ICT.

3.3 Age profile

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

3.4 Staff turnover

Turnover (at 13% for the rolling 12 months to Quarter 4) is showing an increase of around 1.5% from the previous quarter.

Just over sixty percent of leavers are due to voluntary resignations which is largely typical of environments not undergoing significant organisational change.

The national pay dispute concluded with a 1.75% backdated pay increase in March 2022 and comes against a backdrop of increased costs of living.

These factors, together with increases in the national minimum wage from April 2022, drive a wider range of employment choices and put pressure on the ability to attract and retain colleagues, particularly in lower paid occupational groups.

Measures include a continued focus on colleague engagement, communication, well-being, and employer value proposition and further roll out of the High-five peer-to-peer recognition.

Input is being given to the national pay process of 2022 in addition to exploration of additional reward options.

The HR headline figures are available in [Appendix 2](#).

4. Management of Risk

4.1 Risks are reviewed through the year along with mitigation strategies, ownership, and an indication of the direction of travel for each risk. [Appendix 3](#) sets out the strategic risk register.

4.2 Strategic areas of risk that are assessed as high (red rating) or with increasing levels of residual risk due to a challenging external environment are:

- The risk that inequalities, which were compounded by 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 that commissioned social care services continue to face increasing levels of disruption and demand pressures, health service backlogs, care staff shortages and price and wage inflation.
- The risk of not achieving County net zero by 2050, biodiversity and climate adaptation targets, if we are unable to mobilise Warwickshire businesses, residents, communities and other key partners.
- The risk of ongoing pressure on Special Education Needs & Disabilities (SEND) resources and targeted services to support the increasing population of students with Education Health Care Plans continues to present service delivery and financial challenges. These are being addressed through the SEND programme and Medium-Term Financial Strategy, including actions to address areas of weakness identified in Ofsted's SEND Local Area Inspection.
- The risk of continuing areas of uncertainty in national policy, funding assumptions and evidence of volatility in external economic factors. We are experiencing and predicting further significant inflationary pressures, supply chain disruption and labour shortages, which impact directly on the Council's ability to forecast outcomes and act to sustain core services over the longer term. This means that the MTFs refresh this year is likely to be a significant and challenging exercise if we see significant other service pressures beyond inflation.

4.3 The use of Directorate Risk Profiles allows oversight of operational risks by Directorate Leadership Teams and supports the mitigation of risks in line with risk appetite. Escalation and de-escalation of risks can be made through Corporate Board, Directorate Leadership Teams, service areas and Outcome Delivery Groups.

4.4 Service risk registers, recording operational risks, are reviewed and updated at least quarterly by Assistant Directors and service risk owners. There are 7 net red risks as at Quarter 4. One red risk has been taken out of the red category – relating to workforce risks within the finance service. One of the new risks added has been categorised as red, relating to our ability to manage increased numbers of escalated complaints. Actions have been identified to create capacity to address this.

4.5 The uncertainty and volatility that has been caused in recent years by issues such as Covid, Brexit, and international economic tensions has been exacerbated and extended by the war in Ukraine and this may manifest in terms of increased or additional risks and issues at a number of levels over the medium-term. Some may exacerbate pre-existing challenges e.g. inflation pressure and supply chain disruption, and some are new e.g. the need to support refugees and to take action in respect of investments relating to Russian assets.

4.6 As part of an integrated approach to refreshing the Council Plan and Medium-Term Financial Strategy, strategic risk appetite levels were tested with Assistant Directors and found to be at similar levels to a year ago. A refresh of the Council's risk appetite will be conducted in 2022/23 against the new Council Plan priorities and areas of focus.

5. Financial Implications

- 5.1 There are none specific to this report but Cabinet are referred to the associated finance performance report, which is reported to Cabinet at this same meeting.

6. Environmental Implications

- 6.1 There are none specific to this report.

Background Papers

None

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Education Progress Update

1.0 Education Progress Update 2021

1.1 Assessments for 2021

Due to the Covid-19 pandemic, the summer exam series for the 2020/21 academic year was cancelled.

Instead, for 2020/21, Key Stage 4 and post 16 pupils were only assessed on the content they had been taught for each course. Schools were given flexibility to decide how to assess their pupils' performance, for example, through mock exams, class tests, and non-exam assessment already completed. GCSE grades were then determined by teachers based on the range of evidence available and they are referred to as teacher-assessed grades, or TAGs.

This was a different process to that of 2019/20 when pupils were awarded either a centre assessment grade (known as CAGs, based on what the school or college believed the pupil would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two.

The changes to the way GCSE grades have been awarded over the last two years (with CAGs and TAGs replacing exams) means 2020/21 pupil attainment data cannot be directly compared to pupil attainment data from previous years for the purposes of measuring year on year changes in pupil performance.

1.2 Proxy measures for 2020 and 2021

For 2020 and 2021 school performance data proxy measures have been used for WCC reporting purposes. The proxy measures are based on Department for Education (DfE) published data for Key Stage 4 and is available at county level only (individual school level data is not available). Comparisons are available to national and statistical neighbours¹ (similar councils) only. There is no data available for Early Years or Key Stage 2 (primary school data).

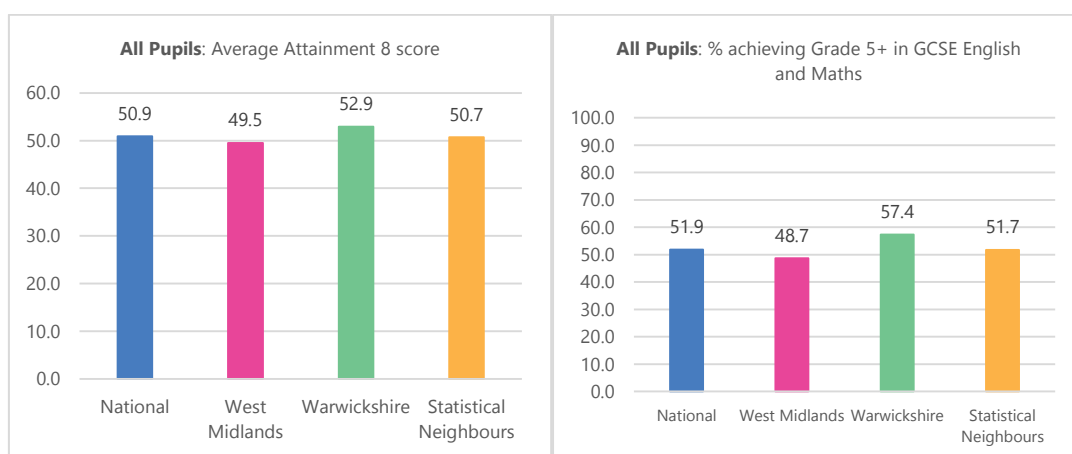
1.3 Proxy measure Key Stage 4 performance 2021

Table 1 shows 2021 Key Stage 4 Results. Due to the changes in the way GCSE results have been awarded in the summers of 2020 and 2021 there have been significant changes to the distribution of the grades which reflect the likely change in method for awarding grades rather than demonstrating a step change in standards. For the reasons set out in section one 2021 results cannot be compared to other years.

¹ Statistical Neighbours are those local authorities deemed to have similar characteristics and used for benchmarking purposes. Warwickshire's 10 statistical neighbours are Cheshire West and Chester; Worcestershire; Central Bedfordshire; Leicestershire; Staffordshire; Warrington; Cheshire East; Essex; Hampshire; North Somerset.

Region	Characteristic	Total number of pupils at the end of key stage 4	Average Attainment 8 score of all pupils	% of pupils achieving grades 5 or above in English and mathematics GCSEs	% of pupils achieving grades 4 or above in English and mathematics GCSEs	Average English Baccalaureate Average Point Score per pupil
National	All Pupils	575863	50.9	51.9	72.2	4.5
West Midlands	All Pupils	65625	49.5	48.7	69.5	4.3
Warwickshire	All Pupils	6225	52.9	57.4	76.3	4.7
Statistical Neighbours	All Pupils	6594	50.7	51.7	73.0	4.4

Table 1: 2021 Key Stage 4 Results – All pupils

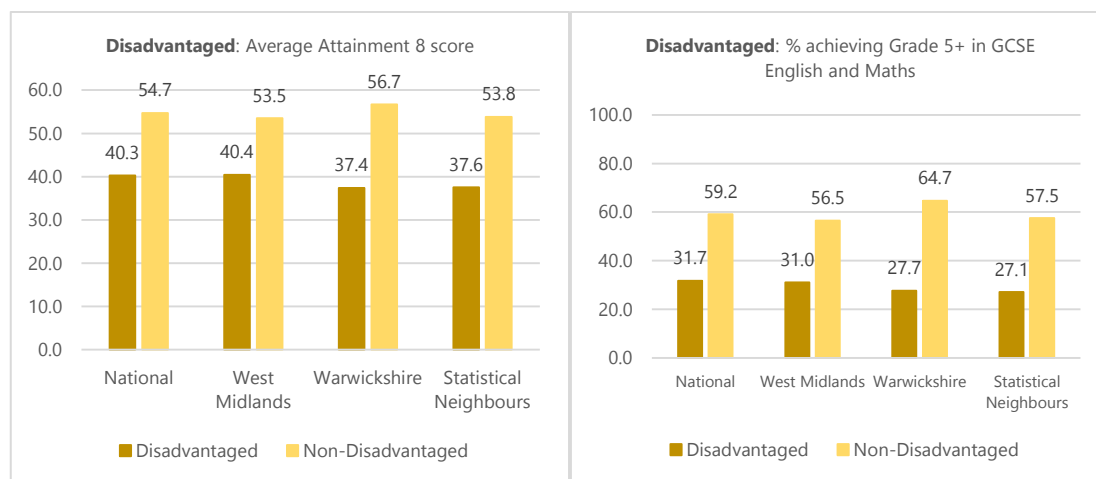


Overall Warwickshire out-performs national, statistical neighbours and West Midlands.

Region	Characteristic	Total number of pupils at the end of key stage 4	Average Attainment 8 score of all pupils	% of pupils achieving grades 5 or above in English and mathematics GCSEs	% of pupils achieving grades 4 or above in English and mathematics GCSEs	Average English Baccalaureate Average Point Score per pupil
National	Disadvantaged	151973	40.3	31.7	53.1	3.4
	Non-Disadvantaged	423890	54.7	59.2	79.0	4.8
West Midlands	Disadvantaged	20062	40.4	31.0	52.5	3.4
	Non-Disadvantaged	45563	53.5	56.5	77.1	4.7

Warwickshire	Disadvantaged	1218	37.4	27.7	49.5	3.1
	Non-Disadvantaged	5007	56.7	64.7	82.8	5.0
Statistical Neighbours	Disadvantaged	1261	37.6	27.1	48.9	3.1
	Non-Disadvantaged	5334	53.8	57.5	78.7	4.7

Table 2: 2021 Key Stage 4 Results – Disadvantaged pupils



In 2021 Warwickshire disadvantage pupils fall behind the comparators in almost all of the measures (the only exception is statistical neighbours for % disadvantaged pupils achieving GCSEs grade 4 or higher and grade 5 or higher in English and maths). This follows previous years patterns and reinforces the need for Warwickshire's continued focus on disadvantaged learners in Warwickshire.

1.5 2021 Contextual information

1.5 Attendance in 2020/21

Pupil attendance across the 2020/21 academic year remained high at just over 95%, testament to the hard work and measures put in place by schools to remain open and keep staff and pupils safe. Even during the national lockdown between January and March 2021, schools were open to key worker and vulnerable children whilst also running virtual lessons for children at home, ensuring a continuity of education.

1.6 Remote learning in 2020/21

DfE provided laptops to schools to support students to access remote learning from home (based on Free School Meal pupils). Warwickshire County Council complemented the DfE laptop scheme distributing over 3,200 Laptops and 926 dongles to special schools, infant schools, vulnerable young people, and pupils without access to laptops or broadband data allowances at home.

1.7 Pupil mental health

Many pupils managed well during periods of lockdown and adjusted to remote learning. However, there is no doubt that mental health issues are more prevalent among pupils and increased anxiety about examinations.

1.8 School staff mental health

There has been an increase in absence of staff in schools due to Covid-19 infections and self-isolation. Headteachers have reported significant difficulties in sourcing supply cover and increased pressures on school budgets because of these additional cover costs.

More recently Warwickshire has seen increased numbers of experienced staff and in particular experienced head teachers leaving the profession due to the pressures the pandemic has had on their roles. By necessity since the beginning of the pandemic the head teacher role has changed to be more operational.

1.9 Disadvantaged and vulnerable pupils

Many children particularly those from disadvantaged backgrounds, or who are vulnerable in other ways have been adversely affected by extended time away from school.

1.10 Performance pre pandemic in 2019

Performance of Warwickshire children and young people in Statutory National Tests in 2019 were reported to Children's & Young People Overview & Scrutiny Committee on 14th July 2020. Summary information is shared below.

1.11 Table 3 below provides a summary of the available key headline indicators for the different curriculum stages achieved by Warwickshire pupils in 2019 compared to those nationally and our statistical neighbours:

WE Strategy ²	National Curriculum Stage	Headline Measure	Warwickshire	National	Statistical neighbours (SN) ²
WE1: Early Years Foundation Stage	Early Years Foundation Stage Profile	% of pupils achieving a Good Level of Development - often used as a school readiness measure	72%	72%	74%
WE3: Family of Schools	Phonics	% of Year 1 pupils working at the required level	84%	82%	83%
	Key Stage 1	% of pupils achieving the Expected Standard in Reading	77%	75%	77%

² Warwickshire Education Strategy available here:
<https://www.warwickshire.gov.uk/educationstrategy>

		% of pupils achieving the Expected Standard in Writing	71%	69%	71%
		% of pupils achieving the Expected Standard in Maths	77%	76%	77%
	Key Stage 2	% of pupils achieving the Expected Standard in Reading, Writing and Maths	65%	65%	66%
	Key Stage 4	% of pupils achieving a Strong Pass (Grade5+) in English and Maths GCSEs	50%	43%	43%
		Average Attainment 8 Score per pupil	49.8	46.5	46.4
		Average Progress 8 Score	0.00	-0.03	-0.10
WE4: Employability	Post 16	A Level students: Average grade	C+	C+	C+
		A Level students: Percentage achieving AAB or higher in at least 2 facilitating subjects	16.4%	14.1%	12.4%
		Tech level students: Average grade	Merit	Merit+	Merit+
		Applied General students: Average grade	Merit+	Merit+	Merit+

Table 3: Headline 2019 measures and results for Warwickshire, national and statistical neighbours

1.12 2019 Key trends

In 2019 the Early Years Foundation Stage Profile is exactly in line with the national result, all the other Key Stage 2 (Primary) school headline indicators are above or in line with the national averages.

In 2019 Key Stage 4 results continued to show that Warwickshire's students performed strongly in their GCSE and equivalent qualifications, compared to national and statistical neighbour results.

- Data showed an upwards trend in the ranking for Attainment 8, with Warwickshire improving its position the last two years running, moving up six places in total, from 31st place nationally in 2017 and 29th in 2018.
- Progress 8 dropped from previous years - from 43rd in 2018 and 42nd in 2017, this brings us in line with West Midland Local Authorities.
- Warwickshire improved one place on its 2018 ranking for the EBacc average point score, moving from 33rd to 32nd.

1.13 2019 Key issues

1.14 Closing the Gap

Disadvantage attainment gaps have not been closing in Warwickshire which is in line with the national picture. The full impact of Covid-19 will not be apparent for some time

A review of the Closing the Gap Board is being undertaken. It recognises that

the attainment gap still exists and has not reduced. There are many external influences which are out of the boards remit e.g. economic, Covid-19 etc.

1.15 School improvement support for recovery from the impact of the pandemic

The School Improvement Team's focus is on recovery and catch up for 2021. The Department for Education Monitoring and Brokering grant was ring fenced from July 2021 to support school's recovery from the ongoing impact of the pandemic. The Team has provided a wide range of support, training, wellbeing, headteacher retention, pupil attendance and Continuous Professional Development programmes for schools. Attendance at programmes has been supported by providing staff cover costs for schools. e.g. aspiring headteacher course, CHIMP for schools (a mind management model to support wellbeing), peer coaching programme for head teachers, EEF (Education Endowment Foundation) tiered approach programme, listening ear programme of support, Breaking the Glass ceiling of good programme plus many more. Schools who have found themselves in exceptional circumstances have been supported with additional funding to support staffing costs and additional system leader support depending on the support needed. Within this work there is a focus on disadvantaged learners who will have been adversely affected by the pandemic and extended time away from schools.

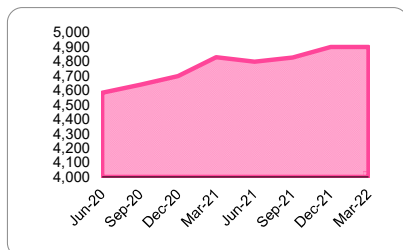


Appendix 2

Headline HR Information

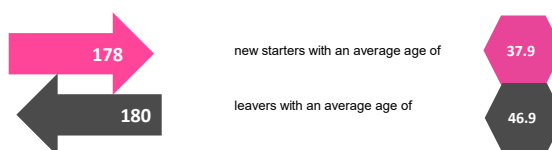
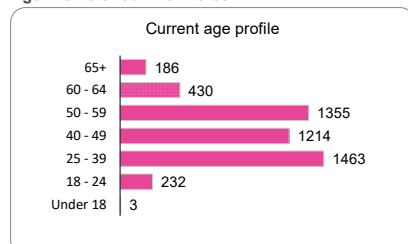
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

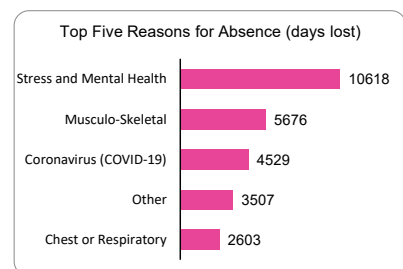


	Q1 20/21	Q2 20/21	Q3 20/21	Year End 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Year End 21/22
Headcount	4,583	4,640	4,699	4,830	4,798	4,827	4,898	4,900
Full-time Equivalents	3,784	3,855	3,918	4,036	4,025	4,086	4,145	4,156
Whole-time Equivalents	3,746	3,828	3,898	4,008	4,014	4,049	4,131	4,139
Number of Posts	5,720		5,875	6,047	5,776	5,746	5,824	5,843

Age Profile of our Workforce



Sickness Absence Statistics



	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
Days lost through sickness	7,737	6,632	8,100	28,558	7,882	7,720	9,442	37,672
... of which short-term	1,774 22.9%	1,627 24.5%	2,760 34.1%	8,180 28.6%	1,987 25.2%	2,719 35.2%	3,516 37.2%	13,721 36.4%
... of which long-term	5,963 77.1%	5,005 75.5%	5,340 65.9%	20,378 71.4%	5,895 74.8%	5,001 64.8%	5,926 62.8%	23,951 63.6%

Staff Turnover (1st January - 31st March 2022)



	New Starters	Leavers	% Turnover
Headcount	178	180	13.0% (rolling year) 3.7% (Q4 21/22)
Full-time Equivalents	156.3	146.1	
Posts	185	184	

Commentary:

Sickness Absence: Quarter 4 has ended with an annualised sickness absence rate of 8.61 days per FTE colleague. The increase being marginal from 8.1 days in Quarter 2 to 8.50 days in Quarter 3. The target is 8 days/FTE with a tolerance of +/- 1 day given that 2020/21 was an extraordinary year. Higher levels of absence attributed to Covid-19 were evident in the second half of 2021/22. Covid-19 is now the 3rd highest cause of absence at 12% of days lost and an average of 1.03 days per FTE. It is proposed the target for 2022/23 is to maintain the current target of 8 days/FTE with a tolerance of +/- 1 day.

Managing attendance remains a significant focus area where HR Advisory are working with managers on priority cases: long term sick, stress and mental health and individual's hitting trigger points within the policy. Proactive work on wellbeing continues launch of Our Wellbeing Approach and Attendance Management Policy. A winter flu vaccination programme has enabled colleagues not eligible for NHS vaccinations to be vaccinated at either a Warwickshire County Council setting or through community pharmacies. Viral/bacterial sickness absences accounting for 0.15 days per FTE colleague.

Measures are in place, including flu and Covid-19 vaccination programmes, agile working colleague engagement and a continued focus on activities to build a sustainable and resilient workforce together with active case management has enabled absence levels to be effectively managed. Quarter 4 2022 outturn of 8.61 days/FTE being more than 2 days per FTE colleague lower than the peak (of 10.99) in April 2020.

Headcount: Headcount is largely flat at 4900 with an overall increase of 11 FTE colleagues between quarter 3 and quarter 4. People was the only Directorate to see an increase in heads from 1676 to 1695 with an increase of 19 in Children & Families where Corporate Parenting and Early help & targeted support have seen modest increases. Communities Directorate decreases in Environmental Services have been balanced by strengthening in Fire & Rescue. The net reduction of 14 heads is almost wholly attributed to Enabling Services including a 5 head reduction in Construction Services which has seen restructuring along with ICT.

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

Staff turnover: Turnover (at 13% for the rolling 12 months to Quarter 4) is showing an increase of around 1.5% from the previous quarter. Just over sixty percent of leavers are due to voluntary resignations which is largely typical of environments not undergoing significant organisational change. The national pay dispute concluded with a 1.75% backdated pay increase in March 2022 and comes against a backdrop of increased costs of living. These factors, together with increases in the national minimum wage from April 2022, drive a wider range of employment choices and put pressure on the ability to attract and retain colleagues, particularly in lower paid occupational groups. Measures include a continued focus on colleague engagement, communication, well-being, and employer value proposition and further roll out of the High-five peer-to-peer recognition. Input is being given to the national pay process of 2022 in addition to exploration of additional reward options.

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Strategic Risk Update – January 2022

For each strategic risk, a residual risk score is applied, using a consistent risk assessment matrix. The positive impact of existing control and mitigation measures is taken into account in the scoring of net risk.

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Net Risk Score
Vibrant Economy & Places Risk Appetite: Economy (Open) Service Delivery (Cautious)	01.Risk of slow or stalling economic growth affecting business, key sectors and town centre viability.	Warwickshire Recovery Investment Fund and Warwickshire Property Development Group Business Plans target social and economic benefits. Maintaining the engagement and foresight of external funding programmes through sector and regional networks and collaborations.	Communities	12
	02.Risk of not delivering or achieving on our area-based regeneration and place priorities, due to differential levels of recovery from the economic impacts of Covid-19, including (but not limited to) to business impacts, financial exclusion and stress.	Delivering major infrastructure, digital connectivity and improved transport options. Council resources being dedicated to proactive support for business and creating the conditions for priority investment, training and skills. The Social Welfare Fund.		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, lasting mental health and child development impacts.	The Social Inequalities Strategy The Education Strategy. Warwickshire Recovery Investment Fund investment allocations and new Council business support funds.		12
Best Lives Risk Appetite: Community safety and well being, Safeguarding. (Minimalist)	04.Risk of continuing 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.	Campaigns and public communications to support County based vaccination programmes. The Public Health Covid Outbreak Management plan	People	12
	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.	The Community Powered Warwickshire Programme. Levelling Up initiatives. The People Strategy & Commissioning Plans 2020-22 – Health, Well Being and Self Care, Integrated and Targeted Support.		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); Child Friendly Warwickshire Strategy		10
	07: Risk of failings in the protection of vulnerable adults in our communities and the potential for legal and reputational damage to the Council.	Adult Social Care service plans; Service development and assurance frameworks including case file reviews and learning.		10

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Net Risk Score
	08: Risk of continued and increasing levels of disruption to care markets and impacts on the supply of core provision and cost pressures from inflation, demand and legislative changes.	The Integrated Commissioning approach provides some flexibility to respond to pressure points. Market intelligence and engagement will inform market analysis and future plans (for example fee levels and provider support).		16
Sustainable Futures <u>Risk Appetite:</u> Climate Change (Open)	09 Risk of not achieving our climate change target of net zero by 2030, if we fail to adopt sustainability goals within our core service activities, plans and strategies.	A 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.	Resources	12
	18.Risk of not achieving County net zero by 2050, bio diversity and climate adaptation targets, if national roadmap and guidance on approach and funding structures is not clear and unable to mobilise businesses, communities and co-delivery partners where there are critical dependencies. New, jointly owned risk added during the year.	Spotlight on WCC led climate change action via dedicated website, open communication channels and community engagement opportunities. Warwickshire & Coventry COP event March 2022. Green shorts fund phase 1 and 2.	Jointly Owned	15
Great Council & Partner <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.	Digital & Technology Strategy; Change team and hubs to support services through change and drive out benefits.	Resources	6
People (Minimalist)	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.		8
Commercial (Open)	12.Risk of negative results (financial and social) from our commercial and investment activities.	Commercial Strategy and support for traded services. Warwickshire Recovery Investment Fund and Warwickshire Property Development Group investment, governance and regulatory compliance arrangements, including oversight and assurance on managing financial risk.		12
Service Delivery	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 Change Programme and oversight of Ofsted inspection improvement actions. Progress on all sub projects is overseen by the Better Lives Delivery Group.	Communities	16

Priority Areas and Risk Appetite	Risk	Mitigation Approach	Lead Directorate	Net Risk Score
(Cautious) Service Delivery (Cautious)	14. Risk of continued uncertainty about key policy, economic and funding forecasts; impacting on financial planning assumptions and our ability to address the ongoing structural gap in available resources to deliver Council Plan priorities and respond effectively to unplanned events.	The Medium Term Financial Strategy update process includes scenario planning and sensitivity analysis of assumptions. Shorter term volatility is managed through reserves and the availability of unallocated funds. An Integrated Planning approach allows refreshed Council priorities to inform resource planning and allocation decisions, including scaling back or withdrawing from activity.	Resources	16
Service Delivery (Cautious)	17.The risk of sustained 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. New, jointly owned risk added during the year.	Mitigation actions are as set out for risks 2, 5, and 14.	Jointly Owned	12
Reputation (cautious)	15. Risk of legal, regulatory, Information security non-compliance, impacting on the Council's reputation and future joint working and engagement opportunities.	The use of a Governance Code, Information Governance and Data Strategies and oversight arrangements. Council response to Information Commissioner's Office intervention on Subject Access Requests	Resources	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

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Cabinet**16 June 2022****Financial Outturn Report 2021/22****Recommendations**

Cabinet are recommended to:

- a) Note the net spend in 2021/22 and the consequent revenue underspend for the organisation at the end of the year;
- b) Note the explanations and mitigating actions for variations to budgets, and the implications on the Medium-Term Financial Strategy, as set out in Appendix A;
- c) Note the capital spend in 2021/22 and its financing and the explanations for variations on individual projects set out in paragraph 5.6 and Appendix B.
- d) Approve the £3.473m carry forward of specific services' revenue funding originally expected to be spent in 2021/22, to support the delivery of the Council Plan in 2022/23, as outlined in paragraph 4.4 and Appendix D;
- e) Approved the £6.958m carry forward of funding originally approved to be resourced from the Revenue Investment Funds in 2021/22 to support the delivery of the Council Plan in 2022/23, as outlined in paragraph 4.8 and Appendix E.
- f) Approve the reprofiling of the capital programme as set out in Annexes A to M and require Corporate Board to give an enhanced focus to the accurate phasing of capital spend in 2022/23 and over the medium term;
- g) Note the current reserves position for the organisation as set out Section 4 and Appendix N.

1. Purpose of the Report

- 1.1 The purpose of the report is to provide an analysis of and commentary on the financial position of the organisation at 31 March 2022, including:
 - Capital and revenue performance during the financial year 2021/22;
 - Explanations and mitigating actions for potentially longer-term pressures;
 - Savings achievement over the course of the financial year; and
 - The resulting reserves position as at 1st April 2022.

2. Executive Summary

- 2.1 2021/22 has been a second highly unusual financial year due to the ongoing impact of Covid. Some areas have continued to face increases in demand and drops in planned income as well as the need to maintain a range of new services set up last year almost overnight. Other areas continued to see a temporary reduction in demand and Covid has limited our ability and capacity to invest in change and deliver our planned capital investments. It has been a period of sustained uncertainty as we adapt services and ways of operating to a post-Covid environment where our understanding of which changes will persist into the medium term is continually evolving. At the same time we were faced with growing inflationary pressure in the latter part of the year that is forecast to continue throughout 2022/23.
- 2.2 We continued to receive significant and very welcome additional funding from government, in many different tranches, with numerous conditions attached, and at various times during the year, to help us support our communities through the Pandemic. The incremental provision of in-year funding, proliferation of small funding pots and understanding the changing financial impact of Covid on our costs and income have continued to provide for a challenging financial management environment.
- 2.3 The outturn figures reflect these factors and have led to a higher variation than would be expected in a normal year. We remain a financially strong and resilient Authority and have not had to identify additional savings in-year or re-base budgets. Despite the challenging environment we have successfully delivered 99.4% of our savings plan for the year strengthening our sustainable and resilient financial position. However, the emerging inflationary pressure is creating significant financial pressures over the medium term.
- 2.4 The Council has ended the financial year with a revenue underspend of £10.485m. The underspend reflects the impact of reprioritising our plans to adapt to the ever-changing circumstances. £8.569m of this underspend will increase the balance of our General and Directorate Risk Reserves providing increased resilience for the medium term.

	£m	Q3	Change
Approved Budget	335.547	336.475	(0.928)
Net spending as at Outturn and forecast as at Quarter 3	325.062	347.488	(22.426)
Net underspend	(10.485)	11.013	(21.498)
Reason for, and resourcing, of the net underspend			
• Covid variance fully funded by covid grants carried forward from previous years	14.186	12.846	1.340
• Reprofiled into future years and/or reduced spend of drawdowns from the Investment Funds	(7.131)	(3.468)	(3.663)
• DSG deficit to be offset against the DSG contingency reserve	0.422	1.911	(1.489)
• Spend to be transferred to other Earmarked Reserves	(9.394)	(0.828)	(8.566)
Balance of underspend to be added to Directorate and General Risk Reserves	(8.569)	0.552	(9.121)

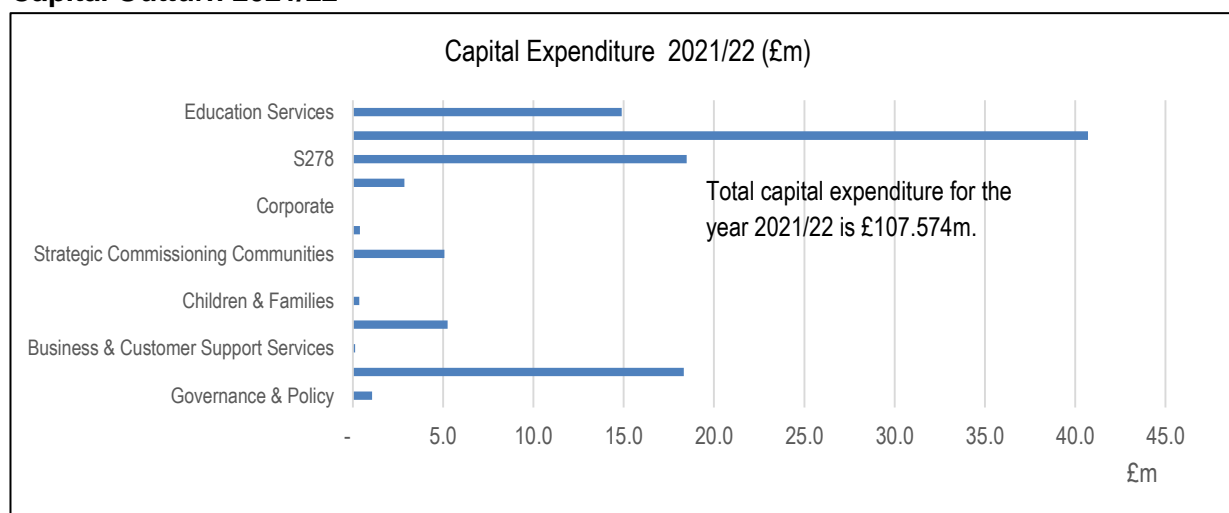
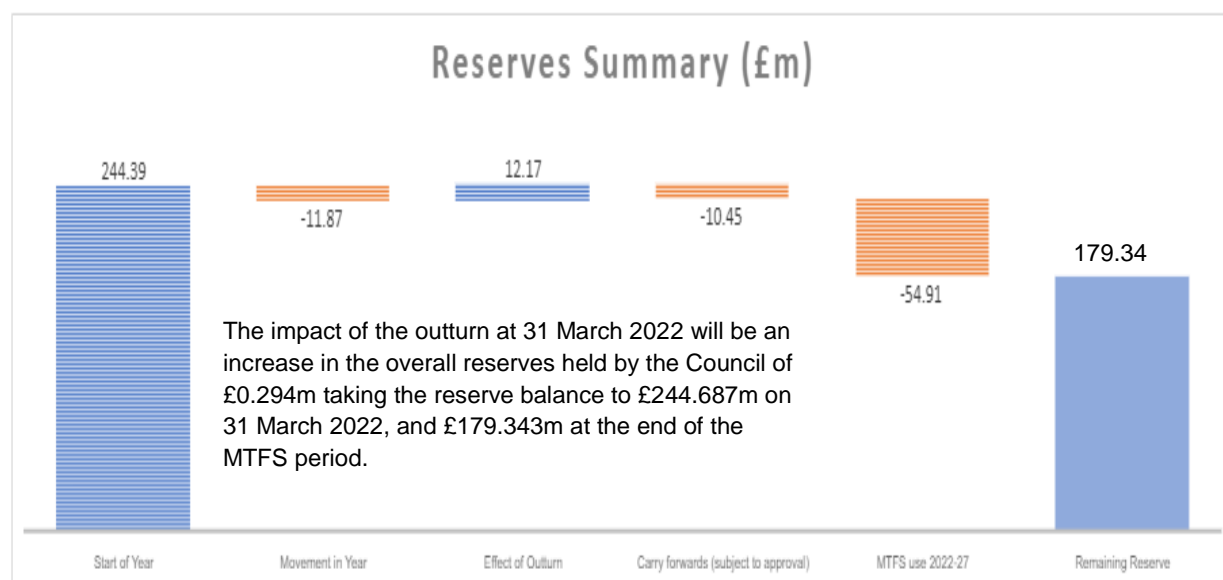
- 2.5 We spent £47.547m on our Covid response and recovery during 2021/22 (£51.020m in 2020/21), continuing to deliver on the commitments of the Covid Recovery Plan that set out the short and long-term priority actions for laying the foundations for longer term recovery in 2021/22 and beyond. We have continued this work with our partners and spreading the Covid funding over more than one financial year will enable many of these important initiatives to continue. It will not only allow us to continue to focus on test, trace and contain activities but also to provide further support to local businesses via our grant schemes, as well as to mitigate the impact of Covid on communities most vulnerable to it and help reduce the impact of the Pandemic on mental health. We have funded all our Covid activities from additional government funding received in year as well as from the Covid funds we set aside at the end of 2020/21 to enable to delivery of our long-term recovery initiatives.
- 2.6 The largest element of the remaining underspend was in Adult Social Care. The Covid-19 pandemic disrupted normal expenditure trends. Taking a partnership approach, we maintained and strengthened the health and care system in Warwickshire to support people leaving hospital who still required care services. This enabled us to utilise the Hospital Discharge Grant and other temporary NHS resources during the year. The additional government funding to aid hospital discharges and support our providers provided alternative sources of funding for services. Contributing to the underspend are increased client contributions and reduced expenditure on direct payments as well as higher recovery of underutilised direct payments as a result of Covid restrictions impacting on the ability to receive care via direct payments. As a result, the current year non-covid underspend of £4.609m should not be treated as an indication of the ongoing position. As a comparison, in 2019/20, the last full financial year before Covid adult social care underspent the approved budget by £0.610m or just 0.4%.

- 2.7 At the same time, we continue to face increasing, financially material challenges relating to our Children's and Education Services (including SEND). The overall revenue underspend masks a £3.125m overspend in Education from increased placement costs for children with disabilities as well as increased transport cost for both SEND and mainstream pupils and a £5.505m overspend in Children and Families again due to demand-driven placement costs.
- 2.8 These areas of overspend reflect national, not local issues. In common with other upper tier councils across the country, Covid impacts are increasing volumes and complexity of work after the success of recent work to reduce numbers of looked after children, highlighting the serious issues inherent in the children's market. As expected, we saw the impact of latent demand post-lockdown throughout 2021/22. Cumulatively, these factors are presenting significant cost increases and uncertainty with £10.516m of permanent funding allocated in the MTFS for 2022/23 to address these pressures.
- 2.9 When taking this into account, as well as the medium-term impact of the increasing inflationary pressures, despite the in-year underspend, the medium-term position has become more challenging. We anticipate significant issues to resolve in reaching a balanced budget for 2023/24, especially in the absence of a national solution to funding for SEND. Our robust approach to managing Covid funding puts us in the best possible position to respond to the financial challenges ahead, but medium-term financial planning will remain a challenge requiring an agile and flexible approach.
- 2.10 Despite the Pandemic throughout the 2021/22 financial year, we have moved forward with our ambitious capital programme. Although we had to delay some plans, 2021/22 has seen the level of capital investment increase compared to the previous year and get close to its pre-pandemic level, delivering on the priorities set out in our Capital Strategy.

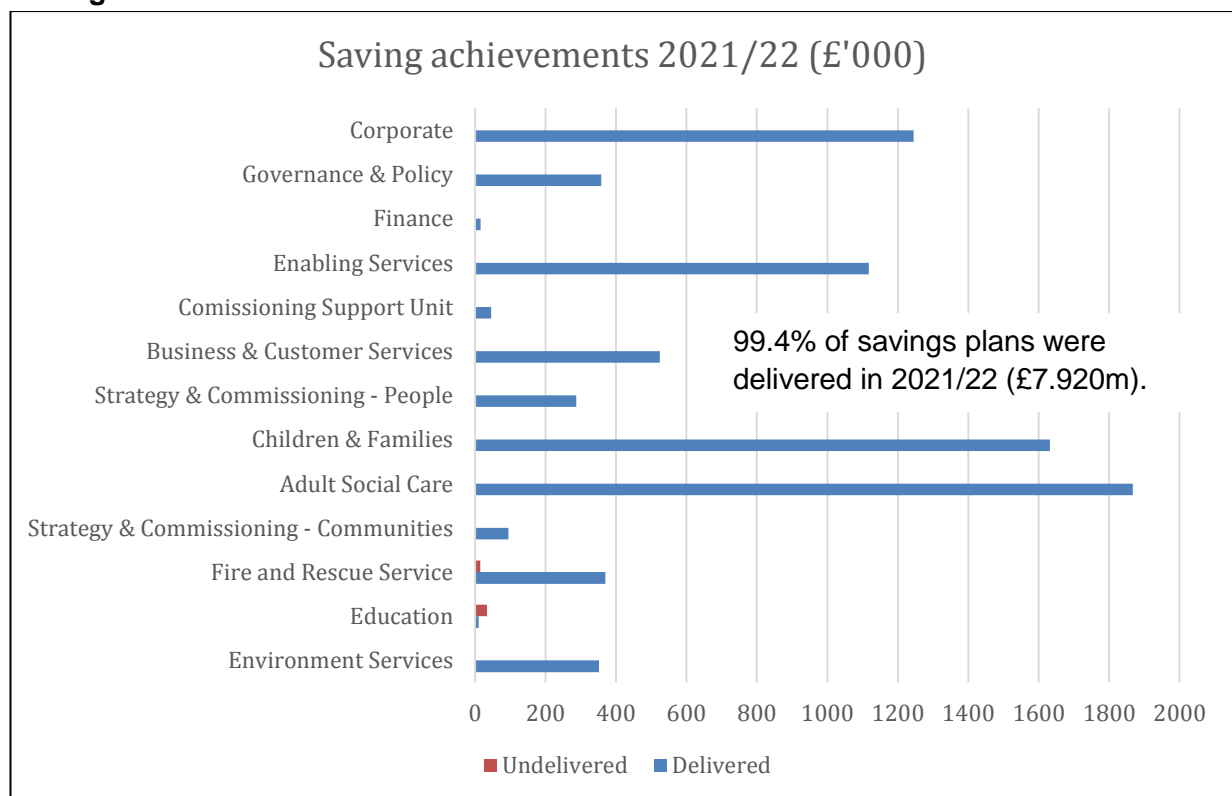
The tables and charts below provide a summary picture of the headline numbers. The remainder of the report provides further detail and narrative to explain the figures.

Revenue Outturn 2021/22

	£m
Approved Budget	335.547
Net spending at outturn	325.062
Net underspend	(10.485)
Reason for, and resourcing, of the net underspend;	
Covid variance fully funded by covid grants carried forward from previous years	14.186
Reprofiling into future years and/or reduced spend of drawdowns from the Investment Funds	(7.131)
DSG deficit to be offset against the DSG contingency reserve	0.422
Spend to be transferred to other Earmarked Reserves	(9.394)
Balance of underspend to be added to Directorate and General Risk Reserves	(8.569)

Capital Outturn 2021/22**Reserves Summary 2021/22**

Savings Achievement 2021/22



3. Revenue Outturn

- 3.1 The table below shows the approved budget against the outturn. It is analysed by the impact of Investment Fund projects, other earmarked reserves and net Covid income and expenditure to show the underlying impact on the Council's core spending and Directorate Risk Reserves by Service.

Revenue outturn by service

Service Area	Approved Budget	Service Outturn	(Under) /Overspend	(Under) /Over spend as a % of Budget	Change from Q3 forecast	Represented by:				Remaining service variance as a % of budget	Remaining Service Change from Q3 forecast
						Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance		
	£m	£m	£m	%	£m	£m	£m	£m	£m	%	£m
Communities											
Education Services - Non-DSG	42.084	45.246	3.162	7.5%	(0.995)	(0.236)	(0.128)	0.401	3.125	6.9%	0.485
Environment Services	26.834	26.972	0.138	0.5%	0.227	(0.031)	(0.671)	1.692	(0.852)	(3.2%)	(0.106)
Fire & Rescue	22.355	22.309	(0.046)	(0.2%)	(0.091)	(0.052)	(0.042)	0.152	(0.104)	(0.5%)	0.033
Strategic Commissioner for Communities	25.018	26.438	1.420	5.7%	(2.171)	(1.145)	(0.095)	4.739	(2.079)	(7.9%)	(1.698)
Subtotal Communities	116.291	120.965	4.674	4.0%	(3.030)	(1.464)	(0.936)	6.984	0.090	0.1%	(1.286)
People											
Adult Social Care	159.793	155.225	(4.568)	(2.9%)	(8.255)	(0.073)	(3.026)	3.140	(4.609)	(3.0%)	(4.729)
Children & Families	75.320	80.361	5.041	6.7%	(0.751)	(2.315)	(0.403)	2.254	5.505	6.9%	0.505
Strategic Commissioner for People	35.857	36.327	0.470	1.3%	(5.110)	(0.383)	(2.725)	4.970	(1.392)	(3.8%)	(0.792)
Subtotal People	270.970	271.913	0.943	0.3%	(14.116)	(2.771)	(6.154)	10.364	(0.496)	(0.2%)	(5.016)
Resources											
Business and Customer Services	19.446	27.807	8.361	43.0%	(0.199)	(0.127)	(0.235)	9.046	(0.323)	(1.2%)	(0.251)
Commissioning Support Unit106	7.565	8.760	1.195	15.8%	(0.288)	(0.805)	0.000	2.270	(0.270)	(3.1%)	(0.042)
Enabling Services	26.137	24.031	(2.106)	(8.1%)	(0.075)	(1.503)	0.435	0.415	(1.453)	(6.0%)	0.053
Finance	6.878	6.597	(0.281)	(4.1%)	0.228	(0.422)	0.052	0.126	(0.037)	(0.6%)	0.073
Governance & Policy	2.772	2.805	0.033	1.2%	(1.197)	(0.039)	0.084	0.709	(0.721)	(25.7%)	(0.905)
Subtotal Resources	62.798	70.000	7.202	11.5%	(1.531)	(2.896)	0.336	12.566	(2.804)	(4.0%)	(1.072)
Subtotal Directorates	450.059	462.878	12.819	2.8%	(18.677)	(7.131)	(6.754)	29.914	(3.210)	(0.7%)	(7.374)
Corporate Services and DSG											
Corporate Services & Resourcing	(116.916)	(140.642)	(23.726)	20.3%	(1.333)	0.000	(2.640)	(15.728)	(5.359)	3.8%	(1.747)
DSG expenditure	242.425	242.721	0.296	0.1%	(0.740)	0.000	0.296	0.000	0.000	0.0%	0.000
DSG income	(240.021)	(239.895)	0.126	(0.1%)	(0.749)	0.000	0.126	0.000	0.000	0.0%	0.000
Subtotal Corporate Services and DSG	(114.512)	(137.816)	(23.304)	20.4%	(2.822)	0.000	(2.218)	(15.728)	(5.359)	3.9%	(1.747)
Total	335.547	325.062	(10.485)	(3.1%)	(21.498)	(7.131)	(8.972)	10.616	(8.569)	(2.6%)	(9.121)

- 3.2 The total revenue underspend for the year of £10.485m, a shift of £21.498m from the position reported at Quarter 3. A breakdown of this is shown in the table below.

	£m
Increase in Revenue Investment Fund underspend	3.663
Increase in transfers to Earmarked Reserves	10.055
Increase in net Covid spend	(1.341)
Increase in remaining service variance	9.121
Total Change	21.498

- 3.3 The underspend on Revenue Investment Fund projects increased by over 50% since Quarter 3 with 44 projects requested their remaining funding to be carried forward in order to complete the projects. Details of these are provided in section 4.8 and **Appendix E**. Whilst Covid remained the key theme causing delays, other contributing factors include difficulties in recruitment and third party commissioning, the timely availability of external funding and the complexity of governance arrangements where projects are delivered jointly with our partners.
- 3.4 The increase in transfers to Earmarked Reserves is partially driven by People Directorate setting aside partnership funding held with external partners (CCG and the Transforming Care Partnership) and grant income planned to be utilised in 2022/23. The other key contribution is the higher than anticipated business rates income and gain from the Coventry and Warwickshire Business Rates Pool.
- 3.5 Our spend on Covid response and recovery in 2021/22 was £47.547m which can be fully funded from government grants and NHS discharge claims offsets provided for this purpose. Our focus for 2021/22 has been to effectively manage the immediate response to the Pandemic as well as to mitigate the long-term impact of Covid in our communities. The emerging Covid variants and varying levels of restrictions during the year has impacted the profile of spend on some major recovery initiatives despite the excellent progress made implementing our recovery plan. We therefore have £19.290m Covid-19 funding available for managing our continued Covid response and recovery in 2022/23 and beyond including £4.891m to manage tax volatility. The table below summarises the covid spending and grants. A further breakdown is provided in **Appendix C** that includes how the grants have been used in 2021/22 and the £15.272m committed to projects to be delivered in future years.

	Reserves £m	Income 21/22 £m	Number of Grants	Spent 21/22 £m	Committed £m	Available to support recovery £m
Covid General Grants	15.040	15.746	7	14.848	11.919	4.018
Covid Specific Grants	9.405	26.647	10	32.699	3.353	0
Total	24.445	42.392	17	47.547	15.272	4.018

3.6 The remaining service variance of £8.569 represents 2.6% of the revenue budget. The increase in remaining service variance since Quarter 3 is attributable to Adult Social Care (£4.729m), Strategic Commissioning for Communities (1.698m) and Corporate Services (1.747m) with movements in the remaining services offsetting each other. Further details of the variation and mitigating actions at Service level can be found in **Appendix A** and at a Team level within each Service in **Annexes A to M**. Though each of the three services highlighted above has a specific set of circumstances leading to the increase in the service variance in Quarter 4, the overarching theme is higher than expected income from third parties including central government, partners and service users. The key reasons for the increase in service variance for the three services are:

- Adult Social Care: £1.823m increase in client contributions particularly in Older People Services where the proportion of income in relation to expenditure increased above that indicated by historic trend data; £0.598m reduction in Mental Health forecast due to lower than anticipated demand growth in the last quarter; £0.587m reduced net cost of Disabilities direct payments due to Covid restrictions impacting on the ability to spend and receive care via direct payments; £0.377m windfall following settlement of longstanding Continuing Health Care negotiations.
- Strategic commissioning for Communities: higher than anticipated income from Lower House Farm (£0.596m) and business centres (0.278m) as well as lower Civil Parking Enforcement cost due to the ability of the contractor to deploy staff (0.601m).
- Other Services: additional unplanned grant income received from central government in the last quarter.

3.7 At the end of the financial year the £10.485m underspend will transfer into the Council's reserves, however not all of this is available to use. Section 4 of this report has more details on the Authority's reserves position and the options available to the Authority to use reserves to support the delivery of the ambitions in the Council Plan in 2022/23 and future years. Annex N provides a detailed schedule of earmarked reserves at the end of the financial year.

- 3.8 The net overspend on the Dedicated Schools Grant (DSG) in 2021/22 is £0.422m, comprised of four blocks. The cumulative DSG deficit at the end of 2021/22 is £11.097m offset by the DSG contingency of £13.678m held by the Authority. All parts of this overspend cannot be funded by Council funds outside of the DSG grant, and the blocks cannot cross-subsidise each other. The table below shows how the overall DSG deficit is broken down across the four blocks.

DSG deficit as at 31 March 2022	£m
Central Block	(0.489)
Early Years Block	(2.932)
High Needs Block	15.980
Schools Block	(1.461)
Total Impact	11.097

- 3.9 The High Needs Block remains a key area of concern. The repeated annual overspend emphasises the structural deficit in funding for this service. Plans to start to reduce the structural deficit, through the Special Educational Needs Change and Inclusion Plan, were approved by Cabinet in 2020/21 and work to implement these plans is underway. However, these plans are insufficient to fully meet the current and expected future deficit. The relatively small increase in the High Needs Block deficit at the end of 2021/22 (£2.130m) compared to previous years represents an over-achievement of the recovery plan savings in the current financial year. However, without a change in government policy, the Authority will continue to need to set aside sufficient reserves to offset the position until such time as the DSG is back in balance. This position is shared by most upper tier councils across the country.
- 3.10 The Council's accounts will also include a £1.761m underspend by maintained schools from their delegated budgets. The decisions on the use of this funding are for the individual schools concerned and the County Council cannot make any decisions as to how this funding is used. The underspend will be transferred to an earmarked reserve.

Savings Performance

- 3.11 To achieve a balanced budget in 2021/22 required the delivery of £7.969m, from the table below 99.4% in total was achieved. Performance against individual savings targets are listed in Annexes A to M of this report.

2021/22	No. of Savings Options	Saving Delivered £m	Saving Not Delivered £m
Savings target achieved/overachieved	39	7.219	-
Savings target partially achieved	1	0.701	0.188
No saving delivered against target	5	0.000	0.421
Total	45	7.920	0.609

- 3.12 Below are details of those savings which were not fully delivered in 2021/22. The high level of savings achieved is a positive outcome and contributes to a stable financial position. It is currently expected that for most of these savings plans the position will be recovered in 2022/23 and therefore there will not be a long-term impact on the sustainability of the Medium-Term Financial Strategy.
- 3.13 Of the £0.609m savings not delivered 69% related to third party spend with a further 31% associated with insufficient cost reduction from vacancy management. The current difficulties around third party savings are likely to continue into 2022/23 as inflationary pressures increase. Increasing inflation is one of the key risks for the MTFS and mitigations have been built in including increased inflation allocations in Services, as well as the increase in the corporate risk reserve for 2022/23.

Description	Target £m	Outturn £m	Reason for variance and associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.			
Education	0.034	0	No specific service areas were identified although work across all Tier 3 management has sought to reduce costs as much as possible.
Fire and Rescue	0.015	0	No specific areas identified and due to overspends caused by increased training costs the saving could not be achieved.
Adult Social Care	0.217	0	Unachieved but mitigated by wider service underspends. There is no wider service impact whilst service is operating within budget.
Children & Families	0.052	0	No specific service areas were identified although work across all Tier 3 management has sought to reduce costs as much as possible. This is intrinsically linked with overall C&F spend and has been mitigated by overachievement of an income savings target.

People	0.103	0	Unachieved but mitigated by underspends on commissioning budgets. There is no wider impact while service operating within budget.
Savings 'Not Achieved'	0.421	0	
Children & 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 issues and pressures / demands on the whole of C&F it has not been feasible to take the anticipated post reductions forward. However, this has been addressed in the 2022/23 MTFS.
Savings 'Partially Achieved'	0.889	0.701	

4. Reserves

- 4.1 At the start of the 2021/22 financial year the Council's reserves were £244.393m. After the approved changes to reserves in year and the impact of the overall revenue underspend the level of reserves increased by £0.294m to £244.687m. The position is summarised in the Table below and Appendix N provides further details on the individual reserves.

	Reserves at 1 April 2021 £m	Forecast Movement in year £m	Forecast Reserves at Budget Setting (Q3) £m	Movement since Budget Setting £m	Reserves at 31 March 2022 £m	2022-27 Planned Use £m	Remaining Reserves £m
Schools Reserves	13.992	(4.399)	9.593	3.282	12.875	0.000	12.875
Externally Earmarked Reserves	9.716	(0.448)	9.268	4.180	13.448	0.000	13.448
Covid Funding	24.445	(14.778)	9.667	4.732	14.399	(10.380)	4.019
Internal policy/projects	17.677	(4.168)	13.509	0.388	13.897	(0.686)	13.211
Corporate Investment Funds	40.508	(17.117)	23.391	8.140	31.531	(17.210)	14.321
Volatility reserves	43.510	11.755	55.265	(0.817)	54.448	(4.835)	49.389
Management of Financial Risk	40.203	(2.483)	37.720	2.152	39.872	(1.305)	38.567
Contingency for DSG overspend	12.314	1.364	13.678	0.000	13.678	(1.070)	12.608
Available for Use	42.028	6.460	48.488	2.051	50.539	(29.858)	20.681
Total	244.393	(23.814)	220.579	24.108	244.687	(65.344)	179.343

4.2 The main reasons for the increase in reserves between budget setting in February and the end of the financial year are:

- £4.7m Covid funding being carried forward to support response and recovery in 2022/23 and beyond. As set out above, a significant amount of this funding has already been committed but it does provide greater financial resilience should additional spending be required over the coming months.
- £8.1m of project funding not utilised in 2020/21 of which £7.1m relates to projects funded from the Corporate Investment Funds that have been delayed due to Covid and spend will now take place in 2022/23 and £1.0m that was made available for the Children's Transformation Programme from the Department for Education but allocations to specific projects were not made during the year.

Fund	Movement since budget setting (£m)	Reason
Fire Transformation Fund	(0.006)	
Children's Transformation Fund	4.296	£0.972m contribution received from DfE in March 2022 representing their contribution to the programme for 2021/22. Delay in delivery of approved projects
Council Change Fund	2.430	Delay in delivery of approved projects
Revenue Investment Funds	0.054	
Education Transformation Fund	1.367	Delay in delivery of approved projects
Total	8.141	

- £4.2m increase in externally earmarked reserves as a result of a £2.8m additional contribution from the CCG to the Better Care Fund System Development Fund to facilitate the timely discharge of patients in the next two years and £1.6m increase in the Social Care and Health Partnership Reserves.

4.3 The net effect of these changes is that the "Available for Use" reserve has increased by £2.051m from the position at budget setting in February. This does leave £20.681m available to support the delivery of the new Council Plan as part of the 2022/23 MTFS refresh. Corporate Board strongly recommend that none of this resource is allocated at this time pending the impact of the inflationary pressures on the current MTFS, the sufficiency of the remaining Covid funding to support the response and recovery activity required, the progress on the delivery of the SEND Change and Inclusion Plan and whether the allocations made in the MTFS to resource the demand-led overspending in 2022/23 are sufficient.

4.4 Services have requested approval to carry forward £3.473m of reserves to support spending in 2022/23 and 2023/24. The £3.473m is made up of 31 different requests from Services to carry forward some of their 2021/22 resources

into future years for spend against a specific project or initiative. The individual requests, and planned use of the funds are listed in Appendix D and summarised in the table below alongside the Services' 2021/22 adjusted outturn position. Cabinet are recommended to approve these requests.

- 4.5 Part of the carry forward request for Education (non-DSG) relates to underspends held for forward funding of places and the Warwickshire Academy site that is not needed until 2022/23 due to the delay in the opening date. Taking this into account their underlying overspend is higher than the net £3.125m reported, driven by the cost of placements for Children with Disabilities.
- 4.6 The Fire Service request to carry forward grant income received in 2021/22 is higher than the total underspend for the service. Based on the outturn position the Communities Directorate Risk Reserve has the capacity to fund the overspend without it reducing below the 3% target for the Directorate. If all carry forward requests approved for Communities, they will have finished the year £0.497m above the Risk Reserve target that will be transferred to the Available to Use reserve.

