

Cabinet

Date: Thursday 14 September 2023
Time: 1.45 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Isobel Seccombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Crump
Councillor Yousef Dahmash
Councillor Kam Kaur
Councillor Sue Markham
Councillor Jan Matecki
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

To approve the minutes of the meeting held on 13 July 2023.

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(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. 2023-24 Financial Monitoring - Forecast position at Quarter 1

15 - 154

A report outlining the forecast financial position of the organisation at the end of 2023/24, based on the information known at the end of the first quarter.

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

155 - 166

To receive and comments on the annual review and summary of upheld complaints issued by the Local Government and Social Care

Ombudsman in the financial year 2022/23.

- 4. Update on the Warwickshire Bus Service Improvement Plan** 167 - 182
To consider a report summarising the progress made by Warwickshire Enhanced Partnership in implementing the Warwickshire Bus Service Improvement Plan since publication in October 2021.
- 5. Devolution for Warwickshire & West Midlands Combined Authority** 183 - 194
A report summarising the work completed to date, following the decision taken by Cabinet in July 2023.
- 6. Council Plan 2022-2027 : Integrated Performance Report Quarter 1 2023/24** 195 - 256
To receive a report providing a retrospective summary of the Council's performance at the end of Quarter 1 (April 2023 - June 2023) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. The paper sets out a combined picture of the Council's delivery, performance, HR, and risk.
- 7. Youth Justice Plan 2023-2024** 257 - 292
A report setting out the Warwickshire Youth Justice Service Strategic Plan 2023/24 for endorsement and subsequent approval by Council.
- 8. Reports Containing Exempt or Confidential Information**
To consider passing the following resolution:

'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972'.
- 9. Exempt Minutes of the 13 July 2023 Meeting of Cabinet** 293 - 294
To consider the exempt minutes of the 13 July 2023 meeting of Cabinet.
- 10. Addition of Capital Funds to the MTFP for additional Children's Home Capacity** 295 - 302
A report seeking approval of additional funding from the Capital Investment Fund to cover increased costs and scope of phase two of the Internal Children's Homes Project, and note the progress on phases one and two to date.

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.

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Cabinet

Thursday 13 July 2023

Minutes

Attendance

Committee Members

Councillor Isobel Seccombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Crump
Councillor Yousef Dahmash
Councillor Kam Kaur
Councillor Sue Markham
Councillor Jan Matecki
Councillor Heather Timms
Councillor Martin Watson

Others Present

Councillor Judy Falp
Councillor John Holland
Councillor Jerry Roodhouse
Councillor Tim Sinclair

1. General

(1) Apologies

None.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

Councillor Jan Matecki declared a non-pecuniary interest in item 10 on the agenda due to his grandchildren attending Long Lawford Primary School.

(3) Minutes of the Previous Meeting

The minutes of the meeting of Cabinet held on 15 June 2023 were agreed as an accurate record.

(4) Public Speaking

Councillor Isobel Seccombe (Leader of Council and Chair of Cabinet) welcomed Keith Kondakor to the meeting who spoke to item 6 on the agenda - West Midlands Combined

Authority & Devolution for Warwickshire.

Mr Kondakor stated his view that it was important for Warwickshire to join a transport authority. In his opinion, systems were collapsing, including stable climate, transport (particularly public transport), democracy and financial systems. He was of the view that there was an urgent need to improve public transport links and remove geographic barriers between Warwickshire, Coventry, and Birmingham and emphasised the important role of the Combined Authority to rapidly improve bus services, bus fares, bus routes, train services in a way that mirrored services in London which could be operated under a single ticket system.

Mr Kondakor also believed there was a democratic emergency, which meant that the right safeguards were needed to be in place in order to join the Combined Authority. He noted that in London, there was an Assembly with proportional representation so that every part of London and every political party had a check on the Mayor, and if Warwickshire did join the West Midlands Combined Authority, effectively creating a regional Mayor, he would welcome a similar structure. He felt this was important since one political party had a large majority, particularly among the leadership, and such a structure would make provision for other parties to ask the Mayor questions.

Mr Kondakor went on to claim that there was a financial crisis which would be mitigated by joining the Combined Authority and he stated it was important to work on one area rather than in silos.

He considered that it was important to act with pace and the opportunity to join a combined authority for transport, but not the minutia of day to day living, was important for strategy, fares and high level issues which needed to be addressed across the region.

He stated that it was important from a climate change point of view that action was taken with speed. Wholesale improvements to public transport and regional planning were needed to tackle climate change and cope with the resulting impacts. He considered that being part of a region would provide the resilience to support this aim and he hoped, therefore, that it would be possible to move forward with joining West Midlands Combined Authority in a democratic way rather than as a gain for a political party. He noted that four different parties were involved in the leadership of the district and borough councils in Warwickshire and he hoped that any regional structure would provide a voice for all and preserve democracy.