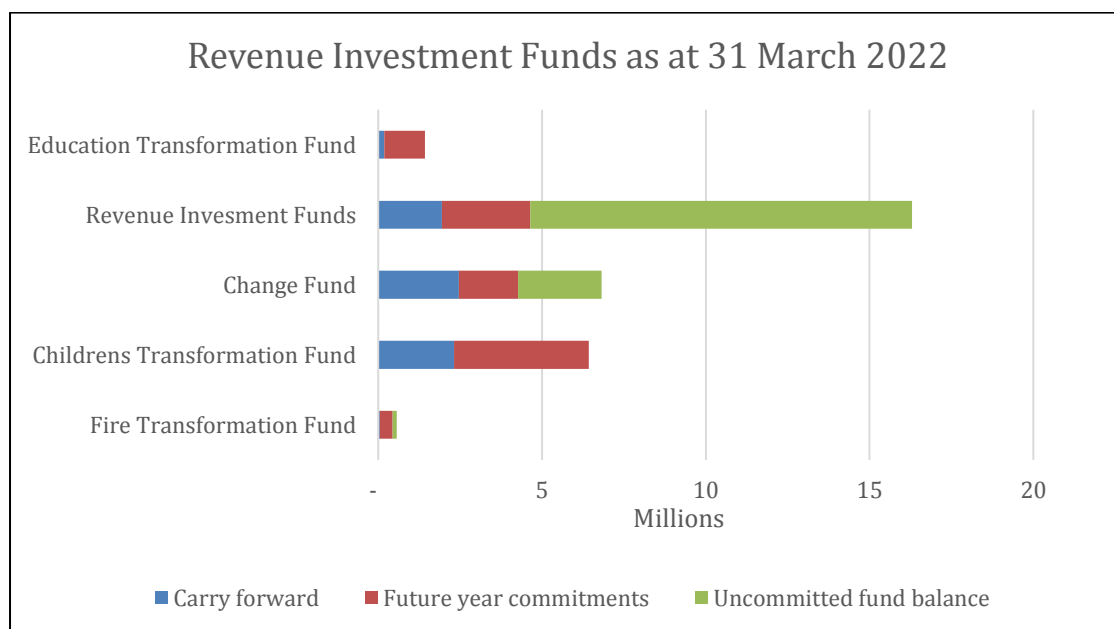
Service	2021/22 Outturn Over/(Under)Spend (after Covid and Earmarked Reserves) £m	Carry forward requested £m
Education Services – non-DSG	3.125	0.960
Environment Services	(0.852)	0.415
Fire and Rescue Service	(0.104)	0.203
Strategy & Commissioning - Communities	(2.079)	0.102
Strategic Commissioning – People	(1.392)	0.430
Business and Customer Services	(0.323)	0.119
Commissioning Support Unit	(0.270)	0.030
Enabling Services	(1.453)	0.669
Governance and Policy	(0.721)	0.105
Finance	(0.037)	0.038
Corporate Services	(5.359)	0.402

Corporate Investment Funds

- 4.7 At the beginning of 2021/22 there was £40.508m in the Corporate Investment Funds. During the year £16.108m has been allocated from the funds for projects, including scoping the Warwickshire Property and Development Group, supporting the Dedicated Schools Grant recovery, developing Integrated Care Records across the care sector and a number of projects to support high streets

and businesses through the pandemic. A further £10.252m has been committed for future years to complete complex multi-year projects such as the Children's Transformation Programme and the SEND and Inclusion Change Programme.

- 4.8 Of the £16.108m allocated to projects in 2021/22 £7.130m had not been spent by the end of the year (44.3%). £0.171m of this underspend is due to projects being completed below budget. This funding will be returned to the Revenue Investment Funds and will be available for allocation to new initiatives. The remaining underspend of £6.959m relates to 44 projects that have been delayed and the services are requesting permission to carry forward the funding in order to complete the projects. The Investment Fund carry forward requests are provided in Appendix E of this report. The most significant delay relates to the Children's Transformation Programme (£2.315m) which has seen continued widespread disruption due to Covid, resulting in over 30 workstreams being delayed. The programme has rephased the spending into 22/23 in agreement with the Department for Education who part funding it. In addition to Covid the key themes causing delays are difficulties in recruitment and third party commissioning, timely availability of external funding and the complexity of governance arrangements where projects are delivered jointly with our partners.
- 4.9 This means there is £14.320m available for allocation for future invest to save initiatives and to support the delivery of the new Council Plan. This is £1.180m less than assumed in the MTFs. The difference is due to project approvals from the Preventing Vulnerability in the last quarter of the financial year with the most significant being the Phase 2 funding for the SEND and Inclusion Change Programme (£0.969m).



5. Capital

- 5.1 The level of capital payments was £107.574m in 2021/22, with a further £376.074m of payments forecast over the medium term. In addition to this there is an additional amount of spending relating to the WPDG and WRIF of £249.600m expected to take place over the course of the MTFS. The remaining Capital Investment Fund (CIF) allocation of £17.102m from 2021/22, which is not included in these figures, has been carried forward. Along with the future years CIF funding approved there is a total amount available in the Capital Investment Fund (CIF) of £119.486m at 31 March 2022.

Capital Investment Fund resources available for allocation

2022-23 (£m)	2023-24 (£m)	2024-25 (£m)	2025-26 (£m)	2026-27 (£m)	Total CIF pot available for allocation (£m)
30.612	19.649	24.657	19.715	24.853	119.486

- 5.2 The outturn position shows that during the last quarter there was a net variance of £30.955m in the planned spend for 2021/22. The summary position by Service for 2021/22 and the future capital programme is summarised in the table below.

Capital actuals by service

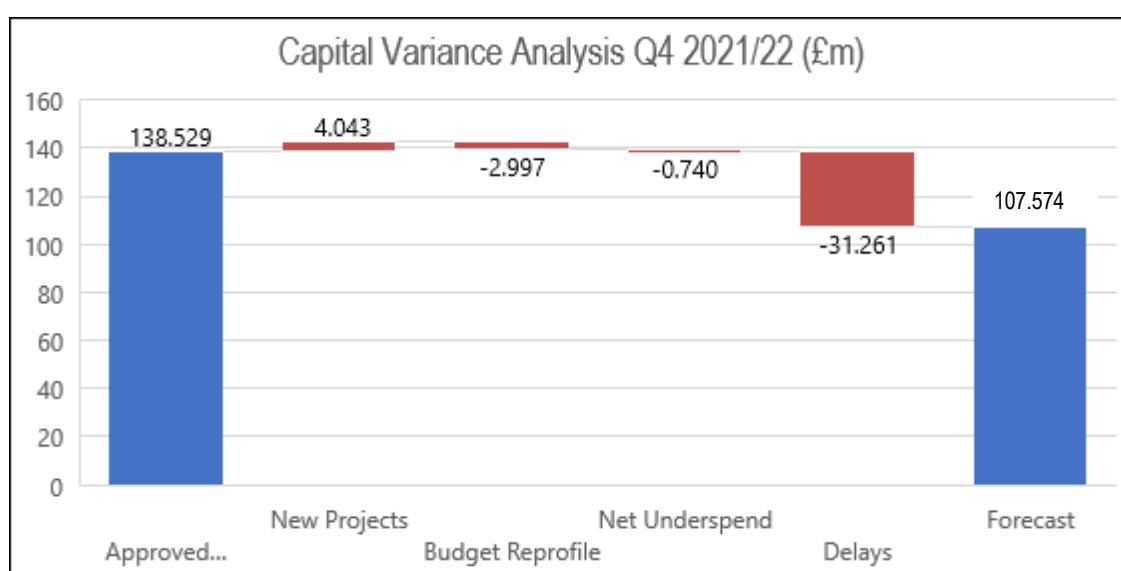
	2021/22			2022/23 to 2025/26			Total Variance £000
	Approved Budget	Actuals	Variance	Approved Budget	Forecast	Variance	
	£000	£000	£000	£000	£000	£000	
Education Services	33,652	14,893	(18,760)	65,308	87,555	22,248	3,488
Environment Services	47,362	40,717	(6,645)	97,435	126,340	28,905	22,261
Fire and Rescue	3,954	2,849	(1,105)	3,668	6,034	2,366	1,260
SC for Communities	8,862	5,078	(3,784)	55,630	61,350	5,720	1,936
Communities	93,830	63,536	(30,294)	222,041	281,279	59,239	28,945
Adult Social Care	313	-	(313)	-	313	313	-
Children and Families	492	363	(129)	250	2,490	2,240	2,111
Sc for People & Public Health	5,295	5,251	(44)	50	94	44	0
People	6,100	5,613	(486)	300	2,897	2,597	2,111
Business and Customer Support	421	127	(294)	1,208	1,502	294	0
Enabling Services	18,855	18,336	(519)	9,049	21,820	12,771	12,253
Governance & Policy	1,700	1,074	(626)	2,298	3,381	1,083	457
Resources	20,976	19,538	(1,438)	12,555	26,703	14,148	12,710
Corporate: WPDG / WRIF / ARF	2,400	400	(2,000)	247,600	264,600	17,000	15,000

WCC Capital Programme	123,306	89,088	(34,218)	482,496	575,480	92,984	58,766
S278 funded schemes	15,223	18,486	3,263	50,199	50,194	(5)	3,258
Total Capital Expenditure	138,529	107,574	(30,955)	532,695	625,674	92,979	62,024

Under Corporate: WPDG is Warwickshire Property Development Group; WRIF is the Warwickshire Recovery Investment Fund; ARF is the Asset Replacement Fund

Capital variance analysis

- 5.3 The latest 2021/22 Approved Capital Budget of £138.529m was approved by Cabinet in January 2021. The chart below explains the changes between the Approved Budget and the actual spend of £107.574m.



- 5.4 Further explanation of these changes is as follows:

- Reprofiled projects and Delays – these are schemes where there has been a delay 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. In Quarter 4 there was £34.258m of project expenditure which has been delayed until future years. Much of the delay has been due to factors outside of the control of the council. However, work is ongoing to make initial estimates of planned delivery as realistic as possible to ensure only uncontrollable delays occur.
- 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 capital grants.
- Net underspend – 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.

Whole year reprofiling summary

- 5.5 The reprofiling of projects since the last update reported to Cabinet in January brings the total value of delayed projects for the year to £76.279m net of S278 and excluding the Warwickshire Recovery and Investment Fund (WRIF) and Warwickshire Property and Development Group (WPDG). This equates to delays of 43.0% for the whole year. The 2021-22 financial year has continued to suffer from disruption to planned activity because of Covid lockdowns and social distancing. Specific issues have arisen on materials acquisition, construction team availability, design-work, and negotiations. All these areas have impacted on expected progress of the capital programme.

Service	Opening 2021-22 capital programme	New projects in year	Net over / underspend	Total capital programme	Reprofiling	Delays	In year capital spend	% Delays (Delay / opening + new)
	£000	£000	£000	£000	£000	£000	£000	
Adult Social Care	313	-	-	313	-	(313)	-	-100.0%
Business & Customers	181	-	-	181	290	(344)	127	-190.1%
Children & Families	507	-	(75)	432	-	(70)	362	-13.8%
Communities Services	29,961	(623)	- 587	28,751	(2,139)	(21,535)	5,077	-73.4%
Corporate	-	-	-	-	-	-	-	0.0%
Education Services	32,167	2,837	(122)	34,882	-	(19,989)	14,893	-57.1%
Enabling Services	26,159	385	(1,819)	24,725	(335)	(6,055)	18,335	-22.8%
Environment Services	67,340	1,448	704	69,492	(6,376)	(21,342)	41,775	-31.0%
Fire	7,337	27	162	7,526	25	(4,701)	2,850	-63.8%
Governance & Policy	3,626	220	171	4,017	(1,109)	(1,836)	1,072	-47.7%
Strategic Commissioning & Public Health	344	5,125	(126)	5,343	-	(94)	5,249	-1.7%
Sub Total	167,935	9,419	(1,692)	175,662	(9,644)	(76,279)	89,740	-43.0%
S278	51,320	5,482	(9,034)	47,768	(1,067)	(29,267)	17,434	-51.5%
WRIF and WPDG	-	20,000		20,000	-	(19,600)	400	-98.0%
Grand Total	219,255	34,901	(10,726)	243,430	(10,711)	(125,146)	107,574	-49.2%

- 5.6 The total delay in the delivery of the capital programme in 2021/22 for Quarter 4 (delays and reprofiling) was £34.258m. There is no single reason or common theme for this delay, rather it is spread across a large number of schemes within

the programme. The largest variations are listed below with further details shown in **Appendix B**:

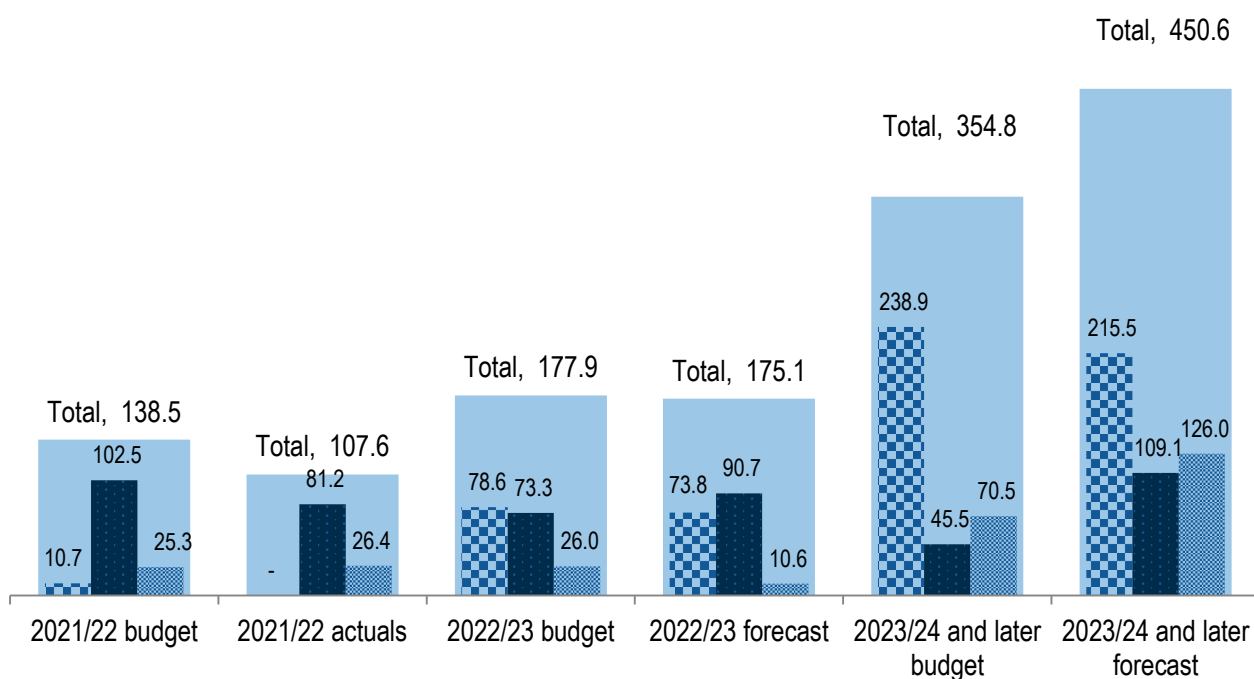
- The A46 Stoneleigh junction scheme £2.748m is showing a delayed spend profile resulting from a change to the end date of the scheme. Significant sums related to compensation events are still being negotiated and no payment will be made until these sums have been agreed, this has impacted on in year spend. It is still anticipated that the existing budget will be sufficient to fund the project.
- Delays of £1.709m relating to Area Delegated schemes as a result of changes to the use of these funds. The system changes are still being embedded and work is underway to complete historical schemes not yet undertaken.
- Delays on education development projects of £19.989m relating to the post COVID and HS2 pressures reducing availability of contractors. There have also been material shortages which have prevented schemes from progressing as quickly as originally anticipated. Over half of the £19.989m variation since Quarter 3 relates to projects at an early stage of their life cycle and linked to delay in the approval of planning applications.
- For further information on other delayed schemes please refer to Appendix B.

Capital Financing

- 5.7 All local authorities are required to 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.
- 5.8 The most significant variable in financing the capital expenditure is forecasting the timing of the delivery of capital receipts. Forecasts are determined by the Council's programme of disposals and subsequent income from capital receipts is used to avoid the need to incur additional borrowing. Any shortfall in the level of expected receipts may require the Authority to borrow sooner than expected.
- 5.9 The chart and table below provide further detail on how the 2021/22 capital programme was financed.

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

■ Borrowing
■ Grants and Contributions



Th	2021/22 budget £'000	2021/22 actuals £'000	2022/23 budget £'000	2022/23 forecast £'000	2023/24 and later budget £'000	2023/24 and later forecast £'000
Corporate Borrowing	10,729	-	78,583	73,758	238,862	215,539
Self-financed Borrowing	1,376	-	-	1,135	-	571
Grants and Contributions	102,517	81,161	73,314	90,719	45,521	109,068
Capital Receipts	5,200	4,699	25,854	5,514	70,450	125,275
Capital Receipts Reserve	17,648	19,170	-	3,479	-	-
Revenue	1,059	2,544	111	504	-	112
Total	138,529	107,574	177,862	175,109	354,833	450,565

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

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

6. Environmental Implications

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

7. Background Papers

- 7.1 None

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

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Commentary on Service Revenue Outturn

This Appendix provides a summary of the main variations and potential ongoing impacts of the 2021/22 revenue outturn at Service level. A detailed explanation at a Team level within each Service is provided in **Annexes A to M**.

Communities Directorate

Education Services DSG Services - (£0.422m overspend; +0.2%)
Explanation of the overall DSG net overspend (£0.422m)
<p>There is an in year overspend on the services funded by the High Needs Block (HNB) of £2.130m, relating to the number and cost of placements in independent settings and with other LAs. This overspend is being offset by cost reductions achieved in mainstream and special school top ups, post 16 funding, flex learning, specialist resource provisions, alternative provision, and the specialist teaching service. This is the result and the continued direction of travel within the overall DSG recovery plan (known as the Send and Inclusion Change Programme - SICIP). With interventions, the recovery plan had expected the HNB to outturn with a £3.541m overspend this year, so the position of £2.130m is in effect an over achievement of the recovery plan savings in this year.</p> <p>This HNB overspend is offset by a £0.897m underspend on the Schools Block, a £0.823m underspend on the Early Years Block (EYB), and a minor Central Schools Services Block underspend of £0.011m. The School Block underspend is mostly related to reduced use of the school growth fund, due to the delayed opening of a new primary school. The EYB underspend primarily relates to lower numbers of 3 & 4 year olds in settings as a result of Covid-19, as well as a decrease in the take up of extended and universal hours. This is slightly offset by an increased take up in 2-year-old hours. The final out-turn position does include (for EYB only) an estimated figure of a post year end adjustment which will be made by the DfE to the EYB funding (can occur in July or even later), which takes account of later pupil numbers data. Any significant change from our estimation would be funded by the EYB reserve if required.</p>
Change in the DSG position since the position reported at Quarter 3 (reduction of £1.489m)
The movement in the final outturn position from Q3 is primarily around the HNB and is due to the impact of the SICIP plan being reflected in activity and costs as well as placement numbers and costs being firmed up after the first term of the academic year.
Impact on the MTFS
Overall, the reduction in the overspend for the HNB will have a positive impact on the MTFS, with lower amounts being required to provide for the projected overall DSG deficit. This outturn position will be used in, part to, refresh and remodel the DSG recovery plan. This work will be carried out once the DfE announce the 2022/23 (updated) grant allocations as well as the 2023/24 (provisional) allocations – usually in the summer each year.

Education Services Non- DSG - (£3.162m overspend; 7.5% of budget)
Explanation of the Covid pressures (£0.401m)
<p>The Covid pressures include:</p> <ul style="list-style-type: none"> • £0.242m of loss of income, primarily Marle Hall (pre-closure), Warwickshire Music Service and Warwickshire Attendance Service. • £0.115m on direct costs associated with additional / cover of staff costs. • £0.044m specifically for support to schools.
Explanation of the Investment Funds net underspend (£0.236m)
The underspend on Investment Funds relates to two key transformation projects with the Education

Service.
<ul style="list-style-type: none"> • Synergy Management (pupils) Information System – There is a £0.052m underspend on the 2021/22 funding due to the timing of recruitment of specialised staff. They were recruited later in the year than expected but are now in place and the funding is therefore requested to fund these key staff for the remainder of the project. • The underspend on the funding provided in 2021/22 for Phase 1/2 for the SEND & Inclusion change programme (SICP) of £0.184m is spread over 30+ workstreams. Recruitment issues and some 3rd party delays in commissioning work have led to this position. Work is now progressing and making positive outcome. The funding is required to continue and complete the programme.
Explanation of the Earmarked Funds net underspend (£0.128m)
This primarily relates to the school improvement monitoring & brokering grant which along with other funding was under review by the DfE until late in the year. Due to DfE changes being phased in 2022/23 & 2023/24, the service took a cautious approach to utilisation of the funding in 2021/22 in order to smooth out the forthcoming changes, sources, and use of the funding in future years.
Explanation of the Remaining Service net overspend (£3.125m)
<p>The remaining overspend position is driven by the net of several large variances including:</p> <ul style="list-style-type: none"> • Children with Disabilities (CWD) Service - £3.315m over-spend. There are significant pressures on the budget for this cohort of Children in Care who have very complex needs, and an overspend on this budget has been projected through the year. The overspend is partly due to lack of residential placements and placement break downs leading to emergency spot/extra care contracts being sought during the year totalling £2.491m. Overall residential placements out turned at £0.313m above budget and although the number of weeks purchased was less than 2020/21, in comparison the average gross weekly fee rose by £301 per week and income (partner contributions) reduced on average by £222 per week. <p>Within the CWD service there are also pressures on the Supported Living and Supported Accommodation budget which overspent by £0.201m, where high weekly fees for a small proportion of Young People can have a significant impact on outturn.</p> <ul style="list-style-type: none"> • The CWD overspend has been partly offset by a one off in year contribution of £1.463m from the Adults Social Care budget for edge of adulthood and transition care costs. • Mainstream School Transport - £1.631m overspend. This is due to cost pressures on medical transport for pupils with medical conditions, coupled up with cost pressures from taxi services due to rise in the number of number of solo journeys required. • SEN Transport - £0.821m overspend. With reduced market capacity as well as fuel/driver costs, taxi costs increased significantly in the Autumn and Spring terms. There were also increases in final routes and activity. • A £0.578m underspend as a result of the delay in opening the Warwickshire Academy. This funding will be required in 2022-23 and forms part of the carry forward items in appendix E. Without this contribution the £3.315m overspend would have been £4.778m reflecting the level of pressure in the service. • The remaining position is related to smaller variances across services operational budgets, as well as grants and some additional traded income. Some of the underspends to note are from Adult Community Learning, School Governance, Warwickshire Attendance Service, Information, Advice and Guidance and Education Service Development. There were also underspends on pupil premium, the HAF project and the Schools Monitoring and Brokerage grant. There has also been a reduction to the anticipated drawn down of reserves for schools in financial difficulty of £0.191m. The underspends in these areas are primarily due to staffing vacancies, and the achievement of additional income.
Change in the Remaining Service position since the position reported at Quarter 3 (increase in overspend by £0.485m)
<p>The major reasons for the movement are:</p> <ul style="list-style-type: none"> • CWD service. The significant increase in expenditure in this area is the key reason for the worsening of the outturn variance from that reported at Q3. The increase was £1.242m.

- SEND Transport. The continuous and increasing issues around market capacity as well as rising fuel/driver costs and taxi costs led to significant increases by outturn from the position reported at Q3. The increase was £0.573m.
- There were also some larger un-forecasted (at Q3) under-spends related to one-off items including the £0.578m underspend as a result of the delay in opening the Warwickshire Academy as well as an additional Adult contribution to over edge of adulthood costs for CWD, totalling £0.212m.
- Offsetting these key increases in expenditure since Q3 projections, were some budgets which out turned at less than the Q3 forecasted spend, with some reduced staffing costs, increased trading income and some late and/or unexpected contributions/grant notifications being received.

Impact on the MTFS

From April 2022 the overall CWD service will become part of the Social Care and Support service (previously called Adult Social Care service) within People Directorate. The AD for Social Care and Support and SD for People are reviewing the service in order to keep with the increased (MTFS allocations) 2022/23 budget.

The revision of the MTFS for 2022/23 took into account the major pressures identified by the service, and Full Council in February 2022 allocated significant funding. (SEND Transport £1.288m, Mainstream Transport £1.500m and CWD £1.888m). In the first instance any growth in pressures or new pressures will be sought to be covered within the resources allocated.

Environment Services - (£0.138m overspend; +0.5%)

Explanation of the Covid pressures (£1.692m)

The Covid pressures include:

- £0.849m School transport and local bus services.
- £0.370m town centre barriers.
- £0.399m A46 Stoneleigh Improvement Scheme.
- £0.075m Community Safety.

Explanation of the Investment Funds net underspend (£0.031m)

The investment fund underspend is made of two projects, both of which are expected to complete in 2022/23. These are:

- Highways Management Information System – the final element of street lighting has gone live but there are still issues being worked through with suppliers which gives an underspend of £0.011m.
- Greater Crested Newts – The project has been delayed due to Covid and long term sickness within the team which has caused the underspend (£0.020m) which will add to the remaining part of the project to complete in 2022/23.

Explanation of the Earmarked Funds net underspend (£0.671m)

The earmarked funds underspends are in the following areas and largely relate to funds we are holding on behalf of partners or for specific purposes:

- £0.392m Local Resilience Forum.
- £0.150m Section 38 developer income.
- £0.095m Flood & Water Management.
- £0.030m Community Safety.
- £0.003m Domestic Homicide Reviews.

Explanation of the Remaining Service net underspend (£0.852m)

The service underspend is largely made up of the following:

- Within Transport Delivery there was a net underspend (£0.731m), comprising of an underspend in Transport Operations (£0.894m) offset by an overspend in County Fleet Maintenance (CFM) (£0.164m).
 - Within Transport Delivery the reduced use of bus services meant operating costs were lower and the number of capacity claims was significantly reduced (£0.281m).

<ul style="list-style-type: none"> - There was also an underspend against a DfT grant for supported bus services, a project whose start was delayed due to Covid (£0.303m) and for which carry forward is now requested. - Additionally, there were underspends on vehicle hire, lease costs and concessionary travel (£0.337m) due to a reduction in people travelling because of Covid which reduced costs on all the necessary infrastructure. - The CFM overspend was mostly due to reduced income from internal work, most likely due to Covid restrictions. <ul style="list-style-type: none"> • Engineering Design Services had an in year underspend (£0.146m) due to reduced agency costs and additional income being generated. • One off surplus income was recovered from aged s278 schemes through an archiving and clearing process (£0.174m). • The underspends were partly offset by an overspend in Planning Delivery of £0.265m which was a temporary post-Covid result of insufficient income being generated to fully cover staffing costs within Archaeology and Flood & Water Management.
Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.106m)
There was no significant change to the Q3 reported position.
Impact on the MTFS
Many of the savings in year were due to things that have changed and slow recovery post Covid. Further monitoring will be needed to establish whether any of these savings could become permanent. However, it may be that savings seen in reduced use of bus services are driving a reduction in the internal CFM work.
It would be reasonable to expect that the peaks in income being achieved may reach a plateau and then return to a more normal level of activity but this would also need careful monitoring.

Fire and Rescue - (£0.046m underspend; -0.2%)
Explanation of the Covid pressures (£0.152m)
The Covid pressures relate to: <ul style="list-style-type: none"> • £0.125m - Staff costs to support Covid regulation requirements. • £0.027m - Ventilation at the Kingsbury training centre.
Explanation of the Investment Funds net underspend (£0.052m)
The underspend relates to the Building Capacity and Cultural change project and is a result of delays in recruitment, so will be required in 2022/23 to complete the project.
Explanation of the Earmarked Funds net underspend (£0.042m)
The movements on earmarked reserves are as follows: <ul style="list-style-type: none"> • £0.049m draw from the Fire Pensions reserve – due to ill health retirements in year and the transitional costs of outsourcing pension administration. • £0.075m contribution to the Emergency Services Network (ESN) reserve due to national delays experienced within the programme. • £0.016m contribution to the Vulnerable People reserve due to recruitment delays for a 2 year post.
Explanation of the Remaining Service net underspend (£0.104m)
The net underspend comprises of an underspend for which a carry forward is requested offsetting a service level overspend as explained below: <ul style="list-style-type: none"> • Within Fire Protection core funding was allocated in response to the Grenfell Tower disaster. Subsequently a grant allocation was made to cover costs. The grant however is one-off and there is no indication of the likelihood of it continuing. The grant has been utilised to cover the spending in year and therefore, the underspend against the core budget (£0.203m) is requested for carry forward so that the Fire Protection can be supported and work continued in the absence of any further government grant. • Within Business Support there is an underspend (£0.047m) which mostly relates to in year

underspends on legal costs.
<ul style="list-style-type: none"> The underspend is partly offset by an overspend in training (£0.142m) due to delays in completing our own facilities. In the interim, costs are higher due to hiring external facilities.
Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.033m)
There was no significant change to the Q3 reported position.
Impact on the MTFS
The in year underspends mask an underlying overspend within Fire. The service was not able to deliver all MTFS savings requirements, in particular those against third party payments (£0.015m), which were not achieved during 2021/22 and there is concern as to whether they can be met in 2022/23.

Strategic Commissioning for Communities - (£1.420m overspend; +5.7%)
Explanation of the Covid pressures (£4.739m)
<p>The Covid pressures relate to:</p> <ul style="list-style-type: none"> £1.577m – grants to businesses for Adapt & Diversify and Hospitality. £1.531m – loss of parking income. £1.303m – waste disposal contracts, composting and waste initiatives. £0.134m – losses of income in business centres and traffic planning management and costs of traffic model revenue fund. £0.098m – new equipment in country parks. £0.096m – road safety.
Explanation of the Investment Funds net underspend (£1.145m)
<p>With the exception of an underspend against the Stoneleigh Park Accommodation Bridge Design (£0.046m) which arose due to the timing of external funding being received, all other fund underspends will be reprofiled into later years. They are as follows:</p> <ul style="list-style-type: none"> £0.902m Rugby Parkway due to delays in procurement and the appointment of a lead designed. £0.067m Economic recovery projects and survive, sustain and grow – there have been some procurement savings on projects which will be reprofiled and utilised as part of the Tourism Sector growth plan. This is expanding the scope of the original project. £0.051m Travel Plan. £0.041m underspend on the Art Challenge project due to the timing of when the event takes place. £0.038m Digital Market place.
Explanation of the Earmarked Funds net underspend (£0.095m)
<p>The movements to earmarked funds is due to a net underspend on Speed Awareness workshops (£0.095m) largely due to surplus income being received which is contributed to the Speed Awareness reserve.</p>
Explanation of the Remaining Service net underspend (£2.079m)
<p>The underspend is made up of the following factors:-</p> <ul style="list-style-type: none"> Communities Management underspent (£0.195m) largely due to reductions in legal costs for the year. Within Transport and Highways a significant underspend arose (£0.418m) and was largely attributable to lower spend on the Civil Parking Enforcement contract as a result of lower deployment hours due to significant staff shortages by the contractor. In the area of Infrastructure and Sustainable Communities underspends arose due to delays on the Phase 2b announcement relating to HS2 (£0.099m), in year salary underspends due to vacancies not being filled (£0.294m), an over achievement of income from rentals together with a reimbursement of income (£0.188m) and various smaller underspends across the area (£0.028m). There was a high level of underspend within Waste and Environment (£0.696m) due to the

<p>income generated from the Lower House Farm waste operations being higher than expected due to processing delays. Work will be carried out in 2022/23 to establish whether this level of income will continue.</p> <ul style="list-style-type: none"> Economy and Skills underspent (£0.161m) mostly as a result of in year staff vacancies.
Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £1.698m)
<p>The change in the service variance compared to Q3 mostly arose from:-</p> <ul style="list-style-type: none"> The lower than anticipated Civil Parking Enforcement costs (£0.601m) due to the ability of the contractor to deploy the staff expected. A decision to no longer hold funding for HS2 given the delays in the project along with increased staff vacancies that could not be filled in year (£0.208m) The additional unanticipated income from Lower House Farm (£0.596m) due to the delays in processing data to inform the forecast. Higher than anticipated Business Centre income being received together with building maintenance costs being lower than expected (£0.278m).
Impact on the MTFS
<p>The staffing underspends relate to delays in recruitment and hard to fill posts. Once the posts have been filled the underspends are unlikely to be repeated.</p> <p>The underspend on Civil Parking Enforcement should be a one off problem as much of the difficulties and staff shortages were related to the impacts of Covid and isolation as well as the Contractor being unable to recruit to vacant positions. This would need to be monitored carefully to understand if there is an ongoing impact into 2022/23.</p> <p>Reviews need to be undertaken of Waste and Environment to better understand the future impacts Covid may have had on the service. Although the MTFS allocated additional funding for waste services we will not know the full impact Covid has had until we have a more sustained period of less restrictions.</p>

People Directorate

Adult Social Care - (£4.568m underspend; -2.9%)
Explanation of the Covid pressures (£3.140m)
<p>The Covid pressures relate to:</p> <ul style="list-style-type: none"> £3.066m enhanced hospital discharge activity which is funded from the Covid Hospital Discharge Grant. £0.075m targeted financial support to providers. Covid spend reduced from £3.590m forecast at Q3 to £3.140m at outturn predominantly due to a reduction in the number of people and costs incurred in relation to the enhanced hospital discharge process, in comparison to the trends experienced earlier in the financial year.
Explanation of the Investment Funds net underspend (£0.073m)
<ul style="list-style-type: none"> £0.073m underspend on the Integrated Care Project due to reduced project management expenditure, increased from a forecast of £0.023m underspend at Q3.
Explanation of the Earmarked Funds net underspend (£3.026m)
<ul style="list-style-type: none"> £2.860m further contribution from the CCG to the development fund for funding discharge to assess services to help facilitate a patient's timely discharge from hospital for the next two years. £0.166m underspend of Community Mental Health Transformation funding in relation to the provision of specialist community mental health team, neither of which were confirmed at the point of reporting for Q3.

Explanation of the Remaining Service net underspend (£4.609m; -2.9%)
<p>The material variances in the service are as follows:</p> <ul style="list-style-type: none"> • Older People underspend of £5.834m includes £2.538m covid expenditure in relation to the hospital discharge process which is funded from the hospital discharge grant and accounts for 44% of the underspend. 54% of the underspend is due to client contributions totalling £3.146m more than the budgeted value. Further, direct payments has seen expenditure reduced due to a 6% reduction in the number of packages since the start of the year and a higher value of clawback than expected, thought to be due to covid restrictions impacting on the ability to spend and receive care via direct payments. • Changes to equipment usage as a result of hospital discharge and lack of capacity to run assistive technology pilots account for £0.949m of the underspend within Integrated Care Services, this is in addition to a £0.319m staffing related underspend. • The impact of these underspends has been partially mitigated by overspends elsewhere in the Adult Social Care service: • There was an overspend of £1.555m due to the need to increase the bad debt provision by £0.812m to bring the contribution in line with the agreed policy and the £1.463m contribution towards the costs of children with disabilities transitioning into adulthood. • Disability Services has a net £0.569m overspend. Pressures are within supported living with an overspend of £2.920m. This is due to an increase in complexity of packages which is reflected by a 9% increase in the average package cost when compared to March 2021. This has been offset by a reduction in day care of £0.458m as clients are slow to return to services following Covid, reduced expenditure of £0.816m due to a reduction in the number of people accessing/remaining in residential care and for direct payments of £0.325m and an increase in client contributions of £0.834m which includes a one-off windfall contribution of £0.377m relating to previous years. • Mental Health Services have overspent by £0.369m due to increases in the complexity of younger adults in supported living in the north and a lack of alternatives to costly nursing care in the south of the county, the impact of which has been partially mitigated by delays in issuing the Code of Practice for the implementation of Liberty Protection Safeguards.
Change in the Remaining Service position since the position reported at Quarter 3 (reduced net spend of £4.729m)
<p>The movement since Q3 is due to a combination of factors, including unexpected changes to activity partly due to the added complexity resulting from Covid, a high number of outstanding packages of care to be sourced and therefore expenditure not being incurred in relation to these individuals, and increases in the proportion of expenditure being funded by client contributions, above previous year trends and the trend experienced earlier in 2021/22.</p> <p>The main areas with significant movements since Q3 are:</p> <ul style="list-style-type: none"> • £1.823m increase in client contributions particularly in Older People Services where the proportion of income in relation to expenditure increased above that indicated by historic trend data. • Mental Health forecast reduced by £0.598m from Q3 to outturn due to the forecast growth in demand not materialising combined with a number of packages of care expected from health not transferring to social care in year. • £0.587m reduced net cost of Disabilities direct payments as there has been a higher value of clawback than expected, thought to be due to covid restrictions impacting on the ability to spend and receive care via direct payments. • £0.377m due to a one-off windfall contribution following settlement of a longstanding Continuing Health Care negotiation. • Disabilities homecare saw reduced expenditure expectations in the final quarter of the year leading to a reduction in homecare of £0.301m between Q3 and Q4. • Increased contribution to the bad debt provision of £0.213m to bring the contribution in line with the agreed policy • Increased contribution to Children with Disabilities of £0.212m in line with approvals.

- There have been numerous other changes between Q3 and outturn including anticipated increases in packages of care not fully materialising in 2021/22 due in part to the difficulties in the provider market, Covid restriction in care homes and an increase in informal carers, which may or may not become permanent.

Impact on the MTFS

The above does not impact on the Service's future ability to deliver savings. The overall outturn position includes activity funded by the Hospital Discharge Grant, but the activity is likely to become business as usual. The outturn has also been impacted by Covid and the pressures within the provider market to supply care but it is expected that these will start to ease over the next financial year, with activity returning to normal patterns.

Children and Families - (£5.041m overspend; +6.7%)

Explanation of the Covid pressures (£2.254m)

There was a total of £2.885m expenditure associated with Covid, offset by £0.631m allocated budget. The major areas of expenditure were delays in court / placement releases, as well as increased need for employed staff and agency cover.

Explanation of the Investment Funds net underspend (£2.315m)

The Children's Transformation programme (consisting of DfE & social care earmarked funds) saw continued widespread disruption due to the residual effects of Covid, resulting in most of the 30+ workstreams experiencing continued delays in plans either from delays/difficulties in recruitment of staff or collaboration with the 3rd sector/commissions. The programme has rephased the spending into 2022/23 in agreement with the DfE.

Explanation of the Earmarked Funds net underspend (£0.403m)

This underspend is associated with some minor specific projects which are externally/partner funded, and the projects will continue in 2022/23. The increase in underspend since Q3 is mainly associated with the successful achievement of 100% of the Safeguarding Families Programme (Priority Families) payment by results and additional grant being awarded than was forecast.

Explanation of the Remaining Service net overspend (£5.505m)

Residential care has incurred a £3.904m overspend which is an increase of £0.284m compared to Q3. The number of children are the same as at Q3 at 58 and the cause of the increase is due to the average weekly unit cost increasing from £4,438 in Q3 to £4,610 per week at outturn. Overall, there have been 11.38 FTE more than the budgeted target. The 2021/22 weekly average unit cost is 15.57% higher than 2020/21, which equate to a £621 per week increase. This 2021/22 outturn rate is also 13.00% higher than the budgeted rate. The residential block contract delivered by Hexagon for 4 beds has a successful occupancy rate of 99.4% which means voids are only £0.003m.

Leaving Care accommodation and allowance payments produced a final outturn position of a £1.241m overspend. Compared to Q3 this is an increase of £0.169m. Extra Care (specialised nursing at home) usage as a new placement type utilised (as an alternative to more expensive residential) has overspent by £0.368m. Although supported accommodation was allocated additional budget in 2021/22, the unit costs of these placements are rising with some being on par with the cost of residential. Supported accommodation has overspent by £0.854m. Other young people's costs relating to leaving care e.g., local offer, transport and setting up home costs are also showing an overspend of £0.226m which is an increase since Q3 of £0.094m which is due to more accurate information on costs.

Staff & Agency – In total salaries are £1.161m overspent which is a small increase of £0.011m since Q3. Establishment staffing have decreased by £0.226m since Q3 to the outturn position of £0.219m overspent, whilst agency staff has increased its final spend to £0.931m over-spent which is an increase of £0.215m compared to Q3. Of this figure Sessional Staff (alternative to Agency/overtime) have increased their final position by £0.088m to now being £0.214m overspent which is due to continued increased activity due in higher Children in Care numbers.

Change in the Remaining Service position since the position reported at Quarter 3 (increase of

£0.505m)
The commentary relating to the remaining service overspend above provides details of movements in the final position compared to Q3. In summary, these mostly relate to demand led increases in spend & activity in a complex environment where sometimes unique individual family & child circumstances can have a large impact on costs projections/outturn.
Impact on the MTFS
The revision of the MTFS for 2022/23 took into account the major pressures identified by the service at the time and Council allocated significant funding. In total there was £10.516m of permanent funding including £0.589m for Leaving Care, £5.666m for CiC (Children in Care) Placements, £1.586m for staff capacity, and £1.657m for non-pay inflation. In the first instance any new pressures / growth in pressures will be sought to be covered within existing MTFS resources.

Strategic Commissioner for People - (£0.470m overspend; 1.3%)
Explanation of the Covid pressures (£4.970m)
<p>The Covid pressures relate to:</p> <ul style="list-style-type: none"> • £1.107m Improving Mental Health Covid recovery project. • £1.064m Public Health increased staffing capacity funded from Test & Trace Grant. • £0.884m Controlling hyper local covid outbreaks. • £0.517m Supporting high risk workplaces. • £0.464m Support for Covid impacted contract delivery. • £0.935m across twelve other approved areas of covid spend including reducing the impact of Covid on BAME communities, nursing outreach and support to the homeless and suicide prevention. <p>Covid spend reduced from £5.748m forecast at Q3 to £4.970m at outturn predominantly due to a reduction from £0.750m to £0.019m expenditure on school air quality and ventilation improvements as this work will be done in the summer holidays to limit the disruption to staff and pupils.</p>
Explanation of the Investment Funds net underspend (£0.383m)
<p>The key projects where spend has been reprofiled are:</p> <ul style="list-style-type: none"> • £0.199m Tackling Inequalities project started later than planned due to the strategy sign off taking longer than anticipated. • £0.154m Creating a healthy social prescribing system has been repeatedly delayed due to the progress with our Partners being delayed as a result of Covid restrictions. • £0.027m on Developing a perinatal Mental Health Visitor Cadre as the project nears completion and transitions into business as usual in 2022/23.
Explanation of the Earmarked Funds net underspend (£2.725m)
<p>This net transfer of £2.725m to reserves consists of:</p> <ul style="list-style-type: none"> • £1.040m underspend of the Domestic Abuse Safe Accommodation grant for the new statutory duty. The service has advanced the plans since Q3, but expenditure has not yet been incurred due to delays in the publication of Central Government's guidance. • £0.986m grant/other income from Community Discharge, Integrated Commissioning for Learning Disabilities and Autism whilst spending plans are developed by the Transforming Care Partnership. • £0.347m income from the CCG for (i) a contribution to Kooth suicide prevention costs and (ii) 18-25 transitions service for Child and Adolescent Mental Health Services, being held while specific plans are developed. • £0.352m underspends on Universal Drugs Grant, Omicron Support Fund to support ASC providers, NHSE Keyworker Pilot Grant and CCG Diabetes Funding. Note that all but the latter are required to be spent in 2022/23. <p>Transfers to reserves have increased from £1.454m since Q3. This is due to:</p> <ul style="list-style-type: none"> • £0.527m increased underspend of the Domestic Abuse Safe Accommodation grant for the

<ul style="list-style-type: none"> new statutory duty. £0.274m Autism Strategy funding received in January 2022. £0.247m due to underspend on 18-25 transitions from Children's Mental Health Services as a result of staff turnover and the contribution from the CCG for the continuation of Kooth Suicide Prevention. £0.223m consisting predominantly of an underspend on the Omicron Support Fund to be used to support ASC providers in 2022/23.
Explanation of the Remaining Service net underspend (£1.392m 3.9%)
<p>A wide range of factors has contributed to the underspend position which include:</p> <ul style="list-style-type: none"> £0.365m due to reduced activity in relation to sexual health out of area, GP and pharmacy costs (unrelated to the integrated sexual health contract). £0.341m underspend on domestic abuse due to additional income. £0.280m underspend on actions required within homelessness strategy due to the focus on Covid and additional income received, this underspend is subject to a carry forward request. £0.265m staffing underspends in particular due to high turnover in Public Health.. £0.208m underspend within all age specialised provision due to the legacy of a previous funding arrangement that has now been resolved. £0.194m Health and Wellbeing underspends mainly due to reduced activity within weight management and NHS health checks. In addition there have been a range of other less material variances.
Change in the Remaining Service position since the position reported at Quarter 3 (reduced spend/increased underspend of £0.792m)
<p>The increased underspend since Q3 is predominantly due to:</p> <ul style="list-style-type: none"> £0.360m in relation to Domestic Abuse additional income, some of which has been received late in the financial year. £0.288m staffing and staff related underspends particularly due to turnover in Public Health £0.165m further reduced activity in relation to sexual health out of area, GP and pharmacy costs (unrelated to the integrated sexual health contract). A range of other minor increases and decreases.
Impact on the MTFS
<p>The above does not impact on the service's future ability to deliver savings. As some underspends are due to Covid related reductions in service provision, the demand and requirement to deliver these services may increase in future years as our customers and services 'catch up'.</p>

Resources Directorate

Business and Customer Services - (£8.361m overspend; +43.0%)
Explanation of the Covid pressures (£9.046m)
<p>This Covid pressures consist of:</p> <ul style="list-style-type: none"> £1.785m additional welfare support. £0.655m Backward Contact Tracing Team. £0.437m Staffing/Agency Costs. £4.297m Welfare and Critically Extremely Vulnerable (CEV) Support. £0.200m income losses in Heritage & Environment. £0.056m Befriending Service. £0.189m Digital Poverty. £1.392m New Social Fund & Social Supermarkets. £0.035m Various smaller Covid spending across the service.
Explanation of the Investment Funds net underspend (£0.127m)

The underspend has arisen on three projects: Information and Advice (£0.057m), Enhanced Time Banking (£0.037m) and SLS Great School Libraries (£0.033m). All of the projects have been impacted by delays due to Covid and are expected to complete during 2022/23.
Explanation of the Earmarked Funds net underspend (£0.235m)
Within the Welfare Scheme there were in year underspends against food and energy costs (£0.230m), likely to be the result of some usual claims being picked up by specific Covid grants.
Explanation of the Remaining Service net underspend (£0.323m)
The remaining service variance of £0.323m underspend is the result of: <ul style="list-style-type: none"> £0.130m one off underspend across the AD held budgets is primarily attributable to the release of uncommitted budget within the Customer Journey area. £0.331m underspend across Operational Excellence (including Customer Relations, Localities and Partnerships, Councillor grants to communities) relating to less than projected external grant payments. £0.146m underspend within Customer Experience - Telephony & Digital which is due to a staffing vacancies and increased income. £0.069m underspend within Community Hub is mainly due to increased income. The underspends are offset by a £0.353m overspend across Business & Customer Support on staffing and employee costs, where there have been increases in demand, particularly in relation to Adults and Children & Families.
Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.251m)
The movement compared to Q3 arises from: <ul style="list-style-type: none"> Operational Excellence where there were underspends on Armed Forces Covenants (£0.118m) which was in part due to a movement of funds from Children and Families into Business Support near the end of the financial year. These funds are held on behalf of partners and therefore are requested to be carried forward into 2022/23. A reduction in the anticipated consultancy costs that would be spent in year (£0.088m) The remaining change (£0.045m) was mostly due to increased salary underspends and some additional income being generated.
Impact on the MTFS
The underspends that have arisen within BCS are expected to be one off in nature and do not impact any future savings targets. There is therefore work to be done within the area to meet future MTFS savings targets.

Commissioning Support Unit - (£1.195m overspend; +15.8%)
Explanation of the Covid pressures (£2.270m)
The Covid pressures consist of: <ul style="list-style-type: none"> £1.891m Covid Community Testing (included contract management costs). £0.216m outbreak management activities £0.132m Compliance Measures related to PPE. £0.020 Surge Testing. £0.011 Other Covid related spend.
Explanation of the Investment Funds net underspend (£0.805m)
This can mostly be attributed to a number of projects within Business Intelligence and Change Management where the timing of work has not matched the financial year the funding was originally allocated and so have been reprofiled into 2022/23, giving rise to underspends of £0.359m and £0.434m respectively.
Explanation of the Earmarked Funds net under/overspend (£0.00m)
No required commentary.
Explanation of the Remaining Service net underspend (£0.270m)
<ul style="list-style-type: none"> Within Contract Management and Assurance and Business Intelligence there was an in year underspend (£0.263m) due to in year staff vacancies and the achievement of additional income.

<ul style="list-style-type: none"> In PMO the delayed recruitment for a fixed term post to develop integrated planning work that was largely responsible for the underspend (£0.104m) The underspends were offset by an overspend of £0.097m largely due to additional spending on the Bin, Scan, Store project.
Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.042m)
There was no significant change to the Q3 reported position.
Impact on the MTFS
There is no anticipated impact on the MTFS.

Enabling Services - (£2.106m underspend; -8.1%)
Explanation of the Covid pressures (£0.415m)
<p>The Covid pressures consist of:</p> <ul style="list-style-type: none"> Property services cleaning costs, security and loss of income from catering (£0.365m). Loss of income on childcare vouchers and WFH equipment (£0.024m) Telephone and Broadband costs (£0.026m).
Explanation of the Investment Funds net underspend (£1.503m)
<p>There are multiple digital and transformation projects within ICT Strategy & Commissioning which have experienced delays either in procurement or the availability of internal resources due to a focus on Covid or other organisational priorities. This led to an underspend on investment funding (£1.366m) for some key projects such as Contact Centre Telephony and migration to Sharepoint which will be re-profiled into later years.</p> <p>Within HR Enabling there are 5 projects that were completed during the year and underspent in total by £0.104m. It is expected that this underspend will be returned to centrally held funds.</p> <p>The remaining £0.033m underspend was also in HR Enabling for projects that will continue in 2022/23 for both Our People Performance and Our People Leadership.</p>
Explanation of the Earmarked Funds net overspend (£0.435m)
The overspend relates to the Apprenticeship programme which is funded each year via a drawdown from the Apprenticeship reserve.
Explanation of the Remaining Service net underspend (£1.453m)
<p>The underspend is made up of the following:</p> <ul style="list-style-type: none"> ICT Strategy & Commissioning – a combination of budget right-sizing (explained in 'Impact on the MTFS' below) and in year vacancies (£0.708m). Property Services – there have been in year vacancies and reduced spend on utilities and cleaning costs as utilisation of building has remained low (£0.294m). In addition there were underspends as a result of over achievement of income targets, further in year staff vacancies and operational budgets (£0.451m).
Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.055m)
There was no significant change to the Q3 reported position.
Impact on the MTFS
<p>The largest in year savings as a result of right sizing budgets in ICT Strategy & Commissioning are already part of the MTFS plans and the budget for 2022/23 reflects this. As the utilisation of building increases post Covid it would be expected that in year savings on low usage would not be repeated. Similarly savings on utilities will not be likely to be repeated due to the current price increases on energy.</p>

Finance Service – (£0.281m underspend; -4.1%)
Explanation of the Covid pressures (£0.126m)
The Covid pressures include: <ul style="list-style-type: none"> £0.067m within Finance Delivery to cover additional staffing costs. £0.037m within Investments, Treasury & Audit for a Risk Officer. £0.022m within Finance Transformation to cover agency staff and equipment costs.
Explanation of the Investment Funds net underspend (£0.422m)
This primarily reflects the reprofiling of the Agresso development programme to allow for completion of the required upgrades in 2022/23 before the start of Phase 2.
Explanation of the Earmarked Funds net overspend (£0.052m)
The Schools Absence Insurance Revenue Cost Centre overspend has been met by the Schools Absence Insurance Equalisation Account.
Explanation of the Remaining Service net underspend (£0.037m)
The remaining service underspend is made up of various small operational variances across the service.
Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.073m)
There was no significant change to the Q3 reported position.
Impact on the MTFS
There is no anticipated impact on the MTFS.

Governance and Policy – (£0.033m overspend; +1.2%)
Explanation of the Covid pressures (£0.709m)
The Covid pressures consist of: <ul style="list-style-type: none"> £0.400m within Communications for additional employee costs, printing, and advertising. £0.130m in Legal Services in respect of the cost of locums to cover a backlog of Child Care cases, set against the internal charging rates which do not allow for the full recovery of costs. £0.084m in Democratic Services related to the reinstatement of face-to-face Council meetings in Old Shire Hall in a Covid safe environment. £0.070m within Property Management: for the delayed Montague Road relocation, Occupeye costs related to new ways of working, and Croxhall Street. A further £0.025m within HROD and Information Governance for less material operational costs attributable to Covid.
Explanation of the Investment Funds net underspend (£0.039m)
The underspend on investment funds is due to Covid delays affecting progress on the FOM implementation (£0.015m) and the Our People – Property project (£0.024m).
Explanation of the Earmarked Funds net overspend (£0.084m)
The draw from reserves relates to the One Public Estate (OPE) project which is entirely funded via the specific reserve.
Explanation of the Remaining Service net underspend (£0.721m)
The remaining service underspend predominantly comprises of: <ul style="list-style-type: none"> Business as usual work in Communications being replaced by Covid activity and funding in addition to additional income being generated (£0.526m). An over achievement of income targets within Legal Services due to additional external work being attracted as well as reduced staff costs due to delays in recruitment (£0.448m). Within Corporate Policy and HROD in year staffing vacancies. In addition savings were made against consultancy costs and additional income generated. (£0.328m). The underspends are largely offset by historic savings dating back to 2017/18 (further information in 'Impact on the MTFS' below) which are no longer achievable within the Strategic Asset Management service (£0.521m) and other small variances across the service (£0.060m).

Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.905m)
<p>The change in service level position compared to Q3 is mostly as a result of:</p> <ul style="list-style-type: none"> • The timing of additional income in Legal Services being confirmed just after the Q3 reporting period had closed (£0.458m). • In year salary underspends within Property Management from a number of posts due to be filled by Feb 22, but this did not take place, and underspends arising on Consultancy costs due to delays on the WPDG project (£0.330m). • Increased underspend on salary costs within Communications coupled with an unexpected influx of work in last 2 months of the year generating additional unexpected income. (£0.133m).
Impact on the MTFS
<p>The MTFS has resolved the historic savings issue so this will not repeat in future years. The nature of the savings within Communications being replaced by Covid activity would not expect to be repeated, however, consideration should be given to investigating the ongoing levels of income that could be generated and if there are any potential future savings from there.</p> <p>The MTFS already includes targets for Legal Services income.</p>

Corporate Services and Resourcing

Corporate Services and Resourcing - (£23.727m underspend; -20.3%)
Explanation of the Covid underspend (£15.728m)
<p>Of the £15.728m favourable Covid variance £17.136m represents Covid grant income received during 2021/22 above the budgeted £10.843m. This income is offset by expenditure reported in the Services. The remaining £1.407m adverse Covid variation represents Covid expenditure incurred in Other Services as follows:</p> <ul style="list-style-type: none"> • £1.000m support to maintain Educators capacity to deliver services. • £0.100m Mortuary cost. • £0.298m Increased in Coroners fees.
Explanation of the Earmarked Funds net underspend (£2.640m)
<p>The net impact on earmarked reserves of £2.640m is attributable to the following areas:</p> <ul style="list-style-type: none"> • £1.647m – Decrease in Financial Instruments Reserves to fund a technical accounting adjustment relating to unrealised losses on the valuation of investment assets. • £0.313m – Planned use of Quadrennial Elections Reserve to fund the cost of the May 2022 elections above the budgeted level. • £0.057m – Decrease in the Audit fee reserve to fund the increase in audit fees due to additional fees for Value for Money work, new accounting standards and IAS19 charges. • £0.452m – Increase in the Apprenticeship Reserve as a result of an in-year underspend on the Apprenticeship Levy and apprentice salaries. • £0.593m – Decrease in the Insurance Reserves due to an in-year overspend caused by schools opting for alternative insurance provider. • £0.037m – Increase in Oxygen Volatility Reserve as a result of overachievement of the current year saving target. • £0.223m – Increase in the Capital Fund due to underspend relating to expenses incurred during the sale of assets. • £0.246m – Decrease in the Schools Liability Reserves as a result of additional cost relating to Trinity and Lillington forced academisation and compulsory land purchase. • £0.1258m – Increase in the Commercial Risk Reserve as a result of an in-year underspend on the support for the Warwickshire Property and Development Group and the Council's governance and oversight due to the delay in the implementation of the business plan. • £3.525m – Increase in the NNDR appeals reserve as a result of the 2021/22 pooling gain

and higher than expected s31 grants reflecting the additional rate relief billing authorities provided to businesses during the pandemic.
Explanation of the Remaining Service net underspend (£5.359m)
<p>The remaining service variance is attributable for the following areas:</p> <ul style="list-style-type: none"> • £3.096m – Additional un-ringfenced grant income received during the year including: <ul style="list-style-type: none"> - £1.715m Social Care grants. - £0.502m Extended Rights to Travel grant. - £0.357m Public Health Grant. - £0.297m Fire revenue grants. - £0.106m Community Voices grant. - £0.119m various other revenue grants. • £1.937m – Capital contingency not utilised during the financial year. • £0.269m – Underspend on members allowances and expenses due to less travel and fewer face to face events.
Change in the Remaining Service position since the position reported at Quarter 3 (increase in underspend of £1.747m)
<ul style="list-style-type: none"> • £0.705m – increase in underspend due to delay in implementing the business plan for WPDC/WRIF. • £0.100m – reallocation of sickness cover costs to the appropriate Service. • £0.709m – reduction in the forecast underspend on capital financing charges and capital contingency as a result of changes in the timing of capital spend and the receipt of income to resource it. • £1.845m – increase in underspend due to additional unplanned grant income in the last quarter from central government.
Impact on the MTFS
As a result of the outturn position for Other Services the Available to Use reserve balance increased by £5.359m.

Commentary on Services Capital Outturn

This Quarter – Delays in capital spend by service

	2021/22 Approved Budget £000	2021/22 New Projects and over or underspends £000	2021/22 Adjusted Approved Budget £000	2021/22 Outturn £000	2021/22 Q4 project delays £000	2021/22 Adjustment for S278 delays £000	2021/22 Delays in capital spend £000
Education Services	33,652	1,230	34,882	14,892	(19,989)		(19,989)
Environment Services	62,585	1,469	64,054	59,203	(6,969)	2,114	(4,855)
Fire and Rescue	3,954	112	4,066	2,849	(1,217)		(1,217)
Strategic Commissioning Communities	8,862	(3)	8,859	5,078	(3,780)		(3,780)
Communities	109,053	2,808	111,861	82,022	(31,955)	2,114	(29,841)
Children and Families	492	(75)	417	363	(55)		(55)
Adult Social Care	313	-	313	-	(313)		(313)
Strategic Commissioning for People and Public Health	5,295	-	5,295	5,251	(44)		(44)
People	6,100	(75)	6,025	5,613	(412)	-	(412)
Business and Customer Support Services	421	-	421	127	(294)		(294)
Enabling Services	18,855	398	19,253	18,336	(919)		(919)
Governance and Policy	1,700	171	1,871	1,074	(798)		(798)
Resources	20,976	569	21,545	19,538	(2,011)	-	(2,011)
WRIF & WPDG	2,400	-	2,400	400	(2,000)		(2,000)
Total	138,530	3,302	141,832	107,573	(36,378)	2,114	(34,258)

Detailed explanation at a Service level is provided in **Annexes A to M**. The main reasons for the £34.258m movement to future years in the quarter compared to the approved budget are set out below. The delays on projects means the expected benefits of the schemes will not be realised to the original time frame.

Education Services – £19.989 million delay caused by:

- Warwickshire Academy £0.805m delays on the project due to a delay in the completion of the works from March into April / May. The delay has been caused by unforeseen ground conditions which has also increased estimated costs.
- Long Lawford extension (pupil places) £0.408m delay to spending whilst awaiting the end of the defects period and confirmation of the final account.
- Whitnash Primary expansion of 2 additional classrooms, £0.926m delay which is a result of snagging negotiations on the project.

- Burton Green Primary School £0.290m delay due to the availability of contractors.
- New School, The Gateway Rugby £2.741m delay due to negotiations around S106 agreements and the land transfer which has caused the mobilisation to move to an estimated commencement date of mid-June 2022.
- Kingsway site changes for academy conversion £2.962m delays on the project due to slower than anticipated planning approval and commencement of work.
- Campion School (Phase 2) £1.408m delay on the project due to an issue with the electrical substation connection which was resolved in Feb / March.
- Stratford High School – 2 Form Entry expansion, £5.029m delay on the project due to the planning application approval taking longer than anticipated. Commencement on site is now scheduled for November 2022 with the anticipated completion date of the project now being August 2024.
- Etone College 1FE expansion, £2.309m delays due to the planning approval processes being protracted alongside additional discussions with the Education setting who want to undertake the project themselves.
- S106 contribution to Lower Farm School £1.300m of contribution to a DfE project not yet paid as the invoice requesting our contribution to the scheme has not been forthcoming from the DfE.
- Other reported delays are for less than £0.250m, but these are spread over many individual projects. This general reduction in 2021-22 spend on Education projects is likely to result from the Covid-19 pandemic slowdown and materials and labour shortages.

Environment Services – £4.855 million delay caused by:

- The A46 Stoneleigh junction scheme is showing a delay of £2.748m resulting from a change to the end date of the scheme. Significant sums relating to compensation events (whilst allowed for within the overall budget) are still being negotiated and no payment will be made until these sums have been agreed. This has impacted on in year spend. There is no suggestion that the scheme will require additional funds although there has been an increase in the budget of £0.391m due to the impact of COVID restrictions, this additional amount has been funded by Government grant.
- Vehicle mitigation barriers Stratford upon Avon £0.582m. This project is now scheduled with the contractor for summer 2022.
- Delays of £1.709m relating to Area Delegated schemes because of changes to the use of these funds (see Cabinet report dated 11th June 2020). The system changes are still being embedded and work is underway to complete historical schemes not yet undertaken. The minor works team working with localities officers have prepared over 450 scheme proposals. Of these, 315 schemes have been approved for delivery and 187 have been completed in 2021/22. The remaining projects are expected to be completed in the first quarter of 2022/23.
- A3400 Birmingham Road Stratford Corridor improvements - £0.756m delay relating to negotiations around the scheme. The remainder of the scheme is to be split into two more phases to suit timing of land acquisitions. Phase 2 will commence in August 2022 and phase 3 in early 2023.
- During Q4 spend on S278 projects has exceeded expectations and there was an increase in spend of £2.114m
- There have been some other smaller delays on projects, please see the annexes for further details.

Fire and Rescue – £1.217 million delay caused by:

- Training Centre new build, £0.598m due to delays on the hot fire house project. There will be a review of the project in the next financial year to consider options.
- Vehicle replacement programme, £0.425m delay in spending due to later than anticipated delivery of new fire vehicles.

Strategic Commissioning for Communities - £3.780 million delay caused by:

- Library & Business Centre, Nuneaton £0.340m, actual expenditure has been less than forecast due to delays in commissioning the external professional team and subsequent preparation work required for moving to RIBA. Construction work is still dependent on obtaining vacant possession of the site.
- Casualty reduction schemes £0.749m including two CIF funded projects, Temple Hill / Lutterworth Road and A439 Southern. Difficulties have arisen in obtaining contractors to undertake the work.
- Leamington Station commonwealth games infrastructure improvement £0.546m delayed due to contractor availability. The works to the station will be completed by the end of May.
- Rural mobility fund £0.401m resulting from delays in being able to access supplies, caused by COVID and the Ukraine war. This has delayed the start of the scheme into 2022-23 in relation to the development of software, delivery of vehicles, and establishment of the call centre.
- The payment of business grants has also been pushed back (£0.577m). This may be due to a nervousness on the part of businesses to invest and/or difficulties in raising the required match funding.
- Creation of office space at Holly Walk, Leamington £0.289m there have been delays and costs have been reviewed. A plan is now in place to deliver the project in the next financial year.
- The remainder of the delay on Communities relates to various issues over multiple projects, further details can be found in the annexes.

Children & Families Services - £0.055 million delay caused by:

- Delay of £0.055m in projects coming forward for adaptations to carer properties. The spend is reactive to requirements which significantly vary year on year and are difficult to predict.

Adult Social Care - £0.313 million delay caused by:

- Delays in projects coming forward for extra care housing of £0.313m. The original plans for this funding are no longer viable and therefore the future of the project is to be reviewed in 2022-23.

Strategic Commissioning for People & Public Health - £0.044 million delay caused by:

- Delays in projects coming forward for social care modernisation funding £0.044m.

Business & Customer Support Services - £0.294 million delay caused by:

- Delays in projects coming forward for improving the customer experience / one front door improvements £0.294m. This relates to delays around the replacement of Radio Frequency Identification (RFID) Machines which has been delayed due to supply chain issues and will now commence in May 2022. The Hublet Project where the start of the project was delayed due to Arts Council Funding Bid approval did not receive the funds until late February 2022, the project is expected to be completed by Q3 2022.

Enabling Services - £0.919m million delay caused by:

- Delays on schools' maintenance projects because of the knock-on impact of COVID and HS2 and subsequent contractor delays and material shortages.

Governance and Policy - £0.798 million delay caused by: -

- Bedworth Croxall Street Centre renovation, £0.212m delays due to contractor delays and material shortages.
- Strategic Site planning applications scheme has delays of £0.227m resulting from delayed archaeological works.
- Rationalisation of County storage project £0.195m is due to carry forward of funding where a final amount of minor works and invoicing will continue.

Corporate - £2.000 million delay caused by:

- £2.000m delay in the allocation of funds from the Warwickshire Recovery Investment Fund due to a smaller than anticipated number of organisations coming forward for loans.

Appendix C

Covid related income and expenditure 2021/22

1. The table below provides a breakdown of the Covid position of Warwickshire County Council as at 31st March 2022. It provides a breakdown of the opening reserve balances carried forward from 2020/21, income received, and expenditure incurred during the year, the reserve balances available to support Covid related recovery cost in future years as well any existing commitment against these funds. At the end of the 2021/22 financial year the uncommitted Covid funding balance is £8.815m.

	Covid reserves opening balance 01/04/2021		Covid income 2021/22		Covid Expenditure 2021/22		Covid reserves closing balance 31/03/2022		Covid Commitments in Future years		Uncommitted Covid funding balance	
	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced
Test & Trace		(2.040)			1.064		(0.977)		0.977			
Bus Service Operators Grant		(0.100)		(0.688)	0.669		(0.119)		0.119			
Contain Outbreak												
Management Fund (COMF)		(7.250)		(2.798)	7.806		(2.243)		2.243			
Backward Contact Tracing (COMF)		(0.014)					(0.014)		0.014			
LA Emergency Assistance				(0.128)				(0.128)				(0.128)
Clinically Extremely Vulnerable (CEV)				(0.420)		0.067		(1.283)				(1.283)
General COVID grant		(14.493)		(10.843)				(25.336)				(25.336)
Sales, Fees & Charges income support				(0.377)				(0.377)				(0.377)
Local Council Tax												
Compensation Scheme*				(4.891)				(4.891)	4.891			
Covid Contingency for Fire Service				(0.062)				(0.062)				(0.062)
Winter Grant Fund (became Local Support Grant)				(0.017)	0.017							
Covid Local Support Grant				(1.652)	1.652							

	Covid reserves opening balance 01/04/2021		Covid income 2021/22		Covid Expenditure 2021/22		Covid reserves closing balance 31/03/2022		Covid Commitments in Future years		Uncommitted Covid funding balance	
	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced	Ringfenced	Unringfenced
LA framework/Practical support for those self-isolating			(0.683)		0.683							
Covid School Transport			(0.180)		0.180							
Covid Targeted Community Testing			(1.891)		1.891							
Hospital Discharge Grant			(3.063)		3.063							
Household Support Grant			(3.473)		3.473	0.620		0.620				0.620
Omicron Support Fund				(0.559)		0.434		(0.124)		0.124		
Infection Control & Testing			(9.988)		9.988							
Workforce Recruitment & Retention			(3.866)		3.866							
Covid expenditure against unringfenced Covid grants						15.644		15.644		6.903		18.777
	(9.404)	(15.041)	(26.647)	(19.315)	32.700	18.417	(3.353)	(15.937)	3.353	11.918	0	(4.019)

2. Future year Covid commitments include:

- all ringfence covid grants being spent in line with their terms and conditions (or repaid to central government),
- the Local Council Tax Compensation scheme income is committed to support the MTFS in future years if the tax base growth falls behind expected levels
- other ringfenced grants are used to fund commitments as detailed in the table below:
 - i. approved spend by Corporate Board to support Services with recovery actions
 - ii. approved spend by Council as part of the MTFS time limited commitments originally funded from Available to Use reserves where the cost is attributable to Covid. These funding switches, if agreed, would increase the level of Available to Use Reserves to support the Council plan and Delivery Plan as well as provide additional resources to address emerging inflationary risks.

	Project/Initiative	2022/23	2023/24	Total
SECTION A - Approved spend form Covid unringfenced grants		£m	£m	£m
People Strategy and Commissioning	Month fixed term contract for Children in Crisis Commissioner	0.054	0.000	0.054
People Strategy and Commissioning	Month fixed term contract to Refresh Suicide Prevention Strategy	0.062	0.032	0.094
People Strategy and Commissioning	£150k is funding to support delivery of the refreshed suicide prevention strategy priorities and support further suicide response work.	0.075	0.037	0.112
Children and Families	Additional support to Placement Hub	0.035	0.000	0.035
Children and Families	Additional Learning and Development Officer and Quality Assurance Officer for 12 month period	0.101	0.000	0.101
Children and Families	Family Support Workers Initial Response	0.070	0.000	0.070
Children and Families	Employment or commissioning of a Play Therapist, three Systemic Therapy Social Workers, four Family Support Workers and two youth workers	0.225	0.000	0.225
Children and Families	Commission additional integrated Speech, Language and Communication support in Youth Justice Team and Children in Care Team	0.075	0.000	0.075
Children and Families	Partnership Manager	0.081	0.000	0.081
People Strategy and Commissioning	Improving Mental Wellbeing	0.376	0.000	0.376
People Strategy and Commissioning	Mitigating the impact of Covid 19 on BAME communities	0.228	0.000	0.228
Finance	Finance interim post	0.030	0.000	0.030
Education	Early Years Delivery	0.079	0.074	0.153
Education	3.6 x H FSW to September 2022 to cover 85% increase (and bag log) for Home Education	0.074	0.000	0.074
Business and Customer Services	FOM funding agreed in MTFs 2021/22 for two years (2021/22 and 2022/23)	0.290	0.000	0.290
Communities Strategy and Commissioning	Adapt and Diversify Gant Scheme	0.616	0.000	0.616
Other Services	Coroner cost increase due to Covid	0.075	0.000	0.075
SECTION A - Approved spend form Covid unringfenced grants		2.546	0.143	2.689

SECTION B - Covid allocations agreed in MTFS		2022/23 £m	2023/24 £m	Total £m
Strategic Commissioning for Communities	Waste Management A time limited allocation to reflect the increased domestic waste generated due to shift to hybrid/homeworking following the pandemic.	0.950	1.150	2.100
Business and Customer Services	Customer Service Centre - A two-year allocation to increase capacity to meet increased demand as a result of the pandemic	0.077	0.077	0.154
Business and Customer Services	Business support capacity - A two-year allocation to reflect the current levels of business support needed in response to the demand pressures in children and families, education and adult social care. The spending need is time limited reflecting that some of the demand is covid-related and may not be required over the longer term.	0.625	0.625	1.250
Enabling Services	Cleaning costs - A three-year allocation to provide for the sustained increase in cleaning costs, as a result of Covid, for a further three years.	0.200	0.400	0.600
Governance and Policy	Legal capacity - An allocation to provide capacity for clearing the backlog of children's safeguarding cases caused by the closure of the courts during covid. The costs represent the additional cost of locums to carry out/support the work.	0.120	0.000	0.120
Other Services	Coroner - A time-limited allocation to fund additional post-mortem costs due to all post mortems remaining high risk (and higher cost) due to the pandemic.	0.075	0.040	0.115
SECTION B - Covid allocations agreed in MTFS		2.047	2.292	4.339

Appendix D

Requests to Carry Forward Resources from 2021/22 to 2022/23 and 2023/24

Service (AD)	Carry forward	Proposed use of the funding
Category 1 - Projects funded by external grant received for a specific purpose		
Education	0.023m	Build Capacity - Carry forward rental income received from nurseries in 2021/22, to fund works planned for 2021/22 but due to capacity will now be completed in 2022/23, the rental income is required to cover the cost of the works.
Education	0.157m	Holiday Activities and Food (HAF) Project - Residual grant unspent of the S31 grant for easter and into summer 2022. If this is not released back to the HAF budget, then the funding will have to be returned to the DfE.
Environment Services	0.016m	Local Capacity Seed Funding Grant - Received March 2022 to deliver works later in 2022.
Environment Services	0.010m	Biodiversity Net Gain Grant - Received March 2022 to deliver works later in 2022.
Environment Services	0.006m	Historic England Grant - First instalment of a 2 year project received March 2022 to transfer data from national records.
Strategy & Commissioning - Communities	0.102m	Transforming Nuneaton Project - Delays have resulted in tenants remaining in situ longer than anticipated. As the purchase of the properties was via grant funding, this rental income is ringfenced for use against the TN project.
Business & Customer Service	0.057m	Armed Forces Covenant - External Grant funding

Other Services	0.041m	Written Statement of Action (WSOA) -To meet the requirements of the Ofsted and CQC joint inspection of SEND reform, approved by Cabinet in 07/12/2021
Category 2 - Projects already approved		
Education	0.056m	Written Statement of Action (WSOA) - Funding is to continue with the training, school engagement and workforce development did not complete this financial year but are necessary to deliver improvements required by the WSoA.
Environment Services	0.080m	For information only – this carry forward request was approved by Cabinet in January 2022. Replacement of recovery vehicle required to replace existing (10 years old) vehicle, new vehicle will be efficient in operational and fuel terms. Funding available through one off salary savings in 2021/22. The vehicle is used by a traded service and due to the long lead time approval has been sought and given at Q3.
Category 3 - Spend funded from the MTFS in previous years		
Education	0.725m	Specialist Provision in Nuneaton and Bedworth (Warwickshire Academy) - Delays in the opening have caused a re-phasing of the Ghost funding of placements to the Warwickshire Academy. These changes were submitted as part of the MTFS refresh in 2021. These re-phasing detailed the need to carry forward the underspent funding from the 2021/22 budget.
Strategy & Commissioning - Communities	0.170m	Commonwealth Games - Delays due to Covid have meant allocations have not been spent in the original timeframe, the full spend is expected in 2022/23 with £135k of the request relating to the Cycle Race time limited budget.
People Strategy & Commissioning	0.280m	Integrated support for Homelessness
Business & Customer Service	0.017m	Councillor Grants - Delays to projects or funding has been returned.

Business & Customer Service	0.045m	Creative Health Programme - Income received from ASC to fund a 2-year post, start delayed due to Covid & the requirement for community engagement. £0.037m is also being requested for 2023/24
Commissioning Support Unit	0.030m	Bin, Scan Store Project
Enabling Services	0.055m	Graduate scheme - commenced in Oct 2020 with the appointment of three graduate trainees. A budget for their salaries for the two years duration of their placements was created centrally and allocated in one sum of 200k. The placements and thus salary costs span 3 financial years, 20/21, 21/22 and finally 2022/23 as they complete in October 2022, therefore it is requested that the outturn figure for 21/22 is carried forward to 2022/23 to fund the remainder of their salaries.
Category 4 - Spend which may case future MTFS pressure		
Environment Services	0.303m	Supported Bus Services DfT Grant - Delays due to COVID have meant the grant could not be fully spent. Funding is to replace the current Flexibus operations in the Rugby area and enhancement of the subsidised Service 78 (Nuneaton Town Centre – George Eliot Hospital – Bedworth – Walsgrave Hospital – Keresley).
Fire & Rescue	0.203m	Fire Protection Staffing Costs - Fire Protection Grants received during 2021/22 have been used to fund some of the staff costs originally included within the 21/22 MTFS allocation. Requested to carry forward underspend so that existing staffing arrangements can be continued, particularly as there is uncertainty around future Home Office funding. This carry forward is being requested for 2023/24
Category 5 - New activity proposed		

People Strategy & Commissioning	0.150m	Rise contract to deliver the Mental Health Interventions in Schools framework. - Funding would be a short term measure, which would release £150k pressure on the CSSB. The Rise contract is to deliver the Mental Health Interventions in Schools. The framework is a LA responsibility which under previous DSG rules could, with School Forum approval, be paid for from DSG. With up to 20% reductions in some areas of the CSSB funding as a whole the CSSB is now unsustainable. This £150k carry forward would give the service time to seek on-going funding.
Enabling Services	0.100m	To support the cost of an ongoing legal case relating to an employment tribunal raised by ex-employee
Enabling Services	0.050m	Purchase of IT equipment to make Committee Room 2 Shire Hall a fully Hybrid meeting room.
Finance	0.038m	CFOInsights and CIPFA VFM Tool - The Finance Service 2022/23 Business Plan includes a commitment to increase the use of finance and performance information to improve decision-making. Access to benchmarking information is central to being able to do this effectively. The CFO Insights and CIPFA VFM tools are, based on our market research, the most comprehensive tools currently available and without access to the information our ability to add value in our support for the organisation would be reduced.
Governance & Policy	0.055m	New Data Governance System -This project has been delayed due to lack of resources and COVID pressures. The system will change how data is recorded organisationally and ensure that DPIAs are kept and we have full record of the data we hold, who is responsible for it and where it is stored (which forms part of our legal requirements as regards data and personal information).
Governance & Policy	0.050m	One Public Estate Opportunity Development Fund - Opportunity to bid was announced in February 2022 and funding received on 29/03/2022. Programme due to commence in April 2022.

Other Services	0.150m	<p>WPDG Estate Management - Cabinet Report (08/07/21) contained a section for Transition Costs setting aside £150k for consultants to support the start-up of the WPDG estate management service, the report stated it would be met from the Working Capital Loan provided to WPDG. Given the delays, the original consultants were not interested in taking on the work so Strategic Asset Management decided to appoint two additional heads directly. Given the challenges around WPDG staff accessing WCC data it was agreed that the consultants should be WCC employees not WPDG. These two surveyors are reading and reviewing all lease, licence and other property documentation and helping set up the new management service and database, the two surveyors are actively engaged and about 1/3 of the way through the exercise. WCC employed them around Christmas and Strategic Asset Management have been covering the cost in their service budget. However, for 2022/23 Strategic Asset Management require access to an additional £150k from the corporate WPDG budget as the service budget is now not able to cover these costs.</p>
Other Services/Governance & Policy	0.111m	<p>WPDG Rent Reviews & Lease Renewals - Retain the amount allocated for the work relating to 2021/22 as work not yet undertaken. The rent review/lease renewal work by WPDG has not yet started and so the funding needs carrying forward into next year. Core transaction (ie in a typical year) was £50,400 and the backlog was £60,500, no rent reviews or lease renewals relating to 2021/22 signed off yet, both require carrying forward.</p>
Other Services/Governance & Policy	0.100m	<p>WPDG Feasibility - WCC are asking WPDG to carry out a number of feasibility exercises and to review landholdings for potential development, in order to do this WPDG (or WCC) will need to commission external advisors and investigations. This will range from reviewing legal title to site investigation, valuation, promotion and planning advice</p>

Enabling Services	0.094m	Customer Experience Journey - At the inception of the Customer Experience Programme in early 2021, funding was sourced to cover the initial 12 months, this will expire at the end of March 2022. One of the key drivers of the Customer Experience Programme is to improve the customer experience through customers having the ability to solve issues themselves through digital self-service that reduces failure demand, which makes carry forward from Enabling services an appropriate application.
Enabling Services	0.350m	Estate Master Plan - furniture for pilot spaces at Shire Hall to support agile working
Enabling Services	0.020m	PCIDSSS - To pay for external project support surrounding PCIDSSS
Total Carry forward requests	3.473m	31 schemes

Appendix E

Request to carry forward funding allocations from the Revenue Investment Funds

Service	Project	Total funding for 2022/23	Amount to carry forward	Reason for Delay and Mitigation
		£m	£m	
Education Services - Non-DSG	SEND and Inclusion Change Programme Cohort 1	0.381	0.184	Recruitment issues and some 3 rd party commissioning delays have led to project setback; however, the project is progressing well, funding is required to complete the programme.
	Synergy Interim Infrastructure Resource	0.263	0.052	Staffing contracts extending beyond 31 March 2023. £0.325m is already included in the MTFS over 2 years for the Synergy Maintenance team.
Environment Services	Great Crested Newts	0.053	0.020	Funding is required to obtain a GCN District Level Licence from Natural England as an alternative approach to traditional licence regimes that hold up development. 'District licensing (DLL) is a new approach to authorising developments affecting great crested newts (GCN), by focusing conservation effort where it will create maximum benefit whilst reducing delays, costs, risks and uncertainty for developers. It shifts investment from site based assessment and mitigation into strategic habitat improvements', NE 2019.
	Highways Management Information System	0.126	0.010	The final element of the programme is Street Lighting. Although the system has gone live, we are experiencing issues with the live system and with one of the integrations (Telensa). We are actively managing the issues and the 2 suppliers involved to overcome identified issues.
	Trading Standards Data Cleanse and Business Process Review	0.063	0.001	De-minimus
Fire and Rescue	Building Capacity and Integration for WFRS	0.197	0.052	Project to be completed in 2022/23, delays in recruitment has led to timescales slipping.
Strategic Commissioner for Communities	Safe and Active Travel	0.103	0.051	Time, covid and process delays caused the delay in spend. Once the team member was recruited, the team needed to rewrite and produce policy to support the travel plans etc. spend will come next year to help schools and workplace achieve their travel plans.

Service	Project	Total funding for 2022/23	Amount to carry forward	Reason for Delay and Mitigation
		£m	£m	
	Stoneleigh park Accommodation Bridge Design	0.046	0.046	Project delay due to the timing of external funding being received, project to continue in 2022/23.
	Rugby Parkway	0.990	0.902	The underspend has been caused by procurement delays (in relation to the appointment of the lead designer). The spend on this cost centre will all be revenue, as it relates to scheme development which will assist towards securing an investor for the new station.
	Art Challenge	0.137	0.041	This funding will be required in 2022/23 due to timing of the event.
	Digital Market Place	0.050	0.038	There has been a delay in spend due to delays in staffing appointment.
	Economic Recovery - JumpStart	0.108	0.002	De-minimus
	Economic Recovery – Social Enterprise	0.039	0.006	De-minimus
	Economic Recovery - Tourism & Leisure Business Support	0.514	0.055	£10k of this is due to a re-profiling of contract costs following the procurement and £45k is a procurement saving. £55k is requested to be carried forward in full to fund additional contract costs, £10k, in 2022/23 and up to £45k used towards the costs of the Tourism Sector Growth Plan.
	Survive Sustain Grow	0.147	0.004	De-minimus
Communities Directorate - Total		3.217	1.094	
Adult Social Care	Integrated Care Records	0.470	0.073	The WCC Project is part of a wider central programme of 9 health and social care partner organisations across Coventry and Warwickshire, and forms part of wider ICS Digital Transformation Plans across Birmingham, Solihull, Hereford and Worcester. As a result of this complexity there were some delays in agreeing and signing the Data Privacy Impact Assessment
Children & Families	Children's Transformation Programme	4.631	2.315	Multi year project - The programme saw continued widespread disruption due to Covid, resulting in most of the 30+ workstreams to be delayed. The programme has rephased the spending into 2022/23 in agreement with the DfE.

Service	Project	Total funding for 2022/23	Amount to carry forward	Reason for Delay and Mitigation
		£m	£m	
Strategic Commissioner for People	Children and Families Tackling Inequality	0.800	0.199	Delays to strategy sign off and Cabinet approval therefore project timescales have been delayed, there is a planned scheme of work over the next three years to deliver the tackling social inequalities strategy
	Creating a healthy social prescribing system	0.582	0.154	Covid delayed start of project, contracts have been awarded to providers and funding to continue delivery.
	Developing a perinatal mental health HV cadre	0.115	0.027	Covid delayed start of project, contracts have been awarded to providers and funding to continue delivery.
People Directorate - Total		6.598	2.768	
Business and Customer Service	Information and Advice	0.169	0.057	Delays due to Covid 19, funding is required to complete the delivery of an information and advice service that will allow customers to self-help, self-manage and self-support.
	Enhanced time banking	0.070	0.037	The delivery of this project has been delayed due to Covid 19, funding is required to support local residents giving time to support their community, the funding covers the cost of 2x FTCs which are now in place & have been successfully working on the project throughout 2021-22.
Commissioning Support Unit	Understanding our customer	0.068	0.017	Funding was allocated to a two-year project that is due to run from Sept-20 to Aug-22. Specifically, it relates to a two-year fixed term contract for an analyst role, the underspend is required to fund this post until August 2022. This project is developing the Councils approach to monitoring customer contacts and is a commitment made in the Customer Experience Strategy.
	Climate Change Programme (18 month post)	0.066	0.002	The budget would enable the Programme Manager to attend conferences on the subject to gain further access to grants.
	GIS Rationalisation Phase 1	0.051	0.009	De-minimus
	Digital/ICT FOM Implementation	0.250	0.199	The delivery of this project has been delayed due to Covid, the need to rescope initially around lockdown and lockdown restrictions, then to align with reinstatement and workplace redesign. Also took longer than anticipated to recruit.

Service	Project	Total funding for 2022/23	Amount to carry forward	Reason for Delay and Mitigation
		£m	£m	
	EDRMS - Digital Postroom	0.153	0.047	Due to Covid we had to change scope initially to put in place an interim solution and then reinstate the project supporting a permanent solution.
	EDRMS Implementation support	0.188	0.166	Strategic review of the project is due to be carried out.
	Mosaic Change Hub	0.161	0.022	2 workstreams completed, final workstream relates to creation of single view of customer with creation of single view of the child as priority. Delay was due to initial preparatory work being incomplete (business requirements) and then difficulties with preferred technical solution (supplier issue). Single view of the child phase 1 (creation of flag across systems and data cleansing) to be completed in Sept 22. Phase 2 (technical hook-up between Mosaic and Synergy) to be complete once provider (Servelec) has developed the solution, phase 1 completes all prep work for this to go live quickly. Phase 3 (strategic future) subject to discussion at senior level.
	Cloud - Intelligent-i- Azure	0.065	0.110	Strategic review of the project is due to be carried out.
	Intelligent-I - Implementation of Business Analytics Platform Phase 2	0.144	0.124	This relates to the Data & Analytics Programme (PR000113 on Verto) where we are working with a third party, intelligent-i, to implement a new corporate business intelligence infrastructure. The final year of project delivery is expected to be 2022/23.
	WCC Residents Panel	0.145	0.106	This is the Councils 'Voice of Warwickshire' project and is an 18-month project that will run through until March 2023.
Enabling Services	5G and Connectivity	0.240	0.216	Cabinet approved the proposal to develop a Digital Infrastructure Strategy to align and support the Council Plan, and to establish and support a Digital Infrastructure Team to co-ordinate the deployment of full fibre connectivity and 5G mobile networks across Warwickshire. The restructure of Communities in 2021/22 delayed plans to develop the Digital Infrastructure Strategy, consequently delaying recruitment of the Digital Infrastructure Team until 2022/23.
	Azure VSTS licence renewal & VS Enterprise licence	0.100	0.091	Primary reasons for the delays on the delivery of these projects include: delays in procurement (legal challenge), ability to secure internal resources

Service	Project	Total funding for 2022/23	Amount to carry forward	Reason for Delay and Mitigation
		£m	£m	
	Disaster recovery & Cloud migration - Azure data centre annual	0.998	0.951	to align to external delivery support (due to focus on Covid and other Council priorities) Procurement timeline for Contact Centre Telephony baselined taking into account elements from lessons learnt exercise.
	Modern Government - software, licences, tablet app and hosting	0.026	0.026	
	Reusable components (excludes CIDE funded booking system)	0.082	0.082	
	Leadership - Assessment design process Tier 4+	0.024	0.024	Leadership offer scheduled for year 2 of our people strategy in financial year 22/23
	Reward & recognition - Development of future digital recognition scheme - create and implement new solution	0.008	0.008	As agreed with Corporate Board project delayed to 2022/23.
Finance	McCloud Pensions Remedy	0.022	0.017	Delays in government in enacting new legislation and associated regs, funding is required to cover Legal costs.
	Capital Financial Management Improvement Project	0.125	0.105	Discovery phase of project took longer than anticipated due to lack of resource / capacity (in particular, vacancies in the Finance Projects team). Funding is required to implement the recommendations approved by Change Portfolio Board in March 2022
	Agresso Development	0.384	0.273	Programme was paused pending Agresso & Income Manager upgrade. Continuation of Phase 2 has been agreed by Programme Board and includes critical projects to move Agresso to Cloud (in line with Digital Roadmap) and to implement system changes to implement the capital project recommendations approved by Change Portfolio Board in March 2022.
Governance and Policy	Estate master planning (Space) (new - Phase 2)	0.043	0.024	The re-instatement of Shire Hall meant that the focus of work was moved and this delayed consultancy spend on Estate Master Planning. There was also some increased use of in house expertise where possible.

Service	Project	Total funding for 2022/23	Amount to carry forward	Reason for Delay and Mitigation
		£m	£m	
	FOM Implementation - support organisational redesign delivery	0.014	0.014	As the delay was largely caused by COVID related issues - spend in 2021/22 was attributed to COVID funding, leaving this funding stream unused. it is not required in 2023/24
Resources Directorate - Total		3.596	3.096	
Total Carry forward from Investment Funds		13.411	6.958	(44 projects)

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

21/22 Revenue Budget

	Gross Exp	Gross Income	Net Exp		Net Variance Represented by				
Service	Budget	Budget	Budget	Variation Over/ (Under)	Approved Investment/ Transformation funds	Contribution 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 - Environment Services	396	0	396	(169)	0	0	0	(169)	The non salary inflation (£209k) was held in the AD management account to deal with special projects or budget pressures during the year. £40k this was utilised to cover additional costs attributable to the wider Environment Services group and a further £43k was earmarked to support a capital project. However, this was delayed and was no longer required - resulting in the out-turn underspend position.
Trading Standards & Community Safety	2,623	(1,035)	1,588	56	-1	-33	74	16	COMF funded Covid costs relate to work on Preventing Serious Violence. Community Safety overspend of £98k mainly related to an ongoing budgetary shortfall in the Gypsy & Traveller service. Trading Standards reporting a £115k underspend across the group - £65 relates to salary and related staffing costs with delays in recruitment. The remainder comprised of reduced Legal Fees and Sampling Costs with some additional income through Court Fees and Fines.
County Highways	20,323	(6,106)	14,217	211	-10	0	370	(149)	Network Management income from permitting and searches was lower than forecast at Q3. The team also had an increase in legal costs mainly due to costs associated with a Public Enquiry around Rights Of Way. This was the main reason for the change from Q3 forecast. There were also increases in Public Liability insurance, which was not know at Q3, so was estimated using previous years figures. We had an increase in the amount spent on Depot maintenance - due to the need to replace welfare facilities and fuel tanks. The revenue contribution to the Highways Maintenance Contact management fee was higher than forecast at Q3. The amount of capital spend through the contract was lower than anticipated, which increased the revenue contribution to the management fee. Forestry income was lower due to increases in material costs, the need to purchase plant and equipment and reduction in income.
Planning Delivery	4,531	(4,017)	514	0	-20	-246	1	265	Staff recruitment has proved extremely difficult, even using agency staff, who are traditionally more expensive. Therefore, there was an underspend on the salary budget. Lack of staffing resources impacted on the progression of highways agreements, which reduced the income held in year on Section 184 and Section 278 agreements. The under recovery of income across the Ecology, Historic Environment and Landscape team, and the activity on County Matter/Regulation 3 planning applications, pre-application advice and site monitoring (which has been low throughout the year) has resulted in income levels that are significantly underbudget.
Transport Delivery	38,786	(29,677)	9,109	118	0	0	848	(730)	County Fleet Maintenance was £164k overspent against it's surplus target. Staff costs were reduced during the year due to vacancies, and it proved difficult to recruit the necessary staff. This impacted on the ability to engage in services that would generate income. There was a much reduced income against internal customers partly due to the staffing issues but there was also a reduction in expected work which may be as a result of COVID. This will need to be monitored in the coming year to establish if this trend will continue. The COVID spend of £848k relates to adjustments and costs that were necessary to manage Local Bus Services and Mainstream School Transport. Public Transport had an underspend. Most of this relates to grant funding received in 2020/21 which covered more than one year, and requires to be carried forward into 2022/23. There were also cost reductions on Vehicle Hire/Lease costs. Concessionary Travel underspent due to a reduction in people travelling on a Concessionary basis during COVID which reduced costs on all the necessary infrastructure.
Engineering Design Services	7,830	(7,180)	649	253	0	0	399	(146)	The outturn for this financial year is lower than expected, this is the result of a combination of lower recoverable time due to the impacts of additional leave take carried over from the previous year, a number of new starters which has resulted in training time, time spent in moving to new office accommodation and cost and issues with checking and approval of partner consultant staff costs. The service has incurred covid related expenditure the majority of this relates to costs incurred on a construction project where additional office space and features were required to comply with government guidance, a print and post service was also set up for large plans to support the maintenance of normal operations.
Emergency Management	480	(118)	361	(331)	0	-392	0	61	Ringfenced grant funding was unable to be utilised in 2021/22 and this will be carried forward to be used in 2022/23. A small service overspend relating to agreement to increase partnership contributions.
Net Service Spending	74,969	(48,133)	26,834	138	(31)	(671)	1,692	(852)	

Strategic Director - Mark Ryder

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

Saving Proposal	Target £'000	Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Expansion of traded income across the service - Areas to be targeted for increased income include improving efficiencies and increasing income from external contracts, new future external contracts and MOT sales to public, enforcement income from network management, ecology surveys and the forestry service.	200	200	0	
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	152	152	0	
Total	352	352	0	

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	Closing Balance 31/03/2022 £'000
Proceeds of Crime	217		30	247
Local Resilience Forum	200	(200)	393	393
Domestic Homicide Reviews	78	(78)	3	3
Flood Management Reserve	506		96	602
S38 Developer Funding	602		150	752
Total	1,603	-278	672	1,997

Environment Services - Scott Tompkins
Strategic Director - Mark Ryder
Portfolio Holders - Cllr Redford

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	45	56,228	0	59,245	59,144	1	0	100	59,245	-44	0	Budget remains for ongoing legal arrangements regarding land transfer likely to extend into next financial year.
11221000	M40 Junction 12	11,885	57	30	0	11,972	11,885	18	0	69	11,972	-39	0	Budget balance is required for monitoring of the project.
11272000	Rugby Gytratory Improvement Scheme	1,564	1	23	0	1,588	1,564	-0	0	24	1,588	-1	0	Slippage from 2021/22 has currently been forecast in 2023/24 and the profile of spend will need to be updated by the Project Manager at Q1 2022/23.
11339000	Bermuda Connectivity Project	2,880	3,227	2,753	1,500	10,359	2,880	3,526	2,454	1,500	10,359	299	0	An overspend position has occurred against 2021/22 due to extra resource being provided by the contractor to bring the scheme within the programme.
11510000	A46 Stanks Island signalisation and improvement Bham Rd	5,199	70	1,214	200	6,683	5,199	6	670	808	6,683	-64	0	An underspend has resulted against 2021/22 due to a refund related to water charges for previous years.
11604000	A444 Corridor Improvements - Phase 2	322	175	2,000	1,837	4,334	322	158	2,000	1,854	4,334	-17	0	Resourcing amongst other disciplines e.g. land, road safety, street lighting, etc. have resulted in reduced overall development of project while waiting on those disciplines.
11605000	A3400 Bham Road Stratford Corridor Improvements	276	1,350	2,935	2,000	6,561	276	594	2,900	2,885	6,655	-756	94	The remainder of the scheme is to be split into two more phases to suit timing of land acquisitions. Phase 2 will commence in August 2022 and phase 3 in early 2023. Slippage from 2021/22 has currently been forecast in 2023/24 and the profile of spend will need to be updated by the Project Manager at Q1 2022/23. The increase in budget of £94k relates to the upgrading of a bus stop and development of a bus shelter as part of this project that will be funded by S.106 money.
11649000	A46 Stoneleigh Junction Improvement	9,586	13,649	7,186	6,450	36,871	9,586	10,901	8,500	8,274	37,262	-2,748	391	Changing end date of scheme has impacted yearly spend, significant sums related to compensation events (whilst allowed for within the overall budget) are still being negotiated and no payment will be made until these sums have been agreed, impacting yearly spend. There is no suggestion that the scheme will require additional funds although there has been an increase in the budget of £391k due to the impact of COVID restrictions, funded by Government grant.
11694000	A47 Hinckley Road Corridor Scheme	707	121	2,778	0	3,605	707	-15	2,778	136	3,605	-136	0	The tender this financial year on the next phase of work has been delayed in order to redesign some elements of the scheme, in accordance with the latest design standards and improve safety and usability for cyclist. This will also better tie together other works in the area making the overall improvements more cohesive. Slippage from 2021/22 has currently been forecast in 2023/24 and the profile of spend will need to be updated by the Project Manager at Q1 2022/23.
11853000	Transforming Nuneaton - Highway Improvements (CIF)	0	240	2,621	16,704	19,565	0	404	1,237	17,924	19,565	164	0	An overspend against the 2021/22 Budget has occurred due to design work being able to be progressed at faster pace as there was no requirement for Cabinet approval to dedicate NBBC land, and could be carried out under delegated authority.
11857000	Emscote Road Corridor Improvements Scheme	44	78	2,680	7,394	10,197	44	46	451	9,656	10,197	-32	0	Project construction phase pushed back due to resourcing and conflicting priorities during Covid so spend reprofiled. There is some design and consultation to carry out in 2022/23 with construction unlikely to commence until 2024/25. Portobello Bridge slippage is due to feasibility work on-going and other more pressing projects holding up resources.
Street Lighting														
11279000	Pump Priming allocation for LED street lighting	4,823	480	0	0	5,303	4,823	375	105	0	5,303	-105	-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	644	0	152	796	-152	-0	

11992000	Street Lighting Annual Main 2022/23	0	0	0	0	0	0	0	543	0	543	0	543	New allocation for 2022-23
Structural Bridge Maintenance														
11382000	Minor Bridge Maintenance schemes 2015/2016	1,683	0	0	0	1,683	1,683	0	0	0	1,683	0	0	
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	182	0	0	2,700	2,518	143	0	46	2,707	-38	7	
11658000	Minor Bridge Maintenance schemes 2018/2019	1,622	185	400	0	2,207	1,622	153	386	32	2,193	-32	-14	
11717000	Bridges Base Budget 2019 2020	881	81	0	0	961	881	36	0	51	967	-45	6	
11816000	Bridges Base Budget 2020 2021	551	313	0	0	865	551	227	0	86	865	-86	-0	
11833000	Historic Bridge Maintenance	332	1,278	2,526	2,184	6,320	332	1,068	2,510	2,410	6,320	-210	0	
11882000	Bridges annual maintenance 2021-22	0	677	0	0	677	0	468	0	216	684	-210	7	
11990000	Bridge Annual Main 2022/23	0	0	0	0	0	0	0	1,019	0	1,019	0	1,019	New allocation for 2022-23
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 2019 2020	17,450	0	0	0	17,450	17,450	-29	0	0	17,421	-29	-29	
11785000	County Highways Base Budget 20-21	21,955	81	0	0	22,036	21,955	9	0	0	21,964	-73	-73	
11808000	Vehicle Mitigation Barriers (Stratford on Avon)	0	582	0	0	582	0	0	0	582	582	-582	0	
11871000	Highways 2021-22 Surface Dressing	0	1,628	0	0	1,628	0	1,614	0	0	1,614	-13	-13	
11872000	Highways 2021-22 Slurry Seal	0	238	0	0	238	0	382	0	0	382	144	144	
11873000	Highways 2021-22 Routine Patching	0	1,194	0	0	1,194	0	1,382	0	0	1,382	189	189	
11874000	Highways 2021-22 Patching Surface Dressing	0	651	0	0	651	0	493	0	0	493	-158	-158	
11875000	Highways 2021-22 Patching Slurry Sealing	0	54	0	0	54	0	130	0	0	130	75	75	
11876000	Highways 2021-22 Pot Hole Budget	0	309	0	0	309	0	204	0	0	204	-105	-105	
11877000	Highways 2021-22 Structural Patching	0	868	0	0	868	0	787	0	0	787	-81	-81	
11878000	Highways 2021-22 Road Marking SD	0	429	0	0	429	0	343	0	0	343	-86	-86	
11879000	Highways 2021-22 Structural Maintenance Annual Programme	0	8,953	0	0	8,953	0	8,999	0	0	8,999	47	47	£36k S278 contribution
11880000	Highways 2021-22 Structural Maintenance Annual Footways Programme	0	2,170	0	0	2,170	0	2,229	0	0	2,229	59	59	
11881000	Staff Recharges Annual 2021-22	0	887	0	0	887	0	887	0	0	887	0	0	
11912000	Highways 2021-22 Micro Asphalt	0	83	0	0	83	0	79	0	0	79	-4	-4	
11913000	Highways 2021-22 Patching Micro Asphalt	0	10	0	0	10	0	7	0	0	7	-3	-3	
11914000	Highways 2021-22 Road Marking For Micro Asphalt	0	7	0	0	7	0	0	0	0	0	-7	-7	
11926000	Forestry 35 X Yard Skips	0	0	0	0	0	0	8	0	0	8	8	8	Revenue Funded
11927000	Forestry Vehicle Reg WR12HYF	0	0	0	0	0	0	0	0	0	0	0	0	
11954000	Winter Gritting Spreader Reg No PF69 JXR	0	0	0	0	0	0	96	0	0	96	96	96	Revenue Funded
11955000	Winter Gritting Spreader Reg No PF69 JXT	0	0	0	0	0	0	96	0	0	96	96	96	Revenue Funded
11956000	Winter Gritting Spreader Reg No PJ68 KZA	0	0	0	0	0	0	48	0	0	48	48	48	Revenue Funded
11966000	D1408-A46 Alcester Rd Stratford Footway & Cycleway	0	0	0	0	0	0	0	1	20	21	0	21	S278 Scheme under wrong Sub service
11979000	Highways 2022/23 Surface Dressing	0	0	0	0	0	0	1,563	0	0	1,563	0	1,563	New allocation for 2022-23
11980000	Highways 2022/23 Slurry Seal	0	0	0	0	0	0	217	0	0	217	0	217	New allocation for 2022-23
11981000	Highways 2022/23 Routine Patching	0	0	0	0	0	0	1,085	0	0	1,085	0	1,085	New allocation for 2022-23
11982000	Highways 2022/23 Patching Surface Dressing	0	0	0	0	0	0	380	0	0	380	0	380	New allocation for 2022-23
11983000	Highways 2022/23 Patching Slurry Sealing	0	0	0	0	0	0	43	0	0	43	0	43	New allocation for 2022-23
11984000	Highways 2022/23 1ST TIME FIND AND FIX	0	0	0	0	0	0	189	0	0	189	0	189	New allocation for 2022-23
11985000	Highways 2022/23 Structural Patching	0	0	0	0	0	0	868	0	0	868	0	868	New allocation for 2022-23
11986000	Highways 2022/23 Road Marking SD	0	0	0	0	0	0	195	0	0	195	0	195	New allocation for 2022-23
11987000	Highways 2022/23 Structural Maintenance Annual Programme	0	0	0	0	0	0	8,951	80	0	9,031	0	9,031	New allocation for 2022-23
11988000	Highways 2022/23 Structural Maintenance Annual Footways Programme	0	0	0	0	0	0	2,279	0	0	2,279	0	2,279	New allocation for 2022-23
11989000	Staff Recharges Annual 2022/23	0	0	0	0	0	0	895	0	0	895	0	895	New allocation for 2022-23
11994000	Forestry: Vermeer chipper	0	0	0	0	0	0	23	0	0	23	23	23	Revenue Funded
Traffic Signals														
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	0	0	9	190	-13	-4	
11718000	Traffic Base Budget 2019 2020	230	42	0	0	272	230	4	0	38	272	-38	0	
11817000	Traffic Base Budget 2020 2021	83	145	0	0	228	83	123	0	26	232	-22	4	
11848000	CIF - Replacement Bollards in Stratford, Nuneaton & Bedworth	8	222	200	0	430	8	85	200	137	430	-137	0	
11883000	Traffic Signals Annual Main 2021-22	0	232	26	0	257	0	165	26	67	257	-67	0	

11945000	D1356 - DFT - Traffic Signals Maintenance Grant Award	0	0	0	0	0	8	0	492	500	8	500	
11991000	Traffic Signals Annual Main 2022/23	0	0	0	0	0	0	250	0	250	0	250	New allocation for 2022-23
Flood management													
11424000	Snitterfield Emergency Works	2,793	0	0	0	2,793	2,793	0	0	0	2,793	0	0
11427000	Ladbrooke Flood Alleviation	60	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	0	0	5	103	-5	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	0	35	0	48	13	19	0	17	48	19	-0
11794000	Flood Defence Maintenance 20-21	0	137	0	0	137	0	2	0	134	137	-134	0
11801000	Flood alleviation schemes CIF - Pailton	0	129	7	0	136	0	73	7	56	136	-56	-0
11802000	Flood alleviation schemes CIF - Fenny Compton	0	50	434	0	484	0	10	434	40	484	-40	-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	0	0	32	32	0	0	0	32	32	0	0
11806000	Flood alleviation schemes CIF - Brailes	0	10	105	0	115	0	0	105	10	115	-10	0
11870000	Flood Defence Maintenance 21-22	0	66	134	0	200	0	144	38	0	182	79	-18
11892000	Flood defence - Fillongley	0	77	45	0	122	0	38	45	39	122	-39	-0
11928000	Bilton Road Property Flood Resilience Scheme	0	22	0	0	22	0	12	0	10	22	-10	0
11943000	Clifford Chambers Property Flood Resilience Scheme	0	10	0	0	10	0	7	0	3	10	-3	0
11978000	Flood Defence Maintenance 22-23	0	0	0	0	0	0	210	0	210	0	210	New allocation for 2022-23
12005000	Broadwell property flood resilience scheme	0	0	0	0	0	0	141	0	141	0	141	new scheme allocated
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	25	635	0	660	0	20	640	0	660	-5	0
11869000	Gypsy & Traveller Services 21-22	0	7	24	0	31	0	-19	19	31	31	-26	0
11977000	Gypsy & Traveller Services 22-23	0	0	0	0	0	0	21	0	21	0	21	New allocation for 2022-23
Transport Delivery													
11854000	Replacement of 15 bus fleet vehicles (Home to School transport)	0	811	0	0	811	0	811	0	0	811	0	0
Integrated Transport - Delivery													
11762000	Nuneaton To Coventry Cycle Route - Cif	32	10	485	485	1,012	32	11	60	909	1,012	1	0
11764000	Green Man Colehill Signalised Junction - Cif	3	80	417	0	500	3	119	378	0	500	39	-0
11765000	Hinckley To Nuneaton Cycle Route - Cif	47	26	651	0	724	47	35	435	207	724	10	0
11778000	A452 Kenilworth To Leamington Cycle Route - Cif	236	250	2,536	1,727	4,749	236	208	260	4,045	4,749	-42	-0
11911000	A452 Kenilworth Road to Leamington Spa town centre cycle route – Getting Building Fund	0	30	530	0	560	0	33	497	30	560	3	-0
Area Delegated													
11276000	Rugby Area Committee	416	0	36,204	0	452	416	0	0	36	452	0	0
11354000	Area Delegated Funded Schemes 2017/18	23	0	231,233	0	254	23	-3	0	234	254	-3	-0
11398000	Design Services Area Delegated Funding	152	7,959	0	0	160	152	0	0	7	159	-8	-1
11452000	Area delegated funding 18-19	0	0	878.57	0	879	0	0	0	865	865	0	-14
11483000	Delegated Budget 2016 2017 - Gaf Din	86	0	0	0	86	86	0	0	0	86	0	0
11485000	Delegated Budget 2016 2017 - Jo Edwards	541	0	0	0	541	541	0	0	0	541	0	0
11487000	Delegated Budget 2016 2017 - Nigel Whyte	112	5,096	7,756	0	125	112	0	0	13	125	-5	0
11488000	Delegated Budget 2016 2017 - Carolyn Burrows	181	0	35,508	0	217	181	0	0	36	217	0	0
11588000	Delegated Budget for Traffic Signals Gaf Din 2017-18	1	4,267	0	0	5	1	0	0	4	5	-4	-0
11590000	Delegated Budget For Traffic And Rd Safety Jo Edwards 2017 /2018	736	20,952	0	0	757	736	0	0	21	757	-21	0
11592000	Delegated Budget For County Highways J Grant 2017 /2018	582	10,85	0	0	593	582	0	0	11	593	-11	0
11593000	Delegated Budget For Transport Planning 2017 2018 N Whyte	41	8,598	0	0	50	41	0	0	9	50	-9	0
11652000	Jo Edwards Delegated Schemes 2018 2019	766	264,151	0	0	1,030	766	77	0	187	1,030	-187	-0
11653000	John Grant Delegated Schemes 2018 2019	695	18,115	0	0	713	695	0	0	18	713	-18	0
11656000	Nigel Whyte Delegated Schemes 2018 2019	71	1,548	0	0	73	71	0	0	2	73	-2	0

11721000	Traffic Signals Delegated Budget 2019 2020	0	0	0	0	0	0	0	0	0	0	0	0	0
11722000	St Lighting Delegated Budget 2019 2020	4	2.085	0	0	6	4	0	0	2	6	-2	0	0
11723000	County Highways Base Delegated Budget 2019 2020	395	233.095	0	0	628	395	30	0	203	628	-203	0	0
11724000	Traffic Road Safety Delegated Budgets 2019 2020	525	523.659	0	0	1,049	525	31	0	493	1,049	-492	0	0
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budgets	106	48.467	15	0	169	106	11	0	52	170	-37	0	0
11799000	Area delegated funding 20-21	0	0	0	0	0	0	0	0	0	0	0	0	0
11835000	North Warks Area Delegated	46	277.656	241.536	0	565	46	195	258	329	827	-83	262	New allocation for 2022-23
11836000	Nun & Bed Area Delegated	294	517.387	425.7	0	1,237	294	220	478	723	1,716	-297	478	New allocation for 2022-23
11837000	Rugby Area Delegated	117	422.001	442.567	0	982	117	417	368	458	1,360	-5	378	New allocation for 2022-23
11838000	Stratford Area Delegated	44	341.5	630.119	0	1,016	44	225	478	747	1,494	-117	478	New allocation for 2022-23
11839000	Warwick Area Delegated	76	564.438	815.186	0	1,456	76	359	515	1,025	1,975	-206	519	New allocation for 2022-23
Developer Funded Transport - s106 schemes														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	74	10	20	287	391	74	1	20	296	391	-9	0	0
11099000	Upgrade Traffic Signals Blackhorse Rd	141	8	0	0	148	141	0	0	8	148	-8	0	0
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	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	26	0	0	162	135	-17	0	44	162	-44	0	0
11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	0	0	0
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0	0
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	11	0	0	11	5	5	0
11417000	A426 /A4071 Avon Mill Rdbt Rugby Improvement Scheme	571	200	600	337	1,708	571	327	473	337	1,708	127	0	0
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	71	0	112	0	183	71	0	112	0	183	0	-0	0
Developer Funded Transport - Europa Way														
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd. S278	3,045	0	0	455	3,500	3,045	1	0	454	3,500	0	-0	0
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	3,686	1,047	49	2	4,784	3,686	1,203	0	0	4,890	157	106	0
11636000	A452 Myton Road And Shire Park Roundabouts S106	266	185	2,865	484	3,800	266	252	2,798	484	3,800	67	-0	0
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout S106	137	106	90	7,167	7,500	137	126	70	7,167	7,500	20	0	0
11638000	A452 M40 spur west of Banbury Road S106	13	0	5	7,582	7,600	13	0	5	7,582	7,600	0	0	0
11814000	C9878 A452 Europa Way Dualling, The Asps S278	0	10	140	0	150	0	0	1	149	150	-9	-0	0
Developer Funded Transport - s278 schemes														
10010000	Transport - Developer Funding Holding Code	0	0	0	0	0	0	0	0	0	0	0	0	0
10010001	Unallocated section 278 developer funds	-46	0	0	1,662	1,616	-46	54	0	1,608	1,616	54	0	0
10438000	Leamington, Junction Alterations At Former Potterton Works	4	0	0	0	4	4	0	0	0	4	0	0	0
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	2	0	0	29	27	0	0	2	29	-2	-0	0
11195013	S278 Wellesbourne Distribution Park Signs	35	0	0	0	35	35	0	0	0	35	0	0	0
11305000	New Roundabout on the A444 Weddington Road Nuneaton	630	21	0	0	651	630	18	0	3	651	-3	-0	0
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	0
11326000	Elliot's Field Retail Park	816	1	0	0	817	816	0	0	0	816	-1	-1	0
11327000	B4113 Gipsy Lane Junction	5	0	0	199	204	5	0	0	199	204	0	0	0
11328000	New Roundabout Southam Road Kineton	478	0	0	0	478	478	-13	0	0	465	-13	-13	0
11336000	Ansty Business Park Phase 3 Junction Improvements	1,547	54	1,200	211	3,012	1,547	-93	1,200	358	3,012	-147	-0	0
11337000	A426 Leicester Road Rugby Gateway Toucan Crossing	329	0	0	0	329	329	0	0	0	329	0	0	0
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	432	0	0	0	432	432	-1	0	0	431	-1	-1	0
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	505	0	0	0	505	505	1	0	0	506	1	1	0

11423000	A423 Coventry Road Southam New Priority Junction S278	508	0	0	0	508	508	4	0	0	512	4	4
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	868	0	0	0	868	868	0	0	0	868	0	0
11429000	A3400 Birmingham Road Stratford on Avon New Right Turn Lane S278	248	0	0	0	248	248	1	0	0	249	1	1
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,922	20	20	0	2,962	2,922	-13	20	20	2,949	-33	-13
11435000	A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	308	0	0	0	308	308	0	0	0	308	0	0
11436000	B4087 Oakley Wood Road, Bishops Tachbrook - New Ghost Island Right Turn Lane S278	452	1	0	0	453	452	-86	0	0	366	-87	-87
11437000	B4632 Campden Road /C47 Station Road - New Ghost Island & New Minor Access S278	577	0	0	0	577	577	11	0	0	588	11	11
11438000	B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	601	1	0	0	602	601	-19	0	0	582	-20	-20
11439000	B4642 Coventry Rd / Cawston Grange Drive Cawston Construction of 5th Arm at Rdbt S278	1,401	45	0	0	1,446	1,401	48	0	0	1,449	3	3
11441001	S278 Zebra Upgrade on Tachbrook Rd Leamington	60	1	1	0	62	60	0	1	1	62	-1	0
11460000	C204 Birmingham Road, Alcester New Right Turn Lane S278	116	42	0	0	158	116	29	0	13	158	-13	-0
11461000	A47 The Long Shoot, Nuneaton , New Traffic Controlled Junction S278	1,158	6	5	0	1,169	1,158	10	0	1	1,169	4	-0
11462000	B4035 Camden Road, Shipston On Stour New Right Turn Lane S278	336	4	0	0	340	336	0	0	4	340	-4	0
11463000	B4451 Kineton Road Southam New Roundabout S278	609	1	0	0	610	609	0	0	0	609	-1	-1
11467000	C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	556	5	0	0	561	556	0	0	5	561	-5	-0
11505000	A422 Alcester Road SoA access to development and relocation of puffin crossing	250	5	0	0	255	250	0	0	5	255	-5	0
11506000	A426 Southam Rd Southam access to quarry at Griffins Farm	307	1	0	0	308	307	0	0	1	308	-1	0
11507000	A428 Lawford Road Rugby right turn lane and access to development site	411	1	10	0	422	411	0	10	1	422	-1	0
11508000	B4429 Ashlawn Rd Rugby new puffin crossing	58	0	0	0	58	58	0	0	0	58	0	0
11511000	A429 Ettington Rd Wellesbourne new rdbt and puffin crossing	1,216	1	0	0	1,217	1,216	0	0	1	1,217	-1	0
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,986	30	10	0	2,026	1,986	27	10	3	2,026	-3	0
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	699	1	0	0	700	699	0	0	1	700	-1	0
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	116	0	0	0	116	116	0	0	0	116	0	0
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	453	11	30	0	494	453	6	30	5	494	-5	-0
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	437	10	0	0	447	437	6	0	4	447	-4	-0
11527000	A423 Marton Road , Long Itchington - New Footway & Site Access S278	173	1	0	0	174	173	1	0	0	174	0	0
11528000	A444 Weddington Road , Nuneaton New Puffin Crossing S278	218	1	0	0	219	218	0	0	1	219	-1	0
11529000	B4642 Coventry Road Cawston - New Right Turn Lane S278	17	84	500	0	601	17	9	20	555	601	-75	0
11530000	C33 Stockton Road And A423 Southam Road , Long Itchington New Footway & Upgrade Of Zebra Crossing S278	303	1	5	0	309	303	0	5	1	309	-1	0
11531000	D1643 Park Road , Bedworth New Car Park Egress S278	141	1	20	0	162	141	1	20	0	162	-0	0
11551000	A47 The Long Shoot Nuneaton relocation of a refuge island and creation of right turn lane	35	0	5	0	40	35	-18	5	0	22	-18	-18
11576000	A3400 Banbury Road / Tiddington Rd Stratford Traffic Signals	11	20	1,969	0	2,000	11	11	3	1,975	2,000	-9	0
11577000	A3400 Bridgefoot / Bridegeway Stratford Junction Improvements	69	20	661	0	750	69	23	3	655	750	3	0