Councillor Izzi Seccombe also read a statement from Richard Waller relating to item 8 on the agenda – Concessionary Travel – Introduction of a Companion Pass. When concessionary travel was considered by the Cabinet in April, Mr Waller attended to speak on behalf of his son, Lewis, but it had been more challenging for him to attend on this occasion.

The statement read “as it looks like a year away in total every disabled person such as Lewis will need to go through FABA to have the cost of their carer travelling added as eligible expenses before the Council deducts care contributions. This will be completed now, again in October for the bus fare increase and again in January when the C+ scheme comes into effect. I believe it affects a couple of thousand disabled people so FABA will be dealing with an extra workload of 6000 assessment adjustments in the coming six months. Stagecoach currently takes two weeks to issue smartcards. This will increase to four weeks in August when the new intake of sixth-formers apply (from personal experience). Flashing software in

ticket machines is also a simple operation, as bus companies such as Stagecoach already have this system up and running in other counties. I do not see why the Council would want to wait until December to accept applications for the C+ and force its officers to complete the 6000 assessment adjustments in the meantime. The Council does not save any money by delaying the introductions, it only burdens the already overworked staff 6000 times.” Councillor Seccombe then passed the statement to the Portfolio Holder for Transport and Planning, Councillor Matecki, to consider.

2. A Financial Framework for the 2024/25 Medium Term Financial Strategy Refresh

Councillor Peter Butlin, Deputy Leader and Portfolio Holder for Finance and Property, introduced this report which set out a proposed strategy and framework to approach the 2024/25 MTFS refresh, rolling forward for an additional year. The refresh would start from a strong position based on the balanced and sustainable MTFS agreed at Full Council in February 2023 but there were a range of challenges that the Council was monitoring and managing which were detailed in the report. Councillor Butlin highlighted that the report set out six recommended key principles to underpin the MTFS refresh work, and particularly noted that inflation remained a key issue and focus, and that there were also increased demands in some key services which would increase budget pressures in the current financial year.

Councillor Margaret Bell recognised that there were challenges identified in the report but that this would also present opportunities and it would be helpful to have a list of possible projects that could be taken forward.

Councillor Jerry Roodhouse noted the challenges presented by unknown factors and the need to factor in the potential for higher pay increases following industrial action.

Councillor Andy Crump noted the Council’s achievement of 90% of its savings targets since 2014, with the Fire and Rescue Service meeting 98% of its saving target. He celebrated the financial resilience of the Council, how it had used its funding wisely and noted the welcome timing of the transformation programme. He considered that a five year MTFS enabled the Council to manage uncertainty and had confidence that the Finance Team would support the Council to respond to the challenges being faced.

In response, Councillor Butlin advised that a list of projects was being drawn up and that whilst negotiations were ongoing he was confident that the budget allowed for some resilience in terms of increasing salaries. In conclusion, he was confident that the Council could rise to meet the challenges being faced.

Resolved:

That Cabinet:

1. Notes the emerging financial position within which the 2024/25 budget and 2024-29 Medium Term Financial Strategy will be developed;
2. Agrees the strategic principles that will form the basis of the Medium-Term Financial Strategy, as set out in paragraph 2.4 of the report;

3. Subject to the agreement of the principles, approves the proposals for the refresh of the 2024/25 Medium-Term Financial Strategy and Capital Strategy, as set out in Sections 3 and 4 of the report;
4. Notes the requirement for the Authority to set a sustainable balanced budget which shows how income will equal spend over the short- and medium term; and
5. Approves the timetable for agreeing the 2024/25 budget and Medium-Term Financial Strategy Refresh.

3. Addition to the Education Capital Programme 2023-24

Councillor Kam Kaur, Portfolio Holder for Education, explained that this report detailed a project at Kingsway Community Primary School where costs had significantly increased due to the impact of inflation. She noted the background to the project, set out in the report, which was due to the forced academisation of the school.

Councillor Judy Falp supported the much needed works at the school.

Resolved:

That Cabinet

1. Recommends to Council that £2.633 million be added to the capital programme to deliver the scheme at Kingsway Community Primary School; and
2. Subject to Council's approval of the required addition to the Capital Programme, authorises the Executive Director for People, in consultation with the Portfolio Holder for Finance and Property, to enter into the appropriate contractual arrangements for the delivery of the scheme; and to make the necessary funding arrangements, all on terms and conditions considered acceptable to the Executive Director for Resources.

4. Education Capital Development Fund

Councillor Peter Butlin, Deputy Leader and Portfolio Holder for Finance and Property, presented this report which sought to establish an early design fund to help develop greater cost certainty in Education capital projects at RIBA stage 3.

Councillors Jerry Roodhouse and Judy Falp welcomed the report which, in their view, was a sensible and timely approach.

Resolved:

That Cabinet approves the allocation of £1.4m from the Basic Need Grant to create and implement a fund (the Education Capital Development Fund) that will be used to develop education capital schemes to RIBA Stage 3 prior to requesting authority for procurement and implementation.