11578000	C98 Loxley Rd , Tiddington - Site Accesses & Improved Footways	877	20	819	0	1,716	877	-10	20	829	1,716	-30	-0
11579000	D7050 Common Lane Kenilworth Traffic Signal Junction	3,295	20	50	0	3,365	3,295	1	50	19	3,365	-19	-0
11581000	Butlers Leap Link Road - Traffic Signal Impts	3,733	21	100	0	3,854	3,733	13	100	8	3,854	-8	-0
11582000	Shottery Link Road Stratford Puffin Crossing 7 & New Roundabout	69	801	4,600	1,000	6,470	69	916	4,600	885	6,470	115	0
11595000	A422 Banbury Road Ettington Ghost Island Right Turn Lane	294	2	12	0	308	294	-1	12	3	308	-3	0
11597000	B4451 Station Rd Bishops Itchington Ghost Island Right Turn Lane S278	777	5	25	0	807	777	5	25	0	807	0	-0
11598000	A426 Leicester Road Rugby Highway Impt S278	2,713	37	30	0	2,780	2,713	30	30	8	2,780	-8	0
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	86	15	5	0	106	86	3	5	12	106	-12	-0
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	62	1	10	0	73	62	0	10	1	73	-1	0
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	273	11	10	0	294	273	7	10	4	294	-4	0
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	217	25	5	0	247	217	17	5	8	247	-8	0
11662000	A3400 London Road Shipston S278 Ghost Island Right Turn Lane Junction	505	1	50	0	556	505	-35	0	50	520	-36	-36
11663000	A425 Daventry Road Southam S278 Construct Access	423	2	10	0	435	423	0	10	2	435	-2	0
11664000	C8 Trinity Road Kingsbury S278 Traffic Signal Junction	3,023	5	15	0	3,043	3,023	39	10	0	3,072	34	29
11665000	D538 Station Road Coleshill S278 Puffin Crossing	10	5	15	0	30	10	0	15	5	30	-5	0
11666000	Cctv /Utc Integration Scheme On A3400 Bham Rd Stratford S278	0	1	84	0	85	0	1	84	0	85	0	0
11667000	B4642 Coventry Rd Cawston Ghost Island Right Turn Lane S278	1,024	1	25	0	1,050	1,024	-12	25	12	1,050	-12	-0
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	15	5	0	580	600	15	0	0	584	600	-4	0
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	35	5	460	0	500	35	1	2	462	500	-4	0
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	35	65	1,000	0	1,100	35	43	3	1,020	1,100	-23	-0
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	10	40	0	1,189	1,139	12	38	0	1,189	2	0
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	15	35	700	0	750	15	45	3	687	750	10	0
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	3,031	269	200	0	3,500	3,031	125	80	10	3,246	-144	-254
11688000	S278 Highway Impts Rugby Free School	819	314	0	0	1,133	819	2	80	29	930	-313	-203
11695000	A4023 Coventry Highway Mappleborough Green S278	3,918	2	130	0	4,050	3,918	18	114	0	4,050	16	0
11696000	A428 Crick Road Rugby S278	1,293	0	18	0	1,311	1,293	4	14	0	1,311	4	0
11697000	A428 Hillmorton Road /B4429 Ashlawn Rd Rugby S278	60	240	10	0	310	60	267	0	0	327	27	17
11698000	B4632 Campden Road Clifford Chambers S278	31	600	87	0	718	31	347	240	100	718	-253	0
11699000	B5000 Grendon Road Polesworth S278	366	1	4	0	371	366	2	3	0	371	1	0
11705000	A425 Banbury Rd Warwick Highway Impt S278 Wk Ind Schools	495	10	5	0	510	495	8	7	0	510	-2	-0
11706000	A452 Europa Way (North Of Gallows Hill) Highway Impt S278 - Galliford Try	49	6	395	0	450	49	0	5	395	450	-5	-0
11707000	A47 Long Shoot Nuneaton Highways Impt S278 Jelson Ltd	80	200	1,500	0	1,780	80	401	899	400	1,780	201	-0
11708000	B4035 Campden Rd Shipston Highway Impt S278 - Taylor Wimpey	59	20	1,171	0	1,251	59	136	856	200	1,251	116	0
11709000	C11 Higham Lane Nuneaton Highway Impt S278 - Persimmon	686	550	50	0	1,286	686	491	50	59	1,286	-59	-0
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	1,231	150	50	0	1,431	1,231	325	0	0	1,556	175	125

11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	88	20	2	0	110	88	7	2	13	110	-13	-0
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	2,208	1,000	50	0	3,258	2,208	1,464	0	0	3,672	464	414
11743000	Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	3	107	50	3,740	3,900	3	11	25	3,861	3,900	-96	-0
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	2,175	130	50	0	2,355	2,175	157	23	0	2,355	27	-0
11745000	Highways Impt Gallows Hill C9042 Gallagher S278	67	20	2,000	1,413	3,500	67	19	5	3,409	3,500	-1	-0
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop (C9836)	2	5	10	0	17	2	9	6	0	17	4	0
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes (C9712)	2	1	0	247	250	2	0	2	246	250	-1	0
11749000	C93 Bishopton Lane SOA S278 Miller & T.Wimpey (C9163)	40	560	1,000	0	1,600	40	1,237	323	0	1,600	677	0
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	5	25	1,070	0	1,100	5	24	20	1,052	1,100	-1	-0
11752000	B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	602	0	0	0	602	602	-602	0	0	0	-602	-602
11753000	B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	200	1,400	200	0	1,800	200	3,094	250	100	3,644	1,693	1,843
11754000	C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	7	13	110	0	130	7	113	10	0	130	100	-0
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	20	10	270	0	300	20	9	5	276	310	-1	10
11757000	A425 Banbury Rd Warwick S278 Highways Impt C9591	3	18	2,000	1,480	3,501	3	24	32	3,441	3,500	6	-1
11758000	B4632 Campden Rd Long Marston S278 Highways Impt C9392	244	3,000	1,975	0	5,219	244	4,216	759	0	5,219	1,216	-0
11759000	A4177 Bham Rd Hatton S278 Highways Impt C9816	3	7	590	0	600	3	1	23	573	600	-6	-0
11760000	A423 Southam Bypass S278 Highways Impt C9664	3	7	90	1,700	1,800	3	4	33	1,761	1,800	-3	-0
11767000	A45 Stonebridge / D2201 Rowley Rd Baginton S278 Highway Imp C9185	496	24	80	0	600	496	33	72	0	600	8	0
11768000	B4029 Severn Rd Bulkington S278 Highway Impt C9913	48	16	540	0	604	48	420	136	0	604	404	-0
11769000	B4632 Campden Rd Quinton S278 Highway Impt C9930	552	848	100	0	1,500	552	1,076	128	0	1,757	228	257
11770000	C33 Bubbenhall Rd Baginton S278 Highway Impt C9803	212	250	138	0	600	212	216	172	0	600	-34	-0
11771000	D6216 Upper Henley St Soa S278 Highways Impt C9793	20	32	2	0	54	20	0	5	2	27	-32	-27
11772000	M6 Junction 1 / A426 Leicester Rd Rugby S278 Highway Impt C9471	267	60	10	0	337	267	73	3	0	344	13	7
11774000	C32 Bham Rd (Farmers Market Rdbt.) S278 Highways Impt - C9670	3	7	240	0	250	3	0	2	245	250	-7	-1
11815000	C9802 A46 Stoneleigh Rd (Whitley South) S278	29	1	0	0	30	29	-1	0	0	28	-2	-2
11823000	C9962 - A46 Alcester Road, Stratford-upon-Avon	1	9	40	0	50	1	18	30	0	50	10	0
11824000	C9964 - B4632 Campden Rd (Freshfields Nursery), Clifford Chambers	4	46	710	0	760	4	3	17	735	760	-42	0
11825000	C9946 - C43 Gallows Hill (Strawberry Fields), Warwick	4	46	1,950	1,000	3,000	4	26	37	2,934	3,000	-21	-0
11826000	C9973 - D7069 Glasshouse Lane, Kenilworth	3	27	20	0	50	3	43	0	4	50	16	0
11827000	D1020 - A46/A428 Rugby Road, Binley Woods	24	26	50	0	100	24	15	50	11	100	-11	0
11828000	C9990 - A426 Rugby Road/D3616 The Square (Dun Cow Crossroads), Dunchurch	26	500	374	0	900	26	935	0	0	961	435	62
11829000	C9991 - A426 Dunchurch Rd/NB4429 Ashlawn Rd (Cock Robin Island), Rugby	18	11	221	0	250	18	10	7	216	250	-1	0
11830000	C9992 - B4429 Ashlawn Rd/D3394 Barby Rd, Dunchurch	8	22	570	0	600	8	48	7	538	600	26	-0
11831000	C9983 - C93 Bishopton Lane (canal bridge traffic signals), Stratford-upon-Avon	15	385	80	0	480	15	322	80	63	480	-63	0
11832000	C9981 - D3948 Falkland Place, Temple Herdewyke	14	130	5	0	149	14	160	0	0	174	30	25

11905000	D1152 - S278 Brinklow Road, Binley Heath (Temporary Access)	6	50	10	0	66	6	29	10	21	66	-21	0	
11915000	D1175 B4429 Coventry Road Section 4&8 HE - Symmetry Park Coventry Road, Rugby South	0	50	410	0	460	0	24	63	373	460	-26	-0	
11916000	D1251 - D11 C204 Birmingham Rd, Alcester, Right Turn Lane (Major)	0	1,000	72	0	1,072	0	545	100	30	675	-455	-397	
11918000	D1151 - A4390 Seven Meadows Rd (Shakespeare Marina), Stratford upon Avon (New Access)	0	44	200	0	244	0	25	4	215	244	-19	0	
11919000	C9973 - Glasshouse Lane, Kenilworth School (MAJOR) Scheme	0	50	1,550	200	1,800	0	0	67	1,733	1,800	-50	0	
11920000	D1216 - Gipsy Lane, Yew Tree Farm, Nuneaton	0	50	250	1,600	1,900	0	22	57	1,852	1,930	-28	30	
11932000	D1269 - Pickard Street, Emscote Rd, Warwick - Lidl Access S278	0	45	65	0	110	0	71	39	0	110	26	-0	
11933000	D1225 - B4429 Coventry Rd, Symmetry Park, Rugby Sth. Construction Access MINOR S278	0	20	30	0	50	0	10	20	20	50	-10	-0	
11934000	D1242 - A4254, Eastboro Way, Nuneaton, Toucan Crossing S278	0	10	140	0	150	0	3	4	143	150	-7	-0	
11935000	D1220 - Coventry Road, Faultlands Farm, Nuneaton S278	0	50	190	0	240	0	56	4	181	240	6	0	
11936000	D1272 - A444 Lichfield Road, Curdworth (Dunton Wharf) S278	0	10	50	0	60	0	12	3	45	60	2	-0	
11937000	D1301 - A452 Europa Way, (The Asps), Banbury Road MINOR S278 Temp access	0	40	110	0	150	0	19	3	128	150	-21	-0	
11938000	D1264 - C43 Gallows Hill (Strawberry Fields) Warwick - MINOR S278 Temp Access	0	40	35	0	75	0	4	12	59	75	-36	0	
11939000	C9629 - D5496 School Road, Salford Priors, Stratford upon Avon MINOR S278	0	5	20	0	25	0	4	2	15	20	-1	-5	
11940000	D1270 - D6173 Timothy's Bridge Road, Startford upon Avon (Swan's Landing) MINOR S278	0	10	100	0	110	0	0	4	106	110	-10	-0	
11941000	D1268 - D2045 Coombe Fields Road, Ansty, Rugby S278 (Signal Jct)	0	40	410	0	450	0	21	20	409	450	-19	-0	
11942000	D1265 - C43 Gallows Hill (Lower Heathcote Farm) Warwick, MINOR S278	0	40	160	0	200	0	6	160	34	200	-34	-0	
11946000	D1341 - A428 Coventry Rd, Long Lawford (Temp Access) S278	0	0	0	0	0	0	4	26	5	35	4	35	
11947000	D1293 - D4885 Chesterton Drive (Campion School) Leamington Spa S278	0	0	0	0	0	0	0	0	0	0	0	0	
11948000	D1302 - D1736 School Lane, Exhall (Toucan Crossing) MINOR S278	0	0	0	0	0	0	2	5	249	256	2	256	
11949000	D1326 - D7069 Glasshouse Lane, Kenilworth S278	0	0	0	0	0	0	6	42	847	895	6	895	
11950000	D1339 - D7069 Glasshouse Lane (Crewe Lane) Kenilworth MINOR S278	0	0	0	0	0	0	4	15	301	320	4	320	
11951000	D1300 - D4102 Millers Road, Warwick MINOR S278	0	0	0	0	0	0	11	4	170	185	11	185	
11996000	A46 Alcester Road Stratford (Drayton manor drive)	0	0	0	0	0	0	0	25	25	50	0	50	
11997000	C43 Gallows Hill - bell mouth at car dealership	0	0	0	0	0	0	0	5	60	65	0	65	
11998000	S5721 Stockley Road, Exhall - priority junction	0	0	0	0	0	0	0	15	174	189	0	189	New scheme approved March 2022
Grand Total		238,786	62,585	75,775	71,859	449,005	238,786	59,203	63,411	113,123	474,523	-3,382	25,518	

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

21/22 DSG Revenue Budget

Service	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	2,129	(58)	2,071	118	0	118	0	0	Overspend is the result of Central Schools Services Block contingency being utilised for inflationary costs that were confirmed throughout the year as well as the Teachers Pay and Pension Grant (TPPG). These overspends are being offset by underspends for Staff DBS checks, underspends on SACRE and additional income for Service recharges on payment for Trade Unions Partnerships agreements.
Education & Early Years (Commissioning & Strategy)	36,218	(23)	36,196	(1,603)	0	(1,603)	0	0	Underspends are primarily the result of underspends on Growth funding required due to the delay in the opening of a new primary school as well as underspends on Nursery funding for 3&4yr olds. This underspend on 3&4year old funding is due to the service receiving nursery refunds for overpayments in the Summer term due to lower numbers in settings as a result of Covid-19 as well as a decrease in the take up of Extended and Universal hours. This being slightly offset by a greater take up in 2year old hours. Other underspends relate to vacancies in staffing and funding that was being held which was anticipated to be vired to Business support in year, but has been delayed to 2022/23 following a further reviews which ineed to take place on the business support element of the admissions service.
SEND & Inclusion (Commissioning & Strategy)	56,078	(711)	55,366	1,898	0	1,898	0	0	£3.541million of this overspend relates to savings that are planned to be made in future years as part of the DSG recovery plan. After taking this into consideration the in year variance was an underspend of £1.643million. This mainly relates to activity and costs of placements for this year. There were overspends on the number and cost of placements in Independent Settings and OLA's. These overspends are being offset by additional savings achieved in Mainstream and Special School Top ups, Post 16 Funding, Flex Learning, Specialist Resource Provisions, Alternative Provision and the Specialist Teaching Service. This is the expected direction of travel within the overall DSG recovery plan. The main changes between outturn and the Q3 forecast are due to additional income received due to recovery of the AWP from Schools, a general feel that the services may be forecasting a slightly more pessimistic view to reality (although this is an extremely challenging areas to forecast over periods spanning 2 academic years and the volume / volatility of information) and continuing issues with the quality of data held which should be resolved once the data is migrated from manual excell spreadsheets to the synergy system.
Net Education Service Spending	94,425	(792)	93,633	413	0	413	0	0	
DSG People Strategy & Commissioning	150	0	150	0	0	0	0	0	
DSG funding provided to maintained schools - Individual Schools Budget (ISB)	143,517	0	143,517	(365)		(365)		0	Difference in the actual transferred ISB to schools to budget due to academy conversions
DSG Central Control	1,827	0	1,827	248		248		0	Deduction of the Risk Protection Adjustmments (RPA) charged to schools, schools rates adjustments and additional place funding agreed for increases in places in Resource Provisions.
DSG Overheads	3,298	0	3,298	0		0		0	
Net DSG Spending	243,217	(792)	242,425	296	0	296	0	0	
DSG Income	0	(240,021)	(240,021)	126		126		0	Top slice from the DSG payments from the ESFA for the 2021/22 RPA as well as adjustments to the EYB of (£500,561) plus 2021/22 y/e adjustment for Early Years Block of £35,373 based on the draft January Census data. This final adjustment will be confirmed by the DFE in July.
NET DSG	243,217	(240,813)	2,404	422	0	422	0	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	Closing Balance 31/03/2022 £'000
DSG Reserve - Central Block	500		(11)	489
DSG Reserve - Early Years Block	2,109		823	2,932
DSG Reserve - High Needs Block	(13,850)		(2,130)	(15,980)
DSG Reserve - Schools Block (Growth Fund)	871	(347)	1,122	1,646
DSG Reserve - Schools Block (other)	2,098	(2,058)	(225)	(185)
Total	(8,272)	(2,405)	(421)	(11,098)

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	2,958	(882)	2,076	(2,042)	0	0	1	(2,043)	Underspend is primarily the result of: £1.251m which has been transferred by ASC for the Edge of Adulthood costs for CWD and an unexpected additional £0.212m that was transferred on top of this at year end. These are both one off (21/22) items. £0.578m for the Warwickshire Academy Ghost funding of placements. This is delayed ghost funding caused by the delays in opening the school and will be requested as a carry forward to 2022/23. £0.080m for additional nursery rental income. These are being offset by minor overspends for legal costs and staffing vacancies
Education & Early Years (Commissioning & Strategy)	12,462	(3,190)	9,272	1,177	(52)	(128)	45	1,312	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 required, this is being offset by underspends on pupil premium, the Holiday Activities and Food project(with associated request for Carry forward) and the Schools Monitoring and Brokerage grant. There has also been a reduction to the anticipated drawn down of reserves for schools in financial difficulty of £0.191m.
SEND & Inclusion (Commissioning & Strategy)	34,808	(5,433)	29,375	4,099	(184)	0	76	4,207	The overspends are primarily due to a £3.315 million overspend on the Children with Disabilities (CWD) budget (see offset in the Assistant Director line above). There are significant pressures on the budget for Children in Care who have very complex needs, as a result of this there was all year a predicted overspend on this budget. The over-spend is partly due to lack of residential placements and placement break downs, emergency spot /extra care contracts were sought during the year totalling a net of £2.491m. Overall residential placements out-turned at £0.313m above budget which although the weeks purchased was less than 20-21 in comparison the average gross weekly fee rose by £301pw and the income (partner contributions) reduced as an average by £222p/w. The significant growing movement of expenditure in this area is the key reason for the deterioration in the out-turn position from that reported at Q3. From 2022-23 the overall CWD service will be within the Adult Social Care unit, the assistant director (and SD of Peoples Directorate) are reviewing the service in order keep with the increased (MTFS allocations) 2022-23 budget. For Young People (older children) the Supported Living budget overspent by £0.201m, weekly fee averaged £7,119 pw for 2 people. These young people are now over 18 years of age and will transition out of the service. Concerted effort by the service and commissioning will seek to reduce / contain any future costs such as these. Supported Accommodation - Overspent by £0.125m, with an average weekly placement £1,821 per week. Other significant overspends are: £0.402million on SENDAR which is due to a large increase in legal costs and the transfer of mediation costs that are not permissible as a High Needs Block cost and so, are being recognised against this budget now. £0.821million on SEN transport based on taxi costs and increases in final routes and activity. These overspends are being offset by underspends on Education psychology due to a continuing reduction to the number of high cost associates used and additional income achieved as well as underspends on the SEND and inclusion change programme which are mainly due to slippages on the programme into 2022/23 and drawdowns of Phase 2 funds.
Education Service Delivery	6,691	(5,329)	1,361	(72)	0	0	389	(461)	There are overspends due to COVID of £0.279million which are primarily due to losses in income on Marle Hall before its closure. These are being offset by underspends across the rest of the T3 service area of £0.351million. Highlights of these underspends are for Adult Community Learning, School Governance, Warwickshire Attendance Service, Information, Advice and Guidance and Education Service Development. The underspends in these areas are primarily due to staffing vacancies, reduction in legal costs fees and the achievement of additional income
Net Service Spending (excluding DSG)	56,919	(14,834)	42,084	3,162	(236)	(128)	511	3,015	

Annex B Savings - Education Services - Ian Budd

Strategic Director - Mark Ryder

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

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	34	0	(34)	No specific service areas were identified although work across all Tier 3 management has sought to reduce costs as much as possible.
Maximise traded income from Education Service - Increase traded income from Governor and Attendance service as well as review and modernise music services.	10	10	0	
Total	44	10	(34)	

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	Closing Balance 31/03/2022 £'000
School Improvement Monitoring & Brokering Reserve	748		145	893
Virtual School for children looked after	145	(145)	0	0
Education management information system	44		2	46
Total	937	(145)	147	939

Education Services - Ian Budd
Strategic Director - Mark Ryder
Portfolio Holders - Councillor Kaur (Education)

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 - Non Schools															
11399000	CMS Music Instruments Purchases 2015/16 - 2017/18	101	0	0	0	101	101	4	0	0	105	4	4		
11583000	Early Years Capital Fund/ Dunchurch Infants	132	0	0	0	132	132	0	0	0	132	0	0		
11750000	Pears Centre	11,224	5,150	293	0	16,667	11,224	4,345	293	1,303	17,166	-805	498	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23. Increase in project costs for FFE costs at the schools which are being funded from the specialist provision fund and increase to the contractor due to unforeseen ground conditions that have meant increased costs	
Learning - Other															
10080000	Education - S106 Financing	1	0	0	0	1	1	0	0	0	1	0	0		
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	57	55	0	0	112	57	55	0	0	112	-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 E&L	80	33	33	55	200	80	21	33	55	189	-12	-12		
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	1,855	479	0	0	2,334	1,855	364	0	0	2,219	-115	-115		
11630000	Minor Works E&L	327	0	0	0	327	327	0	0	0	327	0	0		
11678000	Seedlings Nusery HRI Wellesbourne - Modular Building	119	0	0	0	119	119	0	0	0	119	0	0		
11682000	Temporary Classroom Removal	141	39	0	0	180	141	-0	0	0	141	-39	-39		
11683000	Healthy Pupil Capital Fund	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	112	0	0	112	-72	-72		
11965000	Improvements at Bunting Preschool	0	0	0	0	0	0	0	228	0	228	0	228	New project approved by portfolio holder on 14th January 2022	
11999000	Clopton Nursery	0	0	0	0	0	0	0	40	0	40	0	40		
Primary - expansion															
11073000	All Saints Junior Extension (Pupil Places)	932	0	0	0	932	932	0	0	0	932	0	0		
11102000	Newdigate Primary Extension (Pupil Places)	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	18	0	0	2,749	-2	-2		
11262000	Cawston Grange extension (pupil places)	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 permanent expansion	2,727	415	0	0	3,142	2,727	7	0	408	3,142	-408	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms	693	0	0	0	693	693	4	0	0	697	4	4		
11392000	Barford St Peters, expansion	308				308	308	0	0	0	308	0	0		
11401000	Hillmorton Primary permanent expansion	3,041				3,041	3,041	0	0	0	3,041	0	0		
11468000	Oakfield Primary further expansion to 2 FE	452	0	0	0	452	452	0	0	0	452	0	0		
11470000	Nathaniel Newton Infants refurbishment re bulge class	178	0	0	0	178	178	4	0	0	182	4	4		
11471000	The Ferncumbe Primary temporary classroom	100	0	0	0	100	100	3	0	0	103	3	3		
11493000	Coleshill Primary contribution to additional classroom	270	5	0	0	275	270	0	0	0	270	-5	-5		
11497000	Acorns Primary new temporary classroom	260	0	0	0	260	260	0	0	0	260	0	0		
11565000	Ettington school refurbish temporary classroom	60	0	0	0	60	60	0	0	0	60	0	0		
11566000	The Ferncumbe School additional classroom	502	0	0	0	502	502	9	0	0	511	9	9		
11568000	Welford on Avon school improvement works	1,924	0	0	0	1,924	1,924	5	0	0	1,929	5	5		
11570000	Coten End primary kitchen extension	168	0	0	0	168	168	0	0	0	168	0	0		
11620000	Newdigate Primary School - Expansion and Internal referb	2,114	0	0	0	2,114	2,114	19	0	0	2,133	19	19		
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	1,066	0	0	0	1,066	1,066	2	0	0	1,068	2	2		
11628000	Michael Drayton Primary - Expansion	2,456	28	0	0	2,484	2,456	0	0	28	2,484	-28	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23	

11646000	Barford St Peters - Extension of Kitchen facilities	235	17	0	0	252	235	0	0	17	252	-17	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
11647000	Coleshill C Of E Primary School - Classroom Extension	252	0	0	0	252	252	0	0	0	252	0	0	
11677000	Harbury Primary School - Internal Alterations	0	93	0	0	93	0	0	0	93	93	-93	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
11736000	Weddington Primary School - Bulge Class	4	146	0	0	150	4	0	0	146	150	-146	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
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	
11741000	High Meadow Infant School, additional Funds	0	0	0	0	0	0	0	0	0	0	0	0	
11777000	Heathcote Primary Expansion	2,632	62	0	0	2,694	2,632	71	0	0	2,703	8	8	
11779000	Whitnash Primary, Expansion of 2 additional Classrooms	132	973	0	0	1,105	132	47	0	926	1,105	-926	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
11780000	St Gabriels C of E, Internal Alterations	130	0	0	0	130	130	0	0	0	130	-0	-0	
11781000	Brailes C of E, Classroom Extension	146	4	0	0	150	146	0	0	0	146	-4	-4	
11843000	Long Lawford Primary School - Studio Hall	119	516	0	0	635	119	317	199	0	635	-199	-0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
11851000	Burton Green Primary School	0	290	0	0	290	0	0	0	290	290	-290	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
11862000	Coughton CofE Primary School, Alcester	0	85	0	0	85	0	85	0	0	85	0	0	
11863000	Lighthorne Heath Primary School, Lighthorne	0	146	0	0	146	0	0	0	146	146	-146	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
12000000	Radford Semele CE Primary School	0	0	0	0	0	0	0	16	0	16	0	16	
12001000	Former Radio mast site (Houlton) Rugby (expansion at St Gabriels)	0	0	0	0	0	0	0	663	0	663	0	663	
Primary - new														
11313000	New primary provision at Aylesford school - TBN	3,006	0	0	0	3,006	3,006	0	0	0	3,006	0	0	
11384000	New School, The Gateway, Rugby (Griffin School)	271	2,779	2,365	0	5,416	271	38	2,365	3,485	6,160	-2,741	744	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23. Additional £744K S106 funding agreed as part of 10.03.22 Cabinet report
11391000	New school, Warwick	3,950	0	0	0	3,950	3,950	15	0	0	3,964	15	15	
11480000	Water Orton Primary relocation (HS2)	6,164	0	0	0	6,164	6,164	1	0	0	6,166	1	1	
Primary - other														
11319000	Eastlands Primary temporary classroom	107	95	0	0	202	107	12	83	0	202	-83	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11321000	Long Lawford Pri temporary classroom	462	0	0	0	462	462	0	0	0	462	0	0	
11331000	Newburgh Primary School - New Play Area	152	0	0	0	152	152	0	0	0	152	0	0	
11847000	Kingsway site changes to aid Academy conversion	0	3,119	2,046	0	5,165	0	156	0	5,008	5,165	-2,962	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11861000	Bridgetown Primary, Stratford upon Avon	0	38	0	0	38	0	57	0	0	57	19	19	Project being delivered by the School and funding transferred. At the moment the S106 funds have not been received so this project will need to be forward funded by Basic Need
11944000	Quinton Primary School - Improvements works including an outdoor space for EYSF	0	0	0	0	0	0	94	0	0	94	94	94	
11957000	Alveston Cof E Primary - fencing	0	0	0	0	0	0	0	65	0	65	0	65	
School access														
11267000	Schools disability access block header	671	0	0	0	671	671	1	0	0	672	1	1	
11629000	DDA Blockheader 18/19	710	-4	0	0	706	710	-4	0	0	706	0	0	
11629032	Lawrence Sheriff School (Academy) - Adaptation Works for Disabled Pupil	8	0	0	0	8	8	0	0	0	8	0	0	
11728000	Disability Access Block Header 19/20	459	-35	0	0	424	459	-35	0	0	424	-0	-0	
11800000	Schools Access 20-21	615	-52	0	0	563	615	-63	0	0	552	-11	-11	

11897000	Disability Access Block Header 2021/22	0	684	0	0	684	0	601	0	89	689	-83	5	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
Secondary - expansion														
11405000	Southam College expansion	1,000				1,000	1,000	0	0	0	1,000	0	0	
11472000	Kineton High School	3,187	105	0	0	3,292	3,187	0	0	105	3,292	-105	0	
11473000	Shipston High further expansion	2,304				2,304	2,304	0	0	0	2,304	0	0	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	7,995	0	0	0	7,995	7,995	33	0	0	8,028	33	33	
11645000	Coleshill Secondary School	3,327	73	0	0	3,400	3,327	12	0	0	3,339	-61	-61	
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	4,312	2,852	1,408	8,979	-1,408	-0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11842000	Stratford Upon Avon School - Dining Facilities	108	1,202	0	0	1,310	108	1,224	0	0	1,332	22	22	S106 funding sent to this projects instead of 118590000 Stratford High 2FE. Will need to be swapped back out in 2022/23
11859000	Stratford Upon Avon School - 2fe expansion	620	5,167	5,787	0	11,573	620	138	5,787	5,029	11,573	-5,029	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11860000	Etone College - 1fe expansion	1	2,376	2,377	0	4,753	1	67	2,377	2,309	4,753	-2,309	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
Secondary - new														
11730000	New School Leamington (Oakley Grove)	212	438	20,000	29,500	50,150	212	202	20,000	29,736	50,150	-236	0	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
SEN - other														
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	0	0	0	8	-442	-442	
11408000	Boughton Leigh Jnr Specialist Inclusion Support Group	0	0	0	0	0	0	0	0	0	0	0	0	
11495000	Stockingford Primary new SIGS module building	359	0	0	0	359	359	0	0	0	359	0	0	
11569000	Paddox Primary new SIGS module building	709	32	0	0	741	709	42	0	0	751	10	10	
11589000	SEND facilities block header	98	229	0	0	327	98	168	35	0	301	-61	-26	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	0	0	200	200	-200	0	
11729000	Oakwood - Conversion of the ICT Room	68	17	0	0	85	68	29	0	0	97	11	11	
11852000	WINCKs	100	0	0	0	100	100	-29	0	0	71	-29	-29	
SEN - expansion														
11257000	Welcombe Hills school extension Targeted Basic Need	1,027	0	0	0	1,027	1,027	0	0	0	1,027	-0	-0	
11623000	Ridgeway School - DO NOT USE BUDGET TRF TO 11624000	0	0	0	0	0	0	0	0	0	0	0	0	
11624000	Evergreen school - Reconfiguration of classrooms	65	185	0	0	250	65	0	0	185	250	-185	0	
11641000	Keeping SEND pupils local	0	190	0	0	190	0	0	0	190	190	-190	0	
11680000	Exhall Grange - modular pod and internal remodelling	987	0	0	0	987	987	6	0	0	993	6	6	
11819000	Arden Fields, Food Tech Rooms	0	0	0	0	0	0	17	0	0	17	17	17	
11850000	Henley in Arden Primary School resourced provision	27	546	0	0	573	27	503	0	0	530	-43	-43	
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	0	0	65	648	-65	0	
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	1,164	0	0	0	1,164	1,164	1,804	0	0	2,968	1,804	1,804	In year schools devolved spending
11899000	S106 Contribution to the DFE for Lower Farm	0	1300	0	0	1,300	0	0	0	1,300	1,300	-1,300	0	
Grand Total		90,462	33,652	35,753	29,555	189,422	90,462	14,892	35,036	52,519	192,910	-18,760	3,488	

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	926	0	926	46	0	0	0	46	The overspend within this area can be attributed to the unbudgeted for MarComms costs for 2021/22.
AM Response	15,772	(82)	15,690	62	0	(75)	152	(15)	Within Response, the variance to budget is very minimal (less than 0.1%). This has been achieved through positive management action to reduce budget pressures by successfully trialling alternative crewing arrangements which has reduced the cost of overtime as well as strong communication between budget managers.
AM Protection (includes Ops Planning)	3,328	(488)	2,840	14	0	0	0	14	A large underspend within Fire Protection due to the prioritisation of using external Home Office funding over MTFS allocation has been requested as a budget carry forward (£203k). If this is approved, Fire Protection will have a larger overspend. This is predominantly due to the additional training costs incurred due to the delay on the Capital Training projects. There have also been higher than normal Mutual Assistance charges as the result of exceptional Fire incidents during August 2021.
AM Prevention	1,670	(351)	1,319	(169)	(52)	(16)	0	(101)	The underspend within Prevention is largely due to the reduced number of Community events as a result of the Covid pandemic and the delay in delivery of two vehicles for Hospital to Home which are being paid for with revenue contributions.
Business Support	1,580	0	1,580	1	0	49	0	(48)	High revenue pension costs as a result of ill-health retirements and one-off transitional costs due to the transfer of pension administration to West Yorkshire Pension Fund are being funded from the Fire Pension reserve. The resultant underspend within Business Support is the result of reduced insurance premiums.
Net Service Spending	23,276	(921)	22,355	(46)	(52)	(42)	152	(104)	

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 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	370	0	
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	15	0	15	
Total	385	370	15	

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

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31/03/2022 £'000
Emergency Service Network	832		75	907
Pensions Reserve	182		(49)	133
Vulnerable People Earmarked Reserve	127		16	143
Total	1,141	0	42	1,183

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 £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11895000	Vehicle Replacement Programme 2021/22	0	1,262	0	0	1,262	0	837	0	425	1,262	-425	-0	Slippage from 2021-22 has currently been forecast in 2023-24 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11974000	Vehicle Replacement Programme 2022/23	0	0	0	0	0	0	0	1,135	0	1,135	0	1,135	The budget of £1,135,000 will be financed through self-borrowing within the Fire & Rescue Service.
Sub Total - F&R Self Financing Projects		0	1,262	0	0	1,262	0	837	1,135	425	2,397	-425	1,135	
11797000	Equipment for fire engines 20-21	218	0	0	0	218	218	6	0	0	224	6	6	Overspend of £6k to be funded by budget reduction on 11894000 21/22 Equipment Appliances Project.
11894000	Equipment for new Fire Appliances 2021/22	0	191	0	0	191	0	91	0	94	185	-100	-6	Slippage from 2021-22 has currently been forecast in 2023-24 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23. Budget reduced by £6k to fund expenditure against 11797000.
11973000	Equipment for new Fire Appliances 2022/23	0	0	0	0	0	0	0	126	0	126	0	126	Addition of annual budget allocation
Sub Total - Projects Funded from Corporate Resou		218	191	0	0	409	218	97	126	94	535	-94	126	
11601000	Fire & Rescue HQ Leamington Spa	106	0	2,187	0	2,293	106	0	200	1,987	2,293	0	0	It has been identified previously, that should Leamington remain as WFRS HQ, capital funding is required to make the building fit for purpose. This funding has been allocated. As an integral part of the wider WCC activities, the site at Leamington has been identified as a site of interest for development purposes. Any remedial works at Leamington have therefore been paused until a decision is made about the future use of the site. Until this decision is made, the funding allocation is still required. This funding allocation may also be required for wider property remedial works as identified through inspection and dignity at work requirements.
Sub Total - F&R Future Estate Project		106	0	2,187	0	2,293	106	0	200	1,987	2,293	0	0	
11374000	Training Centre - New Build	1,412	702	0	0	2,114	1,412	105	0	598	2,114	-598	0	Slippage from 2021-22 has currently been forecast in 2023-24 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11700000	F&R Training Programme: Lea Marston	121	54	844	0	1,019	121	17	733	0	871	-37	-149	An underspend has occurred due to the programme of works being lower than originally anticipated and there has been a budget re-allocation of £148,631 to fund expenditure in 21/22 against Kingsbury and Stratford Training Sites.
11701000	F&R Training Programme: Stratford	168	196	0	0	364	168	225	0	0	392	28	28	0
11702000	F&R Training Programme: Kingsbury	153	1,172	0	0	1,325	153	1,293	0	0	1,446	121	121	There has been a re-allocation of budget from the main Fire Training Budget to cover the additional costs against this project.
11703000	F&R Training Programme: EA Water site	24	10	392	0	426	24	3	399	0	426	-7	0	The underspend is due to the programme of works being lower than originally anticipated.
Sub Total - F&R Training Programme		1,877	2,135	1,237	0	5,248	1,877	1,642	1,132	598	5,249	-492	0	

11766000	Fire Emergency Services Network (ESN) Preparedness	211	366	244	0	821	211	273	0	337	820	-93	-0	The underspend is due to the programme of works being lower than originally anticipated. Slippage from 2021-22 has currently been forecast in 2023-24 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
Sub Total - F&R Emergency Services Network		211	366	244	0	821	211	273	0	337	820	-93	-0	
Grand Total		2,411	3,954	3,668	0	10,033	2,411	2,849	2,593	3,441	11,294	-1,105	1,261	

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)

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 funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Communities	720	0	720	(195)	0	0	0	(195)	Lower than budgeted pension strain and legal costs, partially offset by unbudgeted contribution to the Midlands Engine Partnership.
Transport & Highways	8,812	(8,415)	398	233	(999)	(95)	1,745	(418)	The majority of this underspend relates to Parking due to NSL not being able to deploy the hours expected due to vacancies and absence. Variance comprises £520k of expenditure actuals lower than forecast, and £138k of income actuals lower than forecast.
Infrastructure & Sustainable Communities	4,051	(1,473)	2,578	(552)	(41)	0	98	(609)	£317k relates to delays to the HS2 programme, Commonwealth Games and ringfenced rental income for Transforming Nuneaton. The remaining underspend is mostly due to vacant posts. £100k COMF funding to support Covid pressures at Country Parks.
Waste & Environment	23,516	(3,231)	20,284	606	0	0	1,303	(697)	Mostly due to income from Lower House Farm being under forecast as well as an underspend against fuel, vehicle hire and haulage costs at the Transfer Stations.
Economy & Skills	3,704	(2,666)	1,038	1,328	(105)	0	1,593	(160)	The underspend relates to vacancies being carried across the service (now largely filled) for significant periods of the year along with postponed maintenance work at the Business Centres and only 1 MIPIM event in year (budget allowed for 2 events due to previous covid postponements). Offset by spend on Town Centres Study & unexpected prior year costs including energy costs at the Business Centres.
Net Service Spending	40,803	(15,785)	25,018	1,420	(1,145)	(95)	4,739	(2,079)	

Annex D Revenue - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

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

Saving Proposal	Target £'000	Actual 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	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	38	0	Saving achieved.
Transport network service review - Remove external consultancy support for transport network reviews	20	20	0	Saving allocated to Transforming Nuneaton in error. The TN cost centre is underspent by £102k therefore it is not expected that this will be required to be corrected in this financial year.
Total	95	95	0	

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	Closing Balance 31/03/2022 £'000
Speed Workshops	863		95	958
Rural Growth Network	242			242
Kenilworth Station	552			552
Skills Delivery for Economic Growth	139	(63)		76
European Match Funding	166			166
Total	1,962	-63	95	1,994

Strategic Commissioner - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Redford (Transport & Planning), Councillor Timms (Environment, Climate & Culture), Councillor Watson (Economy)

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	
11536000	Countryside Rural Services Country Parks 2019/20	108	30	0	0	138	108	31	0	0	139	1	1	Overspend on 11536000 sub-projects to be funded by 11866000.
11788000	Country Parks maintenance 20-21	83	27	8	0	118	83	26	5	3	117	-1	-1	Slippage from 2021-22 has currently been forecast in 2023-24+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11834000	Country Parks Car Parking Facilities - upgrade to Ticket Machines	88	9	33	0	130	88	13	29	0	130	4	0	More expenditure than forecast in 21/22, remaining budget has been forecast in 22/23; profile to be reviewed by Project Manager at Q1 22/23.
11866000	Country Parks - Annual Maintenance 2021-22	0	72	237	0	309	0	69	189	56	314	-3	5	Slippage from 2021-22 has currently been forecast in 2022-23+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11952000	Kubota RTVX1110 - Burton Dassett Country Park (COMF funded)	0	0	0	0	0	0	19	0	0	19	19	19	COMF funded asset purchase.
11963000	Country Parks - Annual Maintenance 2022-23	0	0	0	0	0	0	0	0	210	210	0	210	2022-23 budget allocation has currently been forecast in 2023-24 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	0	1	0	13	-1	0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
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 LONGMARSTON ROAD 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	85	10	16	307	-10	0	£20k Active Travel revenue grant added to existing funding base. Slippage from 2021-22 has currently been forecast in 2022-23+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	0	20	0	20	0	0	20	0	20	0	0	
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	0	0	0	16	16	0	0	0	16	0	0	
11441014	Highways Improvements To Bus Stops At Land Off The Longshoot S106	12	19	0	0	31	12	0	19	0	31	-19	-0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11464000	Clifton On Dunsmore Traffic Calming S106	403	82	0	0	485	403	0	0	0	403	-82	-82	Grant debtor no longer receivable, funded by corporate resource from 11355000.
11607000	Southbound Bus Stop On A426 Leicester Rd, Rugby S106	15	0	64	0	79	15	0	64	0	79	0	0	
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 Stop Infrastructure Alcester Road Shottery in SOA	14	0	0	0	14	14	0	0	0	14	0	0	
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	13	7	0	0	20	13	0	7	0	20	-7	0	Slippage from 2021-22 has currently been forecast in 2022-23+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	23	60	0	0	83	23	2	58	0	83	-58	-0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	1	5	16	0	22	1	0	5	16	22	-5	0	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended but the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23

11704000	Barford Junction Safety And Capacity Improvement Works S106	59	0	0	0	59	59	3	0	0	62	3	3	£2.5k more spend than forecast in 21/22, remainder of S106 funding carried forward to 22/23.
11782000	Campden Road (B4035), Shipston-on-Stour New Bus Stops	0	0	38	0	38	0	0	38	0	38	0	-0	
11783000	Mancetter Road / Camp Hill Road, Nuneaton Bus Stop Improvements	4	12	0	0	16	4	0	12	0	16	-12	0	Slippage from 2021-22 has currently been forecast in 2022-23+ and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11821000	Nuneaton/Plough Hill/Puffin crossing and improvements to Bus shelters	0	74	0	0	74	0	1	73	0	74	-73	0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11822000	Bidford on Avon/ Waterloo Road/Provision of a Bus Stop and shelter	2	25	0	0	27	2	5	20	0	27	-20	0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11906000	Two new bus stops on Orton Road (near junction with Barn End Road in Warton)	0	9	0	0	9	0	3	6	0	9	-6	0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11907000	Upgrading the existing bus stop infrastructure on Knights Lane (5 bus stops) in Tiddington	0	19	0	0	19	0	1	18	0	19	-18	0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
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	0	0	0	0	-94	-94	Budget transferred to main Birmingham Rd Stratford Corridor Improvements scheme (11605000).
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	3	14	0	17	-14	0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23.
11921000	Warwickshire cycling links - Weddington Road, Nuneaton	0	0	0	0	0	0	1	0	0	1	1	1	S106 funding to be transferred into scheme in 22/23; currently held centrally.
11922000	Warwickshire cycling links - Radford Road, Leamington Spa	0	0	0	0	0	0	5	0	0	5	5	5	S106 funding to be transferred into scheme in 22/23; currently held centrally.
11923000	Warwickshire cycling links - Daventry Road, Southam	0	0	0	0	0	0	0	0	0	0	0	0	
11924000	Warwickshire cycling links - Heathcote, Leamington Spa	0	0	0	0	0	0	3	0	0	3	3	3	S106 funding to be transferred into scheme in 22/23; currently held centrally.
11925000	Warwickshire cycling links - Whitley South, Baginton	0	0	0	0	0	0	5	0	0	5	5	5	S106 funding to be transferred into scheme in 22/23; currently held centrally.
11425000	Capital Growth Fund - Access to Finance	1909	0	200	391	2,500	1,909	0	200	391	2,500	0	-0	
11612000	Capital Investment Fund/ Duplex Fund	900	1,000	100	0	2,000	900	500	500	100	2,000	-500	-0	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended - the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23.
11613000	Capital Investment Fund/ Small Business Grants	910	542	98	200	1,750	910	465	98	517	1,990	-77	240	£240k of COMF funding approved for addition to the scheme at Q4. 21/22 slippage and unspent COMF funding forecast in 22/23 (capped at the value of the original 22/23 forecast), remaining funding forecast from 23/24+ - profiling to be reviewed by Project Manager at Q1 22/23.
11668000	Business Centres Strategy	381	0	0	0	381	381	0	0	0	381	0	0	
11858000	Creation of office space at Holly Walk, Leamington	33	805	176	0	1,014	33	516	576	289	1,413	-289	399	Additional £400k spend approved by Urgent Leader Decision 31/01/2022. Additional Funding will be £200,000 approved by CWLEP GBF, and £200,000 to be funded by WCC's CIF.
11893000	Art Challenge Fund	0	216	110	15	341	0	288	38	15	342	72	1	£72k of expenditure brought forward into 21/22 from 22/23.
11611000	Transforming Nuneaton	5392	280	2,042	2,328	10,042	5,392	72	938	3,987	10,389	-208	347	Costs to be incurred relating to the relocation of tenants are now not expected to start to be incurred until FY22/23 onwards once ageements have been signed and expenditure has taken place. Delay is due to the unprecedanted times impacting on construction / retail market / cost increases which have led to additional work being needed on ensuring the compensation package to the tenants is correct / reasonable and deliverable. Budget has increased by £347k due to additional S.106 funds to be spent against this project being identified.
11746000	Transforming Nuneaton - Co-op Building Purchase (CIF)	1500	0	0	0	1,500	1,500	0	0	0	1,500	0	0	

11775000	Library & Business Centre Nuneaton (CIF)	0	550	550	18,323	19,423	0	210	750	18,463	19,423	-340	0	There has been an underspend in FY21/22 due to a delayed start in the commissioning of the external professional team and subsequent preparation work required for moving to RIBA 3. These services are now in place, alongside an internal project manager, so work should now progress according to a new delivery programme. Construction work is still dependant on vacant possession of the site which is still a work in progress. It is being continually monitored and will be used to inform the delivery programme and future forecasting.
11355000	Casualty Reduction Schemes 15/16	1604	0	120	0	1,724	1,604	-0	120	0	1,724	-0	0	
11453000	Casualty reduction schemes 18-19	212	632	915	0	1,759	212	242	769	535	1,759	-390	0	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended - the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23.
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme CIF	80	228	1,293	0	1,601	80	95	133	1,293	1,601	-133	-0	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended but the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23
11763000	A439- Southern Casualty Reduction - Cif	43	229	229	0	501	43	64	165	229	500	-165	-1	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended but the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23
11786000	Casualty Reduction 20-21	300	-11	0	0	289	300	-11	0	0	289	0	0	
11865000	Casualty Reduction - Annual Maintenance 2021-22	0	170	267	0	437	0	109	125	203	437	-61	0	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended but the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23
11968000	Recovery Vehicle	0	0	0	0	0	0	0	84	0	84	0	84	
11976000	Forestry: Mini Skid Steer Loader	0	0	0	0	0	0	45	0	0	45	45	45	
11993000	Casualty Reduction - Annual Maintenance 2022-23	0	0	0	0	0	0	0	0	350	350	0	350	
11995000	Local Authority Treescapes fund	0	0	0	0	0	0	88	106	18	212	88	212	
10385000	Warwick, Myton Rd Cycle Link (Myton & Warwick School)	160	2	0	0	162	160	0	2	0	162	-2	0	Slippage from 2021-22 has currently been forecast in 2022-23 and the profile of spend will need to be updated by the Project Manager at Q1 2022-23
11967000	D1408-A46 Alcester Road Stratford Footway & Cycleway S278	0	0	0	0	0	0	1	3	0	3	1	3	
11456000	Stratford Park And Ride Site Alterations	87	13	0	0	100	87	1	13	0	100	-12	0	Slippage from 2021-22 has been forecast in 2022-23 - the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23
11650000	Electric Vehicle Charging Points	402	360	0	0	762	402	213	175	0	790	-147	28	Revenue contribution made to fund final amount of spend on 11650000. Additionally, slippage from 2021-22 has been forecast in 2022-23 - the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23
11710000	Land At Crick Road Rugby - CIF	1302	100	1,235	0	2,637	1,302	164	586	586	2,637	64	0	Slippage from 2021-22 has been forecast in 2022-23+ - the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23
11885000	All Electric Bus Initiative 2021-22	0	0	333	1,033	1,366	0	0	333	1,033	1,366	0	0	
11886000	Stoneleigh Park Link Road	0	0	205	205	410	0	0	205	205	409	0	-1	
11325000	Stratford Town Station Upgrade	237	0	0	0	237	237	0	0	0	237	0	0	
11958000	Provision of hardstanding and bus stops in Hampton Magna	0	0	0	0	0	0	0	9	0	9	0	9	New scheme added to the capital programme at Q4.
11959000	Provision of gateway facilities at Shipston on Stour and bus stops	0	0	0	0	0	0	0	37	0	37	0	37	New scheme added to the capital programme at Q4.
11960000	Provision of bus stops on Meadow Road in Alcester	0	0	0	0	0	0	0	8	0	8	0	8	New scheme added to the capital programme at Q4.
11961000	Provision of bus stops on the B4114 Coleshill Road to serve Hartshill development	0	0	0	0	0	0	0	8	0	8	0	8	New scheme added to the capital programme at Q4.
11964000	JLR / British Motor Museum bus stop	0	0	0	0	0	0	0	0	0	0	0	0	
11635000	Home To School Routes (Safety) 2017-18	1152	185	436	0	1,773	1,152	106	371	144	1,773	-79	-0	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended - the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23.
10192000	Safety Camera Funded Schemes	1585	1	3	0	1,589	1,585	1	3	0	1,589	-0	-0	

11761000	Average Speed Cameras - Cif	25	12	1,726	0	1,763	25	18	860	860	1,763	6	0	Future spend phased over 22/23 and 23/24 - profiling to be reviewed by Project Manager at Q1 22/23.
11359000	School Safety Zones 16/17	1987	1	0	0	1,988	1,987	1	0	0	1,988	-0	-0	Slippage from 2021-22 has been forecast in 2022-23.
11585000	School Safety Zones 18/19	793	-2	0	0	791	793	-6	1	0	788	-4	-3	Slippage from 2021-22 has been forecast in 2022-23 but the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23.
11586000	School Safety Zones 19/20	380	1	1	0	382	380	4	0	0	384	3	2	External fees incurred on Mappleborough Green scheme higher than forecast.
10362000	Kenilworth Station	13069	10	829	0	13,908	13,069	7	0	832	13,908	-3	0	The remaining budget, profiled to 2025/26, will remain until financial close has been reached with the principal contractor.
11509000	A444 Coton Arches , Nuneaton impts to roundabout	3562	0	74	0	3,636	3,562	2	72	0	3,636	2	0	Works began slightly ahead of 21/22 programme.
11669000	Lawford Road /Addison Road Casualty Reduction	90	233	1,323	0	1,646	90	48	1,323	186	1,646	-185	0	This slippage is due to unforeseen delays with various utility companies and land purchasing. All slippage is currently forecast in 2023/24 and the profile will need to be updated by the Project Manager at Q1 2022/23.
11841000	Leamington Station/A Commonwealth Games Infrastructure Improvement Scheme/Redevelopment Of Station Forecourt And Underpass	212	776	998	0	1,986	212	230	1,544	0	1,986	-546	0	Delay to start of construction (February 2022) means a large proportion of construction costs will be paid on Qtr1 of 2022-23
11845000	Improvements to the A429 Coventry Road corridor (Warwick)	0	0	714	3,967	4,681	0	0	714	3,967	4,682	0	1	
11846000	Evidence led decision making in tackling climate emergency and air quality	114	837	1,106	0	2,057	114	801	1,106	36	2,058	-36	1	All slippage is currently forecast in 2023/24 and the profile will need to be updated by the Project Manager at Q1 2022/23.
11849000	Improvements to the A446 Stonebridge junction (Coleshill)	9	60	862	1,447	2,378	9	21	547	1,801	2,378	-39	0	Scheme delayed due to redesign following public consultation.
11904000	A452/A46 Developer Improvement scheme	0	50	1,207	5,424	6,681	0	5	500	6,176	6,681	-45	-0	Project has slipped due to delays and issues with procurement of the scheme. Initial proposed route of contract has been changed from design and build to separate contracts for design and construction. This has taken longer than expected to evaluate and resolve issues, a design contract will be let in due course under our current framework agreement.
11930000	Rural Mobility Fund	0	401	0	0	401	0	0	0	401	401	-401	-0	
11552000	Warwick Town Centre transport proposals	1087	10	0	0	1,097	1,087	15	0	0	1,102	5	5	
11809000	Warwick Town Centre	4	85	1,393	2,925	4,407	4	59	26	4,319	4,408	-26	1	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended but the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23.
10207000	Implementation Of Municipal Waste Strategy - Waste Treatmt & Transfer Facilities	1529	0	34	0	1,563	1,529	0	34	0	1,563	0	-0	
11535000	HWRC Maintenance 2019/20	72	0	0	0	72	72	-0	0	0	72	-0	-0	
11784000	Household Waste Recycling Centres 20-21	21	0	0	0	21	21	0	0	0	21	0	0	
11856000	Purchase of Waste Containers at the Household Waste Recycling Centres	0	145	93	0	238	0	147	91	0	238	2	0	21/22 actual spend was £1,750 higher than forecast.
11864000	Household Waste Recycling Centres - Annual Maintenance 2021-22	0	24	115	0	139	0	24	115	0	139	0	-0	
11931000	Purchase of 3 haulage vehicles for HWRC (CIF Funded)	0	260	153	0	413	0	259	1	153	413	-1	-1	Slippage from 2021-22 has been forecast in 2022-23 and future spend has been similarly extended but the profile of spend will need to be reviewed by the Project Manager at Q1 2022-23.
11962000	HWRC Maintenance 2022/23	0	0	0	0	0	0	0	0	84	84	0	84	New annual maintenance allocation forecast in 23/24 - profiling to be reviewed by Project Manager at Q1 22/23.
Grand Total		42,256	8,862	19,372	36,258	106,748	42,256	5,078	13,878	47,472	108,684	(3,784)	1,936	

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/ Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Adult Social Care	7,634	0	7,634	(948)	(73)	(2,860)	430	1,555	Investment funded Integrated Care Record underspend due to lower than expected project management costs. £2.860m contribution to earmarked reserves is due to a further contribution from the CCG to the development fund for funding of discharge to assess services to help facilitate a patient's timely discharge from hospital for the next two years. Covid costs of £0.430m for hospital discharge and support to providers. Unbudgeted contributions towards bad debt provision, placement and staffing costs of children with disabilities aged 17 who turn 18 and transition into Adult Services, the Young Carers contract and respite for parents of looked after children have increased by £0.425m from Qtr 3 to £2.275m (£1.463m for Children with Disabilities and £0.812m for bad debt provision) and have been funded by reduced spend on projects and net underspends in Older People and Integrated Care Services. Further movements from the Qtr 3 forecast are increased expenditure for legal services and increased project costs.
Disabilities	85,161	(9,583)	75,578	732	0	0	163	569	The majority of the overspend is a pressure within Physical Disabilities with above budgeted expenditure for supported living and homecare. The trend of increased complexity in packages of care has resulted in an increase in the average package costs for supported living of 9% and a 2% increase in activity. The overspend has been offset by reductions in expenditure for daycare and residential and an increase in client contributions. The reduction in forecast from Qtr 3 is due in part to £0.400m reimbursement from the CCG in relation to prior years overpayment agreed in March 2022. Further reductions in the demand for direct payments due to a reluctance for people to allow carers into their home, beyond the level anticipated, resulting in an increase in unspent direct payments being returned.
Mental Health	14,318	(882)	13,437	212	0	(166)	9	369	Overspends for supported living in the North and Nursing in the South. The North has seen an increase in the complexity of younger adults, particularly those transitioning from Children's services and the Transforming Care programme. In the South there is a lack of alternative services to costly nursing care. A number of costly packages were expected to be transferring from Health at Qtr 3 but these have not materialised, which together with less growth than anticipated has reduced the overspend from Qtr 3 by £0.598m. These overspends have been partially offset by an underspend for staffing due to the delay in implementing Liberty Protection Safeguards as the Code of Practice is still to be issued.
Older People	84,295	(33,998)	50,297	(3,296)	0	0	2,538	(5,834)	Covid expenditure is in relation to the hospital discharge process. Some of this would ordinarily be funded from Adult Social Care but it has been funded via the hospital discharge grant, explaining 44%/£2.538m of the underspend for Older People. The remaining underspend is mainly due to an increase in client contributions of £3.146m and a below budget reduction in direct payments of £0.729m. These underspends have been offset in part by an overspend for nursing of £1.20m, with more expensive packages transferring from Health and a number of smaller variations below budget. Past year trends for client income have increased from those forecast at Qtr3 from 55% to 61% of expenditure. There has also been an increase in the number of unpaid/informal carers resulting in an increase in unspent direct payments funding being returned. There has been a 6% reduction in the number of direct payments packages from the start of the year, with 4% of the reduction occurring during the last quarter.
Integrated Care Services	11,094	(1,000)	10,094	(1,257)	0	0	0	(1,257)	The underspend is predominantly made up of the Assistive Technology and ICE equipment budget of £0.949m due to limited capacity to run pilots and changes to equipment usage as a result of hospital discharge. This has increased from the Qtr 3 forecast by £0.070m due further delays to the pilot expected to start in January. The remaining underspend is staffing related as difficulties in recruitment continue.
Development & Assurance	3,722	(969)	2,753	(11)	0	0	0	(11)	Overspend for Adults transport offset by staffing underspends
Net Service Spending	206,224	(46,432)	159,793	(4,568)	(73)	(3,026)	3,140	(4,609)	

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 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 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	467	(217)	
Total	1,867	1,867	0	

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	Closing Balance 31/03/2022 £'000
Social Care & Health Partnerships	0		166	166
BCF System Development Fund	1,000		2,860	3,860
Total	1,000	0	3026	4,026

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11555000	Extra Care Housing	0	313	0	0	313	0	0	0	313	313	-313	0	The original plans for this developer funding funding are no longer viable and therefore the future of the project is to be reviewed in 2022-23.
Grand Total		0	313	0	0	313	0	0	0	313	313	-313	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 funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Children & Families	4,555	(100)	4,455	(1,443)	(181)	0	411	(1,673)	Transformation workstreams have underspent by £0.181m (Q3 £0.124m) due to delays in the appointment of expected staff & commissions. With budgets worth £0.631m for specific Covid-19 items in this AD line, the variance on Covid-19 remains at Q3 levels of £0.411m. One such element includes a £0.500m for child placements, which has been an estimation of the on-going likely impact during this financial year. Non-Covid Legal charges are £0.331m over-spent and this is a movement of £0.081m since Q3. There is on-going action /review to re-assess (where it is in WCC best interests) to reduce use/cost of Legal Services. There is £0.309m worth of underspend held to ad pressures elsewhere in the Service and future MTFS savings. The asylum grant contribution to (indirect) costs for the whole C&F service has increased to £1.496m (Q3 £1.336m). This is due to some of the placement costs being lower than expected due to estimates on new arrivals at the time of arrival in November. For UASC, WCC has now achieved the threshold of 82 children as at 31/3/2021 to attract the higher daily rate. A modest on-going assumption of this income has been built into the future MTFS. The costs for the Liquid agency contract is now showing within this area with a £0.147 of expenditure.
Initial Response (MASH, IR, EDT)	5,789	(485)	5,304	1,450	(115)	0	777	788	Transformation workstreams have underspent by £0.115m (Q3 £0.111m) on vacancy/turnover of staff posts. In total £0.777m (Q3 £0.620m) has been spent on Covid-19 related items which is an increase of £0.157m since Q3. £0.697m is due to additional agency staff which is an increase of £0.116m since Q3 and £0.076m (£89k) for spending on existing WCC staff. The remaining over-spend in this service area is made up of £1.031m (Q3 £0.899m) on employing additional agency staff to cover vacancies and the increase in demand this service has experienced, this is offset by the underspends on salaries of £0.311m (Q3 £0.166m) due to changing onboarding with changing start and end dates. Investment has been included in the future MTFS to avoid the use of Agency cover as much as possible. Workers outside IR35 who are performing ISW assessments to help address the backlog in referrals is overspent by £0.066m which is a static position since Q3. Internal Fostercare is under-spent by £0.063m which is at the same level as Q3 and External Fostercare is over-spent by £0.033m (Q3 £0.031m).
Early Help & Targeted Support	9,612	(2,996)	6,616	(792)	(919)	(275)	426	(24)	Transformation workstreams have a £0.919m underspend which is a large movement of £0.691m since Q3. This is due to a new project becoming live later than expected and some large slippage revisions due to recruitment issues and delays in applications to distribute youth grants, the slippage is committed for future use / catch up. Spending on Covid-19 totalled £0.426m (Q3 £0.454m) with a loss of letting income within the youth /community buildings of £0.075m (Q3 £0.117m), £0.120m on additional agency staff (Q3 £0.111m) and £0.229m (Q3 £0.214m) on staff. Establishment salaries were over-spent by £0.092m (£0.143m at Q3), and there is a small overspend of £0.016m on agency workers which has remained at this level since Q3. Priority Families overall final position is an under-spend of £0.275m which will be transferred to the a specific reserve for future year commitments as well as the future MTFS. This is an increase of £0.133m since Q3. This is due to receiving additional income of £0.097m for exceeding the forecasted "Payment By Results (PBR)" grant conditions.
Children's Safeguarding & Support	28,632	(95)	28,537	1,998	(186)	0	407	1,777	£0.586m). The vast majority of the spend is on staffing with £0.362m on agency and £0.160m on establishment staff.
Corporate Parenting	28,783	(6,172)	22,611	4,696	(159)	(74)	192	4,737	CIC Placements - The External foster-care final position is an over-spend of £0.046m, a small increase of £0.059m compared to Q3. It is important to note that the FTE is below the budgeted target by 3.37 FTE and the
Youth Justice	3,466	(588)	2,878	(295)	(38)	(106)	38	(189)	Transformation workstreams have a small under-spend of £0.038m which is pre-dominantly due to salaries (Q3 £0.047m). The final spend on Covid-19 stands at £0.038m (for a planned 12 month position) and is at the same level as Q3. Overall final spending on remand placements resulted in an under-spend of £0.106m (Q3 over-spend of £0.021m) due to activity predictions not occurring. A consideration to re-size the budget as part of the future MTFS is being considered by the AD. The YJS grant is showing a small under-spend of £0.070m due to additional 2020/21 grant given in 2021/22. There has also been a re-imbursement of unused services from 2020/21 within a specific contract worth £0.071m and £0.054m on an SLA. Salaries are showing a small over-spend of £0.008m (Q3 £0.093m) and agency has increased from Q3 levels of £0.018m to final outturn of £0.043m.
Children's Practice Improvement	4,828	(369)	4,459	(734)	(717)	(107)	1	89	Transformation workstreams have an under-spend of £0.717m which is an increase of £0.475m compared to Q3. This is due to further refining and re-profiling of plans and under-spends on staffing and staff training. The funds are committed for the future years of the Transformation workstreams. The use of a Section 31 grant is also being re-profiled showing for this financial year an underspend of £0.107m. The remaining over-spend within the service is pre-dominantly on single status staff of £0.076m (Q3 £0.008m). The learning and development budgets that were transferred to C&F for 21/22 are over-spent by £0.054m which is due to costs of courses being higher than anticipated and not fully rechargeable. These are under review as part of the planning for the future MTFS.
Adoption Central England	6,305	(5,845)	460	161	0	159	2	0	The volume of buying and selling(income) placements has moved from an over-spend at Q3 of £0.111m to final position of £0.313m over-spend. This increase of £0.202m represents late placements made in March which were not foreseen. Salaries incurred an overall under-spend of £0.025m (Q3 £0.100m under-spending) and a further £0.111m (£0.084m under-spend at Q3) was under-spent on 3 specific projects which were identified to take place this financial year but there is a delay in the upstart of these projects. The overall over-spend for this joint service (WCC & 4 other LA's) will be met by the built up ear marked reserves and is a shared risk of the 5 LA's.
Net Service Spending	91,970	(16,650)	75,320	5,041	(2,315)	(403)	2,254	5,505	

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

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	52	0	52	This is intrinsically linked with overall C&F spend and it is not reported separately.
Maximise income and contributions to care packages - Efficient collection of health contributions to children in care placements and income from safeguarding training	275	515	(240)	Due to COVID related issues and pressures the Safeguarding Training has not reached the turnover anticipated to make the £50,000 income savings target. However larger than expected contributions from UASC grant has contributed to overall reducing costs in C&F and has been included as part of MTFS going forward.
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. However this has been addressed in the 2022/23 MTFP.
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	1,632	0	

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

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31/03/2022 £'000
Adoption Central England	934	(460)	(159)	315
Priority Families Reserve	1,201		275	1,476
S31 Specific Grants	285	(285)	181	181
Youth Justice Remand Equalisation	661		106	767
Total	3,081	(745)	403	2,739

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	CF property adaptations, purchases and vehicles	271	135	0	0	406	271	80	55	0	406	-55	-0	
11713000	Children's To Children & Family Centres	230	65	0	0	295	230	0	0	0	230	-65	-65	All projects completed and remaining funds of £64,664 confirmed by Marina Kitchen are not required and to be returned to Corporate Finance.
11756000	Westgate Children & Family Centre/Westgate Primary School Safeguarding Walkway	35	10	0	0	45	35	0	0	0	35	-10	-10	Project completed and remaining funding of £9,979 to be returned to Corporate Finance.
11792000	Adaptations to support child placements 20-21	0	0	125	0	125	0	0	125	0	125	0	0	
11901000	Children's Home	0	282	0	0	282	0	282	0	0	282	0	0	
11902000	Adaptations to support child placements	0	0	0	125	125	0	0	0	256	256	0	131	Approved maintenance budget of £131k for 2022-23 at February 2022 Council added to existing project.
12002000	Children's Home 2	0	0	0	0	0	0	0	416	139	554	0	554	New CIF funded Project agreed at Cabinet 15/03/2022. Profile of spend will need to be updated by Project Manager at Q1 2022-23.
12003000	Children's Home 3	0	0	0	0	0	0	0	563	188	750	0	750	New CIF funded Project agreed at Cabinet 15/03/2022. Profile of spend will need to be updated by Project Manager at Q1 2022-23.
12004000	Children's Home 4	0	0	0	0	0	0	0	563	188	750	0	750	New CIF funded Project agreed at Cabinet 15/03/2022. Profile of spend will need to be updated by Project Manager at Q1 2022-23.
Children & Families		536	492	125	125	1,278	536	363	1,720	770	3,388	-129	2,110	

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

Strategic Director - Nigel Minns

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

21/22 Revenue Budget

	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 - Strategy & Commissioning People	522	(25)	497	(30)	0	0	20	(50)	Covid costs on Business Continuity support staff and non covid underspend on central recharges, staff training and conferences
Director of Public Health	2,682	(216)	2,466	2,400	0	0	2,873	(473)	Covid costs include Test & Trace activities, supporting homelessness and BAME communities. Non covid underspend on homelessness service due to receipt of additional income and Public Health service staffing vacancies.
Health & Well Being	24,074	(6,048)	18,026	955	(383)	(41)	1,719	(340)	Reprofiling of Tackling Inequalities, Creating a healthy social prescribing system and Mental Health Health Visitor investment funded project spend into future years due to covid related delays and strategy sign off. Contribution to earmarked reserves relates to Diabetes prevention funding. Covid costs in relation to Sexual Health service online testing, meals on wheels service and improving mental wellbeing. Underspend due to reduced activity in sexual health (out of area and primary care - not main contract) and fewer health checks being undertaken partially offset by 3% in year pay award on contracts with staff on NHS Terms and Conditions
Integrated and Targeted Support	16,721	(7,227)	9,494	(2,683)	0	(2,560)	86	(209)	Contributions to earmarked reserves include Learning Disability & Autism, Community Discharge, CAMHS 18-25 transitions from childhood service and Domestic Abuse Safe Accommodation Duty, which are grant funded and/or transferred from partner organisations whilst spending plans are being developed. In relation to the Universal Drugs Grant spending may be incurred in Q2 2022/23. Covid related spend relates to suicide prevention roles. Underspend relates to domestic abuse and drugs and alcohol reduced demand partially offset by 3% in year pay award on contracts with staff on NHS Terms and Conditions
All Age Specialist Provision	6,086	(712)	5,374	(172)	0	(124)	272	(320)	Contribution to reserves relates to unringfenced Omicron Support grant from DHSC. Covid spend relates to provision of intensive floating support service to the homeless / rough sleepers. Non covid underspends within all age specialised provision due to legacy of previous arrangement that has been resolved through budget setting via allocation to support pay award for staff on NHS Terms and Conditions
Net Service Spending (excluding DSG)	50,085	(14,228)	35,857	470	(383)	(2,725)	4,970	(1,392)	

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

Strategic Director - Nigel Minns

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

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money	103	0	103	Unachieved but mitigated by 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	218	(103)	Service underspends used to support unachieved savings on third party spend
Integrated and targeted support - Review of expenditure on smoking cessation and falls prevention targeted support.	69	69	0	
Total	287	287	0	

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

Reserve	Approved Opening Balance 01/04/2021 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31/03/2022 £'000
Social Care & Health Partnership	866	(308)	1,398	1,956
Universal Drug Grant	0	0	162	162
Domestic Abuse Safe Accommodation	0	0	1,040	1,040
Covid Unringfenced Reserve - held centrally not part of PS&C	0	0	124	124
Total	866	(308)	2,724	3,282

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10608000	Mental Health Grant 2010/11	223	3	0	0	226	223	0	3	0	226	-3	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	352	41	50	0	443	352	0	41	50	443	-41	-0	
11420000	Disabled Facilities Capital Grant	23,112	5,125	0	0	28,237	23,112	5,125	0	0	28,237	-0	-0	
11903000	Improving Mental wellbeing in Warwickshire re COVID-19 - capital fund	0	126	0	0	126	0	126	0	0	126	-0	-0	
Grand Total		23,687	5,295	50	0	29,032	23,687	5,251	44	50	29,032	-44	-0	

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 funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	666	(2)	664	(184)	(57)	0	2	(129)	The underspend is attributable to the Customer Journey budget. It was planned that this underspend would support other pressures across B&CS which did not materialise due to efficiencies made elsewhere.
Business & Customer Support	8,364	(120)	8,244	660	0	0	308	352	The overspend mainly relates to employee salaries and agency staff expenditure due to service delivery demand. A full budgetary and service delivery review is ongoing.
Operational Excellence	3,008	0	3,008	1,785	(37)	0	2,153	(331)	The underspend can be associated to employee salaries expenditure and reductions in grants/donations provided to external organisations.
Customer Experience - Telephony & Digital	2,555	(248)	2,307	5,729	0	(230)	6,105	(146)	The underspend after factoring in the Additional Welfare Support Grant (which makes up most of the variation), is due to a reduction in employee salaries expenditure (vacancies) and increased income.
Community Hub	7,350	(2,127)	5,223	371	(33)	(5)	478	(69)	The overspend reflects a minor increase in employee salaries expenditure.
Net Service Spending	21,943	(2,497)	19,446	8,361	(127)	(235)	9,046	(323)	

Annex H Savings - Business & Customer Services - Sarah Stear

Strategic Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Customer support service redesign - Review and rationalisation of the organisation's approach to customer support.	150	150	0	
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	14	14	0	
Reduced use of printing and stationery - Future reductions in spend on printing and stationery predicated on digitisation work.	100	100	0	
Vacancy management - Recognise natural underspends from staff turnover and operating undercapacity.	260	260	0	
Total	524	524	0	

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	Closing Balance 31/03/2022 £'000
Museum, Records and Libraries Trust Funds and Bequests	340		5	345
Warwickshire Local Welfare Scheme	582		230	812
Corporate Customer Journey Programme	210	0	0	210
Total	1,132	0	235	1,367

Business & Customer Services - Kushal Birla
 Strategic Director - Rob Powell
 Portfolio Holders - Cllr Andy Jenns (Customer & 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	Warwick - Market Hall Museum - "Our Warwickshire Projects"	910	0	0	0	910	910	0	0	0	910	0	0	
10155000	Improve Customer Experience In Cnty CI Bldgs & Dda Works 2009/10	204	0	0	0	204	204	0	0	0	204	0	0	
11040000	Improving Customer Experience / One Front Door Improvements	999	421	1,208	0	2,628	999	127	1,162	340	2,628	-294	0	This relates to delays around the replacement of Radio Frequency Identification (RFID) Machines which was delayed due to supply chain issues and will now commence in May 2022. Hublet Project where the start of project was delayed due to Arts Council Funding Bid approval not being received until late February 2022, the project is expected to be completed by Q3 2022.
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	373	0	0	0	373	373	0	0	0	373	0	0	
Grand Total		2,581	421	1,208	0	4,210	2,581	127	1,162	340	4,210	-294	0	

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

21/22 Revenue Budget

Service	Gross Exp	Gross Inc	Net		Net Variance Represented by				Reason for Net Variation and Management Action
	Agreed Budget	Agreed Budget	Agreed Budget	Variation Over/ (Under)	Approved Investment/Transformation funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Commissioning Support Unit	316	0	316	17	(3)	0	0	20	
Business Intelligence	3,132	(120)	3,012	(403)	(357)	0	8	(54)	Almost all of the underspend is associated with transformation projects that will continue to 22/23.
Portfolio Management Office	3,545	(1,842)	1,704	2,014	(11)	0	2,129	(104)	The underspend within PMO is Management of £72k proposed to be carried forward to cover an intended post to support the development of the integrated planning process. The Covid pressures are made up of Surge Testing, Community Testing and the costs of allocated COMF which has now been fully allocated and appropriately forecast across the council.
Contract Management & Quality Assurance	2,158	(958)	1,200	(76)	0	0	133	(209)	The majority of the underspend is due to over achievement of income in Procurement (DE014) and staffing expenditure efficiencies in various other Cost Centre's.
Change Management	1,229	0	1,229	(357)	(434)	0	0	77	
Transformation	104	0	104	0	0	0	0	0	
Net Service Spending	10,484	(2,920)	7,565	1,195	(805)	0	2,270	(270)	

Annex I Savings - Commissioning Support Unit - Steve Smith

Strategic Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customer & Transformation)

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	7	7	0	
Management of cost of CSU service provision - Management of the budgeted cost increases of externally purchased services	18	18	0	
Reduction in use of consultancy, subscriptions and apprentices - Review of the use of subscriptions, consultants and apprentices to ensure value for money	21	21	0	
Total	46	46	0	

Annex J Revenue - Enabling Services - Craig Cusack

Strategic Director - Rob Powell

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

21/22 Revenue Budget

Service	Gross Exp	Gross 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 - Enabling Services	549	0	549	(159)	0	0	(50)	(109)	Annual allocations held in PA004 to support in-year growth bids and have not been called upon due to operational priorities elsewhere. These have been re-based into team budgets in 22/23. No further action needed.
Facilities Management	16,475	(7,446)	9,029	72	0	0	416	(344)	Underspends across the service as the various elements within Facilities Management adapt to COVID and post COVID ways of working. Less utilities spend, less cleaning costs as setting utilisation continues to be low. No action needed, although budgets have been re-based for 22/23.
HR Enabling	5,848	(2,415)	3,433	68	(137)	435	24	(254)	An increase in traded surplus income plus underspends in hard-to-fill staffing roles have increased underspend in HROD. May be used to bring forward legitimate 2022/23 expense.
Digital & ICT	14,143	(4,360)	9,782	(13)	0	0	25	(38)	Small overspend due to IT costs to support increased headcount across WCC, which is still increasing. Largely being mitigated by increase traded surplus income and staff vacancies. Less than 1% overspend so no action.
ICT Strategy & Commissioning	3,344	0	3,344	(2,074)	(1,366)	0	0	(708)	Underspends in Corporate ICT Development and Digital Transformation based on assessment of current organisational demand. No action needed
Net Service Spending	40,359	(14,221)	26,137	(2,106)	(1,503)	435	415	(1,453)	

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 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	0	
Facilities cost savings from property asset rationalisation - Facilities management and maintenance cost savings linked to asset rationalisation	44	44	0	
ICT Service delivery review - Review past ICT budget growth and focus on efficiencies through development projects	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	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	0	
Review of maintenance and engineering work profile - Drive efficiencies in the work planning and prioritisation across maintenance and engineering.	130	130	0	
Total	1,118	1,118	0	

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	Closing Balance 31/03/2022 £'000
HR - Service Improvement Projects	60			60
Going for Growth Apprenticeship Scheme	297			297
Total	357	0	0	357

Enabling Services - Craig Cusack
Strategic Director - Rob Powell
Portfolio Holders - Councillor Jenns (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	5,801	0	0	0	5,801	5,801	52	0	0	5,853	52	52	Expenditure to be funded from Project 11971000
11227000	Schools - Planned Capital Building, Mechanical and Electrical Backlog Maintenance 2015/16	5,699	0	0	0	5,699	5,699	0	0	0	5,699	0	0	
11286000	Non Schools - Planned Capital Building, Mechanical and Electrical Maintenance 2017/18	1,744	-4	0	0	1,740	1,744	-4	0	0	1,740	0	0	
11287000	Schools - Capital Asbestos and Safe Water Remedial Works 2016/17	1,211	0	0	0	1,211	1,211	2	0	0	1,213	2	2	Expenditure to be funded from Project 11972000
11288000	Schools - Capital Asbestos and Safe Water Remedial Works 2017/18	768	-2	0	0	766	768	-2	0	0	766	-0	-0	
11289000	Schools - Planned Capital Building, Mechanical and Electrical Maintenance 2016/17	5,409	0	0	0	5,409	5,409	0	0	0	5,409	0	0	
11290000	Schools - Planned Capital Building, Mechanical and Electrical Maintenance 2017/18	7,010	1	0	0	7,011	7,010	-0	0	1	7,011	-1	-0	
11443000	Non-schools - planned building, mechanical and electrical maintenance backlog 18-19	2,038	1	0	0	2,039	2,038	1	0	0	2,039	0	0	
11444000	Schools - asbestos and safe water remedials 18-19	810	0	0	0	810	810	0	0	0	810	0	0	
11445000	Schools - planned building, mechanical and electrical maintenance backlog 18-19	7,250	3	0	0	7,253	7,250	3	0	1	7,253	-0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	2,035	5	0	0	2,040	2,035	5	0	0	2,040	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	1	0	0	102	1	1	
11787000	Non schools building maintenance 20-21	2,298	215	0	0	2,513	2,298	194	0	21	2,513	-21	-0	
11791000	Schools asbestos and safe water 20-21	737	111	0	0	848	737	104	0	7	848	-7	0	
11793000	Non schools asbestos and safe water 20-21	76	20	0	0	96	76	20	0	0	96	-0	-0	
11795000	Schools building maintenance 20-21	6,968	163	0	0	7,131	6,968	155	0	8	7,131	-8	0	
11887000	Non-Schools Building Maintenance 2021-22	0	2,131	0	0	2,131	0	2,298	0	0	2,298	167	167	Expenditure to be funded from Project 11969000
11888000	Schools Building Maintenance 2021-22	0	7,232	0	0	7,232	0	6,576	0	656	7,232	-656	0	
11889000	Non-Schools Asbestos & Safe Water 2021-22	0	249	35	0	284	0	331	0	0	331	82	47	Expenditure to be funded from Project 11970000
11890000	Schools Asbestos & Safe Water 2021-22	0	730	150	0	880	0	754	125	0	880	24	-0	
11896000	Lillington Academy CTA Works	0	510	0	0	510	0	232	0	278	510	-278	0	
11969000	Non-Schools Building Maintenance 2022-23	0	0	0	0	0	0	0	2,058	0	2,058	0	2,058	2022-23 Capital allocation less funding allocated against prior year schemes
11970000	Non-Schools Asbestos & Safe Water 2022-23	0	0	0	0	0	0	0	294	0	294	0	294	2022-23 Capital allocation less funding allocated against prior year schemes
11971000	Schools Building Maintenance 2022-23	0	0	0	0	0	0	0	7,132	0	7,132	0	7,132	2022-23 Capital allocation less funding allocated against prior year schemes
11972000	Schools Asbestos & Safe Water 2022-23	0	0	0	0	0	0	0	781	0	781	0	781	2022-23 Capital allocation of which £2,342 has been used to support spend on Project 11287000 plus funding allocated against various prior year schemes
10592000	Small Scale Reactive / Minor Improvements County-Wide	651	0	0	0	651	651	12	0	0	663	12	12	Additional spend funded from revenue contributions
11318000	Universal Free School Meals Programme	0	0	0	0	0	0	0	0	0	0	0	0	
11953000	Cublington Site options	0	0	0	0	0	0	116	0	1,476	1,592	116	1,592	CIF funded project approved by Cabinet 25 November 2021
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	0	0	4	0	0	
11212000	Development of Rural Broadband	27,268	3,511	5,277	3,307	39,363	27,268	3,550	5,389	3,270	39,477	39	114	Additional spend funded from revenue contribution

11310000	Client Information Systems Review	3,423	0	0	0	3,423	3,423	-38	0	0	3,385	-38	-38	Project now complete - remaining funding moved to 11891002
11891000	IT Infrastructure 2021-22	0	120	80	200	400	0	113	325	0	438	-7	38	Hardware purchase brought forward to 2022-23
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	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	2,009	0	0	0	2,009	2,009	0	0	0	2,009	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	220	0	0	0	220	220	0	0	0	220	0	0	
11532000	Refurbishment works to the Saltway Centre	470	0	0	0	470	470	0	0	0	470	0	0	
		90,760	18,855	5,542	3,507	118,664	90,760	18,336	16,104	5,717	130,917	-519	12,253	

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 funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Finance	257	(5)	252	(19)	0	0	0	(19)	
Finance Delivery	4,909	(3,035)	1,874	39	0	52	67	(80)	£67k COVID related spend for Employee/Agency costs. Remaining service underspend from salary vacancies and turnover.
Investments, Treasury and Audit	1,229	(529)	700	(52)	0	0	37	(89)	£37k of Covid related spend for a Risk Officer and remaining underspend represents vacancies that have been difficult to recruit to.
Commercialism	969	(15)	954	203	0	0	0	203	Agreed overspend through project work, off-set against other T3 underspends to allow more WPDG project funding and Commercial team temporary funding to carry forward to 2022/23 budget to address some delays and additional work that has emerged.
Strategic Finance	696	(32)	665	(75)	0	0	0	(75)	In year salary savings due to a vacancy.
Finance Transformation	4,383	(1,951)	2,433	(377)	(422)	0	22	23	Slight reduction in Staffing/Secondment costs. £422k reflects reprofiling of the agresso development programme to allow for completion of the upgrades before phase 2 can start and additional Pensions income linked to the delivery of scheme Member self service, which should be in 2022/23.
Net Service Spending	12,443	(5,567)	6,878	(281)	(422)	52	126	(37)	

Annex K Savings - Finance - Andrew Felton

Strategic Director - Rob Powell

Portfolio Holders - Councillor Butlin (Finance & Property)

Saving Proposal	Target £'000	Actual Outturn £'000	Shortfall/ (Overachievement) £'000	Reason for financial variation and any associated management action
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	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	16	0	

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	Closing Balance 31/03/2022 £'000
LA Counter Fraud Fund Grant	16			16
Schools Absence Insurance Equalisation Account	924		(52)	872
Total	940	0	-52	888

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 funds	Contr to/from Earmarked Reserves	COVID Pressures	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	(43)	0	(43)	31	0	0	0	31	The overspend relates to the Marcomms SLA with G&P - charged to the AD management budget, and a contribution to the Graduate scheme within Corporate Policy.
Communications	1,162	(672)	490	(126)	0	0	400	(526)	£450k COVID variance related to additional employee costs, advertising and printing for COVID related activities - £290k allocated from COMF. Other operational spend reduced by a reduction in salary and staffing costs due to re-allocation to COVID funded work and in year vacancies. Additional income received during the year, partially offset and reflected in additional costs on Printing, Advertising & Promotion. Material increase in income in Feb/March22 which was not anticipated and therefore not forecast. As the transition from COVID began to take effect there was a demand for increased Design work and general operational support which sat outside of the original SLAs for the year.
HROD	926	(64)	862	(67)	(15)	0	20	(72)	A permanent budget virement of £80k from Enabling Services has ensured that the core Business Partners 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 on the core budget of £51k. Another staffing vacancy in Corporate Union Facilities was not filled giving a further in year saving on salary costs.
Property Management	1,595	(897)	697	680	(24)	84	70	550	£521k service variance related to shortfall in service budget to fully resource Strategic Asset Management. This has been addressed in the MTFS for future years. Net balance relates to FOM/ budget setting pressures which have been largely addressed during the year - the final outturn depended on the level of recruitment in the last three months of the financial year. £84k spend on One Public Estate (OPE) which is funded by a specific reserve. COVID spend relates to the delayed relocation from Montague Road (£39k), Croxall Street project (£8k) and Occupeye (£23k). The position at Q3 was an overspend of £1,163,386, so the out-turn represents a swing of £483,386. £220k of this change relates to predicted COVID spend on Croxhall Street. The project was delayed and will now fall into 2022/23. The remaining movement relates to non recruitment to vacancies and a reduced use of Consultants.
Legal & Democratic	8,070	(7,681)	389	(396)	0	0	219	(615)	COVID variance relates to SAR Scanning (£5k), 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. Within Legal Services there has been a shift in the ratio of internal to external since 2020 which has impacted on margins. However, income levels have been monitored carefully throughout the year, and the forecast was adjusted at P9 to reflect the additional surplus achieved at out-turn (£798k). This is due to a marked increase in external income in 2021/22 and a very successful trading year. A recruitment lag has resulted in decreasing employee costs month on month, although staffing costs were over budget by £351k due to the use of locums. There was reduced expenditure within Democratic Services (£168k) due to different ways of working, and much reduced activity in terms of events and Member Development due to COVID.
Corporate Policy	377	0	377	(89)	0	0	0	(89)	Staffing underspend due to vacant Lead Commissioner role in 21/22 and underspend on the graduate scheme due to 'unpaid' maternity cover. Consultancy spend (£27k) was not spent in this year either. Staffing has been remodelled for the next 2 years to support CPW and provide a Tier 5 role within the team, this incorporates the consultancy spend.
Net Service Spending	12,087	(9,314)	2,772	33	(39)	84	709	(721)	

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	Actual 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	
Further savings on third party spend - Review of services purchased from third parties to ensure value for money.	7	7	7	0	GA011 is showing an out-turn of £31k overspend, due to the inclusion of SLA costs for the services within G&P. Aside from this, the savings as described have been met.
Vacancy management - Recognise natural underspends from staff turnover and operating undercapacity.	341	341	341	0	
Total	358	358	358	0	

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	Closing Balance 31/03/2022 £'000	Comments
One Public Estate	335		(84)	251	Repayment of OPE funding - £65k plus £19k spend in 2021/22
Total	335	0	-84	251	

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

2021/22 to 2023/24 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Earlier Years £'000	2021/22 £'000	2022/23 £'000	2023/24 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10972000	Wark - Land At Hawkes Farm (Europa Way) - Plan Cons	756	0	0	0	756	756	0	0	0	756	0	0	
11136000	Various Properties - Renewable Energy/Reducing Energy	240	0	0	0	240	240	0	0	0	240	0	0	
11292000	Rural Services Capital Maintenance 2017/18	399	222	77	0	698	399	212	57	57	725	-10	27	Additional spend on Highfields Farm refurbishment prior to re-letting, to address areas of concern in condition survey. Offset by reduction of spend on Jubilee Cottage. Financing adjusted by using Corporate Borrowing from CP 11867000
11335000	Rationalisation of County Storage Facilities	9,382	195	0	0	9,577	9,382	0	0	195	9,577	-195	-0	
11440000	Strategic Site Planning Applications	2,610	278	1,038	0	3,926	2,610	51	1,038	227	3,926	-227	0	Delays caused by insufficient resource availability around archaeological works
11446000	Rural Services capital maintenance 18-19	76	31	0	0	107	76	103	0	0	179	72	72	Initial estimates for Whitegates Farm refurbishment were exceeded to address areas of concern in the conditions survey. Financing adjusted by using Corporate Borrowing from CP 11867000
11542000	Rural Services Capital Maintenance 2019/20	167	120	66	0	353	167	67	66	82	381	-53	28	Some slippage on projects throughout the year due to lack of staff resources and contractor availability. Adjustments to spend on sub projects resulted in an increase of £28k overall. Financing adjusted by using Corporate Borrowing from CP 11867000
11689000	Maintaining the Smallholdings land bank	0	0	761	0	761	0	0	761	0	761	0	0	
11790000	Smallholdings Capital Maintenance 20-21	0	200	0	0	200	0	99	0	101	200	-101	-0	
11867000	Smallholdings Maintenance 2021/22	0	0	356	0	356	0	0	212	0	212	0	-144	Corporate borrowing was switched to accommodate increased costs on projects held under earlier years maintenance funding.
11910000	Public Sector Decarbonisation Scheme	0	434	0	0	434	0	533	0	0	533	99	99	Additional funding was approved through the Climate Change Fund to support the Elliott Park Solar EV scheme (11910003) in March 2022.
11929000	Bedworth/Croxhall Street Centre/ Renovation	0	220	0	0	220	0	8	212	0	220	-212	-0	
11975000	Smallholdings Maintenance 2022-23	0	0	0	0	0	0	0	173	200	373	0	373	Annual maintenance allocation approved by Council 8th February 2022
Grand Total		13,630	1,700	2,298	0	17,628	13,630	1,074	2,519	862	18,085	-626	457	

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)	(23,757)			(17,136)	(6,621)	Of the £23.757m favourable variance £17.136m represents Covid grants that were not budgeted for. This income is offset by expenditure reported by the services relating to Covid which was also not budgeted. The remaining variation relates to a number of other grants including: £3.525m business rates income including gain from the Pool £1.715m social care grants £0.357m Public Health Grant £0.502m Extended Right to Travel £0.106m Community Voices Grant £0.297m fire revenue grants £0.119 relates to various other grants.
Transformation and Investment Funds	0	0	0	0				0	
Capital Financing Costs	30,078	(2,878)	27,200	(290)		1,647		(1,937)	Interest rates remained lower than budgeted for the 2021/22 financial year, as a result there is a shortfall of £0.830m on interest income partially offset by a favourable variance on external interest costs (£559m). £1.647m technical accounting adjustment relates to unrealised losses on valuation of investment assets that will be covered by the Financial Instruments Reserve. These adverse variances are offset by the capital contingency not utilised during the year (£2.225m).
Children's Transformation Fund	0	(972)	(972)	0				0	
Strategic Management Team	1,247		1,247	5			0	4	
County Coroner	700	(138)	562	306			298	9	Increase in mortuary and pathology fees due to Covid.
County Council Elections	255		255	313		313		0	Quadrannual election cost over budget is funded from earmarked reserves.
Environment Agency - Flood Defence Levy	257	0	257	0				0	
External Audit Fees	161	0	161	57		57		0	Increase in external audit fees includes 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		1,108	(269)				(269)	Reduction in members expenses and allowances due to less travel and fewer face to face events.
Apprenticeship Levy	1,136		1,136	(452)		(452)		0	
Other Administrative Expenses and Income	3,143	(3,859)	(716)	1,619		579	1,110	(69)	Of the £1.619m overspend £1.110m relates to Covid (£1m Educators cost and £110k mortuary cost). Of the remaining overspend £0.593m overspend relates to insurance cost due to schools opting out and it will be covered by the Insurance Reserve. £74k underspend relating to subscriptions and £0.5m dividend received from Scope.
Warwickshire Property and Development Company	1,537		1,537	(1,258)		(1,258)		0	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)	41,059	(157,975)	(116,916)	(23,727)	0	885	(15,729)	(8,883)	

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	Closing Balance 31/03/2022 £'000
School Balances	21,324		1,761	23,085
Loans To Schools	14			14
Total Earmarked School Reserves	21,338	0	1,761	23,099
NNDR Pool Surplus Reserve	2,438	(79)		2,359
Total Earmarked External Reserves	2,438			2,438
LATC Operational Reserve	248	(248)		0
Local Resilience Forum - Brexit funding	263	(200)		63
Corporate Apprenticeship Fund	861		17	878
Redundancy Fund	7,036	(1,215)		5,821
Schools in Financial Difficulty	1,752	(91)	(19)	1,642
Total Internal Policy (Annual review)	10,160	(1,754)	1,759	10,165
Financial Instruments Reserve	3,731		(1,647)	2,084
Insurance Fund	8,578		(592)	7,986
Capital Fund	759		223	982
NNDR Appeals Reserve	19,249	3,525		22,774
Pensions Deficit Reserve	466	(466)		0
Quadrennial Elections	926		(313)	613
Audit Fee Reserve	172		(57)	115
IT Sinking Fund	2,773			2,773
Interest Rate Volatility Reserve	5,436	(5,436)		0
Schools Liability Reserve	500		(246)	254
Inflation Contingency	0	2,276		2,276
Commercial Risk Reserve	0	7,500	1,258	8,758
Oxygen Volatility Reserve	0		38	38
Total Volatility (Annual Review)	42,590	(101)	(2,385)	48,654
Fire Transformation Fund	766	(255)	52	563
Childrens Tranformation Fund	9,458	(5,343)	2,315	6,430
Council Change Fund	9,098	(4,873)	2,596	6,821
Unringfenced Government Grants	3,288	(3,288)	0	0
Revenue Investment Funds	20,009	(5,702)	1,983	16,290
Covid Grants Ringfenced	9,405	1,613	(7,665)	3,353
Covid Grants Unringfenced	15,040	7,294	(11,287)	11,047
Covid Tax Volatility	0	0	4,891	4,891
Total Invest To Save Funds	67,064	(10,554)	(12,006)	44,504
Directorate Risk Reserve - Communities	5,355	(1,759)	(93)	3,503
Directorate Risk Reserve - People	10,477	(449)	498	10,526
Directorate Risk Reserve - Resources	2,954	(1,332)	2,804	4,426
Contingency to cover DSG Overspend	12,314	1,364		13,678
General Reserves	21,417			21,417
Total Management of Financial Risk	52,517	(2,176)	3,209	53,550
Medium Term Financial Contingency	42,028	3,154	5,357	50,539
Total Contingency Reserves	42,028	3,154	5,357	50,539
Total	238,135	(4,010)	1,875	232,949

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

Saving Proposal	Target £'000	Actual 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	185	0	
Reduction of asset sales contingency - Remove budget held to cover risk of delays in sales of assets. (Delivery will be the responsibility of the Assistant Director - Finance).	135	135	0	
Treasury Management - A target to increase returns on investment by 10 basis points based on a more pro-active approach to treasury management. (Delivery will be the responsibility of the Assistant Director - Finance.)	175	175	0	
Release of unused contingency	750	750	0	
Total	1,245	1,245	0	

Corporate - Andrew Felton
Strategic Director - Rob Powell

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	
11868000	Warwickshire Property Development Company	0	0	4,071	115,929	120,000	0	0	5,643	114,357	120,000	0	0	
11917000	Warwickshire Recovery & Investment Fund	0	2,400	30,000	97,600	130,000	0	400	30,000	99,600	130,000	-2,000	0	
12007000	Asset Replacement Fund	0	0	0	0	0	0	0	3,000	12,000	15,000	0	15,000	New allocation included in the budget resolutions in February 2022 to provide a pot of funding for services to replace large vehicles, plant or equipment.
Corporate		0	2,400	34,071	213,529	250,000	0	400	38,643	225,957	265,000	-2,000	15,000	

Appendix N

Reserves Schedule

Directorate	Service	Description	2020/21 Outturn Position	Approved use in 2021/22	Impact of Outturn	Impact of Reserves Review	Reserves as at 31 March 2022	Carry Forwards	22/23 MTFS commitment	Future MTFS commitment	Uncommitted Reserves
			£	£	£	£	£	£	£	£	£
Earmarked - Schools Reserves											
Schools	Education Services	DSG Reserve - County Council spend	(8,271,491)	(2,404,574)	(421,025)	0	(11,097,090)	0	0	0	(11,097,090)
	Finance	School Absence Insurance Equalisation Reserve	924,400	0	(52,058)	0	872,342	0	0	0	872,342
	Other Services	School Balances	21,324,839	0	1,760,893	0	23,085,732	0	0	0	23,085,732
		Contingency to cover DSG Overspend	12,314,000	1,364,000	0	0	13,678,000	0	(1,070,000)	0	12,608,000
		Loans To Schools	14,300	0	0	0	14,300	0	0	0	14,300
		Total Earmarked Schools Reserves	26,306,048	(1,040,574)	1,287,809	0	26,553,283	0	(1,070,000)	0	25,483,283
Earmarked - External Reserves											
Communities	Education Services	School Improvement Monitoring & Brokering Reserve	747,855	0	145,499	0	893,354	0	0	0	893,354
	Fire and Rescue	Emergency Service Network	831,789	0	74,809	0	906,599	0	0	0	906,599
	Environment Services	Proceeds of Crime	216,686	0	30,181	0	246,867	0	0	0	246,867
		S38 Developer Funding	601,500	0	150,000	0	751,500	0	0	0	751,500
	Strategic Commissioning Communities	Speed Workshops	862,919	0	95,162	0	958,081	0	0	0	958,081
People	Children and Families	Rural Growth Network	242,090	0	0	0	242,090	0	0	0	242,090
		Adoption Central England	933,578	(460,000)	(158,837)	0	314,741	0	0	0	314,741
		Controlling Migration Fund	284,511	(284,511)	180,967	0	180,967	0	0	0	180,967
	Adult Social Care	BCF System Development Fund	1,000,000	0	2,860,000	0	3,860,000	0	0	0	3,860,000
	Strategic Commissioning People	Social Care & Health Partnership	865,880	(308,191)	1,564,256	0	2,121,945	0	0	0	2,121,945
Resources	Business and Customer Services	Museum, Records and Libraries Trust Funds and Bequests	340,097	0	5,015	0	345,112	0	0	0	345,112
	Finance	LA Counter Fraud Fund Grant	15,787	0	0	0	15,787	0	0	0	15,787
	Governance and Policy	One Public Estate	335,435	0	(83,750)	0	251,685	0	0	0	251,685
Corporate	Other Services	NNDR Pool Surplus Reserve	2,438,091	0	(78,949)	0	2,359,142	0	0	0	2,359,142
		Total Earmarked External Reserves	9,716,217	(1,052,702)	4,784,353	0	13,447,868	0	0	0	13,447,868
Reserves Subject to Annual Review - Internal Policy											
People	Strategic Commissioning People	Domestic Abuse Grant	0	0	1,040,132	0	1,040,132	0	0	0	1,040,132
		Universal Drug Fund	0	0	161,998	0	161,998	0	(204,000)	0	(42,002)
	Children and Families	Priority Families Reserve	1,201,306	(430,000)	275,187	0	1,046,493	0	(412,000)	0	634,493
Resources	Business and Customer Services	Warwickshire Local Welfare Scheme	582,160	0	230,123	0	812,283	0	0	0	812,283
	Governance and Policy	Going for Growth Apprenticeship Scheme	296,693	0	0	0	296,693	0	0	0	296,693
Corporate	Other Services	LATC Operational Reserve	248,000	(248,000)	0	0	0	0	0	0	0
		Local Resilience Forum - Brexit funding	462,500	(400,000)	392,496	0	454,996	0	0	0	454,996
		Corporate Apprenticeship Fund	861,108	0	16,972	0	878,080	0	0	0	878,080
		Redundancy Fund	7,036,180	(1,214,629)	0	0	5,821,551	0	0	0	5,821,551
		Schools in Financial Difficulty	1,751,532	(91,000)	(19,265)	0	1,641,267	0	(70,000)	0	1,571,267
		Total Annual Review - Internal Policy	12,439,479	(2,383,629)	2,097,643	0	12,153,494	0	(686,000)	0	11,467,494
Reserves Subject to Annual Review - Volatility											

Communities	Environment Services	Domestic Homicide Reviews	77,504	(77,504)	3,120	0	3,120	0	0	0	3,120
	Fire and Rescue	Pensions Reserve	181,982	0	(48,659)	0	133,323	0	0	0	133,323
People	Children and Families	Youth Justice Remand Equalisation	661,223	0	105,772	0	766,995	0	0	0	766,995
Corporate	Other Services	Financial Instruments Reserve	3,730,702	0	(1,646,597)	0	2,084,105	0	0	0	2,084,105
		Insurance Fund	8,578,345	0	(592,555)	0	7,985,790	0	1,300,000	0	9,285,790
		Capital Fund	759,014	0	223,309	0	982,323	0	0	0	982,323
		NNDR Appeals Reserve	19,249,457	0	3,524,655	0	22,774,112	0	0	0	22,774,112
		Pensions Deficit Reserve	465,593	(465,593)	0	0	0	0	0	0	0
		Quadrennial Elections	926,022	0	(312,741)	0	613,280	0	0	0	613,280
		Audit Fee Reserve	172,018	0	(57,124)	0	114,894	0	0	0	114,894
		IT Sinking Fund	2,772,675	0	0	0	2,772,675	0	0	0	2,772,675
		Commercial Risk Reserve	0	7,500,000	1,258,117	0	8,758,117	(361,000)	(883,000)	0	7,514,117
		Schools Liabilities	500,000	0	(246,406)	0	253,594	0	0	0	253,594
		Interest Rate Volatility Reserve	5,435,651	(5,435,651)	0	0	0	0	0	0	0
		Inflation Contingency Reserve	0	2,276,305	0	0	2,276,305	0	0	0	2,276,305
		Oxygen Volatility Reserve	0	0	37,988	0	37,988	0	0	0	37,988
		Covid Tax Volatility	0	0	4,890,941	0	4,890,941	0	0	(4,890,941)	0
		Total Annual Review Volatility	43,510,185	3,797,557	7,139,820	0	54,447,562	(361,000)	417,000	(4,890,941)	49,612,621
Invest to Save Funds											
Corporate	Other Services	Fire Transformation Fund	766,721	(255,065)	52,186	0	563,842	(52,186)	0	(392,000)	119,656
		Children's Transformation Fund	9,457,635	(5,343,484)	2,315,423	0	6,429,573	(2,315,423)	0	(4,114,151)	(0)
		Council Change Fund	9,098,144	(4,873,291)	2,596,492	0	6,821,344	(2,463,492)	(393,490)	(1,409,000)	2,555,363
		Revenue Investment Funds	20,009,383	(5,701,535)	1,982,700	0	16,290,548	(1,943,700)	(779,815)	(1,922,483)	11,644,550
Communities	Education Services	Education Transformation Fund	1,176,224	64,951	183,575	0	1,424,749	(183,575)	0	(1,241,175)	(0)
		Total Invest to Save Funds	40,508,106	(16,108,424)	7,130,376	0	31,530,058	(6,958,376)	(1,173,305)	(9,078,809)	14,319,568
Reserves Subject to Annual Review - Specific Investment Projects											
Communities	Education Services	Virtual School for children looked after	144,967	(144,967)	0	0	0	0	0	0	0
		Education management information system	44,139	0	2,226	0	46,365	0	0	0	46,365
	Environment Services	Flood Management Reserve	506,422	0	96,116	0	602,538	0	0	0	602,538
	Fire and Rescue	Vulnerable People Earmarked Reserve	127,136	0	15,976	0	143,113	0	0	0	143,113
	Strategic Commissioning for Communities	Kenilworth Station	552,095	0	0	0	552,095	0	0	0	552,095
		Skills Delivery for Economic Growth	138,904	(63,000)	0	0	75,904	0	0	0	75,904
		European Match Funding	166,123	0	0	0	166,123	0	0	0	166,123
Resources	Business and Customer Services	Corporate Customer Journey Programme	210,009	(112,000)	0	0	98,009	0	0	0	98,009
	Enabling Services	HR - Service Improvement Projects	59,829	0	0	0	59,829	0	0	0	59,829
Corporate	Other Services	Unringfenced Government Grants	3,287,920	(3,287,920)	0	0	0	0	0	0	0
		Covid Grants Ringfenced	9,404,575	1,612,959	(7,665,023)	0	3,352,511	0	0	(3,352,511)	0
		Covid Grants Unringfenced	15,039,957	7,294,041	(11,287,454)	0	11,046,544	0	0	(7,027,741)	4,018,803
		Total Annual Review Specific Investment Projects	29,682,076	5,299,113	(18,838,158)	0	16,143,031	0	0	(10,380,252)	5,762,779
Management of Financial Risk											
Communities		Directorate Risk Reserve	5,355,218	(1,758,594)	(92,763)	(497,127)	3,006,734	(1,680,992)	0	0	1,325,742
People		Directorate Risk Reserve	10,477,078	(449,187)	497,609	0	10,525,501	(430,091)	0	0	10,095,410
Resources		Directorate Risk Reserve	2,953,870	(1,332,000)	2,803,805	(2,301,522)	2,124,153	(978,163)	0	0	1,145,990
Corporate		General Reserves	21,417,312	0	0	0	21,417,312	0	4,582,688	0	26,000,000

		Total Management of Financial Risk	40,203,478	(3,539,781)	3,208,651	(2,798,649)	37,073,699	(3,089,246)	4,582,688	0	38,567,141
Available for Use Reserves											
Corporate		Medium Term Financial Contingency	42,027,657	3,153,845	5,357,416	2,798,649	53,337,566	(41,000)	(15,920,769)	(16,712,000)	20,663,797
		Total Available for Use Reserves	42,027,657	3,153,845	5,357,416	2,798,649	53,337,566	(41,000)	(15,920,769)	(16,712,000)	20,663,797
		Total	244,393,245	(11,874,595)	12,167,911	0	244,686,562	(10,449,622)	(13,850,386)	(41,062,002)	179,324,552

Cabinet

16 June 2022

Treasury Management Outturn Report 2021/22

Recommendation

That Cabinet considers and comments on the Treasury Management outturn for 2021/22.

1 Executive Summary

- 1.1 Treasury Management is to do with the management of the local authority's 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.
- 1.2 This report sets out the activities and performance of the Treasury Management function during 2021/22. Details are attached at Appendix 1 and highlights are set out in this covering report.
- 1.3 During 2021/22, the Council complied with its legislative and regulatory requirements in respect of Treasury Management.
- 1.4 In 2021/22 Treasury Management continued to be impacted by the effects of the Covid-19 pandemic, both in investment returns and delays to capital expenditure.
- 1.5 Investment balances increased to £458m from £395m during the year. These balances are driven by the level of reserves we hold, income we have received in advance of the related spend being incurred and the annual amount we set aside to repay the Council's external borrowing when it is due. All of these factors are taken into account as part of setting the Council's Medium Term Financial Strategy and the affordability of the capital programme. As such the increase in the investment balances does not mean there are additional resources available for allocation beyond the levels highlighted in the Financial outturn report elsewhere on today's agenda.
- 1.6 The financial markets were volatile during the year in the wake of the pandemic. Treasury investments by their nature prioritise security and liquidity ahead of return, which means investments have been protected and stable, however returns remain low.

- 1.7 Investment returns of 0.29%, an income of £1.47m, were achieved in 2021/22. This was below the original target of 0.51%, and budget of £2.23m. Returns exceeded the benchmark 30 day LIBID (London Interbank Bid) rate of 0.05% and also the equivalent SONIA (Sterling Overnight Index Average) rate for the same term. LIBID has since been discontinued and will be replaced by SONIA in future years.
- 1.8 Total debt has remained at £321m as planned. The Council continues to carry more debt than is necessary at this time, due to the rephasing of the capital programme however debt restructuring is not cost effective due to penalties associated with repaying Public Works Loan Board (PWLb) debt early. The current plans for capital expenditure and non-treasury investments will see this position changing, and the Council does not expect to continue to be overborrowed.
- 1.9 2021/22 saw the launch of the Warwickshire Recovery Investment Fund (WRIF) and Warwickshire Property Development Group (WPDG). While both projects are still in their infancy, there has been some investment activity which is captured in Section 5 of appendix 1. This includes the first WRIF loan in issue, and a working capital facility provided to WPDG.
- 1.10 Continued improvements are being made within Treasury operations to increase efficiency and accuracy in daily working. An internal audit was conducted in July 2021 and found to have significant improvement in operational controls and control framework since the last audit in December 2018.
- The audit opinion is that controls provide Substantial Assurance that risks are being managed.
 - The only outstanding action from this audit is to align both the Treasury strategy statement and constitution with respect to reporting protocols.

2 Financial Implications

- 2.1 Returns on investment were adversely impacted by Covid-19 during the year 2021/22, however remained above the market average. The actual interest income was £1.47m, against a budget of £2.23m. The lower than expected level of investment income was more than offset by the impact of the rephasing of the capital programme meaning the net position on capital financing costs was an underspend of £1.9m in 2021/22.

3 Environmental Implications

- 3.1 Pooled funds invested in will include investment in a range of different companies which will have a range of carbon footprints and climate impacts. The impact is not currently measured but climate change is an increasingly

high-profile matter for investment considerations whilst keeping in perspective the primary requirements for security, liquidity and yield.

4 Supporting Information

- 4.1 A detailed assessment and commentary of the Treasury Management position and performance is included in Appendix 1.

5 Timescales Associated with Next Steps

- 5.1 Not applicable to this report.

Appendices

Appendix 1 - Treasury Management Outturn Report

Background Papers

None

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

Local Member(s): n/a

Other members: Councillors Warwick, Birdi, W Roberts, Boad and Philipps

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Warwickshire County Council

Treasury Management Outturn 2021/22

Cabinet

16th June 2022

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- 1.0 Purpose
- 2.0 Report Summary
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- 4.0 The Strategy for 2021/22
- 5.0 Borrowing Outturn
- 6.0 Treasury Investment Outturn
- 7.0 Non Treasury Investments

- Annex 1: Prudential and Treasury Indicators
- Annex 2: Investment Portfolio
- Annex 3: Borrowing Portfolio
- Annex 4: The Economy and Interest Rates

1.0 Purpose

- 1.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 1.2 During 2021/22 the minimum reporting requirements were that the full Council should receive the following reports:
- an annual treasury strategy in advance of the year (Council February 2022)
 - a mid-year treasury update report (delegated and reported to Cabinet November 2021)
 - an annual review following the end of the year describing the activity compared to the strategy, (this report)
- 1.3 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report provides details of the outturn position for treasury activities and highlights compliance with the Council's policies as previously approved by members.
- 1.4 Treasury management in the context of this report is defined as:

“The management of the local authority’s 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.”
(CIPFA Code of Practice).

2.0 Report Summary

- 2.1 During 2021/22, the Council complied with its legislative and regulatory requirements in respect of Treasury Management.
- 2.2 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short-term basis. Security, liquidity and yield were prioritised in this order in the management of this portfolio.
- 2.3 The financial year 2021/22 continued the challenging investment environment of the previous year, namely low investment returns, poor economic growth, and high volatility.
- 2.4 Overall treasury investments have increased and returned a positive yield, although short of budgeted interest income by £1.13m. Debt levels have remained the same in line with the Council's borrowing strategy.

3.0 Treasury Position as at 31 March 2022

- 3.1 The Council's treasury management debt and investment position is managed by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage the associated risks that the Council is exposed to.
- 3.2 Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.
- 3.3 The Council did not take out any new borrowings during the year 2021/22, as forecast, and the level of external debt remains at £321m.
- 3.4 Investment balances overall have increased during the financial year 2021/22 by £63m. Continued impact of the Covid 19 pandemic has reduced or delayed the capital expenditure plans during the year, therefore cash has not been utilised as expected.
- 3.5 Total Treasury investments as at 31st March 2022 were £458.62m.
- 3.6 The tables below show the prudential and treasury indicators, debt portfolio and maturity structure, and the investment portfolio for 2021/22.

Prudential and Treasury Indicators

Prudential and treasury indicators	31.3.21 Actual	2021/22 Movement	31.3.22 Actual
Capital expenditure	99.97	7.61	107.57
Capital Financing Requirement	278.30	- 10.94	267.36
Gross Borrowing	321.42	-	321.42
Investments	395.62	63.00	458.62
Under / (Over) Borrowed Position	- 43.12	- 10.94	- 54.06

Debt Portfolio

DEBT PORTFOLIO	31.3.20 Principal	Weighted Average Rate	31.3.21 Principal	Weighted Average Rate
Fixed rate funding:				
Public Works Loan Board	321.42	4.98%	321.42	4.98%
Total debt	321.42	4.98%	321.42	4.98%
Capital Financing Requirement	278.30		267.36	
Over / (under) borrowing	- 43.12		- 54.06	
Total investments	395.62		458.62	
Net debt	74.20		137.20	

Maturity structure of the debt portfolio was as follows:

	31.3.21 £m	31.3.22 £m
Under 12 months	0	0
12 months and within 2 years	0	0
24 months and within 5 years	0	0
5 years and within 10 years	18	18
10 years and within 20 years	38.7	38.7
20 years and within 30 years	19	19
30 years and within 40 years	245.7	245.7
Total	321.4	321.4

Investment Portfolio

INVESTMENT PORTFOLIO £m	31.3.21 Actual 0	31.3.21 Actual %	31.3.22 Actual 0	31.3.22 Actual %
Treasury investments				
Banks	25.03	6.33%	28.60	6.24%
Building Societies	50.00	12.64%	80.10	17.47%
Local authorities	128.16	32.39%	180.09	39.27%
Total managed in house	203.19	51.36%	288.79	62.97%
Bond funds	33.52	8.47%	31.87	6.95%
Property funds	10.21	2.58%	12.00	2.62%
Cash fund managers	148.70	37.59%	125.95	27.46%
Total managed externally	192.43	48.64%	169.83	37.03%
TOTAL TREASURY INVESTMENTS	395.62	100%	458.62	100%

- 3.7 In addition to the cash balances invested in treasury activities set out above the Council also has cash balances held in other forms, for example in local authority maintained school bank accounts and in office petty cash accounts. These additional cash funds amounted to £24.77m at 31 March 2021 and £27.2m at 31 March 2022.

4.0 The Strategy for 2021/22

- 4.1 The impact of the Covid-19 pandemic has challenged the financial markets for a further year. Treasury Management related investment returns, and interest rates remained low, and economic activity continued to be volatile. At the start of the pandemic the approach taken by the Treasury Management team was “flexibility”, allowing for scope to adapt to the volatile and uncertain environment. This took the shape of reducing risk to public funds and maximising liquidity (the ability to access cash quickly).

- 4.2 As Covid risks have improved during the financial year 2021/22 the level of liquidity has been reassessed. This has allowed the treasury management team to put more emphasis on longer durations investment commitments, which has enabled more investment options to be accessed, enabling the investment portfolio to be adapted to provide better returns where possible. The need to retain a sensible level of liquidity, sustained low interest rates until more recently and market volatility have still generally meant returns are lower than targeted.
- 4.3 The Treasury team also facilitated the launch of the Council's two new non-treasury investments in Summer 2021, Warwickshire Property and Development Group Limited (WPDG), and the Warwickshire Recovery Investment Fund (WRIF).
- 4.4 The team continues to improve on Treasury practices and procedures, strengthening controls, efficiency, and accuracy. An audit conducted in July 2021 found a significant improvement from "moderate" to "substantial" assurance in the operation of controls, and in the adequacy of the control framework compared to the previous audit in December 2018.
- 4.5 Key accomplishments during the year include:
- Lowering the levels of cash held in liquid funds and increasing the levels in longer dated investments, therefore returning more yield whilst maintaining necessary levels of liquidity and without compromising security. These were all completed within the sector limits set out in in Treasury Management Strategy for 21/22.
 - Expanding the Council's lending to other local authorities to a maximum 18 month agreement term, using both spot (agreed on the day) and forward (agreed up to 6 months in advance) dates. This has made the Council a more flexible and attractive lender in the marketplace.
 - Continued to mitigate the risk of negative yield by monitoring and moving short term investments where necessary.
 - Trial running a Treasury Management System "Treasury Live" ahead of purchasing the product in April 2022. This system will enable improvements in the operation of treasury activities.
 - Starting the migration process of all Treasury Data from shared drives to SharePoint. This increases security and efficiency in daily operations.
 - Supporting the launch of the WRIF and WPDG investments and provided investment guidance and analysis in the early stages of these projects.
 - Recruiting capacity to manage the growth in non-treasury investments.

5.0 Borrowing Outturn

- 5.1 The council has borrowing held with the Public Works Loans Board (PWLb) of £321m of principal as at 31 March 2022 with no outstanding interest due at that date.

Repayments

- 5.2 As per the schedule, no loan repayments were made during the year 2021/22. The profile of when remaining debt is due to mature is set out in Annex 3.

New borrowing

- 5.3 No new loans were drawn to fund the net unfinanced capital expenditure and naturally maturing debt.