5. Addition of Lias Line Improvement Scheme to Capital Programme

Councillor Jan Matecki, Portfolio Holder for Transport and Planning, noted that the Lias Line was a disused railway line extending between Fosse Way and Rugby. It was a permissive route that was owned, managed and maintained by Sustrans. The paper recommended the release of capital funding, secured from the Active Travel Fund, to enable Sustrans to upgrade 3.5km of the Lias Line to multi-user greenway. Councillor Matecki further noted that there were some concerns regarding equestrian use of the Line and advised that Sustrans would be recommended to liaise with the British Horse Society on this point.

Councillor Isobel Seccombe welcomed the scheme but emphasised the importance of liaison with the British Horse Society following an increase in road accidents.

Councillor Heather Timms also welcomed the report, noting the success of the first stage of the project, and remained optimistic to bring forward further sections in future.

Councillor Tim Sinclair highlighted the need for ongoing maintenance and management which it was noted would be provided by Sustrans.

Councillor Jan Matecki concluded that this would be a welcome addition to the county's active travel offer.

Resolved:

That Cabinet:

1. Recommends to Council that £2,434,735 secured from the Government's Active Travel Fund be added to the Capital Programme for the purpose of improving the eastern section of the Lias Line traffic free greenway as part of the creation of a walking, cycling and wheeling route which connects Rugby, Long Itchington, Leamington Spa and other rural communities; and
2. Subject to Council approving the required addition to the Capital Programme, Cabinet authorises the Executive Director for Communities to enter into a sub-grant agreement with Sustrans, the owner of the Lias Line, to facilitate delivery of the project in line with the Active Travel Fund grant conditions and on terms and conditions acceptable to the Executive Director for Resources and on the basis of a full transfer of all the relevant obligations to Sustrans.

6. West Midlands Combined Authority & Devolution for Warwickshire

This item was considered before the other substantive agenda items so that it could be debated immediately after public speaking.

Councillor Isobel Seccombe introduced this report, drawing attention to the revised recommendation which had been tabled.

Councillor Seccombe explained that the paper authorised officers to look at the opportunities together with the risks and challenges involved in joining the West Midlands Combined Authority (WMCA). Greater understanding was also needed around the governance, costs and voting arrangements that would be involved. However, she also stressed that there may be options other than joining WMCA and the paper would allow an exploration of those also. Councillor Seccombe highlighted the challenging timeframe set by the government for this work to be completed, together with associated consultation, in time for Warwickshire residents to be involved in the 2024 Combined Authority Mayoral elections. She emphasised that she was not prepared to curtail preparations in order to meet the deadlines set as it was important that the decision to join was properly taken to ensure the best interests of everyone involved were met.

Councillor John Holland stated that a key test was whether or not Warwickshire residents would be better or worse off. He noted the challenges posed by the deadlines and whether it would be possible to complete a fair process in time. He noted that the decision had financial implications for the district and borough councils which would require their agreement.

Councillor Jerry Roodhouse also emphasised the need for appropriate consultation to take place. He considered that it was important to have a full understanding of what being a constituent member may involve and the disadvantages of having to compete for funding. He requested that the Head of Policy and Strategy attend group meetings to discuss the proposals.

Councillor Judy Falp echoed concerns around the timescale and ensuring there was sufficient clarity around the impact of joining the WMCA to enable a consultation with residents.

Councillor Peter Butlin noted that the Council was now operating in a changed funding landscape following the dissolution of the Local Enterprise Partnership and cessation of European Funding. The Council had received an invitation to join the WMCA but the timescale to do so was very tight and, as this was not a decision to be rushed and the decision should be the right one for Warwickshire residents, Councillor Butlin hoped that an extension of time could be granted.

Councillors Jan Matecki and Margaret Bell noted that the paper would investigate the facts and obtain answers to the questions that were being raised. Councillor Bell noted that there was a balance to be achieved between ensuring a robust process and taking any opportunities quickly but she hoped that if the timescale was considered too short, investigations into the options for joining WMCA could still be explored.

Councillor Tim Sinclair considered that the decision needed to be taken carefully and echoed comments about the possibility of extending the timeframe.

Councillor Seccombe stated that the timescale was a key issue driven by ensuring Warwickshire residents had a say in the upcoming Mayoral elections. She noted the paper would allow officers to explore if the timescale could be met and, if not, what options there were to join WMCA in the future. She assured the meeting that decisions would be made based on evidence and for the best interests of Warwickshire. However, she was aware that there were other areas involved and the decision should not be to their detriment either. It was important to look into the opportunity in light of changing funding streams but the risks also needed to be understood. Group Leaders would be kept abreast of progress and a further paper would be presented to Cabinet or Council.

Resolved:

That Cabinet authorises the Chief Executive to undertake such work as she considers necessary, in consultation with the Leader, including the completion of a governance review and consideration of a draft Scheme, to explore the opportunity for Warwickshire County Council as a two tier authority area to become a constituent member of the West Midlands Combined Authority and other options that may be available, and for a report to be brought back to Cabinet.