Borrowing in Advance of Need

- 5.4 The Council has not borrowed more than, or in advance of its needs during the year.

Rescheduling

- 5.5 No debt rescheduling was done during the year. Fixed interest rates currently being paid on debt are higher compared to rates currently available for new borrowing. However, it was not appropriate to refinance this debt due to the early redemption fees put in place by HM Treasury to protect Central Government from the loss of income that would result if local authorities did refinance to lower rates. This position is being kept under regular review though.

Sensitivity Analysis

- 5.6 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.
- 5.7 The following table shows the results of the sensitivity analysis:

Sensitivity Analysis £ms	Actual Fair Value 31.03.22	+1% increase in discount rate	Difference
Debt (new borrowing)	477.02	401.92	75.11
Debt (early repayment)	565.80	470.78	95.02

- 5.8 The fair value of debt if it was to be repaid early is greater than the value if that new debt was taken out today because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans in the current market. This shows a notional future loss (based on economic conditions at 31 March 2022) arising from a commitment to pay interest to lenders above current market rates, which would only be realised if the debt was repaid early.

6.0 Treasury Investment Outturn**Treasury Investment Policy**

- 6.1 The Council's treasury investment policy is governed by DLUHC investment guidance, which has been implemented in the annual Treasury Management strategy approved by the Council in February 2022. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).
- 6.2 Treasury investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties. During the year the council maintained a position of not making investments primarily for a financial return. All treasury investments are made primarily for security and liquidity of public funds. In terms of performance:

Investments held by the Council

- The Council maintained an average balance of £237m of internally managed funds. These comprised of funds in bank accounts, deposit accounts and loans to other local authorities. The average weighted term these funds were invested for was 195 days.
- The internally managed funds earned an average rate of return of 0.15%, which exceeds the 30 day LIBID rate of 0.05%, and comparable performance indicator of SONIA 180 day compounded rate at 0.14%.

Investments held by Fund Managers

- The Council uses several external fund managers to invest part of its cash balances, these include money market funds (cash funds), bond funds and property funds. During the year the average investment in externally managed funds was £207.4m, the average weighted term these funds were invested for was 9 days (the majority of these being overnight funds).
- The externally managed funds earned an average rate of return of 0.45%, which exceeds the 30 day LIBID of 0.05%, and exceeds the comparable performance indicator (based on weighted average investment duration) of SONIA 7 day compounded rate at 0.13%.

6.3 Overall, the investments made during the year returned 0.29%. The original target interest for the year 2021/22 was 30 day LIBID + 46bps, agreed at Council in February 2021. This measure equates to 0.51% at 31 March 2022. Whilst the investment returns did not exceed this, they did exceed the 30 day LIBID of 0.05%, and also the equivalent SONIA rate for the weighted average term of 0.14%. SONIA will replace LIBID in future treasury strategies.

6.4 The total investments, including non treasury investments (£180k), achieved a cash income of £1.47m during the year, which compares to a budget of £2.23m. The short fall in this return is covered by the interest rate volatility reserve.

6.5 ***Treasury Investment Portfolio***

Treasury investments are split between internal and externally managed funds. This is to diversify the risk of the portfolio, meet the liquidity needs of the council and finally, maximise the return available.

- Cash fund managers make up 27.5% of treasury investments, and these are short dated, overnight investments. The funds used have high credit ratings to maximise security of the Council's investment. This makes sure that at any given time, the Council has access to same day cash. By placing these funds overnight, it generates the most yield for the shortest period possible, however this yield is typically low.
- Investments in other local authorities, banks and building societies make up 63% of treasury investments. These are low risk investments, set in advance with fixed terms and interest rates. Typically, the yield on these investments follows the market interest levels.
- Bond and Property funds are higher risk in nature but often yield higher return and a small investment in each are held by the Council.

- During the year 21/22, the balance between in house and externally managed funds changed in line with the decreased need to hold high levels of liquid investments. The shift from liquid (overnight) investments to fixed term investments can be seen in the graphs 4 and 5 in Annex 2.

	Average Investments Held	Average Return	Benchmark	Benchmark	Target
External Fund Manager	£m		LIBID 30 day	SONIA Comparative*	30 Day LIBID +46bps
Bond funds	33.30	1.42%	0.05%	0.13%	0.51%
Property funds	10.90	3.63%	0.05%	0.13%	0.51%
Cash fund managers	163.20	0.04%	0.05%	0.13%	0.51%
	207.40	0.45%	0.05%	0.13%	0.51%
Internally Managed Funds					
Banks	27.00	0.28%	0.05%	0.14%	0.51%
Building Societies	73.20	0.19%	0.05%	0.14%	0.51%
Local Authorities	136.50	0.11%	0.05%	0.14%	0.51%
	236.70	0.15%	0.05%	0.14%	0.51%
Average Total Investments	444.10	0.29%	0.05%	0.14%	0.51%

*The comparative benchmarks are based on weighted average total duration of the investment, using SONIA rates.

- 6.6 The performance of individual funds (both externally and internally managed) is detailed in the Annex 2.

Management Fees Costs

- 6.7 Externally managed funds carry a management fee that is subtracted from gross returns. The external fund return numbers in the table above are net of management fees.
- 6.8 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.
- 6.9 The total management fee costs during the year are shown in the below table:

Management Fees £m	YTD Gross Interest	Manager Fees	YTD Net
Internally Managed Funds	0.363	-	0.363
Bond Funds	0.581	0.107	0.474
Property Funds	0.456	0.071	0.385
Cash Fund Managers	0.216	0.151	0.065
Total	1.616	0.329	1.287

Deposit Value

- 6.10 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, presenting an opportunity for higher returns but with higher risk. These are the CCLA Property Fund and Threadneedle Social Bond Fund. The changes in the underlying asset value of these investments are not reflected in investment returns above but would be realised upon selling. The movements in asset value during 2021/22 are illustrated in Annex 2.

7.0 Non-Treasury Investments

- 7.1 During the year 2021/22 the Warwickshire Recovery Investment Fund and Warwickshire Property Development Group investments were launched and are reported on below.
- 7.2 Several smaller non-treasury investments are also held in property, business loans, shareholder interest in several companies and 2 additional wholly owned local authority trading companies.
- 7.3 Interest earned on Non-Treasury Investments totalled £180k for the year 2021/22.

Warwickshire Recovery and Investment Fund (WRIF)

- 7.4 The WRIF was launched in Summer 2021 and is a 5-year fund. The total fund of £140m is divided into 3 pillars, each focused on a specific area of the economy the WRIF is aiming to help.

	Max. Investment Over 5yr Period
Business Investment Growth Fund (BIG)	£90m
Property and Infrastructure Fund (PIF)	£40m
Local Communities Enterprise Fund (LCE)	£10m
Total	£140m

Business Investment and Growth Fund

- 7.5 The first loan from the WRIF Business Investment Growth (BIG) pillar was approved by Cabinet in January 2022 to Forge Care Limited:
- Loan approved for £1m to Forge Care Limited, for the development and opening of residential children's homes in Warwickshire, the first of which is based in Nuneaton.
 - This loan has been split into 2 parts, the first tranche has been issued to the subsidiary "The Forge (Nuneaton) Ltd" on the 16 March 2022, for £400k.
 - This loan carries interest and has a 5-year term.
- 7.6 Several other business cases are also in "Stage 1" of the WRIF process and having preliminary discussions ahead of a formal document being brought to the investment panel.

Local Communities Enterprise Fund

- 7.7 This fund is managed externally and the award for the contract was given to Coventry and Warwickshire Reinvestment Trust. The fund was launched in April 2022.

Property and Infrastructure Fund

- 7.8 This fund is due to be launched in Q1 of 2022.

Investment Panel and Governance

- 7.9 A monthly Investment Panel meeting was established in September 2021. Standing items on the agenda include an update on pipeline and due diligence processes as well as a risk register. Items such as training plans, communication and marketing plans, performance monitoring and business case documents are brought on an ad hoc basis. Due diligence reports are brought to interim panels for full discussion.
- 7.10 A Member Oversight Group (MOG) also meets quarterly to discuss the governance of both the WRIF and WPDG.

Warwickshire Property Development Group (WPDG)*WPDG Business Plan 2022*

- 7.11 The 2022 business plan for WPDG was approved by Cabinet in January 2022. This included detailed arrangements for the governance of the company and potential investments in the pipeline for the coming years.
- 7.12 The first site business case was developed and approved in February 2022 for the development of medium sized business units a site in Southam, Warwickshire. At 31st March 2022 the agreements for this development loan were being drafted, with the loan expected to begin in June 2022. Due to WPDG focusing on establishing itself in 2021/22, there was no other development site activity.

Working Capital Facility

- 7.13 In place at the end of March 2022 was a working capital loan to WPDG amounting to £200,000. This was utilised from a total facility of £404,000 available for 2021/22. The interest charged on this facility is 3.44% above UK 3-year GILT rate (calculated daily), with a non-utilisation fee of 0.50% over the same UK GILT rate. As at 31 March 2022 a total interest amount of £4,800 was generated in relation to this working capital loan.
- 7.14 The Council holds shareholder interest of £100 (100%) in WPDG.

Other Property

- 7.15 The Council holds investment property for rental purposes, capital value appreciation or both. These properties are not used for the delivery of services.
- As at the 31 March 2022 investment property was valued at £5.688 million which represents 0.4% of the full asset value in the balance sheet of £1.340 billion.
 - Net rental income of these properties was £0.050m.

Business Loans

- 7.16 The Council provides finance to local businesses through various funds or schemes, for example the “Duplex Investment Fund” or “Coronavirus Business Interruption Loan Scheme (CBILS)”.
- Loans to the value of £0.2m were in issue to small businesses at the end of the year. These are managed by the Coventry and Warwickshire Reinvestment Trust to whom the Council issues funding via the capital programme.
 - Loans to the value of £2.2m are in issue by the Coventry and Warwickshire Reinvestment Trust in respect of CBILS.
 - Interest of £42k was received in respect of these loans during 21/22.

Local Authority Trading Companies (LATCs)

- 7.17 In addition to WPDG, the Council has two additional wholly owned local authority trading companies, owning a single £1 share in each:
- Warwickshire Legal Services Ltd
 - Educaterers Ltd - a loan facility is in place with The Council. As at the 31 March 2022 the loan balance was £1.6m. Interest charged on this loan is 5.85% (base rate + 5.75%). A total of £134k was invoiced to Educaterers in respect of interest on this loan in the year 2021/22.

Shareholder Interest

- 7.18 At the 31 March the Council held shareholder interest totalling £2.075m in the following companies:
- University of Warwick Science Park Innovation Centre Ltd (£1.841m). Dividends of £75k were received in 21/22 from this company.
 - Coventry and Solihull Waste Disposal Company (£35k)
 - Local Capital Finance Company Ltd (£200k)
 - Eastern Shires Purchasing Organisation (£100). Dividends of £1.072m were received in 21/22 from this company.
 - SCAPE (£75k)

Annexes

Annex: 1 Prudential and Treasury Indicators

Table 1 Prudential Indicators

Table 2 Treasury Management Indicators

Table 3 Maturity Structure of Debt Portfolio

Annex 2: Treasury Investment Portfolio

Graph 1 Investment Balances

Graph 2 Investment Average Interest

Graph 3 Liquidity of Investments

Graph 4 In House Funds during year

Graph 5 Externally Managed Funds during year

Graph 6 CCLA and Threadneedle Asset Values

Annex 3: Debt Portfolio

Graph 7 Debt Maturity Profile

Annex 4: The Economy and Interest Rates commentary provided by the Councils Treasury Advisors.

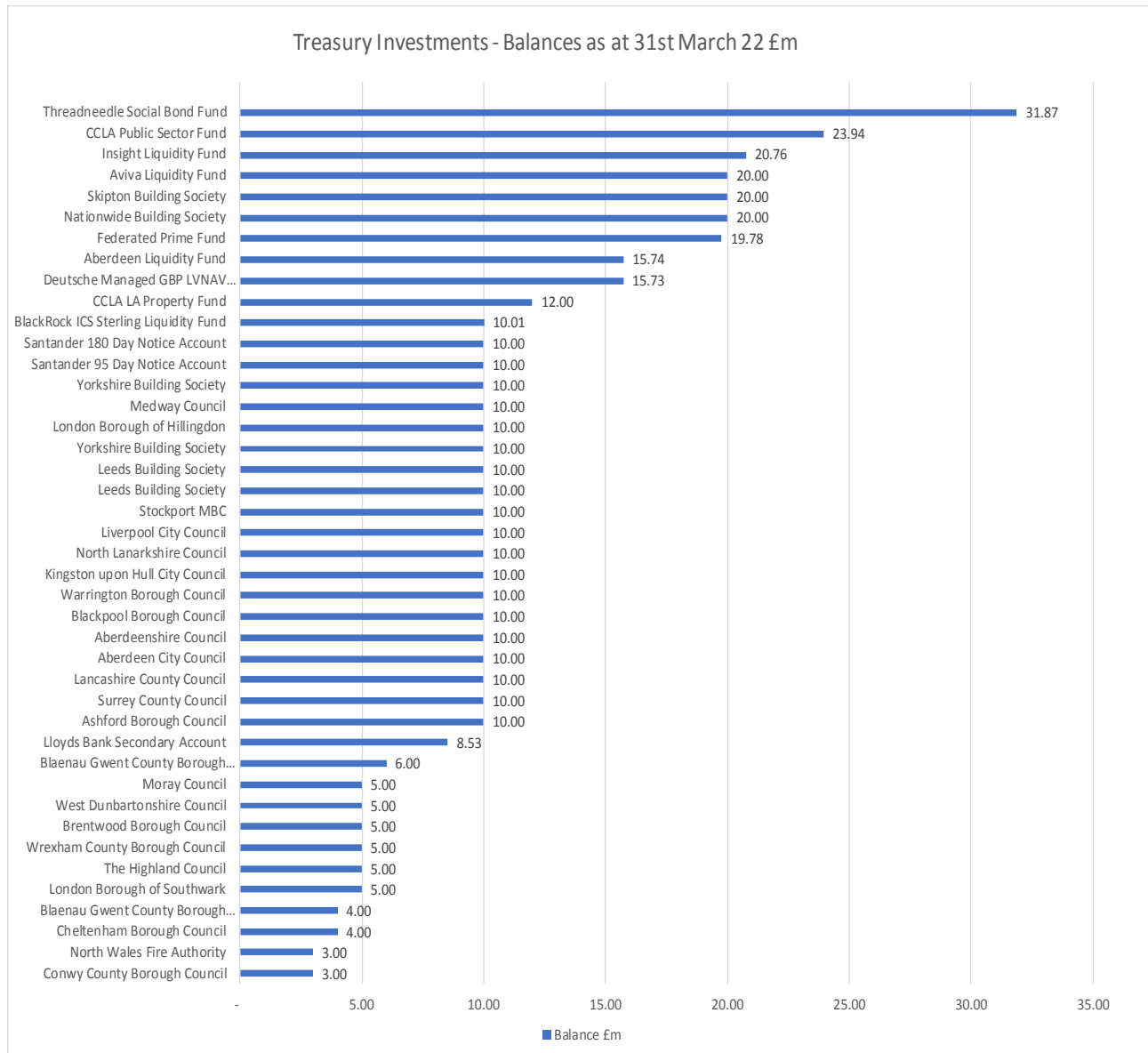
Annex 1: Prudential and Treasury Indicators

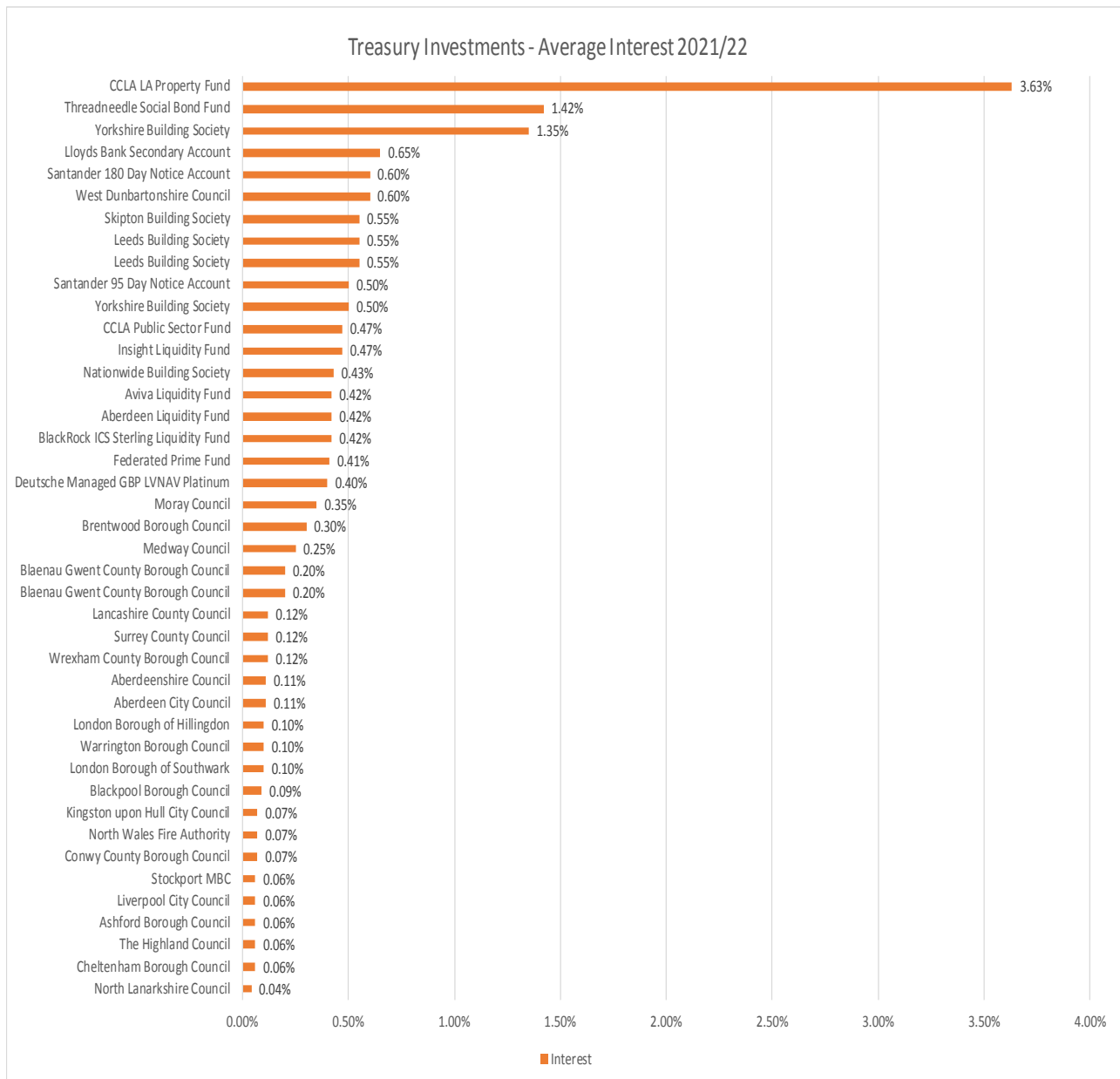
PRUDENTIAL INDICATORS	2020/21 actual 132.53	2021/22 actual £m	2022/23 estimate £m
Capital Expenditure	132.528	107.574	324.644
Capital Financing Requirement as at 31 March (a)	278.297	267.357	324.644
Gross Debt (b)	321.420	321.420	321.420
Under/(Over) Borrowing (=a-b)	- 43.123	- 54.064	3.224

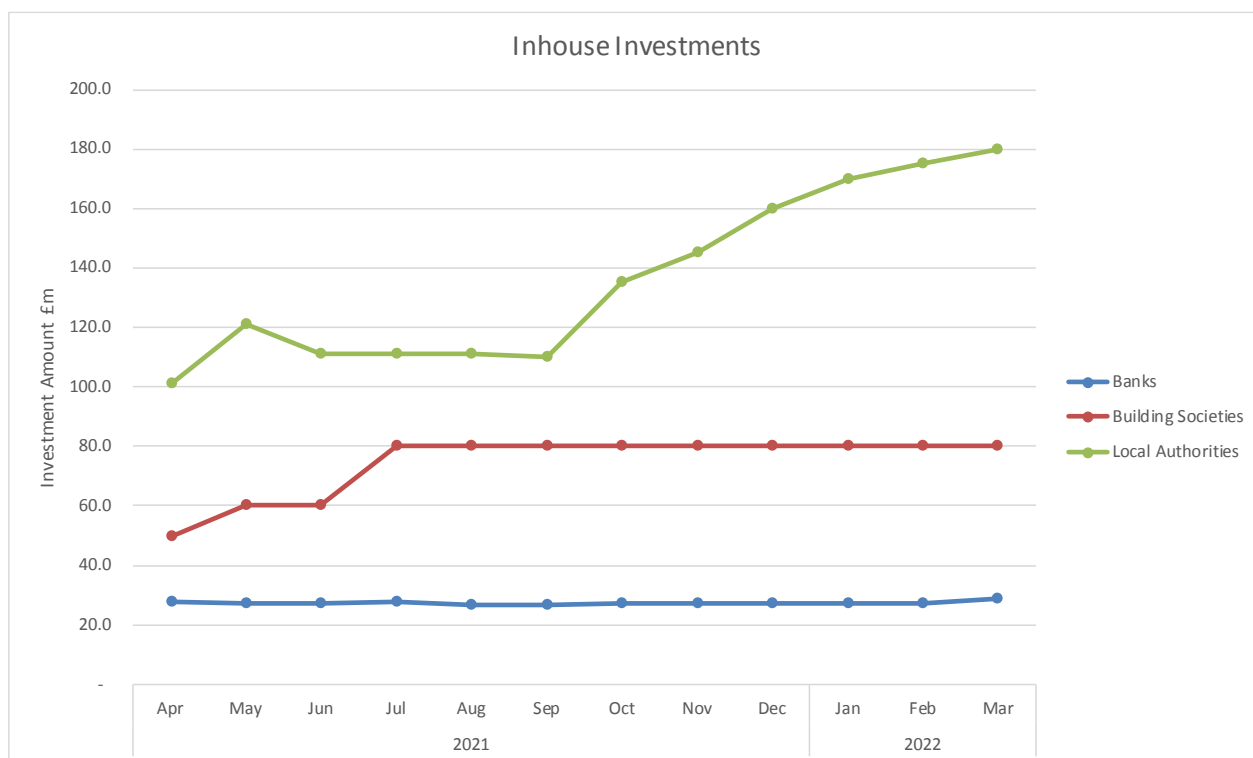
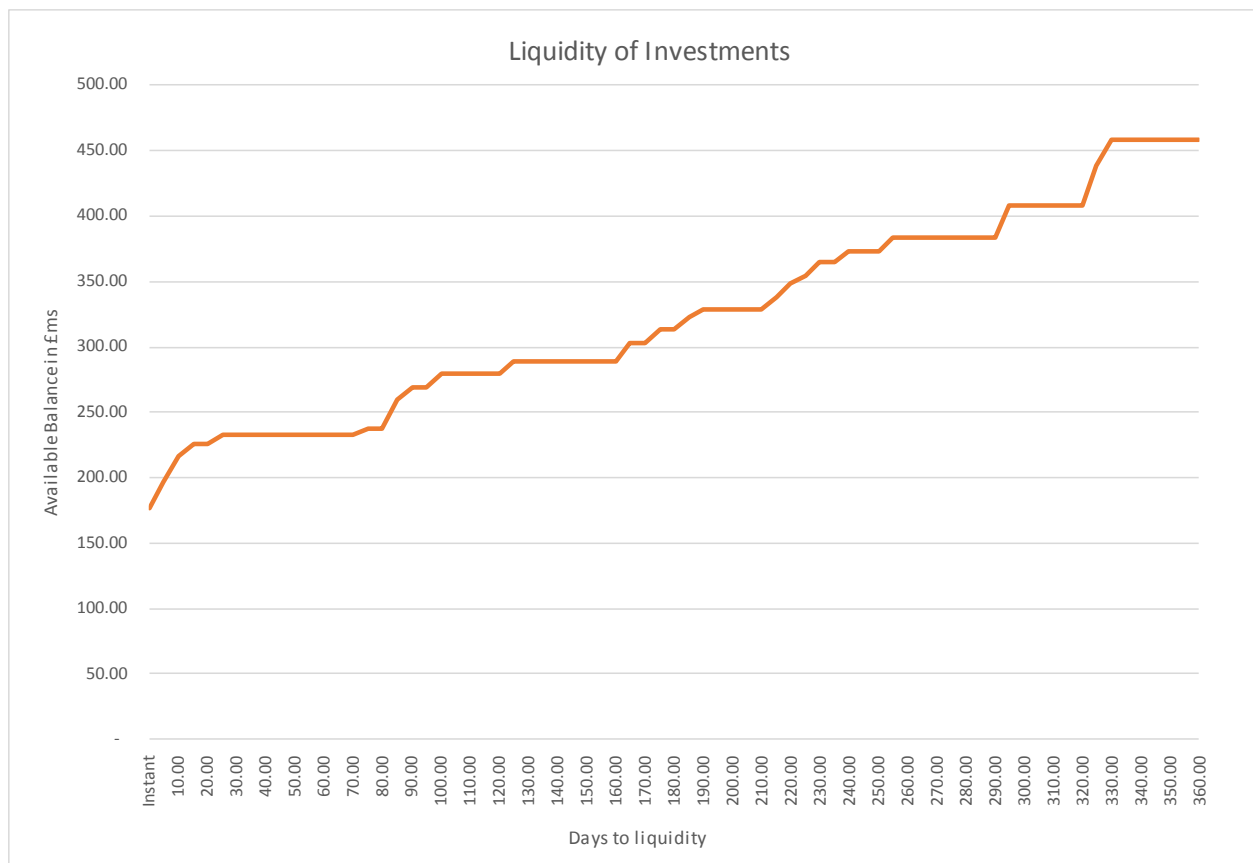
TREASURY MANAGEMENT INDICATORS	2020/21 actual £m	2021/22 actual £m	2022/23 estimate £m
Authorised Limit for external debt	386.000	390.000	472.000
Operational Boundary for external debt	321.420	324.640	393.313
Actual external debt	321.420	321.420	321.420

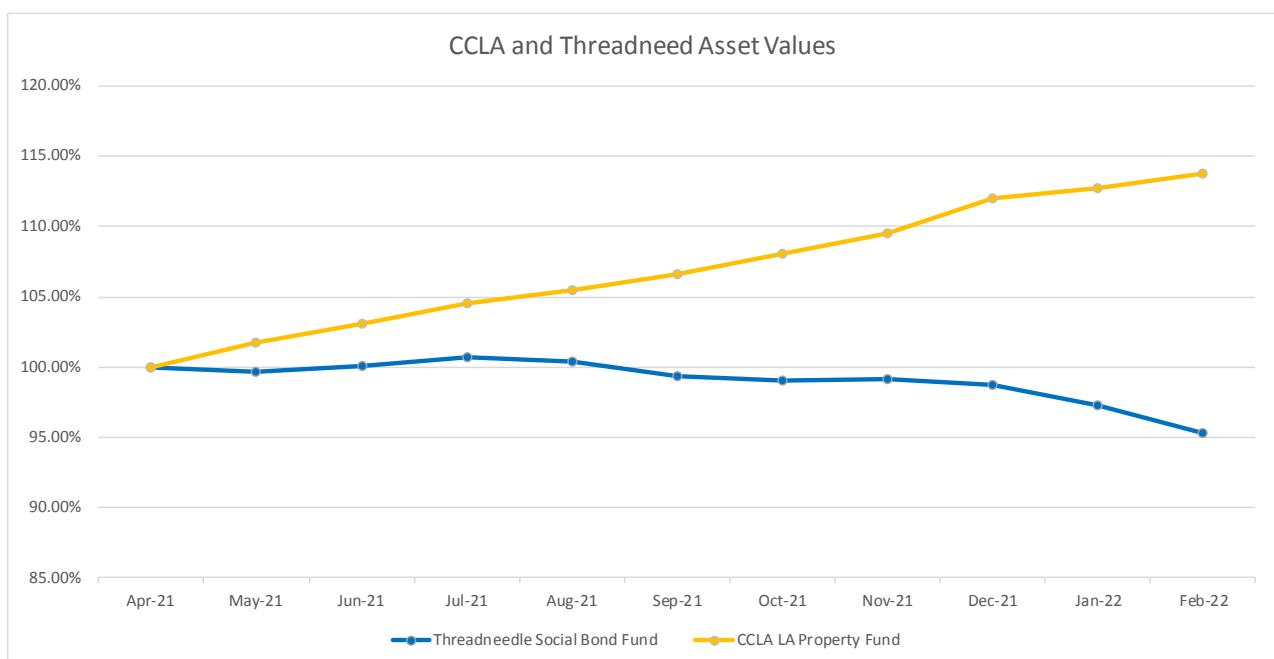
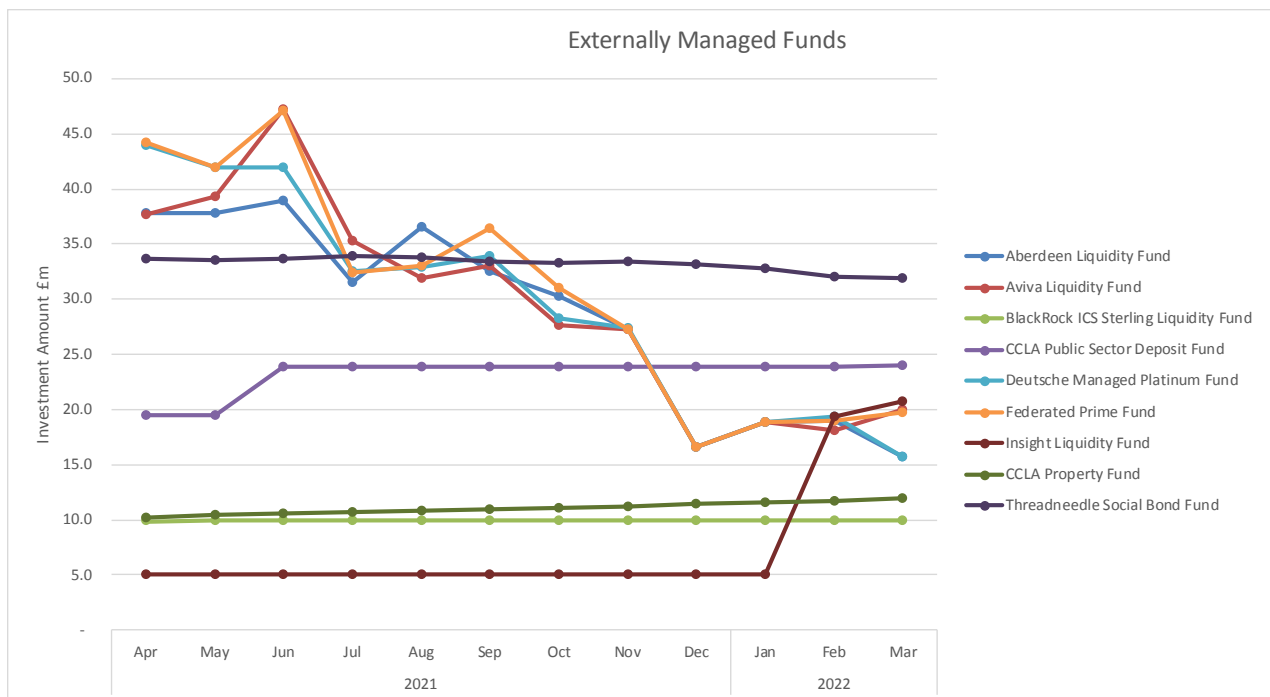
Maturity structure of the debt portfolio	31.3.21 £m	31.3.22 £m
Under 12 months	0.00	0.00
12 months and within 2 years	0.00	0.00
24 months and within 5 years	0.00	0.00
5 years and within 10 years	18.00	18.00
10 years and within 20 years	38.70	38.70
20 years and within 30 years	19.00	19.00
30 years and within 40 years	245.70	245.70
Total	321.40	321.40

Annex 2: Investment Portfolio

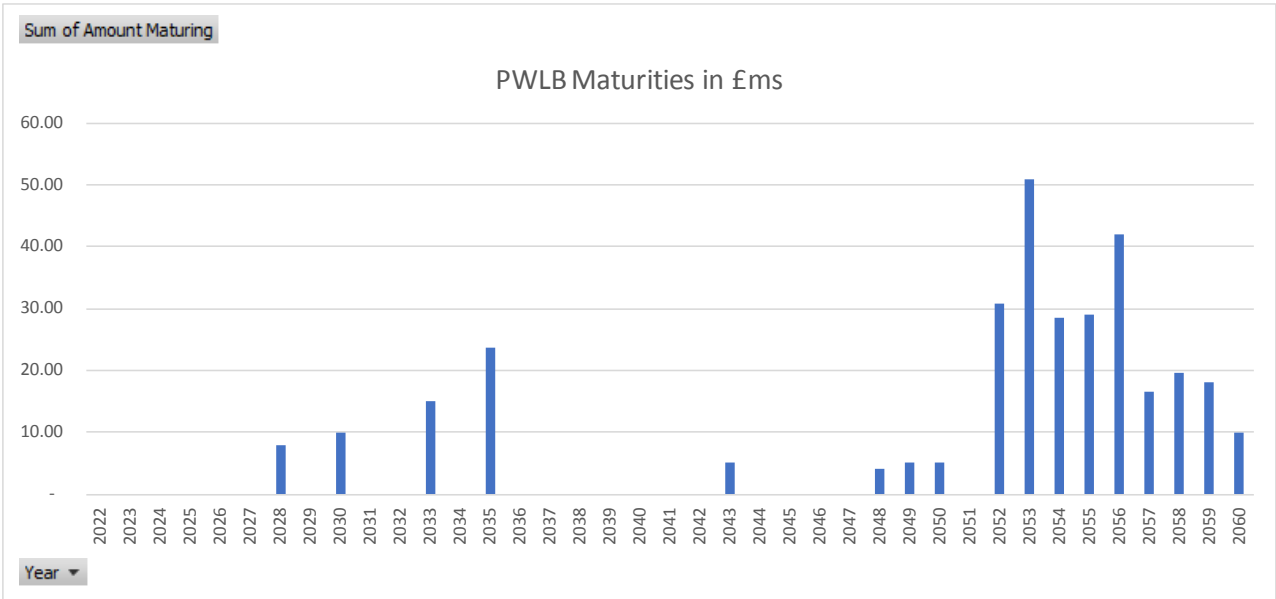








Annex 3: Borrowing Portfolio



Annex 4: The Economy and Interest Rates

UK. Economy. Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021, 0.50% at its meeting of 4th February 2022 and then to 0.75% in March 2022.

The UK economy has endured several false dawns through 2021/22, but with most of the economy now opened up and nearly back to business-as-usual, the GDP numbers have been robust (9% y/y Q1 2022) and sufficient for the MPC to focus on tackling the second-round effects of inflation, now that the CPI measure has already risen to 6.2% and is likely to exceed 8% in April.

Gilt yields fell towards the back end of 2021, but despite the war in Ukraine gilt yields have shot higher in early 2022. At 1.38%, 2-year yields remain close to their recent 11-year high and 10-year yields of 1.65% are close to their recent six-year high. These rises have been part of a global trend as central banks have suggested they will continue to raise interest rates to contain inflation.

Historically, a further rise in US Treasury yields will probably drag UK gilt yields higher. There is a strong correlation between the two factors. However, the squeeze on real household disposable incomes arising from the 54% leap in April utilities prices as well as rises in council tax, water prices and many phone contract prices, are strong headwinds for any economy to deal with. In addition, from 1st April 2022, employees also pay 1.25% more in National Insurance tax. Consequently, inflation will be a bigger drag on real incomes in 2022 than in any year since records began in 1955.

Average inflation targeting. This was the major change in 2020/21 adopted by the Bank of England in terms of implementing its inflation target of 2%. The key addition to the Bank's forward guidance in August 2020 was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and *achieving the 2% target sustainably*". That mantra now seems very dated. Inflation is the "genie" that has escaped the bottle, and a perfect storm of supply side shortages, labour shortages, commodity price inflation, the impact of Russia's invasion of Ukraine and subsequent Western sanctions all point to inflation being at elevated levels until well into 2023.

USA. The flurry of comments from Fed officials following the mid-March FOMC meeting – including from Chair Jerome Powell himself – hammering home the hawkish message from the mid-March meeting, has had markets pricing in a further 225bps of interest rate increases in 2022 on top of the initial move to an interest rate range of 0.25% - 0.5%.

In addition, the Fed is expected to start to run down its balance sheet. Powell noted that the rundown could come as soon as the next meeting in May.

The upward pressure on inflation from higher oil prices and potential knock-on impacts on supply chains all argue for tighter policy (CPI is estimated at 7.8% across Q1), but the hit to real disposable incomes and the additional uncertainty points in the opposite direction.

More recently, the inversion of the 10y-2y Treasury yield spread at the end of March led to predictable speculation that the Fed's interest rate hikes would quickly push the US economy into recession. Q1 GDP growth is likely to be only between 1.0% and 1.5% annualised (down from 7% in Q4 2021). But, on a positive note, the economy created more

than 550,000 jobs per month in Q1, a number unchanged from the post-pandemic 2021 average. Unemployment is only 3.8%.

EU. With euro-zone inflation having jumped to 7.5% in March it seems increasingly likely that the ECB will accelerate its plans to tighten monetary policy. It is likely to end net asset purchases in June – i.e., earlier than the Q3 date which the ECB targeted in March. And the market is now anticipating possibly three 25bp rate hikes later this year followed by more in 2023. Policymakers have also hinted strongly that they would re-start asset purchases if required. In a recent speech, Christine Lagarde said “we can design and deploy new instruments to secure monetary policy transmission as we move along the path of policy normalisation.”

While inflation has hit the headlines recently, the risk of recession has also been rising. Among the bigger countries, Germany is most likely to experience a “technical” recession because its GDP contracted in Q4 2021, and its performance has been subdued in Q1 2022. However, overall, Q1 2022 growth for the Eurozone is expected to be 0.3% q/q with the y/y figure posting a healthy 5.2% gain. Finishing on a bright note, unemployment fell to only 6.8% in February.

China. After a concerted effort to get on top of the virus outbreak in Q1 of 2020, economic recovery was strong in the rest of the year; however, 2021 has seen the economy negatively impacted by political policies that have focussed on constraining digital services, restricting individual freedoms, and re-establishing the power of the One-Party state. With the recent outbreak of Covid-19 in large cities, such as Shanghai, near-term economic performance is likely to be subdued. Official GDP numbers suggest growth of c4% y/y, but other data measures suggest this may be an overstatement.

Japan. The Japanese economic performance through 2021/22 is best described as tepid. With a succession of local lockdowns throughout the course of the year, GDP is expected to have risen only 0.5% y/y with Q4 seeing a minor contraction. The policy rate has remained at -0.1%, unemployment is currently only 2.7% and inflation is sub 1%, although cost pressures are mounting.

World growth. World growth is estimated to have expanded 8.9% in 2021/22 following a contraction of 6.6% in 2020/21.

Deglobalisation. Until recent years, world growth has been boosted by increasing globalisation i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last 30 years, which now accounts for 18% of total world GDP (the USA accounts for 24%), and Russia’s recent invasion of Ukraine, has unbalanced the world economy. In addition, after the pandemic exposed how frail extended supply lines were around the world, both factors are now likely to lead to a sharp retrenchment of economies into two blocs of western democracies v. autocracies. It is, therefore, 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 (and to a much lesser extent Russia) to supply products and vice versa. This is likely to reduce world growth rates.

Central banks’ monetary policy. During the pandemic, the governments of western countries have provided massive fiscal support to their economies which has resulted in a big increase in total government debt in each country. It is therefore very important that bond yields stay low while debt to GDP ratios slowly subside under the impact of economic growth. This provides governments with a good reason to amend the mandates given to central banks to allow higher average levels of inflation than we have generally seen over

the last couple of decades. Both the Fed and Bank of England have already changed their policy towards implementing their existing mandates on inflation, (and full employment), to hitting an average level of inflation. Greater emphasis could also be placed on hitting subsidiary targets e.g. full employment before raising rates. Higher average rates of inflation would also help to erode the real value of government debt more quickly.

Cabinet

16 June 2022

Corporate Peer Challenge Outcome

Recommendations

That Cabinet:

1. Considers the LGA Peer Challenge report attached at Appendix 1.
2. Authorises the Chief Executive, in consultation with the Leader, to develop an action plan to address the themes identified by the Peer Challenge as set out at Appendix 2.

1. Executive Summary

- 1.1 In March 2022 the Local Government Association (LGA) undertook a Peer Challenge of the County Council. A Peer Challenge sets out to support and offer a series of recommendations for the Council to consider in the context of its own culture, priorities and future vision designed to give us content for consideration. They are not mandatory but intended for our consideration.
- 1.2 The visit took place over three days and looked at our approaches across the following key themes:
 - local priorities and outcomes;
 - organisational leadership;
 - governance and culture;
 - financial planning and management; and
 - capacity for improvement.
- 1.3 Reflecting the timing of the review in terms of the status of the Pandemic and the approval of our Council Plan the month before, the Peer Team was also asked to provide observations and feedback on learning from the Pandemic, our transformation journey and our approach to place, partnerships and climate change.
- 1.4 The report in **Appendix 1** will be published on the LGA website in early June following this meeting.
- 1.5 This report shares the findings with Cabinet and details the work being undertaken to develop an action plan, based on key themes, which will embed the findings into the way we work.

2. Key Findings

- 2.1 During the onsite visit the Peer Team undertook a review of our key documents and evidence. They also held a range of interviews and workshops with a range of Staff, Members and Partners.
- 2.2 The full report, attached at **Appendix 1**, details finding against each of the lines of enquiry, providing a summary of our strength and suggestions for improvements.
- 2.3 The report is very positive, and the headline strengths noted by the Peer Team can be summarised as:
- We are a good council with a positive reputation;
 - Our Leader and CEO are held in high regard;
 - We have positive partner relationships, including, Integrated Care System (ICS) work and joint posts;
 - We have built an enabling and permissive culture;
 - We enjoy sound financial management; and
 - Our operating model is sound and enabled us to respond well during the Pandemic – we now need to refine it to address new challenges.
- 2.4 The key recommendations for the Council to consider are:
- Develop a cross-Warwickshire approach to Levelling Up to consider and respond to disparities in outcomes in the County;
 - Establish a 'Team Warwickshire' partnership approach for key statutory partners and umbrella voluntary and community sector organisations with key areas of focus. Examples might include addressing socio-economic disparities, tackling climate change and ensuring a strategic economic growth plan exists for the County;
 - Take the opportunity to consider a more distributed political leadership in the context of the changed political landscape (post 2021 elections);
 - Put in place an appropriate governance structure to oversee the multiple changes and challenges relating to the Education Service;
 - Establish a clear shared understanding of the approach to, and related expectations around, the 'return to the workplace';
 - Review and ensure clarity around the leadership development offer for managers at different levels of the Organisation;
 - Develop an approach and programme to aid cross-organisational working below Assistant Director level;
 - Continue to drive forward the use of data and insight to inform decision-making and service improvement; and
 - Take stock as an organisation post pandemic – consolidating and embedding the changes of recent years and the Transformation Journey to date.
- 2.5 Within each section of the report there is a rich level of feedback with additional recommendations. Some of these additional recommendations reflect the direction of travel we were already taking. We would want to consider how and whether we adopt other recommendations at this time. Any

actions will need to be owned by the relevant leads and service areas and incorporated into the way we work.

3. Developing a Peer Challenge Action Plan

- 3.1 Following receipt of the feedback report, we have looked at the LGA recommendations and built these into the next phase of our continuous improvement journey.
- 3.2 Crucial to this has been the need to align with the new Council Plan and support delivery of the outcomes identified in the new Integrated Delivery Plan (IDP) as approved by Cabinet in April 2022. The Peer Challenge looked at the Organisation at a “moment in time” before the Integrated Delivery plan was approved, but many areas have clear alignment and are addressed in the IDP. For example, our Levelling-Up plan to address inequalities (IDP section 1.1) links directly to the first key recommendation to develop a cross-Warwickshire approach.
- 3.3 The recommendations have been grouped into broad themes which map to the Council Plan’s seven areas of focus and the themes the LGA considered during their visit.
- 3.4 The key themes are:
 - Partnership working to collectively drive change and delivery of strategic priorities for Warwickshire;
 - Our Leadership Offer;
 - Member development;
 - Return to the workplace;
 - Key policy areas e.g., Climate Change, Levelling-Up, Community Power; and
 - People, culture and organisation including, financial management and use of data.
- 3.5 Many of the Peer Challenge recommendations have an “internal” focus on the Council as an organisation, rather than actions which directly impact on our communities and businesses, albeit there will be indirect connections.
- 3.6 On this basis, the attached themed action plan (see Appendix 2) has been developed to show how the LGA recommendations link to the themes above.
- 3.7 The recommendations, and associated actions, will be shared/allocated to the relevant Assistant Director leads to ensure they link across to existing activities.

4. Financial Implications

- 4.1 There are no direct financial implications arising from the Peer Challenge report or the emerging themed action plan. The Peer Challenge recommendations include some indirect links to financial management, namely the encouragement to take a robust approach to demand management across services, plus revisiting the Capital Strategy and ensuring return on investment is realised across all areas including Adult Social Care.
- 4.2 Implementation of our themed action plan in response to these recommendations could result in financial implications. These will be taken into account as part of developing the themed action plan and will be brought forward for consideration as part of future refreshes of the Medium Term Financial Strategy.

5. Environmental Implications

- 5.1 The LGA Peer Challenge recommends that the Council consider both the policy and resources needed to accompany our ambitions around Climate Change and Sustainability.
- 5.2 This links directly to our existing work on the emerging Sustainable Futures Strategy, which is under development, and accords with the Council Plan key focus area to Tackle Climate Change; promote biodiversity and deliver on our commitment to Net Zero.

6. Timescales associated with the decision and next steps

- 6.1 The Peer Team will undertake a check-in session with the Council in six months' time to look at progress against the recommendations and to see if any further support can be offered on implementation of the findings.
- 6.2 In line with the publication of this report a structured approach to sharing the messages from the Peer Challenge will begin. Findings will be communicated to Members, Partners and Staff who took part in the various interviews. Focus groups will be informed of the outcomes.
- 6.3 It is important for the outcomes of the Peer Challenge to be connected into the wider Council work via the new Integrated Delivery Plan and other areas of Council activity. For example, specific actions for the How We Work Programme, and learning to inform approaches to specific future inspections/assurance visits.

Appendices

Appendix 1 – Peer Challenge Report (May 2022)

Appendix 2 – Peer Challenge key themes for action plan

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The report was circulated to the following members prior to publication: Strategic Director has engaged with Leader of the Council prior to publication.

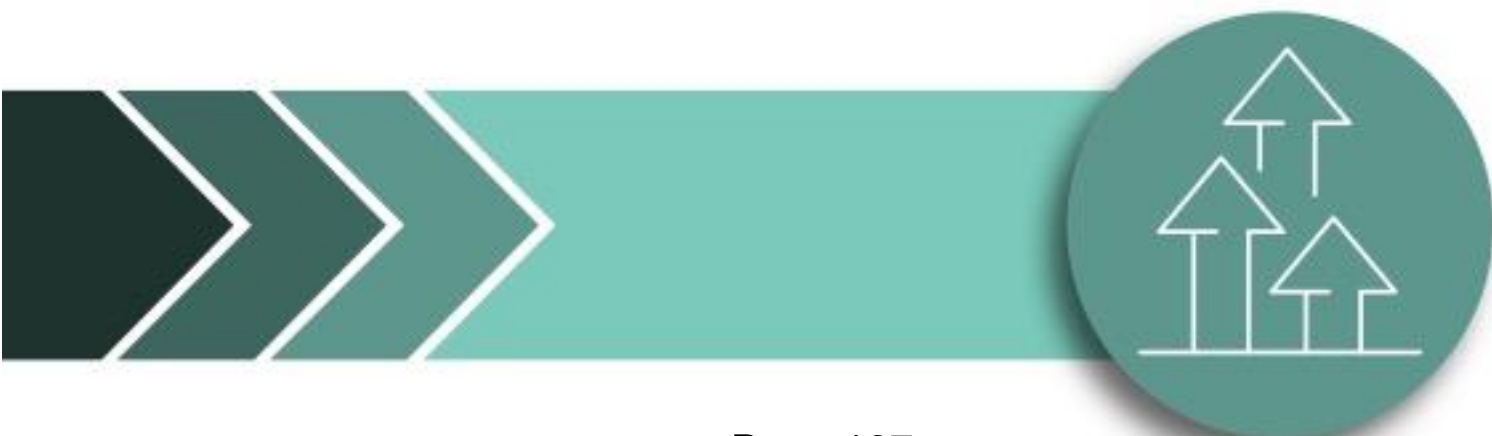
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LGA Corporate Peer Challenge

Warwickshire County Council

Tuesday 8th to Thursday 10th March 2022

Feedback report



1. Executive summary	3
2. Key recommendations	6
3. Summary of the peer challenge approach	7
4. Feedback	9
5. Next steps	27

1. Executive summary

This is a council that is ambitious both for the county of Warwickshire and in relation to how the organisation operates. A new Council Plan was adopted last month, with this acting as the “guiding light” for the organisation and which reflects that, in order to enable the delivery of the ambitions, the organisation will need to be a great council and partner.

The council's Leader and Chief Executive are held in high regard both internally and externally. There is a clear sense of them being action-orientated and supportive of those they are working with. There has been a fundamental shift in the managerial leadership approach within the council, driven by the Chief Executive and supported by the Corporate Board, reflected in a more enabling and permissive culture.

There is a strong sense of the council being a very different organisation from a few years ago, with people reflecting it has changed for the better. The authority's transformation agenda and revised approaches demanded by the pandemic have been two of the primary drivers behind this. A clear set of organisational values and behaviours have been central to the changed organisation. The council is genuinely focusing on staff well-being and it is clear that people enjoy working in the organisation.

A set of socio-economic disparities within Warwickshire which elected members, staff and partners demonstrated they are very conscious of. Data and insight are being increasingly seen as important within the organisation. In order to enhance this, we see benefit in the development of an increasingly cross-partner approach to its use, particularly to inform targeted activity focused on communities with poorer outcomes. Linked to this, a council policy position on the government's 'Levelling Up' agenda is being developed for the summer. The council is positioning this as “a catalyst ... to tackling inequality in Warwickshire”. To deliver on this, we would advocate a place-based partnership plan focused on targeted approaches.

The council has solid partnerships with organisations across the county as well as the wider region. It is generally seen as collaborative, approachable and part of a wider team across the range of partnership geographies. Taking forward the

ambitions for Warwickshire would potentially be further enabled through an overarching partnership body being established for the county – ‘Team Warwickshire’. The organisation, with partners, is seen to have responded well during the pandemic and relationships not just with partners but also with communities have been enhanced through it. Building on the existing Voluntary and Community Sector Strategy and learning from the pandemic, ‘Community Powered Warwickshire’ has emerged as a central theme of the new Council Plan and as a reflection of the strength that exists within the county’s communities. The council is clear that this is fundamentally about the ways in which the council and others act and work. The ethos reflects a council that is increasingly ‘willing to let go’. We would urge it to continue on that journey, focusing on playing an ‘enabling’ role and creating the conditions which enables key aspects of Warwickshire life to flourish.

The council has traditionally valued good governance and this is being maintained. With around half of those councillors elected in May last year being new to the county council, the authority has worked to familiarise them with established ways of working and governance arrangements. There are positive relationships between elected members and officers, centred on trust and mutual respect. It is important for the council to identify and implement mechanisms and approaches that would enable councillors to raise, and be more aware of progress on, casework matters.

The change in the political landscape of last year, with an increased Conservative majority following the elections, provides an opportunity for more distributed political leadership. There is already evidence of good cross-party working but this feels as though it could be built on.

The council is seen to have delivered sound financial planning and management over many years. It has planned prudently and established substantial levels of reserves and there has been effective delivery of savings to date. The council’s medium-term financial strategy (MTFS) to 2026-27 was agreed last month and is aligned with the Council Plan. Effective demand management will be crucial in delivering the ambitions of the MTFS. Given demand management is an area that the council acknowledges has been “variable” to date, the approach will need to be robust.

Investment is being made in the short term in adult services, children's services and education in order to achieve change through transformation and enable savings to be derived in later years. This fits with the council's approach of proactively funding the cost of change. There will need to be clear and robust oversight and governance across the organisation in order to ensure that the anticipated return on investment is realised.

Overall, change is seen to have been well managed in the organisation during the transformation journey. The pandemic has significantly shifted ways of working further for the council. It feels like an important moment now to take stock and clarify what is being sought moving forward.

We see the above forming part of a taking stock generally by the organisation. There was some talk during our visit of the council needing to "mature our operating model" and gear up for the next stage of transformation. This needs to be balanced with what we also picked up around the importance people see of consolidating and embedding the changes of recent years.

There is a shift taking place in relation to where education sits in the organisation and this transition needs to be managed, alongside a more focused approach to improvement across the service. We would suggest that the council puts in place an externally chaired improvement board that oversees the multiple changes and challenges.

The council has made a commitment to be carbon neutral as an organisation by 2030 and to achieve this for the county as a place by 2050. People we spoke to indicated Warwickshire has a "great vision and ambitions" around the climate change and net zero agenda. However, they also reflected that the council needs to invest in this agenda as a place leader and that there is much work to be done as an organisation and with partners to develop the necessary approaches and solutions. There has been progress on this agenda in a wide range of areas to date. Difficult decisions will need to be made going forward concerning both policy and resource allocation.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

- Develop a cross-Warwickshire approach to Levelling Up to consider and respond to disparities in outcomes in the county
- Establish a 'Team Warwickshire' partnership for key statutory partners and umbrella voluntary and community sector organisations with key areas of focus. Examples might include addressing socio-economic disparities, tackling climate change and ensuring a strategic economic growth plan exists for the county
- Take the opportunity for more distributed political leadership in the context of the changed political landscape (post 2021 elections), through a range of mechanisms to include both the Administration and Opposition
- Put in place an appropriate governance structure to oversee the multiple changes and challenges relating to the education service
- Establish a clear shared understanding of the approach to, and related expectations around, the 'return to the workplace'
- Review and ensure clarity around the leadership development offer for managers at different levels of the organisation
- Develop an approach and programme to aid cross-organisational working below Assistant Director level
- Continue to drive forward the use of data and insight to inform decision-making and service improvement
- Take stock as an organisation – consolidating and embedding

3. Summary of the peer challenge approach

3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Rachael Shimmin, Chief Executive, Buckinghamshire County Council
- Councillor John Hart, Leader, Devon County Council
- Debbie Knopp, Director of Transformation Delivery and Support, Essex County Council
- Ariane Crampton, Head of Climate Programme, Wiltshire Council
- Mark Palethorpe, Executive Director of Integrated Health and Social Care and Accountable Officer, St Helens Council and NHS St Helens Clinical Commissioning Group
- Chris Bowron, Peer Challenge Manager, LGA

3.2. Scope and focus

The peer team considered the following five themes which form the core components of all corporate peer challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of

local priorities? Does the council have the capacity to improve?

The council also asked the peer team to provide observations and feedback in relation to the approach to:

- The transformation journey – progress made, cultural change delivered, lessons learned and plans for the next phase of transformation (the readiness, capability and capacity to deliver the new Council Plan)
- Learning from the pandemic – has the council identified the strengths to build on, issues to tackle and weaknesses to strengthen?
- Place and partnerships – partnership and relationship focus including Community Powered Warwickshire and the Integrated Care System
- Climate change and delivering carbon net zero ambitions

3.3. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure that they were familiar with the council and the challenges it is facing. The team then spent three days onsite in Warwickshire, during which they:

- Gathered information and views from more than 40 meetings, in addition to further research and reading.
- Spoke to more than 100 people including a range of council staff, elected members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1. Local priorities and outcomes

A new Council Plan was adopted last month, with this acting as the “guiding light” for the organisation. It outlines three strategic priorities for Warwickshire:

- To have a thriving economy and places that have the right jobs, skills, education and infrastructure
- To be a county where all people can live their best lives
- To be a county with a sustainable future

These priorities are underpinned by seven areas of focus featuring elements such as safe and inclusive communities; digital connectivity; improved transport options; tackling climate change; improving life opportunities for children and young people; and supporting people to live independent lives. The Council Plan reflects that, in order to enable the delivery of the ambitions, the organisation will need to be a great council and partner.

Developing a more integrated approach to planning as an organisation, encompassing data and insight; policy and strategy; performance; resources; and risk has been a key focus of the last year and the council is confident that the work on this so far means the Council Plan and the Medium-Term Financial Strategy are now aligned. Such integrated planning is designed to offer, starting in the coming months, greater insights to performance and the progress being made on key projects and initiatives. It will enable these aspects to be considered from different levels, such as Cabinet, Overview and Scrutiny, Leadership Team and individual service areas, ranging from offering a broad strategic overview to a more detailed set of insights relating to a specific metric.

Integrated planning will be underpinned by a Delivery Plan that is intended to go to Cabinet in April. In addition, Cabinet on 10th March considered a new performance framework for the council. This framework has usefully been informed by a cross-party working group of elected members and provides a focus on outcomes. The Delivery Plan will draw on the performance framework; show the tangibles of what is being delivered and the impact they will have; and act as a mechanism to reassure elected members and the public that the council is focusing on the right things and making a difference. The process of devising the Delivery Plan will aid prioritisation within the council, with many of our discussions touching on the need for the organisation to determine what it is going to stop doing.

The performance framework is to be supported by the new council Consultation and Engagement Framework which has recently been developed. Key elements of this include the 'Voice of Warwickshire' residents' panel and a variety of forums enabling young people to provide their views and perspectives, such as the Youth Council, Children in Care Council and Care Leavers Forum.

The 'State of Warwickshire' 2022 report and Joint Strategic Needs Assessment provide detailed insights to the make-up of the county. These reflect a set of socio-economic disparities within Warwickshire which elected members, staff and partners demonstrated, during our discussions, that they are very conscious of. The sorts of areas where disparities exist across the county include educational attainment, health, access to quality jobs and connectivity. One example is life expectancy being 8.2 years lower for men and 5.7 years lower for women in the most deprived parts of the county. In addition, over six per cent of Warwickshire's population live in the 20% most deprived areas in England and Wales, which tend to be located in the north of the county. Around 19,000 children live in relatively low-income families and 14.5% of the population was in fuel poverty in 2019 – with the latter being likely to be increasing with rising energy costs. At Key Stage 4 (young people aged 14 – 16) there is a 37% gap in educational attainment between disadvantaged pupils and non-disadvantaged pupils. Whilst educational attainment levels are generally high, there are disparities, reflected in poorer outcomes in Nuneaton and Bedworth.