7. Better Care Fund (BCF) Plan 2023-25

Councillor Margaret Bell, Portfolio Holder for Adult Social Care and Health, presented this report which set out the agreed funding and budget allocations to support the Better Care Fund plan from April 2023 to March 2025.

Resolved:

That Cabinet:

1. Approves the proposed pooled contribution of £17.254m by the Council to the Better Care Fund Plan (known as the Better Together programme plan) for 2023/24 and the provisional pooled contribution of £18.669m for 2024/25 and the plan for resources as set out in paragraph 2.2 of the report;
2. Authorises the Executive Director for People to enter into the proposed section 75 NHS Act 2006 agreement, with Coventry and Warwickshire Integrated Care Board (ICB) for delivery of the Better Care Fund Plan for 2023-25, on terms and conditions acceptable to him and the Executive Director for Resources; and
3. Approves the County Council continuing as the pooled budget holder for the fund.

8. Concessionary Travel - Introduction of a Companion Pass

This report, presented by Councillor Jan Matecki, followed a report to Cabinet in April 2023 when it was agreed to conduct a feasibility study into the introduction of a companion pass for concessionary travel users. Research had been undertaken and it was proposed to introduce a pass funded from the underspend on the concessionary travel grant due to still seeing reduced patronage on public transport since the Covid-19 Pandemic. Councillor Matecki noted the comments of Mr Waller which had been shared earlier in the meeting and explained that the process of introducing the passes would take time and, whilst he would have liked to see the passes introduced sooner, he also did not want to set an unachievable timeframe to conduct the background work required to introduce the pass.

Councillor Isobel Secombe noted that this was an important issue for the independence of disabled residents, but agreed that the passes should be introduced on an achievable timescale.

Councillor Andy Crump also recognised the importance of supporting independence for disabled residents and welcomed the introduction of the scheme.

Councillor Matecki noted that anyone with an age-related pass who also met the eligibility criteria would also qualify for a companion pass.

Resolved:

That Cabinet:

1. Approves the development of a companion enhancement to the existing concessionary travel pass for a fixed term, ending on 31 March 2025; and
2. Approves the eligibility criteria set out in Appendix 2 to the report.

9. Warwickshire County Council Energy Strategy and Delivery Plan

Councillor Heather Timms, Portfolio Holder for Environment, Climate and Culture, introduced this report which proposed a strategy to align the Council's previous Energy Plans and its longstanding work in measuring and monitoring emissions, with new targets, standards and legislation.

Councillor Jerry Roodhouse welcomed the strategy, particularly noting the user friendly design and readability.

Councillor Timms thanked the team for their work in preparing the strategy including the engagement that had taken place and the links drawn with other Council Plans and Strategies.

Resolved:

That Cabinet approves the Energy Strategy (Appendix 1 to the report) and the associated Delivery Plan (Appendix 2 to the report).

10. Change of Age Range at Brownsover Infant and Long Lawford & Nursery Hill Primary Schools

This report, introduced by Councillor Kam Kaur, Portfolio Holder for Education, sought approval for Brownsover Infant School to change its age range from 3-7 to 4-7 and Long Lawford & Nursery Hill Primary Schools to 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 existing maintained nursery classes.

Resolved:

That Cabinet:

1. Approves the change of age range at Brownsover Infant School from 3-7 to 4-7 from September 2023;
2. Approves the change of age range at Long Lawford Primary School from 3-11 to 4-11 from September 2023; and

3. Approves the change of age range at Nursery Hill Primary School from 3-11 to 4-11 from September 2023.

11. Modern Slavery Statement

The Leader, Councillor Isobel Seccombe, introduced this report, noting that the statement provided affirmation of the Council's efforts and investment in preventing, tackling, or stopping modern slavery and human trafficking in 2022/23 across all council services. Councillor Seccombe drew attention to the changes outlined in paragraph 2.1 of the report.

Resolved:

That Cabinet:

1. Approves the Council's updated Modern Slavery and Human Trafficking Statement for the financial year 2022/23; and
2. Authorises the Executive Director for Resources to publish the Council's Modern Slavery and Human Trafficking Statement on the Central Government Registry alongside the estimated income for the Council in the year covered by the statement.

12. 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.

13. Exempt Minutes of the 15 June 2023 Meeting of Cabinet

The exempt minutes of the Cabinet meeting held on 15 June 2023 were agreed as an accurate record.

14. Reorganisation of Coventry & Warwickshire Growth Hub

Councillor Martin Watson, Portfolio Holder for Economy, presented this exempt report.

Resolved:

That the recommendations as set out in the exempt report be approved.