Data and insight are being increasingly seen as important within the organisation and there are examples of it informing decision-making and service delivery. This

includes the move to establish the council's own children's home provision within Warwickshire.

In order to enhance the use of data and insight further, we see benefit in the development of an increasingly cross-partner approach to its use, particularly to inform targeted activity focused on communities with poorer outcomes. Linked to this, a council policy position on the government's 'Levelling Up' agenda is being developed for the summer. The council is positioning this as "a catalyst ... to tackling inequality in Warwickshire". To deliver on this, we would advocate a place-based partnership plan focused on targeted approaches with SMART (specific, measurable, achievable, realistic and time-bound) actions. In devising this plan, we would encourage the council and partners to 'think big' and focus on opportunities around major economic growth, with carbon net zero at their heart, which fulfil the Council Plan ambitions around a thriving economy and places that have the right jobs, skills, education and infrastructure.

The council can be proud of its Children's Services being rated as 'Good' by Ofsted. Special Educational Needs and Disability (SEND) was judged through a Local Area Inspection as 'Requires Improvement'. There is a shift taking place in relation to where education sits in the organisation and this transition needs to be managed, alongside a more focused approach to improvement across the service, particularly regarding home to school transport, SEND and educational attainment. We would suggest that the council puts in place an appropriate governance structure to oversee the multiple changes and challenges relating to the education service.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services judged Warwickshire's Fire and Rescue Service as 'Requires Improvement' against efficiency, effectiveness and people.

The following reflects performance information drawn from the LG Inform system that the Local Government Association hosts for the sector. The data is the latest available, which is from 2020/21, and the comparator group ('nearest neighbours') are the fifteen other county councils nationally that Warwickshire is deemed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to be most similar to.

Areas where Warwickshire can be seen to be performing well include:

- Number of affordable homes delivered – second highest
- Delayed transfers of care – third best performing
- New business registration rate – third highest
- Proportion of population aged 16 – 64 qualified to at least Level 2 – third highest
- Residual waste per household – fifth best performing
- Percentage of waste sent for reuse, recycling and composting – sixth best performing
- The proportion of 16 – 17 years olds not in education, employment or training (NEET) was, at 3.8%, lower than the regional and national averages in 2021
- Warwickshire has been the UK's top performing county council for highway maintenance for the last two years.

Areas that the council needs to be mindful of include:

- Proportion of children becoming the subject of a child protection plan for a second or subsequent time – second highest
- Proportion of child protection cases reviewed within required timescales – lowest performing
- Children looked after rate per 10,000 children aged under 18 – third highest
- Vacant dwellings as a percentage of all dwellings in the area – second highest

4.2. Organisational and place leadership

One of the areas that the council asked us to provide a focus on during our work was the learning from the pandemic. What emerged around this links very strongly to the theme in this section of the report – that of organisational and place leadership – and we would summarise it as follows:

- The power that exists within Warwickshire's communities in relation to them being able to support themselves
- The way in which relationships have been strengthened between key partners in the county through the work delivered around the response and recovery

- The benefits being gleaned from an enhanced organisational focus on staff well-being – and the value that is emerging from that in the way the council better understands its workforce and how people are feeling valued and engaged
- What has been realised in terms of the benefits hybrid working has to offer in relation to work-life balance, efficiency and the environment – recognising, within an overall context of the council having made significant strides in its approach to workplace well-being, that there are also risks that emerge from limited face to face contact regarding maintaining/building relationships; new starters integrating; silo-working; and people's mental health issues going unnoticed
- Officers feeling an increased sense of them operating in a climate of trust and autonomy in an unprecedented and crisis situation that demanded responsiveness, creativity and risk-taking – and linked to this an agility around decision-making in an emergency

The above provides an important context for key aspects of this and other sections of our report.

Warwickshire operates in a complex geography of partnerships, ranging from the county's two-tier local government structure, across the changing health partnership landscape and on to the close working relationships with Coventry and Solihull and its non-constituent membership of the West Midlands Combined Authority. The council is viewed positively by a wide range of partners within the county, the sub-region and regionally. It is generally seen as collaborative, approachable and part of a wider team across the different partnership geographies. Within the county, there are tensions linked to the 'unitary debate'.

The organisation, with partners, is seen to have responded well during the pandemic and relationships not just with partners but also with communities have been enhanced through it. Examples include 4,000 laptops and wi-fi connections being provided to help vulnerable children learn; 800 volunteers working with the council to help local people, including undertaking befriending calls with those most clinically

vulnerable; 105,000 contacts being made with vulnerable people; 10,800 parcels of food and household essentials being distributed to those isolating; nearly 11 million pieces of personal protective equipment (PPE) being supplied to key workers; and over 300,000 lateral flow tests having been conducted by Warwickshire Community Testing. Warwickshire has been seen as a national exemplar in relation to both shielding and testing – indeed, along with Coventry and Solihull, it was recognised as a Beacon for ‘Test and Trace’. There has also been a focus on helping Warwickshire businesses through the challenges of the pandemic, centred upon the ‘Survive, Sustain and Grow’ business support initiative and including grant and loan schemes, digital training for retail businesses, a skills hub and tourism and marketing initiatives.

Many partners can relate strongly to the council’s strategic priorities for Warwickshire which we outlined earlier. The council is engaged in discussion around Devolution Deals at both the Warwickshire and West Midlands Combined Authority levels, with a focus on how the fulfilment of the priorities and areas of focus in the Council Plan can be aided through such arrangements. Taking forward the ambitions for Warwickshire would potentially be further enabled through an over-arching partnership body being established for the county – ‘Team Warwickshire’. A number of partners indicated they would benefit from and value being part of such an arrangement. The value would lie in creating a mechanism that would supplement the already strong bi-lateral relationships that exist between individual partner organisations by enabling the coming together of a ‘whole’ at regular intervals. We see this having real value to offer in areas such as fulfilling net zero carbon ambitions and developing a shared understanding and narrative around the strategic economic plan for the county, which currently seems unclear.

The council’s Leader and Chief Executive are held in high regard both internally and externally. There is a clear sense of them being action-orientated and supportive of those they are working with. There has been a fundamental shift in the managerial leadership approach within the council, driven by the Chief Executive and supported by the Corporate Board, reflected in a more enabling and permissive culture.

The council highlights it has a growing ‘commercial’ appetite. This builds upon a long-standing track record of trading services, in such areas as legal services, archaeology, education and trading standards. Recent joint discussions at senior levels politically and managerially in the council helped to develop a shared

understanding of the council's risk appetite around investment, with this having been integral in informing thinking around the commercialisation agenda going forward. Out of this have emerged the two concepts of the 'Recovery and Investment Fund' and the 'Property and Development Group'. Whilst these initiatives are badged by the council as being 'commercial', they have at their heart the driving forward of the strategic priorities in the Council Plan, including housing and the economy. This is reflective of the council's definition of 'commercialism', which entails investing in ways that provide financial returns but doing so in a way that delivers wider outcomes for Warwickshire. This is a wider definition than may be seen elsewhere and the council will wish to ensure key stakeholders appreciate the extent to which it is striving to secure place-shaping and 'return on investment' simultaneously. Such understanding will be beneficial in a context of issues around how public money is seen to be being used by councils being of national importance.

Building on the 'Connecting Communities Voluntary and Community Sector Strategy 2020-2025' and learning from the pandemic, the 'Community Powered Warwickshire' programme has emerged as a central theme of the new Council Plan and as a reflection of the strength that exists within the county's communities. This concept is one of the areas that the council asked us to provide a focus on during our work. The word 'community' covers both geographic communities and communities of interest, such as those from different faith backgrounds or people with autism. As the 'Community Powered Warwickshire' agenda moves forward, and there is a workshop being held shortly to further develop the thinking around it, the council is aware of variability in terms of community capability and capacity and the importance of developing that further where the need exists.

Six 'ground-breaker projects' have been established, including the 'Transforming Nuneaton' programme and a £1m Social Impact Fund focused on tackling exclusion in those areas, and among those groups, most affected by Covid-19. However, the council is clear that 'Community Powered Warwickshire' is much wider than 'projects' – being fundamentally about the ways in which the council and others act and work i.e. relationships, culture and behaviours. Certainly the ethos reflects a council that is increasingly 'willing to let go'. We would urge it to continue on that journey, focusing on playing an 'enabling' role and creating the conditions which enables key aspects of Warwickshire life – including the economy, the environment, health and well-being and community power – to flourish.

The council also asked us to provide a focus in our work on the Integrated Care System (ICS) that is emerging for Warwickshire. There is a “mature health and care system” that provides a strong foundation for the ICS and there are good working relationships across the county and Coventry linked to health outcomes.

There is evidence of significant investment in understanding population health and close working with the Kings Fund and key partners. This has led to a joined-up approach to tackling inequalities at a local level and links very much to the Consultative Forum which gives senior leaders the space to think strategically in an informal environment.

There is close working with the Acute Trusts. The Assistant Director becoming a joint appointment is a very positive move and not only demonstrates commitment to integrated working but also provides an environment to develop the place-based commissioning offer. There are real opportunities to develop commissioning further with the new Chief Integration Officers being appointed within the Integrated Care Board, particularly with Primary Care Networks and social prescribing. It is timely for the council to consider its appetite for future pooling of budgets and integrated posts.

‘Discharge to assess’ within Warwickshire has received national recognition for good practice. The Acute Trust acting as the lead/host provider is seen as the glue in the system.

The preparation required for the new CQC assurance visits cannot be underestimated and will be akin to an inspection of adult social care and the NHS commissioners and providers. This will require a whole system approach and ownership. It is therefore important that providers, commissioners, voluntary, community, faith and social enterprise sectors, alongside people with lived experience, are working together to redesign a sustainable health and care market.

4.3. Governance and culture

There is a strong sense of the council being a very different organisation from a few years ago, with people reflecting it has changed for the better. The authority’s transformation agenda and revised approaches demanded by the pandemic have

been two of the primary drivers behind this. There have been a variety of elements to 'transformation', including the organisational restructure; demand management; a new Target Operating Model; cultural change; and technological innovation. This has been aided by underpinning strategies and programmes, including the People Strategy; the Digital and Data Strategy; and the Customer Experience Strategy. A strong strategic core has also been established in the organisation, with the aim of ensuring constructive relationships with services and an 'enabling' focus. Elements of this that have been newly created include the Corporate Policy function; the Commissioning Support Unit; Portfolio Management function; and the Change Management team.

A clear set of organisational values (the 'Warwickshire DNA') and behaviours, outlined in the People Strategy, have been central to the changed organisation. These sat at the heart of the recruitment process at Strategic and Assistant Director level linked to the organisational restructure and emphasise elements such as moving with purpose and energy; doing what we say; focusing on solutions; being collaborative; and being trustworthy. Individuals at this level that we met very much embodied these principles but staff that we met questioned the extent to which there is consistency in their adoption further through the organisation. The pandemic, with the shift for many to remote working, risks having disrupted the extension of this cultural change more widely but this will hopefully be able to be taken to the next level over the coming months. A question we would pose is whether the council is satisfied that it has a consistent approach to service improvement that embeds the values and behaviours being sought?

Prior to the pandemic, a 'Living Leaders' development programme was established to support the transformation agenda and the desired changes. There is a lack of consistent understanding at the more senior levels of the organisation of the leadership programme offer now. This strikes us as a fundamental element of ensuring the values and behaviours become embedded and we would encourage the council to consider 'where next' in relation to such a programme across the managerial tiers. Based on our discussions through a number of focus groups, it is clear that there is an appetite to review and for colleagues to be engaged in the co-design of the offer.

There is a really strong sense of people working collaboratively together at Assistant Director level, right across the organisation. This has been aided by the creation of a number of key forums that enable informal dialogue to take place, such as Leadership Team, which comprises the members of Corporate Board and Assistant Directors, and Senior Leadership Forum which is made up of Leadership Team plus the tier of managers at the next level in the organisation. We do, however, see opportunities for staff below Assistant Director level to be working more cross-organisationally. People working beyond their functional areas more would be aided through the establishment of cross-cutting task and finish projects. This would encourage internal collaboration, aid people's development generally and further emphasise the 'One Council' concept.

Staff that we met at different levels were positive around the opportunities provided by the council for training and development generally. This is reflected in the 'staff well-being check-in' of recent weeks in which 75% of respondents indicated they can access the appropriate learning and development needed to do their job and 68% see themselves as having the opportunity for personal development and growth through their work.

The council is genuinely focusing on staff well-being. The 'check-ins', which commenced during the pandemic, ask people how they were feeling; explore how they have adapted to new ways of working; identify people's levels of awareness of the different types of support available to them; look at how well connected people feel; and consider the extent to which they feel supported. It is also clear, from those that we met, that people enjoy working in the organisation. Internal communications from the Chief Executive and Corporate Board have been strengthened significantly during the pandemic, not least to enable people to feel connected to the organisation and ensure they are aware of key developments. The use of Microsoft Teams has enabled 'Broadcasts' to be delivered across the organisation, led by the Chief Executive, and open to all. These enhanced communications approaches have been well received.

There are a couple of areas that we would urge the council to keep an eye on over the coming months. The first is what seems to be a less well-developed approach for managers at less senior levels in the organisation to communicate and translate

strategic messages from the top into action for the workforce. With communications flowing directly from the Corporate Board level right through the workforce, some managers have been left wondering what the added value is that they can bring through their own communications and there would be benefit in this being explored. The second area relates to developing a more consistent understanding of how the organisation manages any issues in staff under-performance, with some people reflecting that this hasn't traditionally been a strength of the council.

There are positive relationships between elected members and officers. This is something that has been highly valued over many years and is centred on trust and mutual respect. The creation of Cabinet Leadership Team involving Cabinet, Corporate Board and Assistant Directors has been a very positive step, providing space and time to informally explore key strategic agendas.

The council has traditionally valued good governance and this is being maintained. With around half of those councillors elected in May last year being new to the county council, albeit with many of them already having experience at the borough or district level, the authority has worked to familiarise them with established ways of working and governance arrangements within the county council. Those newly elected councillors that we met spoke highly of their induction to the organisation, which takes the form of a broad programme running over an extended period of time – to the extent that it is still on-going.

The change in the political landscape of last year, with an increased Conservative majority following the elections, provides an opportunity for more distributed political leadership. This could come in the form of a range of mechanisms and cover both the Administration and Opposition. There is already evidence of good cross-party working, reflected in a variety of elected member forums and groups dedicated to themes such as Children in Care; the Local Transport Plan; climate change and the related action plan; and devising the Covid-19 Recovery Plan. This feels that it could be built on. One example is around Overview and Scrutiny, which appears as though it would benefit from a combination of increased independence and an enhanced corporate approach to inform and support the work of the Committees. Another example is the potential introduction of political champions, drawn from across the

political spectrum, for different themes and agendas important organisationally or within the county.

There are dedicated 'Broadcasts' for all elected members from the Corporate Board which emerged through the pandemic. These took place weekly and have been highly valued. Their frequency is now being adapted and the range of issues being covered is broadening.

There are frustrations around responsiveness to casework issues by officers in some parts of the council. The Locality Officers, focused on highways issues, are a valued source of information and support. Whilst that isn't a facility that can be offered for other council services, it is important for the council to identify and implement mechanisms and approaches that would enable councillors to raise, and be more aware of progress on, casework matters and ensure accountability across the officer cohort around responding effectively and on a timely basis. We see an opportunity for greater involvement from the relevant Cabinet portfolio holders in maintaining an overview, from a strategic perspective, of the types of casework that people are raising with elected members in their Divisions and where organisational responsiveness is an issue.

Some councillors also reflected tensions emerging for their communities around the council's approach to strategic planning in relation to school places and infrastructure more generally. We see benefit in briefing sessions being provided for councillors outlining, for example, the approaches that the council currently deploys in such matters; where the evidence is drawn from to inform decision-making, including how communities are engaged; funding considerations; and wider national policy context and agendas.

4.4. Financial planning and management

The council is seen to have delivered sound financial planning and management over many years, reflected in external auditor judgements and the council's position on the CIPFA Financial Resilience Index. It has planned prudently and established substantial levels of reserves. There has been effective delivery of savings to date,

with nearly 90% of planned savings between 2014-15 and 2018-19 being realised. Whilst this reduced to just under 70% in 2019-20 and 2020-21, coinciding with the pandemic, there is a projected 91% delivery for the current financial year.

The council's medium-term financial strategy (MTFS) to 2026-27 was agreed last month, with this indicating £66m of savings to be achieved over the five-year period. These savings are centred on better procurement; improvements in efficiency – largely in relation to digital and customer service; increased income; and delivering reductions in demand. Effective demand management will be crucial in fulfilling what is outlined in the MTFS, given it represents 47% of the planned savings. Demand management is an area that the council acknowledges has been “variable” to date and which will therefore need to be made more robust.

Overspends have been experienced in children's services and education in each of the three years from 2018-19 to 2020-21, although the council budget overall has been balanced overall in each of those years. There are key budget pressures currently within the High Needs Block of the Dedicated Schools Grant; children with disabilities; and children and families social care – but with these being offset by current underspends in enabling services and corporate services. This has led the Corporate Board to commission three ‘deep dives’ into specific areas.

Investment is being made in the short term in adult services, children's services and education in order to achieve change through transformation (a crucial part of which will be enabling effective demand management) and enable savings to be derived in later years. This fits with the council's approach of proactively funding the cost of change, including an invest to save strategy. What is being undertaken in education, children's services and adult services will see the council draw on reserves – “to allow sensible change and transformation options and savings proposals to be developed which offer more sustainability over the medium term”. This forms part of an overall and considered strategy through which reserves are planned to reduce by £108m (from £244m) across the five years of the MTFS. There will need to be clear and robust oversight and governance across the organisation in order to ensure that the anticipated return on investment is realised.

There has been recurrent slippage in the council's capital programme, with between

£80m and £100m traditionally being spent annually from within budgets of around £160m. There is a recognised need to review the programme to take account of current global circumstances and address acknowledged gaps in council processes, including in relation to managing developer contributions. However, we would encourage a more fundamental review to ensure alignment with the strategic priorities within the Council Plan.

4.5. Capacity for improvement

Overall, change is seen, by those people we spoke to at different levels in the council, to have been well managed in the organisation during the transformation journey. The pandemic has significantly shifted ways of working further for the council. It feels like an important moment now to take stock and clarify what is being sought moving forward. This will be important in enabling a shared understanding of what is required in terms of the way people operate into the future and ensuring appropriate balance and as much consistency of approach as possible.

As an example, people spoke about the council being guided more now by principles than by rules. Whilst we recognise it is not as clear cut as that, and that the principles are reflective of the values and behaviours being sought, is there a risk of confusion and variability here? This links into a wider theme that we highlighted earlier around officers feeling that the emergency situation of the pandemic has seen them operating in a climate of increased trust and autonomy and there being greater agility around decision-making. Whilst delegated decision-making has come to the fore, along with creativity and risk-taking, in part out of necessity but also arising from the council's longer-term transformation, it is important now to clarify the parameters within which people are expected to operate.

The last couple of years has involved remote working for many. This has brought both benefits and risks and these will need to be balanced going forward. As the council gears up for the 'return to the workplace', clarity is required around the expectations in relation to working from home relative to being in the office – what the council terms as 'hybrid working'. Whether this entails consistency for staff right across the organisation who have traditionally been office-based, or if there is a tailoring of approaches within specific teams and services in order to meet different

contexts and circumstances, will need to be determined. A number of staff we spoke to felt that their relationships across the organisation pre-pandemic had been diluted and were not as confident about recognising mental health challenges in the workforce. The thinking around all of this will obviously need to link closely with the council's emerging plans around the rationalisation of its office accommodation.

We see the above forming part of a taking stock generally by the organisation. There was some talk during our visit of the council needing to “mature our operating model” and gear up for the next stage of transformation. This needs to be balanced with what we also picked up around the importance people see of consolidating and embedding the changes of recent years and developing the shared understanding and consistency we touched on above. As an example, we detected some tensions around people being badged under the Target Operating Model as either ‘strategic’ or ‘delivery’ – with perceptions of differential value to the organisation. Whilst the council has taken a pragmatic rather than purist approach to the Target Operating Model, seeking to avoid a stark split between those two elements, there would seem to be a piece of work to be undertaken around optimising the benefits and mitigating any sense of ‘separation’ which may inadvertently have been created.

As the council takes stock and determines when the right time will be to move on to the next stage of the transformation journey, it is important to recognise that, as is the case with every council, the people within it are tired given what they have had to deliver and contend with during the pandemic.

The concept of taking stock could extend further into a theme of the council establishing increased rigour around the evaluation of initiatives and what it is delivering. People spoke of the organisation always looking to move on to the next initiative or challenge. This is an organisation committed to continuous improvement and one which people reflect as having the culture now to draw out in a positive way the learning from what has been delivered and experienced. Establishing a formal evaluation methodology to apply at key junctures would fit well with this. The external auditor, for example, recommended an assessing of the impact of savings to date on service quality.

The council, not uniquely to Warwickshire, is experiencing skills gaps in a variety of

areas including social care and programme management. What has been done in establishing apprenticeships and National Graduate Management Development roles as part of trying to aid this situation is very positive. We heard of the challenges that exist around staff retention in some areas and information the council provided to inform our work indicated challenges around levels of staff satisfaction. The staff retention rate is slightly below the council's target of 90%. In relation to staff satisfaction, the council will want to be mindful of reductions over time in the scorings in the 'check-ins' around people being proud to work for the council, the council being a good employer and staff feeling valued and recognised at work.

The council has introduced 'Agile Working Contracts' and the take-up of these has been increasing month on month – with 45% of staff now being employed on them compared to 22% in December 2020. The 'check-in' conducted in the autumn of last year identified 40% of respondents as preferring to continue to work from home and 50% preferring a mix of home and office working going forward. Only 4% indicated a preference to be office-based. These findings would go a long way to explaining the level of take-up of agile working contracts. The council will want to be aware, however, of tensions emerging around differentiation with those continuing on contracts based on flexi-time, through which the ability exists to accumulate time that can be taken as leave at regular intervals.

4.6. Climate change and net zero carbon

The council has made a commitment to be carbon neutral as an organisation by 2030 and to achieve this for the county as a place by 2050. People we spoke to indicated Warwickshire has a "great vision and ambitions" around the climate change and net zero agenda and that it is right that aspiration levels should be high. However, they also reflected that the council needs to invest in this agenda as a place leader and that there is much work to be done as an organisation and with partners to develop the necessary approaches and solutions. Two-tier local government adds complexity but can be overcome and the Coventry and Warwickshire Climate Change Conference being held the day after our work concluded was seen as representing a key moment in this regard as well as more generally.

There has been progress on this agenda in a wide range of areas to date. This

includes:

- Establishing the clear strategic priority in the Council Plan relating to a 'County with a sustainable future'
- The creation of the £1m 'Green Shoots' Fund to pump-prime climate change initiatives
- £500,000 investment by the council in tree planting and plans to create a forestry team and tree nursery
- £12m programme of cycling schemes, comprising both upgraded and new infrastructure
- Warwickshire is in the top third of councils for the recycling of household waste
- A related and dedicated Cabinet portfolio has been created – that for 'Environment, Climate and Culture'
- There is strong elected member engagement in national networks via the LGA and UK100 – supplementing which, through officer involvement in the LGA and ADEPT (Association of Directors of Environment, Economy, Planning and Transport) climate groups, would be beneficial for learning and sharing good practice)
- The Chief Fire Officer for Warwickshire has been appointed as the national lead on climate change within the Fire Chiefs Council
- A cross-party elected member working group on climate change has been established and engagements extend to include district and borough council colleagues and other partner organisations
- A Climate Programme Office has been created in the council
- One of the council's offices has been able to be vacated as part of an emerging estate rationalisation strategy which has at its heart a reduction in the organisation's carbon footprint
- Incorporating environmental implications into all council committee papers
- The council has published a breakdown of its carbon emissions and energy consumption for 2019/20 and 2020/21, providing a baseline and enabling stakeholders to hold it to account. Emissions from oil will be captured from this year.

In recent 'scoring exercises' regionally and nationally, the outcomes for the council were:

- Climate Emergency UK's desk-based assessment of councils' climate action plans (or equivalent): Warwickshire was awarded a score of 25%
- Sustainability West Midlands' Local Authority Sustainability Benchmark 2021 (in collaboration with the Environment Agency): Warwickshire was positioned seventh amongst councils in the region

Difficult decisions will need to be made going forward concerning both policy and resource allocation. A climate action plan is required and this would usefully capture a set of potential actions that were identified in the Sustainability Benchmark work referred to above. The council is currently letting a contract to develop this in the form of a '2050 Sustainable Futures Strategy' for the county, devised with partners. It is anticipated that this will be presented at the Cabinet meeting in October, supported by a costed plan.

In relation to the council's own footprint, a roadmap for the next eight years is required, with dedicated funding supplemented by capitalising upon the opportunity to lever in significant sums of external money. It is anticipated that the Sustainable Futures Strategy will provide this organisational roadmap to 2030.

For the 2050 target for Warwickshire as a whole, there are many levers that we see as the council being able to pull:

- Green economy – green skills and jobs can support the Levelling Up agenda and council procurement offers opportunities to impact
- Built environment – jointly developing a set of principles with district and borough councils to underpin Local Plans; domestic retro-fit programmes (with significant public health and Levelling Up benefits); decarbonisation of property, including schools
- Transport – modal shift around major housing developments
- Natural environment – linking biodiversity net gain with carbon sequestration; rewilding programme for highway verges; opportunities around county farms

The main message is that it is important for everybody across the council to be clear that the climate change and net zero agenda cannot be seen as an 'add-on' or something that is the responsibility of the 'corporate centre'. It has to be integral and

the many co-benefits it offers, not least in relation to health and well-being and the economy, need to be fully recognised. The creation of the Climate Outcome Delivery Group, which seeks to secure input from and integration across all parts of the council around this agenda, and a staff network dedicated to climate issues are really positive steps in this regard and the development of the '2050 Sustainable Futures Strategy' is clearly crucial.

5. Next steps

It is recognised that the council's senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The corporate peer challenge process includes a 'check-in' session a few months on from the initial activity, with this providing the opportunity for the council's senior leadership to update peers on its progress against the related improvement planning and discuss next steps.

In the meantime, Helen Murray, Principal Adviser for the West Midlands region, is the main contact between your authority and the Local Government Association. She is available to discuss any further support the council requires – helen.murray@local.gov.uk

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Appendix 2: Emerging Themes to be developed into action plan

Focus	Emerging Themes to be developed into the Peer Challenge Action Plan	Link to our commitments in the Council Plan / Delivery Plan
People & Culture	<ul style="list-style-type: none"> • Embedding hybrid working • Enhancing the leadership development offer • Cross-organisational working • Performance management 	Great Partner & Council – Our People and the way we work
Elected members	<ul style="list-style-type: none"> • Member development • Councillor awareness and communications • More distributed political leadership • Scrutiny 	All areas of focus
Organisation & Governance	<ul style="list-style-type: none"> • Take stock of, and refine, the target operating model and further embed new ways of working • Consider an evaluation model for increased rigour around initiatives delivered and impact of savings 	Great Partner & Council – Our People and the way we work
Data / Digital	<ul style="list-style-type: none"> • Embedding Intelligence-led decision making • Encouraging cross-partner use of data 	All areas of focus Great Partner & Council - Using our data and digital solutions to improve service delivery
Change & improvement	<ul style="list-style-type: none"> • Preparation for the new CQC requirements in Adult Social Care • Governance of multiple changes relating to the Education service 	Through education, improve life opportunities for children, young people and those with special educational needs and disabilities Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities Great Partner & Council
Key Policy Areas	<ul style="list-style-type: none"> • Climate change • Levelling Up • Strategic economic growth plan 	All Areas of Focus
Partnership & place leadership	<ul style="list-style-type: none"> • 'Team Warwickshire' partnership approach • Partnership working to collectively drive change and delivery of strategic priorities for Warwickshire 	All Areas of Focus Great Partner & Council – Harnessing Community Power
Financial Management	<ul style="list-style-type: none"> • Robust governance • Demand management • Commercialism • Capital programme 	All Areas of Focus Great Partner & Council – Our People and the way we work

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Cabinet

16 June 2022

Coventry and Warwickshire's Living Well with Dementia Strategy (2022-2027)

Recommendations

That Cabinet:

1. Supports Coventry and Warwickshire's Living Well with Dementia Strategy (2022-2027) and authorises the Strategic Director for People, in consultation with the Portfolio Holder for Adult Social Care and Health, to finalise the strategy taking into account feedback from partners.
2. Approves the approach to the development of the associated annual strategic Delivery Plans and authorises the Strategic Director for People in consultation with the Portfolio Holder for Adult Social Care and Health, to work with partners to develop and implement the Delivery Plans.

1. Executive Summary

Development of the Strategy

- 1.1 Under the Care Act 2014 the Council has duties to prevent or delay needs for care and support and also to provide people in its area with information and advice relating to care and support for adults and support for carers. It also has duties to promote the integration of care and support with health partners where to do so is likely to promote the wellbeing of adults with needs for care and support in its area, contribute towards the prevention duty and improve the quality of care and support in its area. Warwickshire's Living Well with Dementia Strategy was first published in 2011 and contributes towards these duties. The Dementia strategy was refreshed in 2015/2016. Coventry City Council published its Dementia Strategy in 2014. Both strategies were due to be refreshed and it was widely agreed that a joint strategy for Coventry and Warwickshire would have many benefits, and so officers at Warwickshire County Council worked closely with colleagues through the Health and Care Partnership Dementia Board, which includes Coventry City Council, Coventry and Warwickshire Clinical Commissioning Group (CCG) and Coventry and Warwickshire Partnership NHS Trust, to start to develop a joint dementia strategy for Coventry and Warwickshire.

- 1.2 Following a period of extensive engagement with key stakeholders (including people living with dementia, carers, general public and professionals / front-line workers) on the draft Dementia Strategy for Coventry and Warwickshire during Autumn 2021, the strategy has been revised and is attached at Appendix 1.
- 1.3 Three reports have been published following the engagement: (i) A report which includes comments from 85 stakeholders obtained through a survey on Ask Warwickshire, (ii) A report with feedback from over 220 people living with dementia and carers through a range of in-person engagement opportunities, (iii). A 'We Asked, You Said, We Did' report, which summarises the key findings from the engagement (You Said), and then details how the strategy has been developed as a result of the engagement (We Did).
- 1.4 The engagement reports can be accessed through Ask Warwickshire: <https://ask.warwickshire.gov.uk/insights-service/dementia-engagement-survey>
- 1.5 The engagement findings and proposed revisions to the strategy have been / will be taken to various meetings and Boards for information, discussion and agreement on revisions to the strategy during early 2022, including:

Board / meeting	Date
Health and Care Partnership Dementia subgroup	Monthly meetings
Health and Wellbeing Board	12th January 2022
Dementia Strategy Board, which includes representatives from health, local authorities and voluntary and community sector across Coventry and Warwickshire.	27 th January 2022
People Directorate Leadership Teams (WCC)	Late February / early March 2022
Health and Care Partnership - Mental Health & Emotional Wellbeing (MH&EW) Programme Strategy Board Meeting	10 th March 2022
Health and Wellbeing Board	4 th May 2022
Corporate Board	24 th May 2022
Health and Care Partnership - Mental Health & Emotional Wellbeing (MH&EW) Programme Delivery Board Meeting	9 th June 2022

Approvals and Publication

- 1.6 Following Cabinet approval, the intention is to publish the strategy in late Summer 2022 for the period 2022-2027. Alongside publication of the full strategy, we will produce and publish an easy read version and a summary version.
- 1.7 Coventry City Council and Coventry and Warwickshire Clinical Commissioning Group are aiming to take the strategy through their governance arrangements to seek approval to publish, with similar timeframes to Warwickshire.

- 1.8 Following publication, the strategy will be shared with partners, published on the Council's website, and shared through local communication channels.

Strategy Delivery Plan

- 1.9 The associated strategic Delivery Plan, which is currently being developed for year one, will include a range of proposed actions to be undertaken across Coventry and Warwickshire as well as proposed actions for Warwickshire (and Coventry) specifically.
- 1.10 A presentation explaining the process of development of the Delivery Plan and an outline of year one priorities was delivered to the Health and Wellbeing Board on 4th May 2022. Our proposed approach to the development of the annual Delivery Plans is that:
- For each Priority Area in the Strategy (six in total) objectives will be prioritised for delivery in each year, along with specific actions that will be taken to ensure the strategy is achieved over the five years. Objectives will initially be prioritised by the Health and Care Partnership Dementia group and through discussions with colleagues.
 - The Delivery Plan for the forthcoming year will be developed annually and will include exactly what actions will be taken, what organisation / person will lead each action, timescales for achieving the actions, costs and detailed measures of success.
 - The draft Delivery Plan for each year will then be reviewed and agreed by the Dementia Strategy Board.
- 1.11 The Delivery Plan for the strategy will be monitored and reviewed at least every six months.
- 1.12 Delivery of the strategy will include a strong focus on coproduction with people with dementia, carers and health and care providers.

2. Financial Implications

- 2.1 The dementia strategy has been developed jointly with local partners, including NHS partners and the voluntary and community sector. Achievement of the strategy's ambitions and priorities, outlined in the Delivery Plan, will utilise existing partner resources and include individual provider and partnership bids for funding.
- 2.2 Please note some of Warwickshire County Council's commissioned services for dementia are funded through the Better Care Fund on an annual basis.
- 2.3 An allocation of funding to support the development and implementation of the Dementia Strategy has been secured through the Medium-Term Financial Strategy.

3. Environmental Implications

None

4. Supporting Information

- 4.1 The Dementia Strategy will support delivery of Warwickshire County Council's, Council Plan (2022-2027), particularly Strategic Priority 2: 'We want to be a County where all people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently'. There is a specific commitment to supporting those with dementia in the Council Plan and in particular to improving mental health and wellbeing and facilitating access to community support for those who have dementia.
- 4.2 The Dementia Strategy also aligns with WCC Community Powered Warwickshire initiative; the Dementia Strategy aims to enable community networks of support.
- 4.3 As part of the process of developing the strategy, seeking approval to engage and further development of the strategy, reports have been submitted to various Boards and committees including Portfolio Holder (July 2021), Adult Social Care and Health Overview and Scrutiny (September 2021), Health and Wellbeing Board (January and May 2022), Dementia Strategy Board (six monthly), Joint Commissioning Board (July 2021) and Health and Care Partnership - Mental Health & Emotional Wellbeing (MH&EW) Strategic Board (March 2022).
- 4.4 Achievement of the strategy will require close partnership work over the forthcoming five years. It is recognised that whilst there are many benefits of having a single strategy for Coventry and Warwickshire, that a focus on place-based working at a more local level will be important.
- 4.5 Partner organisations are committed to supporting achievement of the strategy.
- 4.6 An Equality Impact Assessment has been completed to support development and delivery of the Strategy Delivery Plan which links to the aims and ambitions of the Living Well with Dementia Strategy. This aims to maximise the positive impacts of the Strategy in relation to equality, diversity and inclusion and highlights accountability for ensuring we meet our Public Sector Equality Duty. This is included as a background paper to this report which Cabinet is asked to consider and have regard to.
- 4.7 The number of people estimated to be living with dementia will increase and this will also result in more informal carers and family members supporting loved ones. Please see table 1 for predictions.

Table1: Total population aged 65+ predicted to have dementia

AREA	Total population aged 65+ predicted to have dementia			
	2025	2030	2035	2040
Coventry	3,831	4,193	4,490	4,882
Warwickshire	9,907	11,227	12,549	13,721

Source: POPPI, 2022

5. Timescales associated with the decision and next steps

Board/Action	Purpose	Date
Cabinet	Approval to publish	16 th June 2022
Publication of strategy across Coventry and Warwickshire		Summer 2022

Appendix

- Coventry and Warwickshire's Living Well with Dementia Strategy (2022-2027)

Background Papers

- Equality Impact Assessment

	Name	Contact Information
Report Author	Claire Taylor	clairetaylor@warwickshire.gov.uk
Assistant Director	Becky Hale Assistant Director People	beckyhale@warwickshire.gov.uk
Strategic Director	Strategic Director for People	nigelminns@warwickshire.gov.uk
Portfolio Holder	Portfolio Holder for Adult Social Care & Health	margaretbell@warwickshire.gov.uk

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

Local Member(s):

Other members: Councillors Golby, Holland, Rolfe and Drew

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Coventry and Warwickshire's Living Well with Dementia Strategy 2022 – 2027

DRAFT

Please note: Communications will professionally design and format the strategy before publication. Blue text is for information and will not be included in the final strategy

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Coventry and Warwickshire's Living Well with Dementia Strategy 2022 - 2027

Executive Summary

Why have we developed a Coventry and Warwickshire Living Well with Dementia Strategy 2022 – 2027?

There are over 6,500 people with a diagnosis of dementia, and over 11,700 people estimated to be living with dementia across Coventry and Warwickshire. However, dementia also affects families, friends, colleagues, and neighbours.

Although significant developments and improvements in diagnosis, care, and support have been made in recent years, we know that people with dementia and their carers still experience challenges. Some of the key issues include:

- There can still be stigma surrounding dementia, which may result in people not seeking diagnosis, or accessing care and support at an early stage. **We need to do more to raise awareness and understanding of dementia.**
- Although support is available after a diagnosis of dementia (known as post-diagnosis support), for various reasons people do not always access services which can help them to understand the condition, develop plans, and access a range of support until things become much more difficult. **We want people to access the support they need at an earlier stage.**
- Family and friends who are caring for a loved one with dementia do not always have support for themselves. There is a risk of carer burnout as the demands of caring for their loved one increase. **We need to ensure that carers are better supported.**
- There may be many services involved in supporting and caring for someone with dementia. Carers tell us it can be difficult finding out about services and support, and that understanding what different services do can be confusing. **We need to ensure that people affected by dementia are supported by the right services at the right time.**
- As a result of the COVID-19 pandemic, some voluntary sector services have closed. This has increased geographical inequalities in the availability of services and support for people affected by dementia. **We need to ensure that the voluntary sector is supported to ensure it can continue to help people affected by dementia.**
- The number of people living with dementia is increasing. **We need to ensure that services work more closely together so limited resources are used in the best way possible to support people with dementia and their carers.**

This strategy seeks to recognise the complexities and individual experience of dementia, both for the person living with dementia and for those who care for them. With support, information and guidance, people can live well with dementia and continue to take part in activities and do things that they enjoy.

The strategy brings together all the agencies that may support people affected by dementia (including health, social care, and the voluntary sector) and outlines the commitment we will make in working more closely to ensure that people with dementia and their carers have access to the right support, at the right time, in the right place, throughout the entire dementia journey – from diagnosis through to, and beyond, end of life.

Within this strategy, we will use the term ‘affected by dementia’ to include people who have dementia and people who are caring for a person with dementia.

The strategy is a partnership strategy across health, local councils and the voluntary and community sector in Coventry and Warwickshire. Organisations across the area are already working closely together with the aim of supporting people affected by dementia, and we want to build on this work through the Dementia Strategy for 2022-2027.

At the time of publication, we are awaiting details of a new national 10 Year Plan for Dementia from government, due in late 2022. Actions from this will be reflected in annual delivery plans.

What will Coventry and Warwickshire’s Living Well with Dementia Strategy (2022-2027) do?

The Dementia Strategy sets out six key priority areas that will help to ensure people with dementia, as well as their carers, receive the appropriate support, information, and advice along their journey with dementia. Each of these six priority areas includes several objectives, which summarise what actions will be taken, and outcome measures that will enable us to track our progress.

How will the strategy be achieved?

The strategy is supported by a Delivery Plan which will include the specific steps that will be taken to ensure the strategy is achieved. The delivery plan for the forthcoming year will be developed annually and will include exactly what actions need to be taken, what organisation or person will lead each action, resources needed (including, for example, human and financial resources), timescales for achieving the actions, and detailed measures of success.

Achievement of the Delivery Plan will be the shared responsibility of all the agencies that support people affected by dementia (including health, social care, and the voluntary sector). Targets for each outcome measure will be set annually as part of the development of the Delivery Plan and these will be monitored regularly. Monitoring of progress towards achieving the Strategy Delivery Plan will be by the Dementia Strategy Board, who will report to other Boards, such as the Health and Wellbeing Board as requested. Please see the section 'How we will deliver this strategy' for more detail about this.



We want to ensure that the Dementia Strategy makes a real difference to the lives of people with dementia and their carers and so we will involve people with dementia and carers in a range of activities to enable them to shape the delivery of the strategy and to provide feedback.

Please see more information about this in 'Dementia Statements and Co-production Approach'.

Foreword

Our vision is that throughout Coventry and Warwickshire people with dementia and their carers are supported, included, and respected so they can enjoy the best possible quality of life and remain independent longer. We will focus on strength-based support, early intervention, enablement, support to live well for longer, and development of personal and community resilience to help people to lead healthy, safe, and fulfilling lives. We will do this by working with communities and those who live with, and are affected by, dementia to improve support and services and ensure people know about the support available. We recognise that people affected by dementia will need help and changing levels of support as the condition ebbs, flows and progresses. This will include support through to end of life, and ongoing support for bereaved families.

The COVID-19 pandemic has been particularly challenging for people with dementia and their carers. Whilst we know there have been many examples of excellent care and support, we also know many people have experienced significant challenges including social isolation, lack of engagement in meaningful and enjoyable activities, and concerns about accessing services. This has further increased the health inequalities that existed before the pandemic.

Although dementia diagnosis rates were improving prior to the COVID-19 pandemic, we still need to do more to encourage and support people to come forward for a memory assessment if they have concerns about their memory. The benefits of receiving a timely diagnosis include access to treatment, support, and services. Many local organisations, groups and individuals are working to become dementia-friendly, which has done a great deal to reduce the stigma associated with dementia. We are confident that as we work towards achieving our strategy, we will be able to ensure more people receive support following a diagnosis of dementia which will help them to live well and remain at home and independent for longer.

The strategy shows our strong commitment to supporting family and friends who provide care and support for a loved one with dementia. This is important because, without support, informal carers are at risk of isolation and experiencing poor health outcomes. The links between the Dementia Strategy and strategies that focus on carers will help to ensure carers of people living with dementia are well supported.

Cllr Margaret Bell
Portfolio Holder for Adult Social Care and Health
Warwickshire County Council

Cllr Mal Mutton
Portfolio Holder for Adults
Coventry City Council

Dementia Statements

The key priorities described in this strategy are in line with the Alzheimer's Society's Dementia Statements. These reflect what people with dementia have said are essential to their quality of life. Find out more about the Dementia Statements [here](#):

Dementia Statement	Key priority in the strategy that will help achieve the statement
We have the right to be recognised as who we are, to make choices about our lives including taking risks, and to contribute to society. Our diagnosis should not define us, nor should we be ashamed of it.	Diagnosing Well, Supporting Well, Living Well
We have the right to continue with day to day and family life, without discrimination or unfair cost; to be accepted and included in our communities, and not live in isolation or loneliness.	Diagnosing Well, Supporting Well, Living Well
We have the right to an early and accurate diagnosis; and to receive evidence-based, appropriate, compassionate, and properly funded care and treatment, from trained people who understand us and how dementia affects us. This must meet our needs, wherever we live.	Diagnosing Well, Supporting Well, Living Well, Training Well
We have the right to be respected and recognised as partners in care; provided with education, support, services, and training which enables us to plan and make decisions about the future.	Diagnosing Well, Supporting Well, Living Well, End of Life, Training Well
We have the right to know about and decide if we want to be involved in research that looks at cause, cure and care for dementia, and be supported to take part.	All priorities

Co-production approach to development and delivery of the Dementia Strategy

An extensive engagement programme was undertaken to ensure the views of people with dementia and carers were included in the development of this strategy.

We will continue to work with people affected by dementia to ensure they are able to contribute to activities, projects and / or work programmes to support achievement of the Strategy Delivery Plan.

People with dementia and carers will also be supported to be involved in monitoring progress towards achieving the strategy through, for example, sharing their experiences and providing their feedback on services. This will help to ensure that the strategy makes a real difference to people affected by dementia. We will work to provide a range of opportunities such as through focus groups, interviews, questionnaires or 'mystery shopper' type activities to enable people to take part in a way that suits them.

If you are affected by dementia and wish to get involved, please email:

Warwickshire

peoplestrategyandcommissioning@warwickshire.gov.uk

Coventry

socialcarecommissioning@coventry.gov.uk

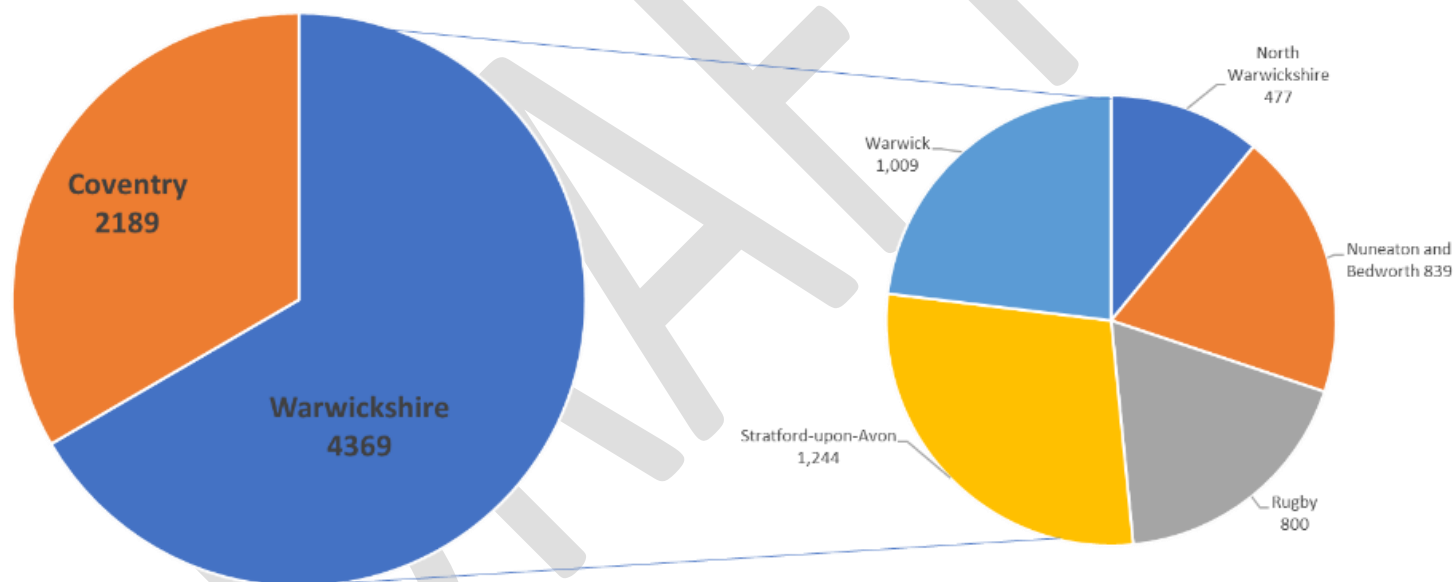
Key data about people living with dementia in Coventry and Warwickshire

Communications will design this section which will make the numbers more visual and easier to understand

There are 2,189 people in Coventry and 4,369 in Warwickshire with a dementia diagnosis.

Number of people with a diagnosis of dementia in Coventry and Warwickshire

Number of people with a recorded dementia diagnosis



Source: NHS digital Recorded Dementia Diagnoses - NHS Digital

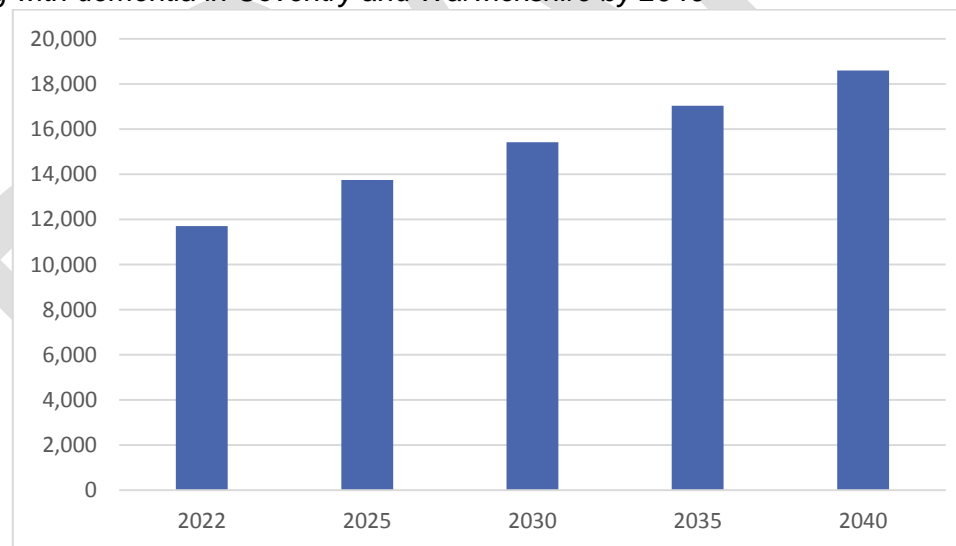
It is estimated that a higher number of people are living with dementia in Coventry and Warwickshire than those who have been diagnosed, and that by 2040 there will be 4,882 people with dementia living in Coventry and 13,721 in Warwickshire.

Estimated number of people living with dementia in Coventry and Warwickshire currently and in future years.

	2022	2025	2030	2035	2040
Coventry	3,690	3,831	4,193	4,490	4,882
Warwickshire	8,087	9,907	11,227	12,549	13,721
North Warwickshire	883	1,150	1,337	1,473	1,638
Nuneaton and Bedworth	1,548	1,858	2,069	2,234	2,383
Rugby	1,317	1,690	1,950	2,121	2,337
Stratford-on Avon	2,463	2,813	3,255	3,716	4,055
Warwick	1,876	2,322	2,670	2,968	3,234
Coventry and Warwickshire total	11,777	13,738	15,420	17,039	18,603

Source: NHS digital Recorded Dementia Diagnoses - NHS Digital and Poppi, 2022

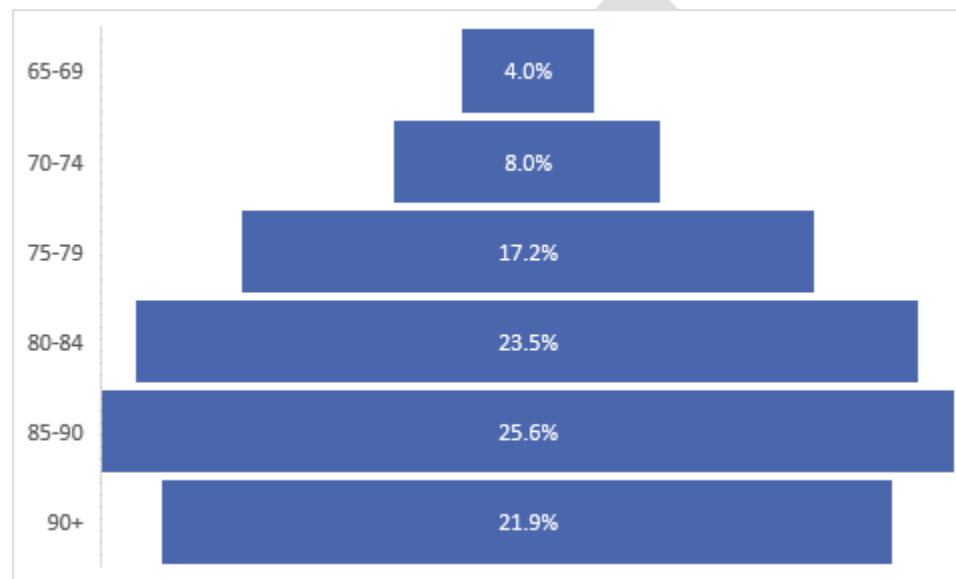
Projected increase in people living with dementia in Coventry and Warwickshire by 2040



Source: NHS digital Recorded Dementia Diagnoses - NHS Digital and Poppi, 2022

Risk of developing dementia increases with age, and therefore most people with dementia are in older age groups. However, dementia can occur at any age. While data only cover diagnosed dementia for people over 65, it is estimated that currently 76 people in Coventry and 158 people in Warwickshire under 65 have early onset dementia (PANSI 2022).

Spread of the over 65 dementia population in each age group in Coventry and Warwickshire



Approach to development of the strategy

Local Engagement

This strategy has been developed following engagement with a wide range of stakeholders, including people living with dementia, carers, and practitioners; to understand the issues facing those affected by dementia and the barriers to overcoming these challenges. The engagement reports and a summary of how the findings were used to develop the strategy can be viewed at: www.warwickshire.gov.uk/dementia.

This strategy builds on work achieved through Coventry City Council and Warwickshire County Council's previous dementia strategies.

National and Local Policy / Strategic Context

Our work to improve the lives of people affected by dementia through this strategy links to a number of other key programmes of work.

To achieve our ambitions of improving the lives of people affected by dementia, there are national policy frameworks, national and local strategies, and evidence which have been used to develop the strategy and which will support delivery of the strategy. Many of these have involved significant engagement and co-production with practitioners, people living with dementia, and carers. Some of the key references are below:

- [Care Act 2014](#)
- [Coventry and Warwickshire Health and Care Partnership Plans](#)
- [Coventry City Council Plan \(2016-2024\)](#)
- [Coventry Health and Wellbeing Strategy \(2019-2023\)](#)
- [Health and Social Care Integration: Joining up care for people, places and populations \(2022\)](#)
- [National Institute for Health and Care Excellence Guidance \(NICE\) \(2018\) Dementia: assessment, management and support for people living with dementia and their carers \(NG97\)](#)
- [NHS Long Term Plan \(2019\)](#)
- [People at the Heart of Social Care: adult social care reform \(2022\)](#)
- [Prime Minister's Challenge on Dementia 2020 \(2015\)](#)
- [Tackling Social Inequalities in Warwickshire \(2021-2030\)](#)
- [Warwickshire County Council Plan \(2022-2027\)](#)
- [Warwickshire's Health and Wellbeing Strategy \(2021-2026\)](#)
- [Coventry and Warwickshire's Carers Strategy \(to be published 2023/24 with reference to this strategy\)](#)

At the time of publication, we are awaiting details of a new national 10 Year Plan for Dementia from government, due in late 2022. Actions from this will be reflected in annual delivery plans.

Coventry and Warwickshire's Living Well with Dementia Strategy Priorities

We plan to achieve the strategy aims by focussing on the following six priorities, which are aligned to the national priorities of The Well Pathway for Dementia:



Priority One: Reducing the risk of developing dementia

We will promote and support healthy lifestyles, aiming to reduce people's risk of developing dementia.

Priority Two: Diagnosing Well

We will work to ensure people receive a timely, accurate diagnosis of dementia and that they are linked in with support soon after diagnosis.

Priority Three: Supporting Well

We will work to ensure people affected by dementia have access to safe, high-quality support and care, that is strengths-based and personalised.

Priority Four: Living Well

We will work to ensure people affected by dementia can live in safe and accepting communities, where they can access a range of support services and enjoyable and meaningful activities.

Priority Five: End of Life care

We will work to ensure people with dementia are supported to die with dignity in the place of their choosing, and that their families are supported.

Priority Six: Training Well

We will work to ensure training and awareness opportunities are offered to support communities to increase their awareness of dementia, and that staff who work with people affected by dementia have access to appropriate, accredited training.

Challenges and response to the COVID-19 pandemic

We recognise the challenges that the COVID-19 pandemic has brought for people affected by dementia. This strategy aims to work to overcome these and build on some of the positive developments that have emerged. This includes:

- Individualised and flexible assessment and support options delivered in a way that suits the people receiving the service, and
- The option of virtual support (whether online or by phone) and activities alongside face-to-face support where this is possible, which has provided a wider choice of wellbeing programmes involving arts, music, and physical activity.

Delivery of the Strategy

The Dementia Strategy Board will oversee the development of a Delivery Plan to support achievement of the strategy. This will be updated annually with a focus on activities and targets for the following year.

The Delivery Plan will be reviewed every six months and achievements monitored by the Dementia Strategy Board. This will ensure we remain on track to achieving the strategy, including identifying any additional funding required, and sources of funding. It will also enable us to modify or develop the strategy if necessary, for example to reflect policy changes coming from the national 10 Year Plan for Dementia due to be published in late 2022.

The Strategy Board includes representatives from:

- Warwickshire County Council (WCC)
- Coventry City Council (CCC)
- Coventry and Warwickshire Partnership Trust (CWPT)
- Coventry and Warwickshire Clinical Commissioning Group (CCG) / Integrated Care System (ICS)¹
- South Warwickshire Foundation Trust (SWFT)
- George Eliot Hospital (GEH)
- University Hospitals Coventry and Warwickshire (UHCW)
- Voluntary sector organisations
- People living with dementia and their carers

Working groups will be established focusing on individual priorities and will include practitioners from a range of organisations. Where possible people with dementia and carers will also be involved (directly or indirectly).

The working groups will report on progress into other local groups and Boards as appropriate. This may include the Health and Care Partnership Boards, Joint Commissioning Boards, Health and Wellbeing Board, Corporate Boards and Cabinet.

¹ The Integrated Care System (ICS) across Coventry and Warwickshire (from July 2022) will see the development of new partnerships between the organisations that meet health and care needs across an area. The ICS will help to coordinate services and plan in a way that improves population health and reduces inequalities between different groups. This will improve the health and care of people affected by dementia.

Key measures will be developed for each priority area and we will monitor progress towards achieving the strategy by regularly reviewing these key measures.

The Coventry and Warwickshire Carers Strategy is expected to be published in 2023/24 and delivery of the two strategies will be closely linked.

The Delivery Plan will also focus at a 'Place level' (a more local level), which will help to consider and address issues that may exist in particular areas across Coventry and Warwickshire. The Delivery Plan will include a range of actions to be undertaken across Coventry and Warwickshire as well as actions targeted within specific areas as appropriate.

Some of the objectives will need to be achieved through existing funding and partnership working. However, we will also seek additional funding, which will enable us to enhance projects and activities to support achievement of some of the objectives.