The meeting rose at 3.30pm

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Chair

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Cabinet

14 September 2023

2023-24 Financial Monitoring – Forecast Position as at Quarter 1

Recommendations

That Cabinet:

- 1) notes the forecast overspend of £0.883m (0.2%) that would need to be funded from the Directorate and General Risk Reserves at the end of 2023/24;
- 2) notes the forecast delivery of savings for 2023/24 of £6.314m, and the consequent shortfall against the target;
- 3) asks Corporate Board to bring forward, as part of the Quarter 2 Financial Monitoring Report, an action plan to address service overspends in 2023/24;
- 4) notes the forecast capital spend for 2023/24 of £174.420m; and
- 5) notes and approves the movement in the forecast spend on the capital programme of £13.972m from 2023/24 into future years and notes the carry forward of S278 contributions of £10.504m.

1. Purpose of the report

- 1.1. This report outlines the forecast financial position of the organisation at the end of 2023/24, based on the information known at the end of the first quarter.
- 1.2. The current analysis includes:
 - capital and revenue financial performance;
 - explanations for variations, any mitigating actions and an assessment of any impacts on service delivery; and
 - an indication of those areas where the current forecasts carry the greatest risk of further movement before the end of the financial year due to demand volatility and assumptions that could still change.

2. Summary

2.1. Revenue Forecast Summary

		Actual £m
Approved Budget		380.360
Net forecast as at Quarter 1		396.545
Net overspend		16.185
Reason for, and resourcing of the overspend		
<ul style="list-style-type: none"> Investment Funds variance: reprofiling into future years and/or reduced spend drawdowns from the Investment Funds 		2.994
<ul style="list-style-type: none"> Movement to/from Earmarked Reserves: spend to be financed from other Earmarked Reserves 		6.228
<ul style="list-style-type: none"> DSG variance: deficit of £8.723m to be offset against the DSG contingency reserve, with £2.643m required to top-up the DSG deficit reserve from the 'Available for Use' reserve. 		6.080
Residual service variance:		
<ul style="list-style-type: none"> Overspend to be funded from Directorate Risk Reserve 	£26.576	0.883
<ul style="list-style-type: none"> Underspend to transfer to the 'Available for Use' Reserve 	(£25.693)	
Net overspend		16.185

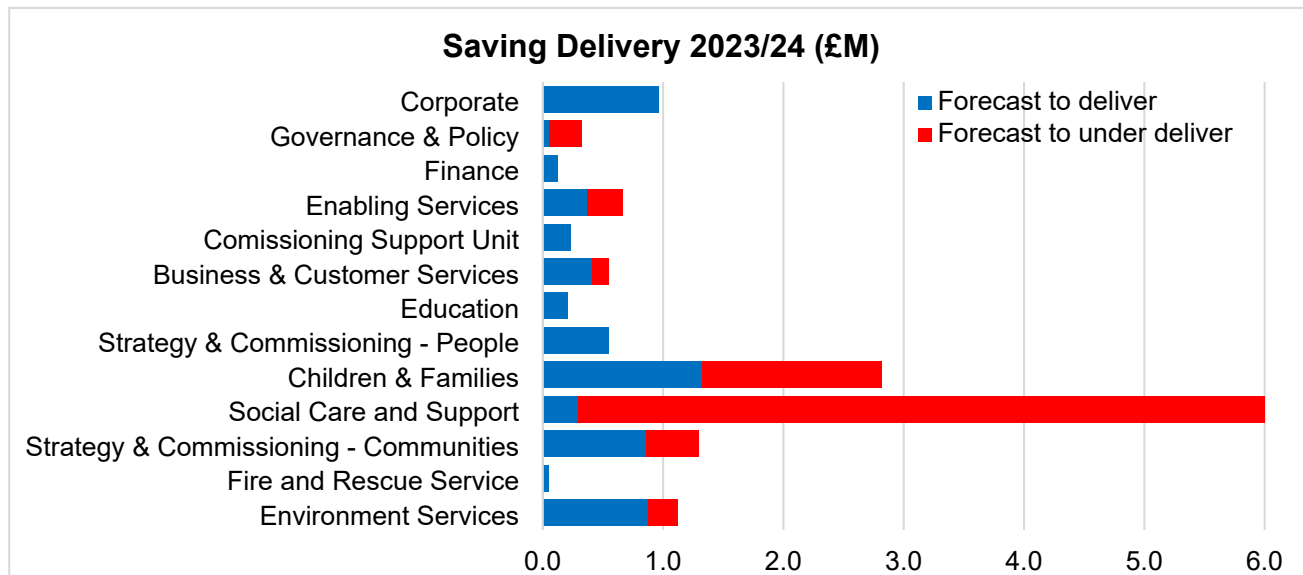
The headline forecast overspend is £16.185m in 2023/24. One-off, specific funding has been set aside in the Medium-Term Financial Strategy (MTFS) to meet most of these costs. Once this funding is taken into account the adjusted position is a net overspend of £0.883m (0.2% of the net revenue budget) which will, if unchanged by the end of the financial year, be taken from the Directorate and the General Risk Reserves. The variance in the net revenue budget at 0.2% is within the +/- 2% target set as part of the performance management framework.