Equality Impact Assessment

An initial Equality Impact Assessment has been completed and will be reviewed on a regular basis to ensure we meet our responsibilities in respect to the Equality Act 2010 and the Public Sector Equality Duty. The assessment highlighted there is additional work to do to ensure services and support are inclusive, and that people with protected characteristics are not disadvantaged. An Equality Impact Assessment is a systematic and evidence-based tool, which enables us to consider the likely impact of work on different groups of people, for example people of different ages or people from different ethnic backgrounds. We will look to address inequalities as part of the Delivery Plan.

Priorities

The following pages detail each of the six priorities. For each priority area, we have included a summary statement of the overall aim of the priority. This is followed by background information. A table for each priority shows some of the key developments and highlights in recent years, and a summary of progress to date. The table also shows where we want to get to by the end of the strategy in 2027 and a summary of how we will measure success. We have included both actions we are already working on, and others that we plan to undertake over the next five years. The Delivery Plan for the forthcoming year will be developed annually and will include exactly what actions need to be taken, what organisation / person will lead each action, any funding required, timescales for achieving the actions, and detailed measures of success.

Priority One: Reducing the risk of developing dementia

We will promote and support healthy lifestyles, aiming to reduce people's risk of developing dementia.

Only about a third of people think it's possible to reduce their risk of developing dementia, compared to 81% who think it is possible to reduce their risk of developing diabetes.

Although there are risk factors for dementia that cannot be changed, for example increasing age and genetics, there is strong evidence that the risk of developing dementia can be reduced by leading a healthy lifestyle. Unfortunately, even if people lead very healthy lifestyles, they can still develop dementia, but a healthy lifestyle may help lessen the symptoms for those currently living with dementia.

People can reduce their risk of developing dementia through the following:

- Being more physically active
- Not smoking
- Avoiding harmful use of alcohol
- Being a healthy weight for their height
- Eating a healthy diet
- Reducing salt intake
- Keeping blood pressure, cholesterol, and blood sugar levels in a healthy range.

“What's good for the heart is good for the brain”



Research has found that regularly challenging our brain and staying mentally and socially active can help protect brain health as we age, which can reduce the risk of developing dementia.

Activities such as reading, doing puzzles or crosswords, singing or learning a new skill can help us to stay mentally active. Meeting friends or family, joining a club or volunteering can help us to stay socially active. These activities can be a good way to feel happier and more positive in life, relieve stress, reduce loneliness and improve mood, which can all help to look after our brain health.

What we have achieved	Current actions	New actions	How we will measure success
<ul style="list-style-type: none"> Through health awareness campaigns we have raised awareness that the risk of developing dementia can be reduced through healthy lifestyles. NHS Health Checks now include information about ways people can reduce their risk of developing dementia. 	<ul style="list-style-type: none"> Raising awareness of the benefits of healthy lifestyles and of staying mentally and socially active to reduce the risk of developing dementia. Supporting people with Mild Cognitive Impairment and early-stage dementia to access local physical activity on referral services. 	<ul style="list-style-type: none"> We will encourage greater up-take of NHS Health Checks for those aged 40-74. Everyone who has an NHS health check should be made aware that the risk factors for cardiovascular disease are the same as those for dementia. People aged 65-74 should be made aware of the signs and symptoms of dementia and be signposted to memory services if this is appropriate. In our awareness-raising we will include targeted communications and support for those at greater risk (e.g., those with Mild Cognitive Impairment, individuals with learning disabilities and people from Black and Minority Ethnic backgrounds). We will promote opportunities for carers to take part in a range of activities and programmes to enhance their physical and mental health. We will promote and support Making Every Contact Count across Coventry and Warwickshire, enabling practitioners to support their clients/customers/patients to make positive changes to their physical and mental health and wellbeing, and rolling this out across a wider staff group. 	<p>Note that annual measures and targets will be set via delivery plans.</p> <ul style="list-style-type: none"> Reported understanding of ways to reduce the risk of developing dementia will increase by 30% between 2022 and 2027. Dementia risk reduction messages in at least 10 local public health campaigns per year by 2027. Commitment from all relevant organisations to regularly deliver dementia risk reduction messages.

Priority Two: Diagnosing Well

We will work to ensure people receive a timely, accurate diagnosis of dementia and that they are linked in with support soon after diagnosis.

An estimated 11,700 people in Coventry and Warwickshire live with dementia (NHS Digital, 2022), but only around 56% of these have a formal diagnosis. A diagnosis can help people prepare and come to terms with the changes that are happening and access a wide range of support for themselves and their families. It can also help loved ones to understand and support them. There is no cure for dementia but for some types of dementia it is possible to take medication to slow the progression of the disease. With support, people can live well with dementia and keep doing activities they enjoy.

Norman's story (diagnosed with dementia at 50)

"An early diagnosis of dementia is so, so important. Once diagnosed, I knew what I was up against. As they say: know your enemy. If I hadn't been diagnosed early and I hadn't been seen by consultants on a regular basis, I wouldn't be as well as I am today. I don't know what my future holds, but at least I'm prepared for it"

What we have achieved	Current actions	New actions	How we will measure success
<ul style="list-style-type: none"> Increasing dementia diagnosis rates from 48% of those estimated to have dementia in 2012 to 56% in 2022, through 	<ul style="list-style-type: none"> Raising public awareness of dementia and the benefits of receiving a prompt diagnosis, with particular focus on communities who may not 	<ul style="list-style-type: none"> As part of the Integrated Care System (ICS) framework, develop partnerships to identify where additional dementia diagnosis can be carried out, and what resources are needed (training, after-care 	Note that annual measures and targets will be set via delivery plans.

<p>specific schemes and increasing the capacity of the service.</p> <ul style="list-style-type: none"> • Many General Practitioners (GPs) are now trained to offer memory assessments for less complex cases, meaning patients can be diagnosed closer to home by staff they already know. • The introduction of post-diagnosis support packs and sessions for people newly diagnosed with dementia, and for their carers. • The Memory Assessment Service in Coventry has achieved Memory Service National Accreditation Programme (MSNAP) accreditation, recognising a high-quality service. 	<p>recognise dementia or where there may be cultural challenges to seeking a diagnosis.</p> <ul style="list-style-type: none"> • Expanding training and support for GPs on undertaking diagnosis of dementia where appropriate. • Ensuring that carers' perspectives and information regarding their loved one is considered as part of the diagnostic process. • Working towards ensuring every practitioner who tells a person they have dementia being appropriately trained and offering post-diagnosis support. • Ensuring that everyone receiving a diagnosis of dementia receives a health care plan at the point of, or soon after, diagnosis, which is then reviewed annually. • Ensuring everyone is given the option of being referred to a post-diagnosis dementia support service and is followed up within three months of diagnosis. 	<p>support) if diagnosis is carried out in a setting other than memory clinic.</p> <ul style="list-style-type: none"> • Ensure waiting times for a diagnosis of dementia return to pre-pandemic levels and then, that they are made within 6 weeks of referral (unless specialist assessments/investigations are required). • The joint Coventry and Warwickshire memory assessment service work to achieve MSNAP accreditation. • Through our local networks, ensure that culturally sensitive assessment and diagnosis is developed and embedded across all dementia support services. • Work towards ensuring that everyone with a dementia diagnosis has a Named Worker and that this role is well understood. • Improve access to support through better integration of services supporting people at all stages of dementia. • Publish information on the key dementia services and support available, making it easier for people affected by dementia and different health and care practitioners to access the same information to improve care for people with dementia • Promote and strengthen the links between hospitals and Memory Assessment Services to help to identify and support diagnosis of dementia and those affected by dementia after a diagnosis has been made. • Review pathways from the Memory Service for those diagnosed instead with Mild Cognitive Impairment or another mental health issue, via other CWPT services. 	<ul style="list-style-type: none"> • Dementia diagnosis rate reaches at least 66.7%, meaning two-thirds of those likely to have dementia have a formal diagnosis (national target). • Everyone diagnosed will be offered an annually reviewed health care plan following diagnosis. • Everyone will be offered post-diagnosis support and followed up 3 months later if they decline. • Reported satisfaction with the assessment process and post-diagnosis support offer will increase by 40% between 2022 and 2027.
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Priority Three: Supporting Well

We will work to ensure people affected by dementia have access to safe, high-quality support and care that is strengths-based and personalised.

Post-diagnosis support helps the person living with dementia and their family come to terms with the diagnosis, access information, ask questions, find support and plan for the future. We will ensure people are linked in with sources of support and information as early after diagnosis as possible. Coventry City Council (CCC), Warwickshire County Council (WCC) and Coventry and Warwickshire Clinical Commissioning Group (CCG) fund other organisations to provide post-diagnostic support locally.

"I can get through this as long as I keep getting your support and your calls, I don't trust just anyone coming to my house"

Feedback from individual with dementia using Dementia Day Opportunities service (delivered by Age UK Coventry and Warwickshire) during the COVID-19 pandemic

What we have achieved	Current actions	New actions	How we will measure success
<ul style="list-style-type: none"> Everyone receiving a dementia diagnosis is offered a 'Next Steps' course. Further post-diagnostic support is available as needed from Dementia Connect (delivered by Alzheimer's Society and funded by WCC, CCC and CCG) and Admiral Nurses (delivered by Dementia UK and funded by Coventry and Rugby GP Alliance). The Dementia and Memory Assessment Service in Coventry has achieved MSNAP, recognising high 	<ul style="list-style-type: none"> Raising awareness of post-diagnosis support available for people affected by dementia; ensuring that information is easily accessible, available in a range of formats, and easy to understand. This involves bespoke campaigns within different parts of the community as required. Improving access to services for people with dementia and their carers, ensuring geographical equity of commissioned services. Promoting key dementia support services to GPs and other practitioners, so that they can ensure everyone has the chance to be linked in with a support service at diagnosis. 	<ul style="list-style-type: none"> Ensure people with dementia can access an annual review of their health care plan. This facilitates access to other sources of support and services and checking in, in case of any changes. Redesign the dementia day opportunities offer, introducing a blended model with greater choice of how support is delivered. Work to develop the broader provision of, and raise awareness of, person-centred respite support, appropriate to the needs of the person with dementia, to ensure carers can have a break. 	<p>Note that annual measures and targets will be set via delivery plans.</p> <ul style="list-style-type: none"> Everyone diagnosed will be offered an annually reviewed health care plan following diagnosis. Everyone will be offered post-diagnosis

<p>quality memory assessment services.</p> <ul style="list-style-type: none"> • The use of Assistive Technology (MySense technology used by South Warwickshire Foundation Trust (SWFT), and the Dementia Promoting Independence Service (used in Coventry) to enable people with dementia to live at home independently for longer. • Arden Grove has been developed to deliver specialist housing with care for people living with dementia, based on the Eden Alternative model, and other dementia residential provision has been strengthened. • South Warwickshire Foundation Trust have been delivering specialist nursing assessment and support through their Admiral Nursing Service since 2019, providing psychological and practical support to patients, families, and health professionals. From 2021 this provision was extended to provide outreach visits on discharge from hospital. 	<ul style="list-style-type: none"> • Ensuring carers of people with dementia are supported by the local Carer Wellbeing and Support Service. • Developing the Living Well with Dementia website, including a map of services: www.warwickshire.gov.uk/dementia • Supporting the voluntary sector to restore and maintain local support services e.g., Dementia Cafes, as several of these were affected by the COVID-19 pandemic. • Developing and promoting the use of assistive technology to help people stay independent for longer, such as AskSARA, and MySense. • Working towards reducing the digital divide by supporting people with dementia and their carers to use a range of technology to enjoy a variety of virtual activities and stay connected to others. • Working towards equality of access to dementia support services for everyone, including people with protected characteristics. For example, ensuring that services are accessible and culturally appropriate and that there is geographical equity of commissioned services. • Building on good practice and sharing learning, such as the Admiral Nurse role in Warwick Hospital who supports advanced care planning for patients going back home to the community. 	<ul style="list-style-type: none"> • Stimulate the market to increase the supply of high-quality care and support for people with dementia in line with increasing numbers, including for those with challenging and/or complex behaviours. • Further improve the offer of domiciliary care, housing with care and residential and nursing care to meet the needs of people with dementia, towards equity with those without dementia. This may include enhancing training and skills for the workforce, having a named clinical lead for dementia in care homes, forming multidisciplinary teams to support care homes, maximising places available, and reducing unplanned hospital admissions, delayed discharges, and placement breakdowns. • Review and strengthen the dementia pathway for people with dementia entering and leaving hospital to minimise moves and changes in environment for people with dementia. 	<p>support and followed up 3 months later if they decline.</p> <ul style="list-style-type: none"> • Reported satisfaction with the post-diagnosis support offer will increase by 40% between 2022 and 2027. • Reduction in acute/emergency attendances to hospital due to dementia (baseline to be identified in Year 1). • Care providers report greater confidence in supporting people with dementia (baseline to be identified in Year 1).
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Priority Four: Living Well

We will work to ensure people affected by dementia can live in safe and accepting communities, where they can access a range of support services and enjoyable and meaningful activities.

There is a lot we can do to support people living with dementia to live in safe and accepting communities, promoting understanding and acceptance and taking steps to make our communities more accessible. This means ensuring people with dementia remain able to access community provision such as shops, pubs, restaurants, libraries, entertainment venues and leisure centres, but also that activities / groups are available that specifically aimed at people living with dementia and their carers.

Case Study: Books on Prescription and your local library

Coventry and Warwickshire Library Services have been members of the Coventry and Warwickshire Dementia Action Alliance (DAA) since 2013. Libraries can help people to keep learning, stay connected and reduce isolation and loneliness. Many of the library staff work directly with the public and have become Dementia Friends, (these are individuals who have taken the time to learn more about what it is like to live with dementia and the small things that they can do to make a difference) to enable them to recognise and support the different needs of people with dementia who wish to use the library. Libraries offer [Books on Prescription - dementia](#) collections to help people improve their health and wellbeing. All the books are selected and recommended by healthcare professionals and follow National Institute for Health Care Excellence (NICE) guidance. Books on dementia include personal stories and support for relatives and carers. Visit www.warwickshire.gov.uk/booksonprescription or <https://www.coventry.gov.uk/info/126/libraries/3218/libraries-core-services/7> to find out more about how to borrow Books on Prescription or ask at your local library.

What we have achieved	Current actions	New actions	How we will measure success
<ul style="list-style-type: none"> • People in Coventry and Warwickshire can access information, details of services, and support via the Warwickshire Living Well with Dementia website. • Reading Well Books on Prescription offers a selection of self-help books about dementia in all local public libraries. Over 90 organisations have signed up to the Coventry and Warwickshire Dementia Action Alliance (DAA). These organisations have committed to raising awareness of dementia and supporting people with dementia in their communities. 	<ul style="list-style-type: none"> • Ensuring a variety of support services and activities are available for people with dementia and their carers to maintain their mental and physical health and wellbeing. These will be appropriate and tailored, considering age, ethnicity, religion, gender, and sexual orientation. • Working to ensure ongoing support from a dementia support service (whether Dementia Connect, Admiral Nurses or another support service) for people with dementia and for carers to offer practical and emotional support. Practical support can include supporting with issues such as obtaining a Power of Attorney, claiming carers allowance, applying for a blue badge, managing behaviour that challenges, and planning for end of life. • Promoting a range of arts and cultural opportunities (for example, access to singing, music, arts, and crafts activities) to people living with dementia and their carers. • Promoting Dementia Friends, supporting an increase in numbers in Coventry and Warwickshire each year. • Ensuring information about benefits and entitlements are communicated to people living with dementia and they are supported to apply for these. • Reviewing how we can deliver accessible and effective support services and activities following the COVID-19 pandemic. 	<ul style="list-style-type: none"> • Work to ensure equity of provision of community-led services where this is possible (e.g., for non-commissioned services). • Ensure people can access an annual review of their health care plan. This facilitates access to other sources of support and services and checking in, in case of any changes. • Promote dementia-friendly events and activities to encourage people living with dementia to continue to engage in a range of interests, hobbies, and activities. • Work closely with social prescribing colleagues to ensure people living with dementia and their carers are encouraged and supported to continue to take part in the activities they enjoy, and to develop new interests. • Establish a Dementia Forum across Coventry and Warwickshire to ensure closer links with, and support for, voluntary sector dementia support groups. 	<p>Note that annual measures and targets will be set via delivery plans.</p> <ul style="list-style-type: none"> • An additional 3,000 Dementia Friends in Coventry and Warwickshire by 2027. • An additional 20 organisations join the Dementia Action Alliance. • 30% increase in how dementia-friendly people feel the local community is between 2022 and 2027.

Priority Five: End of Life Care

We will work to ensure people with dementia are supported to die with dignity in the place of their choosing, and that their families are supported.

This priority focusses on end of life, which includes conversations about, and planning for end of life, as early as possible and appropriate. Dementia is a terminal condition and a quarter of people over the age of 65 will die with some form of dementia. In care homes, around two thirds of people will have dementia as a factor in their death. A person in the later stages of dementia may have symptoms or other conditions that make it harder to know when they are nearing the end of their life. This uncertainty can make it difficult to plan and put things in place.

Where possible, the person with dementia should be encouraged to plan for the future as soon as possible, including arranging for someone like a family member or friend to make decisions if that is needed. This is called a 'Lasting Power of Attorney' (LPA). Planning can also include stating preferred care options. This can help to reassure families that they are doing what's best for their loved one. People with dementia should be encouraged to talk about their wishes for end-of-life care while they are able to do so; for this reason it is important that end of life discussions start early in a person's journey with dementia, during the 'living well' phase where possible. Staff should understand individual wishes and preferences to ensure people are able to die with dignity and respect, free from pain and in a place they have chosen.

Case Study: End of life care

A gentleman was diagnosed with young onset dementia. Shortly after his diagnosis, his healthcare team encouraged him and his family to consider advance care planning while he was able to be fully involved in the conversations. He was clear that he didn't want to be in hospital unnecessarily if things got worse and his condition wasn't reversible, and that in this case he would not want to be resuscitated. A ReSPECT form (Recommended Summary Plan for Emergency Care and Treatment) was completed so these wishes were known to whoever was caring for him at the time.

A few years later, his condition deteriorated and he needed to be admitted to the dementia ward at the hospital. He had developed vascular complications and after review by doctors and vascular surgeons, it was clear there were no surgical options and he was likely to be in the last days of his life. This was discussed with his family who agreed that, as hospital care was needed to manage his pain, he should stay on the dementia ward where his needs were understood, and he felt settled. As the ward did not frequently provide end of life care, the staff were supported by the specialist palliative care team to provide symptom control for his pain and the Admiral Nurses to provide appropriate care to ensure his dignity was maintained. Though he died in hospital, having spoken about his wishes early on, his family were able to ensure the environment was peaceful and he was surrounded by the people and things that were most important to him.

What we have achieved	Current actions	New actions	How we will measure success
<ul style="list-style-type: none"> A range of training has been delivered for professionals to support end of life care for people with dementia. This includes Dementia Awareness Training for Palliative Care Teams and Hospices; Training in Advance Care Plans for Community Dementia staff, and a workshop on end-of-life care for people with Dementia for clinicians from a variety of services. Dementia support services and Next Steps groups are able to support people in making end of life plans. 	<ul style="list-style-type: none"> Rolling out communication training to all those working with people with dementia and their families to improve skills in talking about end-of-life care. Working with system partners to offer advance care planning conversations as soon as possible and appropriate after a person receives their dementia diagnosis. Promote linking this to retirement conversations with major employers. Ensuring that all patients with a dementia diagnosis are offered a conversation regarding ReSPECT (Recommended Summary Plan for Emergency Care and Treatment), which details a person's care and treatment recommendations, and is completed as appropriate (including taking account of the care setting they are in). Other needs and wishes should also be discussed and documented. These records should follow the patient, for instance if they go into hospital. Promoting the availability of Admiral Nurses, as experienced dementia nurses, who can provide support to people living with dementia and their families in complex situations, including end of life. Ensure that Admiral Nurses are trained in end-of-life care and communication. Ensuring that families of people with dementia are supported as their loved one approaches the end of life and after the death of their loved one. This will include support with financial advice after the death of their loved one. 	<ul style="list-style-type: none"> Ensure the Ambitions for Palliative and End of Life Care Framework (2021 – 2026) and the local system-wide (meaning health, social care, and voluntary sector) End of Life Strategy are used to build accessible, responsive, effective and personal care needed at the end of life Link with the work on the creation and use of an Integrated Care Record and other digital solutions to ensure improved coordination of care (including care at end of life) to ensure clinicians can access information to support appropriate care and understand people's wishes. Ensure equitable access to specialist palliative care, including hospices and NHS teams. Link with hospices and community teams within Coventry and Warwickshire Partnership Trust (CWPT) and South Warwickshire Foundation Trust (SWFT) to help ensure the specialist palliative care service offer is inclusive to needs of people with dementia. Ensure staff who care for people in care homes have access to training in End-of-Life care. For Admiral nurses / specialist palliative care teams / other appropriate teams to support nursing homes in offering advance care plans and ReSPECT forms to all residents to ensure appropriate treatment decisions and prevent inappropriate admissions. 	<p>Note that annual measures and targets will be set via delivery plans.</p> <ul style="list-style-type: none"> Everyone diagnosed will be offered advance care planning. Everyone with dementia will have EPaCCS (Electronic Palliative Care Coordinating Systems) records. Alignment to measures developed as part of the broader End of Life strategy, for people with dementia.

Priority Six: Training Well

We will work to ensure training and awareness opportunities are offered to support communities to increase their awareness of dementia. We will work to ensure staff who work with people with dementia and their carers have access to appropriate, accredited training.

There are a range of excellent training and awareness-raising opportunities available in a variety of formats (such as online training, webinars, face to face courses) and for different audiences, such as the general public, informal carers, and practitioners. Many are free of charge. It is important that people are made aware of these training opportunities and encouraged to undertake them.

For staff, the national Department of Health and Social Care [Dementia Training Standards Framework](#) aims to ensure quality and consistency in dementia education and training. It details the essential skills and knowledge necessary for workers in health, social care, and housing.

The Care Certificate is the minimum training induction requirement for anyone entering health and social care, including staff across all commissioned services. The Care Quality Commission (CQC) require evidence of compliance with the Care Certificate for all providers registered with CQC. For other providers it is regarded as best practice and should be a minimum requirement. The Care Certificate can be accessed through the [Social Care Information and Learning Service](#) (SCILS).



Virtual Dementia Tour

What we have achieved	Current actions	New actions	How we will measure success
<ul style="list-style-type: none"> • There are now over 37,000 Dementia Friends in Coventry and Warwickshire. • Dementia Awareness sessions have been delivered to a range of organisations including Local Authorities, library services, voluntary sector, dental practices, general practices, hospices, and leisure centres. • Frontline social care staff (including care home staff) can access training via Social Care Information and Learning Service (SCILS). 	<ul style="list-style-type: none"> • Promoting dementia training and awareness opportunities to people affected by dementia, and people with an interest in dementia to increase awareness of dementia. • Offering further opportunities for people to participate in the Virtual Dementia Tour, which offers a sensory experience of what it is like to live with dementia. • All Local Authority staff and commissioned service staff being encouraged to undertake dementia awareness training. • Monitoring that everyone starting work in health and social care completes the relevant units of the Care Certificate. 	<ul style="list-style-type: none"> • Collate and promote a range of courses aimed at carers, delivered by local and national groups. • Develop a tiered learning platform on the Living Well with Dementia website to ensure access to learning opportunities is as easy as possible. • Local Authorities will aim to ensure that all direct and commissioned service staff who are working with people living with dementia are trained to at least Tier 2 of the Dementia Training Standards Framework. • Promote via our quality assurance processes that all home and residential care staff working with people living with dementia receive mandatory training. This should be equivalent to Tier 3 of the Dementia Training Standards Framework. 	<p>Note that annual measures and targets will be set via delivery plans.</p> <ul style="list-style-type: none"> • An additional 3,000 Dementia Friends in Coventry and Warwickshire by 2027. • Increase in number of local authority and commissioned services staff trained to at least Tier 2 (baseline to be set in Year 1).

Logos of all of the partner agencies will be on this page:

DRAFT

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Warwickshire County Council Equality Impact Assessment (EIA) Form.

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

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

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

Service / policy / strategy / practice / plan being assessed	Coventry and Warwickshire's Living Well with Dementia Strategy
Business Unit / Service Area	People Strategy and Commissioning
Is this a new or existing service / policy / strategy / practice / plan? If an existing service / policy / strategy / practice / plan please state date of last assessment	Coventry and Warwickshire's Living Well with Dementia Strategy (2022 – 2027) Not sure whether a previous EIA was completed for the previous strategy (from 2016-2019)
EIA Review team – list of members	Claire Taylor, Commissioner Amanda Fawcett, Lead Commissioner Ranbir Johal, Commissioning Support Officer Keira Rounsley, Equality, Diversity and Inclusion Practitioner
Do any other Business Units / Service Areas need to be included?	Communities and Partnerships Service (Mike Slemensek), Public Health (Gemma McKinnon), Libraries (Jessica Dunnicliff), Adult Social Care (Becky Thompson)
Does this EIA contain personal and / or sensitive information?	No

Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and / or employees?	No
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1. Please explain the background to your proposed activity and the reasons for it.

Coventry and Warwickshire's Living Well with Dementia Strategy is being refreshed, based on engagement and alignment with national and local strategies and guidance. As part of this, we wish to ensure services and support are inclusive to maximise access and uptake by people with dementia and their carers. We also wish to further develop work to raise awareness and understanding of dementia, and access to, and uptake of services in specific groups with protected characteristics as we know this has been challenging to date and has the potential to further increase inequalities in health.

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

The refresh of the Dementia strategy has been underway for some months, having been delayed due to the coronavirus pandemic. The approach to developing the strategy has also had to be adapted to account for pressures on the workforce, the need to prioritise support for people with dementia and their carers and the fact that the usual engagement approaches could not be undertaken, as well as learning from the successful development of other strategies which have adopted a more focused 'plan on a page' approach (e.g. the Family Poverty Strategy).

Proposed activity includes:

- Engagement activities with people with dementia and their carers, professionals working directly with people with dementia, broader stakeholders and key groups to identify what currently works, what needs to be improved, gaps and opportunities.
- Review of current dementia pathway, to identify gaps and opportunities
- Close working with colleagues in Coventry to discuss and agree approach to the strategy and commissioning of services across the area
- Review of availability of services across Warwickshire and identification of gaps in services
- Review of national best practice and guidance
- Review of local data and strategies that impact on the dementia strategy
- Identification of opportunities for collaborative working
- Review of commissioned dementia support services
- Development of a draft dementia strategy for comment
- Further engagement with people with dementia and their carers, professionals, broader stakeholders on the draft strategy
- Seeking approvals from various Boards and meetings to publish the strategy

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

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

- People living with dementia, both already diagnosed and those who will be newly diagnosed in the future
- Carers and families of people living with dementia
- Commissioners and colleagues working for WCC
- Practitioners supporting people with dementia (including GPs, memory assessment staff, provider staff, volunteers)

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

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

	What information do you have? What information do you still need to get?	Positive impacts	Negative impacts
Age	<p>Many people with dementia are older, and prevalence of dementia increases with age although younger people are still affected. Carers can be any age, but a range of potential issues could be faced at different ages, e. g older carers may be experiencing their own health concerns, younger carers may be juggling demands of working and caring for younger family members with their caring role.</p> <p>People with dementia are more likely to be over 65 and, in consequence, can face both ageism and the stigma associated with dementia. For example, older people may be denied access to the full range of mental health services that are available to younger adults. This could particularly disadvantage people with dementia who are more likely to be over 65 and require mental health support. People may delay seeking a diagnosis, assuming symptoms are just part of ageing.</p> <p>Dementia is not just an older people's condition. The table below from Dementia Connect service shows that 27% of tier 1 referrals were 64 or under. Younger people with dementia can face discrimination. They may be forced to give up work, excluded from dementia services with a minimum age criterion, forced to travel considerable distances to access appropriate services or left without support.</p> <p>Data available from commissioned services The data below from Dementia Connect:</p>	<p>Opportunity to raise awareness that dementia is not a natural part of ageing but that as people age there is a greater chance of them developing dementia. However, not everyone with dementia is old.</p> <p>Younger people with dementia may still be able to function very well and only have limited difficulties. May wish to access mainstream services, but services need to understand issues for people with dementia and be Dementia Friendly.</p>	<p>Issues of coping with ageism and stigma. Need to encourage younger people to come forward if concerned about memory. Need to address misconception that dementia only affects older people.</p> <p>Raise awareness that people can live well with dementia - positive examples / case studies. Develop use of arts programmes and other interventions such as Cognitive Stimulation Therapy (CST) – as they have very positive outcomes.</p> <p>Healthy lifestyles can reduce risk of dementia – never too early to start. Very limited awareness of links between healthy lifestyles and dementia.</p> <p>Continue to raise awareness of risk reduction for dementia as part of other health</p>

	<table><tr><th>Age Category</th><th>Tier 1 Referrals</th><th>Percentage</th></tr><tr><td>Under 55</td><td>40</td><td>13</td></tr><tr><td>55-64</td><td>43</td><td>14</td></tr><tr><td>65-74</td><td>69</td><td>22</td></tr><tr><td>75-84</td><td>88</td><td>28</td></tr><tr><td>Over 85</td><td>39</td><td>13</td></tr><tr><td>Unknown</td><td>33</td><td>11</td></tr></table>	Age Category	Tier 1 Referrals	Percentage	Under 55	40	13	55-64	43	14	65-74	69	22	75-84	88	28	Over 85	39	13	Unknown	33	11		awareness campaigns (smoking cessation, alcohol awareness etc). Build on uptake on NHS Heath Checks.
Age Category	Tier 1 Referrals	Percentage																						
Under 55	40	13																						
55-64	43	14																						
65-74	69	22																						
75-84	88	28																						
Over 85	39	13																						
Unknown	33	11																						
Disability Consider <ul style="list-style-type: none">Physical disabilitiesSensory impairmentsNeurodiverse conditions (e.g. dyslexia)	<p>Dementia is a disability, according to domestic law and international convention. Thousands of people who responded to the All-Party Parliamentary Group (APPG) inquiry agreed that they see dementia as a disability. However, they told the APPG that society is lagging in this understanding and failing to uphold the legal rights of people with dementia. (APPG, 2019)</p> <p>People with dementia may have other conditions which impact the timing of when they come forward for a diagnosis, when and how they receive a timely diagnosis and their ability to access services.</p> <p>The data below for tier 1 referrals is from Dementia Connect. However, the large number of unknowns makes it difficult to draw any conclusions. When people are asked this question, do they understand that dementia is classed as a disability?</p> <table><tr><th>Disability</th><th>Total</th><th>Percentage</th></tr><tr><td>Yes</td><td>138</td><td>7</td></tr></table>	Disability	Total	Percentage	Yes	138	7	<p>Dementia is now recognised as a disability which may help people access services, benefits and support. However, reality seems to be that society is 'lagging behind' for people with dementia. Raise awareness of possible blue badges for people with hidden disabilities such as dementia.</p> <p>Opportunity with re-commissioning dementia support services to consider unique challenges and therefore support required</p>	<p>Lack of capacity can make people with dementia vulnerable to discrimination and treatment that contravenes their human rights. For example, people with dementia can be excluded from discussions about their care and support and lack the capacity to challenge this exclusion. Under the Mental Capacity Act, a person is presumed to be able to make their own decisions "unless all practical steps to help them to make a decision have been taken without success".</p>															
Disability	Total	Percentage																						
Yes	138	7																						

• Mental health conditions (e.g. depression) • Medical conditions (e.g. diabetes)	No	556	29	A study undertaken by PHE in 2015 found that Learning disability and lower socio-economic position both increased the prevalence of dementia. We need to consider numbers of people with dementia who have learning disabilities and impact of this on diagnosis and support. Carers of people with dementia may have disabilities. Need to consider how these carers can be supported.	for those that have disabilities including ensuring good pathways and joint working between key agencies such as adult social care, GPs, providers etc.	A person's perceived lack of capacity may be due to a range of factors which includes an inability to engage with complex terminology, background distractions or text that is too small. Look to increase training and awareness of small changes that can help a person engage.
	Unknown	1,237	64		Need to explore opportunities for increasing reach of commissioned services and what may need to be adapted / improved.	
					This could be addressed through engagement sessions with people with dementia, and those with dementia and other disabilities. Need to establish whether all service settings likely to be accessed by people with dementia are accessible, whether or not they have additional disabilities. (or at least start this with commissioned providers)?	
Gender Reassignment	Data regarding transgender individuals with dementia is not widely available or collected by commissioned services. This needs to be addressed.				The needs assessment and engagement provide an opportunity to consider how we can improve meeting needs of all potential clients	Need to ensure there is a clear offer and that individuals are not being turned away because of their transgender status.

	Prior to any recommissioning activity, detailed desktop review work, needs assessment and links with Business Intelligence will be needed to understand demand and potential gaps in service. Question about protected characteristics can be included in engagement work in summer 2021.	with dementia, and their carers. Opportunities for developing staff training around this and other EIA area.	
Marriage and Civil Partnership	Data regarding marriage and civil partnership status has not been collected by commissioned services. This needs to be addressed. Support with legal matters such as Lasting Power of Attorney and Advance Statements may not be possible if partnership not legally recognised.	Opportunity to raise awareness of rights of carers depending on partnership status.	
Pregnancy and Maternity	Data regarding pregnancy and maternity status has not been collected by Dementia Connect or Dementia day opportunities services.		
Race	Data on ethnicity of people diagnosed with dementia is sparse. Data from NHS digital shows that 68% of people do not have ethnicity recorded. 28% are white, 3.5% Asian or Asian British. (https://digital.nhs.uk/data-and-information/publications/statistical/recorded-dementia-diagnoses/november-2020) Alzheimer's Society report that 3 per cent of people with dementia are from BAME communities – around 25,000 people. This number is expected to double by 2026 with the steepest increase expected in South Asian communities. <ul style="list-style-type: none"> Research suggests BAME communities often face delays in dementia diagnosis and barriers in accessing services. https://www.alzheimers.org.uk/for-researchers/black-asian-and-minority-ethnic-communities-and-dementia-research	The needs assessment and engagement provide an opportunity to consider how we can improve meeting their needs. Opportunity to raise awareness of issues concerning dementia for BAME groups. Use of range of images of people from different backgrounds on resources. Translation of resources into different languages. EQuIP advised the following: 1. Gujarati 2. Punjabi 3. Urdu	Without understanding the needs of individuals according to race, we may limit accessibility to services and design services which do not meet their needs. May be challenging to address issues for all BAME groups, as there are significant differences between groups. Nursing Times article suggests: people's cultural background can influence how willing or unwilling they are to seek help and possible reluctance to diagnose dementia in

<p>PHE study in 2015 found Dementia was more common in people from African-American, black-Caribbean or Hispanic backgrounds. There was no information published on people from south-east Asian backgrounds.</p> <p>A new study led by researchers from University College London has looked at difference in dementia diagnosis rates among different ethnic groups in the UK. The paper, published (on Wednesday 8 August 2018) in the journal <i>Clinical Epidemiology</i>, suggests that black men and women are more likely to develop dementia than their white counterparts. (Published in Alzheimer’s research UK, 2016) https://www.alzheimersresearchuk.org/ethnic-differences-dementia-diagnosis-uk/</p> <p>An article in Nursing Times (2018) found that rates of dementia diagnosis are higher among black ethnic groups compared to white and Asian groups in the UK. They found that the incidence of dementia diagnosis was 25% higher among black women than white women, and 28% higher among black men than white men. Asian women and men were 18% and 12% less likely than white women and men, respectively, to have a dementia diagnosis. https://www.nursingtimes.net/news/research-and-innovation/likelihood-of-dementia-higher-among-black-ethnic-groups-08-08-2018/</p> <p>Deaths from people in certain ethnic groups from dementia have been widely reported as being very high during the coronavirus pandemic.</p> <p>The data below from Dementia Connect shows that the majority of tier 1 referrals are for clients with white / white British ethnic backgrounds.</p> <table><tr><th>Ethnicity</th><th>Total</th><th>Percentage</th></tr></table>	Ethnicity	Total	Percentage	<p>4. Polish 5. Hindi 6. Arabic</p> <p>Dementia Connect has now produced information resources in various languages.</p> <p>Need to build on risk reduction messages for all, but tailored to specific at risk groups.</p> <p>Opportunity to review older people day opportunities – not dementia specific services.</p>	<p>populations where it is not widely accepted.</p> <p>Join Dementia Research – people from BAME groups significantly underrepresented, so further limits understanding of their experiences of dementia.</p>
Ethnicity	Total	Percentage			

	White / White British	194	62
	Mixed	1	0
	Asian / Asian British	6	2
	Other	2	1
	Unknown	109	35
<p>Understanding and acceptance of dementia is limited / challenging in some cultures. Lower rates of diagnosis than expected in some BAME groups may affect access to support services. The number of people with dementia from BAME communities is expected to increase seven times by 2051. However, people from BAME communities are less likely to be diagnosed or receive post-diagnosis support (All-Party Parliamentary Group on Dementia, 2013). People from BAME groups face significant barriers when accessing support. There is a lack of culturally sensitive dementia services and families can be reluctant to use services that do not meet cultural or religious needs. Risk of dementia is greater in some BAME groups due to increased cardiovascular risk factors and diabetes etc.</p> <p>Workshops and surveys undertaken in 2019 by EQUIP:</p> <p>Awareness: Feedback from all workshops demonstrates that there is a lack of awareness about dementia and services available. The prevalent belief amongst these groups is that they believe that dementia is a form of 'madness'.</p> <p>Embarrassment/stigma: Many of the participants at workshops felt that dementia was 'shameful' and it was felt that the condition was hidden from the community.</p>			

	<p>Cultural and Religious barriers: One of the main barriers to accessing services or support for BME participants was the belief that dementia services would not understand or be mindful of cultural and religious needs. For example, some female participants felt that using dementia cafes would involve sitting at tables with men. This would be culturally and religiously inappropriate for these women and this would be a barrier.</p> <p>Language barriers: All BME groups stated that any literature with information about a service needs to be available in different languages. This enables them to be empowered and informed rather than waiting for someone to translate or interpret information for them.</p>														
Religion or Belief	<p>See 'race' section.</p> <p>A study conducted by PHE in 2015 found that there was no information to help understand if religion changed the prevalence of dementia.</p> <p>Data regarding religion or beliefs has not been collected by Dementia Connect.</p>														
Sex	<p>Dementia is more common in women (PHE, 2015). Data by age and sex indicates that from the ages 65 to 79 years the split between males and females with dementia is quite similar. However, from the age of 80 years, females make up an increasing proportion of recorded dementia prevalence. Figure 4 shows the proportion of dementia cases by age and sex for the three CCG areas that cover Warwickshire.</p> <p><i>Figure 1 Proportion of recorded dementia cases by age and sex, Warwickshire CCGs combined, July 2020</i></p> <table><tr><th>Age band</th><th>Females % of all recorded dementia cases</th><th>Males % of all recorded dementia cases</th></tr><tr><td>Aged 65-69</td><td>1.8%</td><td>1.9%</td></tr><tr><td>Aged 70-74</td><td>4.5%</td><td>3.9%</td></tr><tr><td>Aged 75-79</td><td>8.7%</td><td>7.5%</td></tr></table>	Age band	Females % of all recorded dementia cases	Males % of all recorded dementia cases	Aged 65-69	1.8%	1.9%	Aged 70-74	4.5%	3.9%	Aged 75-79	8.7%	7.5%	<p>The needs assessment and engagement provide an opportunity to consider how we can improve how we best meet needs of both males and females.</p> <p>May need to consider how we work with local voluntary groups to support people with dementia in community, recognizing that there are many more females than males living with dementia.</p>	<p>There is a risk that without a robust assessment of need, we design services that do not suit the needs / are not accessible to males and females.</p> <p>For example, we need to consider needs of females from different ethnic backgrounds, as both characteristics may impact on their ability to access and use services.</p>
Age band	Females % of all recorded dementia cases	Males % of all recorded dementia cases													
Aged 65-69	1.8%	1.9%													
Aged 70-74	4.5%	3.9%													
Aged 75-79	8.7%	7.5%													

Aged 80-84	15.1%	9.6%
Aged 85-89	16.3%	8.7%
Aged 90+	16.6%	5.3%

Source: NHS Digital, 2020

Early onset dementia

Dementia is 'young onset' when it affects people of working age, usually between 30 and 65 years old. It is also referred to as 'early onset' or 'working-age' dementia. In 2019, the crude recorded prevalence of dementia in those aged under 65 was 3.21 per 10,000 population - in line with the England figure.

Figure 2 Crude recorded prevalence of dementia (under 65) 2019/20

Geography	Rate per 10,000 population <65 years	Approximate count of population with early onset dementia
NHS Coventry & Rugby CCG	2.54	116
NHS Warwickshire North CCG	4.44	69
NHS South Warwickshire CCG	2.33	54
Warwickshire	3.21	154
England	3.21	15,911

Source: Fingertips/PHE/Dementia profiles, August 2020

The data below from Dementia Connect shows, that of the positive responses, there were almost twice as many tier 1 referrals for females compared to males. Although the number of unknowns is too high here to make any definitive conclusions.

	<table><tr><th>Gender</th><th>Total</th><th>Percent age</th></tr><tr><td>Male</td><td>71</td><td>23</td></tr><tr><td>Female</td><td>134</td><td>43</td></tr><tr><td>Unkno wn</td><td>107</td><td>34</td></tr></table>	Gender	Total	Percent age	Male	71	23	Female	134	43	Unkno wn	107	34		
Gender	Total	Percent age													
Male	71	23													
Female	134	43													
Unkno wn	107	34													
Sexual Orientation	<p>A study conducted by PHE in 2015 found that there was no information to help understand if sexual orientation changed the prevalence of dementia.</p> <p>May be additional challenges for people living with dementia, according to sexual orientation. Report from EQuiP:</p> <p>Barriers for the LGBT community: There was a consensus that health and social care staff lack the training and awareness around LGBT issues. They felt that there is an assumption in services that people are all heterosexual. This was identified as an issue across health and social care and not a dementia specific issue.</p> <p>The data below is from Dementia Connect for tier 1 referrals. The large percentage of unknowns makes it difficult to draw any conclusions.</p> <table><tr><th>Sexual Orientation</th><th>Total</th><th>Percentage</th></tr><tr><td>Heterosexual</td><td>127</td><td>41</td></tr><tr><td>Unknown</td><td>185</td><td>59</td></tr></table>	Sexual Orientation	Total	Percentage	Heterosexual	127	41	Unknown	185	59	<p>The needs assessment and engagement provide an opportunity to consider how we can improve meeting their needs.</p>	<p>Without understanding potential barriers to accessing support, experience of support etc we may perpetuate the re-commissioning of a service offer which tends to only be accessed by heterosexuals.</p>			
Sexual Orientation	Total	Percentage													
Heterosexual	127	41													
Unknown	185	59													

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

- Carers of people with dementia are a vulnerable group in their own right. Carer wellbeing and support is crucial and needs to be offered at the point of diagnosis as dementia is a degenerative / progressive condition so early intervention and support for both the person with dementia and their carer is key.
- Future re-commissioning activity will need to ensure the needs of vulnerable individuals are considered when reviewing and redesigning the services.
- Lower socio-economic position increases the prevalence of dementia.

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

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

- The elimination of discrimination, harassment and victimisation

Priority 4 in the Dementia Strategy focusses on raising awareness and understanding of dementia through the creation of Dementia Friendly Communities and Dementia Friends. The focus of this is on communities, organisations, groups and individuals in society. Priority 6 focusses on training and awareness for those working with people with dementia. This will all apply to all staff employed by commissioned service providers as well as staff employed by NHS and Local Authorities. When we recommission dementia support services, WCC will design our service offer to ensure that all those that live in Warwickshire, that would benefit from support, are able to access support and that support meets need. Our aim is to ensure that our commissioned services support residents in Warwickshire to live safe lives free of harassment and victimisation.

- Creating equality of opportunity between those who share a protected characteristic and those who do not

Engagement work prior to publication of the strategy will aim to ensure the strategy and any future commissioning creates equality of opportunity. Services will be commissioned that ensure equality of opportunity for all. This is cited throughout the strategy but specifically in chapters 3 and 4. Information will also be shared with informal support groups across Warwickshire. Through the needs assessment and engagement work we will seek to understand need, barriers to access, experience of support / support from other agencies to inform the design of future services.

- Fostering good relationships between those who share a protected characteristic and those who do not


Engagement work prior to publication of the strategy will aim to ensure the strategy and any future commissioning creates equality of opportunity. Services will be commissioned that ensure equality of opportunity for all. This is cited throughout the strategy but specifically in chapters 3 and 4. Information will be shared with commissioned service providers and also with informal support groups across

Warwickshire. We will seek to understand more about any gaps / areas of concern as highlighted in the impact assessment in section 4. This will directly inform the design of new specification when recommissioning dementia support services.

7. Actions – what you need to do next?

Action	Timescale	Name of person responsible
Ensure EIA is considered and regularly reviewed as part of development and delivery of Delivery Plans.	Ongoing	Strategy Board
Themed workshops / meetings will be considered for multi-agency professionals to review current commissioned support service offer at various stages of Dementia pathway and design future offer. To have a focus on issues identified in the EIA in relation to impact on individuals with protected characteristics.	Ongoing	Commissioners across Coventry and Warwickshire
Consideration to be given as to how current and potential users of dementia support services can be engaged with and involved in co-production.	Ongoing	Commissioners and Providers across Coventry and Warwickshire
Engagement approach to consider the barriers for some groups to participate in surveys / focus groups etc and identify ways in which this may be overcome. For examples, consider sessions with BME community, sessions with people with a learning disability and / or physical disability.	Ongoing	Commissioners and Providers across Coventry and Warwickshire
Continue to review data relating to delivery of Dementia support services in terms of access by people with protected characteristics.	Ongoing	Commissioners

8. Sign off.

Name of person/s completing EIA	Claire Taylor, Amanda Fawcett, People Strategy and Commissioning.
Name and signature of Assistant Director	 Becky Hale
Date	16/05/22
Date of next review and name of person/s responsible	Date of review tbc but will link to development of Dementia Strategy Year 1 Delivery Plan. Claire Taylor, Amanda Fawcett, People Strategy and Commissioning.

Cabinet

16 June 2022

Coventry and Warwickshire All-Age Community Autism Support Services

Recommendations

That Cabinet:

1. Approves proceeding with an appropriate procurement process for the provision of Coventry and Warwickshire's All-Age Community Autism Support Services by the Council on behalf of Coventry City Council and Coventry and Warwickshire Clinical Commissioning Group (CCG).
2. Approves and authorises the Strategic Director for People in consultation with the Portfolio Holder for Adult Social Care and Health and the Portfolio Holder for Children and Families to enter into all relevant contracts for the provision of Coventry and Warwickshire's All-Age Community Autism Support Services on terms and conditions acceptable to the Strategic Director for Resources.

1. Executive Summary

- 1.1 The Council currently commissions an All-Age Community Autism Support Service on behalf of Coventry City Council and Coventry and Warwickshire Clinical Commissioning Group.
- 1.2 This service is for children, young people and adults awaiting a neurodevelopmental assessment and autism diagnosis, and people who already have a diagnosis, including their parents, family members and informal carers.
- 1.3 The current commissioned provision offers the following elements:
 - One to one outreach support
 - Group based outreach support (including peer support groups)
 - Awareness raising and education around neurodevelopmental conditions and autism for parents, family members and informal carers
- 1.4 The services were evaluated in 2020 and further engagement conducted in 2021. This has informed the service redesign which builds on existing provision and responds to identified gaps, both pre and post diagnosis.

- 1.5 Coventry and Warwickshire's Neurodevelopmental Transformation Programme has informed future service requirements, and all work has been co-produced with people with lived experience, clinicians and those working in services across health, social care and education. The model (Appendix 1) divides service delivery into 4 levels:
- Level 1- Self Help and Support
 - Level 2- Community Support Offer
 - Level 3- Specialist Support Offer
 - Level 4- Approaching Crisis
- 1.6 Some gaps have been identified within the Level 2 Community Support Offer and the new All-Age Community Autism Support Services will aim to address them by:
- Introducing a single front door for referrals for neurodiversity support and diagnosis to provide enhanced triage and ensure people are supported while awaiting a diagnostic assessment.
 - Providing low and medium level support pre and post diagnosis.
 - Developing an information and advice navigation function for people seeking an assessment, those diagnosed with autism and their parents.
- 1.7 A task and finish group has worked together to progress this and redesign services, including the completion of an Equality Impact Assessment. They have overseen all associated procurement activity and report regularly into Coventry and Warwickshire's Neurodevelopmental Transformation Programme.
- 1.8 As the current contracts are now approaching their expiration deadline, it is recommended that the Council proceeds with procuring the All-Age Community Autism Support Services and that this is done so on behalf of Coventry City Council and Coventry and Warwickshire Clinical Commissioning Group.
- 1.9 A competitive tender process will be undertaken to secure the most efficient and effective delivery of these services. It is proposed that there will be one tender to combine the current contract and new elements as part of the redesigned model as a collaborative partnership.
- 1.10 It is recommended that the Strategic Director for People is authorised to award all relevant contracts for the provision of Coventry and Warwickshire's All-Age Community Autism Support Services on terms and conditions acceptable to the Strategic Director for Resources.

2. Financial Implications

- 2.1 The current annual cost of the services in scope is £400,000 and has been funded collaboratively as follows:
- £120,000 funded by the Council
 - £200,000 funded by Coventry and Warwickshire CCG (Clinical Commissioning Group)
 - £80,000 funded by Coventry City Council
- 2.2 The proposed annual cost of the future services is £650,000, with contributions as follows:
- £210,000 funded by the Council
 - £300,000 funded by Coventry and Warwickshire CCG
 - £140,000 funded by Coventry City Council
- 2.3 Funding from the Council has been approved by the Directorate Leadership Team and the Warwickshire Joint Commissioning Board (JCB) from Warwickshire Better Care Funding.
- 2.4 Recurrent funding from Coventry and Warwickshire CCG has been approved via their governance and the Warwickshire JCB.
- 2.5 Work to secure a commitment from Coventry City Council towards recurrent funding is progressing and subject to their governance and approval processes.
- 2.6 The duration of the new contract(s) will be 2 years plus options to extend for further periods not exceeding 4 years in total.
- 2.7 The Council will contract for the full contract values above, on behalf of Coventry City Council and Coventry and Warwickshire Clinical Commissioning Group, with an annual recharge being made for the external financial contributions.
- 2.8 Inflationary uplifts are not automatically guaranteed or agreed so providers will need to bid for services on this basis.
- 2.9 The current budget will be sufficient to cover the service requirements, and efficiencies will be sought and delivered through an effective procurement process.

3. Environmental Implications

- 3.1 Providers will be expected to demonstrate how they will deliver services minimising impact on the climate balanced to meeting the needs of the population they serve.

4. Supporting Information

- 4.1 This procurement is supported by the Coventry and Warwickshire All Age Autism Diagnostic and Support Pathway business case, approved by Coventry and Warwickshire CCG Governing Body 16th March 2022. The business case outlined options to provide additional capacity to alleviate the current backlog in autism diagnoses and forecast the recurrent funding and capacity required to meet service demands in the future for all age autism assessments and pre and post diagnostic support.
- 4.2 The procurement for the new services will be in line with the local Coventry and Warwickshire Autism Strategy 2021-2026¹ which was approved by the Council Cabinet in November 2022; and also support the new National Strategy for Autistic Children, Young People and Adults 2021-2026².
- 4.3 This will also support the delivery of the Warwickshire Written Statement of Action³ by enriching the support both pre and post diagnosis and recommissioning an all-age community support service for neurodivergent individuals.

5. Timescales associated with the decision and next steps

- 5.1 Following Cabinet's decision, the below table sets out the critical milestones and key deadlines for the tendering and commissioning of the Community Autism Support Services.

Milestone	Date
Approval to tender (Cabinet)	27/6/2022
Tender	Late June 2022
Award contract(s)	September 2022
Implementation Period	September- December 2022
Service commencement	December 2022

Appendices

- Appendix 1- Coventry and Warwickshire Neurodevelopmental Transformation Model of Care

Background Papers

- Coventry and Warwickshire Strategy for Autistic People 2021-2026 (<https://www.warwickshire.gov.uk/allageautismstrategy>)

¹ <https://www.warwickshire.gov.uk/allageautismstrategy>

² <https://www.gov.uk/government/publications/national-strategy-for-autistic-children-young-people-and-adults-2021-to-2026>

³ <https://api.warwickshire.gov.uk/documents/WCCC-600065477-324>

2. National Strategy for Autistic Children, Young People and Adults 2021-2026 (<https://www.gov.uk/government/publications/national-strategy-for-autistic-children-young-people-and-adults-2021-to-2026>)
3. Warwickshire Local Area Written Statement of Action (WSoA) for Special Educational Needs and Disabilities (SEND) January 2022 – June 2023 (<https://api.warwickshire.gov.uk/documents/WCCC-600065477-324>)

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Local Member(s): n/a

Other members: Councillors Golby, Holland, Rolfe and Drew

APPENDIX 1 Coventry and Warwickshire Neurodevelopmental Transformation Model of Care

Neurodevelopmental Model of Care

Wider strategy enablers for the model

Level 1 – Self Help and Support

Information and advice is available via a portal that supports people, families and professionals to access the most relevant advice and support

People can access advice on a 121 basis from someone with expertise (could be EBE as frontline, with escalation to specialist if required)

Conferences bring together people and support networks

Workforce training supports reasonably adjusted universal services (primary and secondary health services, social care and support, mainstream, specialist schools)

Sensory and Neuro friendly Places and schools (uniform/food/behaviour, buildings)

Services do not require a neuro diagnosis, nor exclude people on the basis of their diagnosis

Level 2 – “Straightforward” Diagnosis and Community Support Offer

(Clinical) professionals are trained to identify/diagnose neuro traits, assess needs and develop support plans (safety plan/ user guide) and signposting

A menu of advice and skilled support is available, including:

- Understanding autism/ADHD
- Sensory/communication
- Emotional dysregulation/SEMH
- Anxiety/depression/trauma
- Sleep, Eating, Gender
- School / EP support
- Parent training / family support

Peer support networks, apps and 121 support, mentoring are available to increase community integration (including employment and housing) and reduce isolation

“navigator” role assigned as key contact point/advocacy ongoing **including during transition** (could be EBE role)

Level 3 – “Complex” Diagnosis and Specialist Support Offer

Specialist neuro expertise, as part of the MDT, undertakes diagnosis and holistic assessment leading to a neuro profile and specialist therapeutic input/medication review

Joint working with MH services including managing risky behaviour self harm, suicide and ongoing care coordination for people who are care act eligible

Specialist support groups increase community integration, reduce isolation

Training and support provided to families, community living/education providers to implement neuro profile

Neuro liaison roles supporting acute, primary care, MH, social care, education. Shared care medication with primary care.

Care and Support / Education providers with specialist Neuro expertise are commissioned

Level 4 – Approaching Crisis (Autism Only at the moment)

Shared register of people “at risk”

Named lead professional and clinical commissioner assigned

MDT/CETR is held, EHCP review?

24/7 intensive support and emergency community response service (accommodation?)

MH crisis team respond (with 24/7 access to neuro expertise /clinical commissioner / case manager?)

Urgent assessment / diagnosis for people in “MH” crisis

In-reach Support and provider training/ alternative education continues in hospital

Support is available for autistic people with forensic needs

Keyworkers support: navigation and escalation, including during transition, understanding and implementing autism profile

Cabinet

16 June 2022

Age Range Changes – Arley and St John's Primary Schools

Recommendation

That Cabinet approves the change of age range at both Arley and St John's Primary Schools from 3-11 to 4-11 with effect from September 2022.

1. Executive Summary

- 1.1 Both St John's Primary School and Arley Primary School currently have an age range of 3 – 11, admitting 3-year olds into a Nursery class. The schools both wish to change age range to become a 4 – 11 primary school and replace the current Nursery class with a governor-run nursery.
- 1.2 Changing the age range of the two schools requires a statutory process, with the decision made by Cabinet. The change is supported by the schools and we have received no objections to the proposal through the consultation process.

2. Financial Implications

- 2.1 There are no financial implications for WCC from these changes. There are financial benefits to schools in operating early years provision via governor-run provision rather than maintained nursery classes.

3. Environmental Implications

- 3.1 None.

4. Supporting Information

- 4.1 The current Nursery classes at both schools must be directly led by a qualified teacher and additional level 3 qualified early years professional. The cost of staffing is placing increasing financial pressures on the schools.
- 4.2 The schools will replace the current Nursery class with school run nurseries.

Delivery of early years places in this way is more cost efficient and can be adapted to meet demand (including the potential to take 2-year olds and longer sessions) in the future. Financial benefits for the schools come in part through the flexibilities of not requiring the same level of qualifications for some staffing. It is important therefore that the governor-run nurseries strive for the same high quality provision that they would do if it was a Nursery class.

- 4.3 The age range changes will see no reduction in places for the community as the offer at the school run nurseries will reflect those places previously offered by the Nursery classes.
- 4.4 Changes at national level have seen several alterations to the early years offer in recent years, including:
- the introduction of funded places for disadvantaged 2-year olds
 - the increased universal entitlement for 3-year olds from 12.5 hours per week to 15 hours per week
 - the introduction of 30 hours funded childcare for working parents of 3-year olds.
- 4.5 This proposal recognises that many working parents require early years places to be delivered in a much more flexible manner than the traditional nursery class can provide, alongside creating a more financially viable delivery model that can adapt to meet differing demands in an efficient way.
- 4.6 Any proposed changes to the age range of a community school must be carried out in accordance with the Statutory Guidance issued by the Department for Education, '*Making Prescribed Alterations to Maintained Schools*'. The guidance requires the local authority to undertake a statutory consultation for a period of at least 4 weeks, with the proposals published both online and in a local newspaper, as well as sent to the governing body.
- 4.7 WCC ran the required statutory consultations between 25 April and 23 May 2022, with details published online at:
<https://ask.warwickshire.gov.uk/schools/arley-primary-school/>
<https://ask.warwickshire.gov.uk/schools/st-johns-primary-school/>
and public notices published in local newspapers (Nuneaton News and Leamington Observer). No responses were received to either consultation.
- 4.8 The guidance states that the local authority should make its decision within two months of the end of the consultation period.

5. Timescales associated with the decision and next steps

- 4 week consultation – 25 April to 23 May 2022
- Cabinet meeting – 16 June 2022
- Changes implemented – September 2022.

Appendices

None

Background Papers

None

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