However, the Council is facing sharp and potentially unsustainable increases in demand and costs across our children's and adults social care services, education and home to school transport, which are creating significant medium-term financial risk to the Council. Sufficient one-off resources, including windfall income in Corporate Services and use of the Directorate Risk and 'Available for Use' reserves provide scope to manage the financial position in-year, if actions to bring service spend back into line with the approved budget do not deliver a material downward change in spending. However, identifying an ongoing financially viable solution through the MTFS refresh will be critical to ensure we remain financially secure and resilient in future years. A critical element of this will be to reduce the long-term spending pressures being seen in social care and education.

The current Dedicated Schools Grant (DSG) forecast is a £8.723m overspend. Within this there is a £8.732m High Needs block deficit in 2023/24, giving a forecast cumulative High Needs DSG deficit of £29.148m by the end of this financial year. The DSG Offset Reserve is currently £26.505m, which leaves a shortfall and additional budget pressure of £2.643m in year. If the cumulative DSG deficit remains above the Offset Reserve at the end of the financial year, the Authority will need to top up the reserve from the Available for Use reserve, reducing the funding available to support the MTFS in future years.

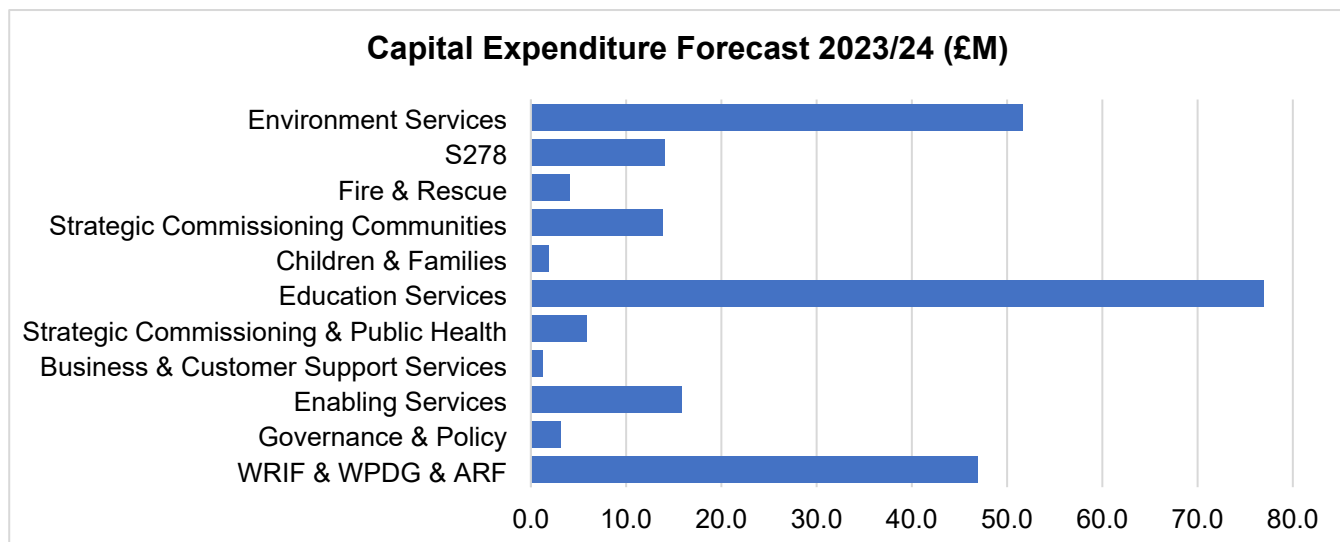
For further details on the forecast revenue spend please refer to Section 3.

2.2 Savings Delivery Summary



The savings plan for 2023/24 requires the delivery of £15.158m of savings, accumulated from 73 individual saving initiatives. At Q1 £6.314m (42%) is forecast to be delivered in line with the plan, with £8.844m (58%) forecast not to be delivered. For details on saving performance please refer to Section 4.

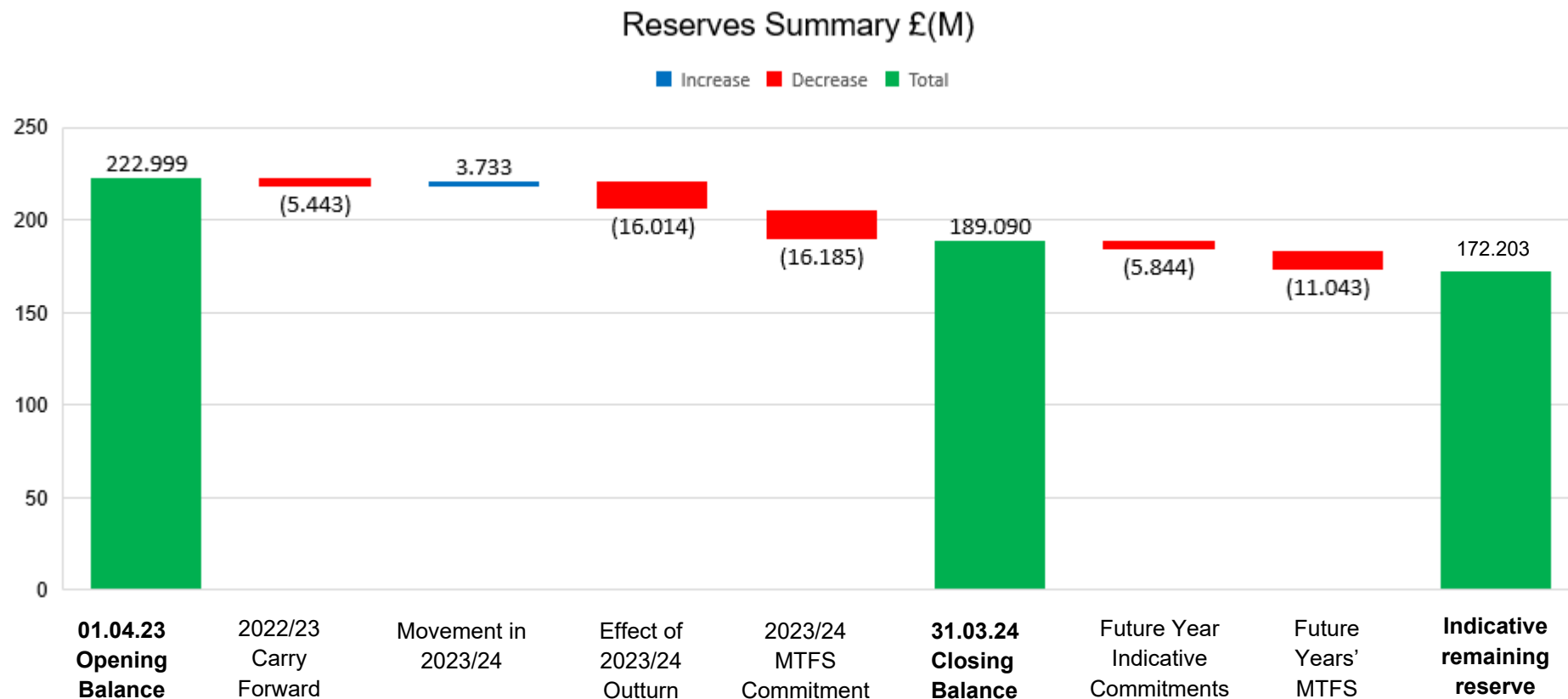
2.3 Capital Forecast Summary



*WRIF (Warwickshire Recovery Investment fund), WPDG (Warwickshire Property Development Group), ARF (Asset Replacement Fund)

The total controllable forecast capital spend for 2023/24 is £174.420m. A further £14.066m is expected to be spent relating to schemes funded by S278 developer contributions where the timing is not directly controllable by the Council. In addition, it is anticipated that £46.894m will be spent on economic growth-related activity through the Warwickshire Recovery and Investment Fund (WRIF) and Warwickshire Property and Development Group (WPDG). Further detail on the capital programme and its financing can be found in Section 7.

2.4 Reserves Summary¹



The level of reserves at the start of 2023/24 was £222.999m. The forecast spend and indicative future use of reserves to support the MTFS indicate reserves will reduce by £50.796m over the period of the MTFS to £172.203m. The future MTFS commitments are subject to change as a result of the on-going refresh of the Strategy.

¹ Variations in reserves through the year - red indicates use of reserves and blue indicates an increase in reserves.

3. Revenue Forecast by Service

Service Area	Approved Budget	Service Forecast	(Under) /Over spend	% Change from Budget	Represented by:			% change Remaining Service Variance from Approved Budget
					Investment Funds	Impact on Earmarked Reserves	Remaining Service Variance	
	£m	£m	£m		£m	£m	£m	
Communities								
Environment Services	60.584	63.632	3.048	5.0%	-	0.042	3.006	5.0%
Fire & Rescue	25.100	25.075	(0.025)	-0.1%	-	(0.016)	(0.009)	-
Strategic Commissioner for Communities	25.704	26.075	0.371	1.4%	(0.088)	-	0.459	1.8%
Subtotal Communities	111.388	114.782	3.394	3.0%	(0.088)	0.026	3.456	3.1%
People								
Social Care & Support	204.086	218.633	14.547	7.1%	-	4.846	9.701	4.8%
Children & Families	81.769	93.474	11.705	14.3%	1.275	(0.243)	10.673	13.1%
Strategic Commissioner for People	36.425	37.588	1.163	3.2%	-	1.356	(0.193)	-0.5%
Education Services - Non-DSG	10.352	10.718	0.366	3.5%	(0.021)	0.099	0.288	2.8%
Subtotal People	332.632	360.413	27.781	8.4%	1.254	6.058	20.469	6.2%
Resources								
Business and Customer Services	19.976	20.296	0.320	1.6%	0.258	(0.112)	0.174	0.9%
Commissioning Support Unit	6.481	6.591	0.110	1.7%	(0.063)	-	0.173	2.7%
Enabling Services	25.532	29.302	3.770	14.8%	1.633	0.290	1.847	7.2%
Finance	6.374	6.435	0.061	1.0%	-	0.026	0.035	0.5%
Governance & Policy	2.963	3.385	0.422	14.2%	-	-	0.422	14.2%
Subtotal Resources	61.326	66.009	4.683	7.6%	1.828	0.204	2.651	4.3%
Subtotal Directorates	505.346	541.204	35.858	7.1%	2.994	6.288	26.576	5.3%
Corporate Services and DSG								
Corporate Services & Resourcing	(124.987)	(153.383)	(28.396)	22.7%	-	(2.703)	(25.693)	20.6%
DSG expenditure (Education Spending)	262.037	270.760	8.723	3.3%	-	8.723	-	-
DSG income	(262.036)	(262.036)	-	-	-	-	-	-
Subtotal Corporate Services and DSG	(124.986)	(144.659)	(19.673)	15.7%	-	6.020	(25.693)	20.6%
Total	380.360	396.545	16.185	4.3%	2.994	12.308	0.883	0.2%

Revenue overview

- 3.1 The forecast outturn position is set out in the table in Section 3 above and shows a total forecast overspend of £16.185m representing 4.3% of the Council's net revenue budget, reducing to £0.883m (+0.2%) once the specific funding set aside in the MTFS to meet some of these costs is taken into account.
- 3.1. The recurring themes in terms of the key drivers causing this position are:
- a continuation of the increase in need and hence demand for People Directorate services, following the spike seen after the budget for 2023/24 was agreed;
 - inflation in some of our larger budget areas remaining higher for longer than anticipated so continuing to increase the cost of services and reflecting that the underlying inflation rate for the services the Council provides is higher than the headline rate;
 - a lack of capacity in the market whether for supply of specialist placements or staffing leading to further upward pressure on costs;
 - a continuation of the substantial gap between the fixed levels of grants provided and the growing spending need on the services the grants are supposed to fund, this is particularly true in relation to the High Needs DSG and children's social care which remain materially underfunded for the level of demand/cost in the system; and
 - challenges in terms of the organisation's capacity to deliver and maintain focus on transformation against a backdrop of such significant demand increases in business as usual activity.
- 3.2. The material aspects of the overspend at a service level are set out below. Further detail can be found in Appendix A:
- i.) **Education Services - Dedicated Schools Grant (DSG):** The forecast £8.723m overspend consists of the following variances:

DSG block	Current year forecast variance as at Q1 2023/24 £m	Cumulative forecast variance as at Q1 £m
Schools Block	0.007	(0.477)
Early Years Block	(0.055)	(3.396)
High Needs Block	8.732	29.148
Central Services Block	0.039	(0.455)
Total	8.723	24.820

The most significant element is the forecast overspend of £8.732m on the High Needs Block (HNB). The material forecast overspends include £2.045m in mainstream school Education, Health and Care Plan (EHCP) top-ups, a £6.740m overspend on independent school places and £1.126m overspend on specialist resource provision.

Pressures in the system include increases in permanent exclusions, increasing numbers of children not attending school for medical reasons and increasing requests for education, health and care needs assessment, up from 800 to 1,300 in

one year. The number of children in independent specialist provision has also increased following approximately 6 years of decline.

ii.) **Environment Services remaining service overspend of £3.006 (+5.0% of approved budget)**

The primary reason for this forecast overspend is SEND (Special Educational Needs and Disabilities) home to school transport forecasting to overspend by £1.377m and mainstream home to school transport forecasting to overspend by £1.395m. This is a combined total forecast overspend of £2.772m and is a result of increasing numbers of passengers and the price increases on re-negotiated contracts.

The cross-party Member Working Group set up as part of the 2023/24 budget is in the process of reviewing current policies, analysing demand on the service and challenging plans and assumptions to mitigate cost pressures as far as possible, with any insight to inform the 2024/25 MTFS refresh.

iii.) **Social Care and Support remaining service overspend of £9.701m (+4.8% of approved budget)**

All of the Service's forecast overspend is in the older people's service, which is forecast to overspend by £9.704m, across the provision of residential, nursing and domiciliary care. The pressure is due to increases in the unit cost of support in excess of that assumed in the 2023/24 budget and an increase in both the number of residents requiring support and their level of assessed need.

This is a product of both the growth in the number of clients and the need to use costly spot placements due to difficulties in sourcing packages of care at the Council's framework rates and providers handing back contracts and demanding higher rates. Spot placements currently account for 70% of all residential placements which are on average 33% more expensive than framework rates.

The management action being taken to mitigate the forecast overspend is included in 'Commentary on Service Revenue Forecasts' in Appendix A. Amongst other actions it includes restriction of spend on any non-statutory services, peer reviews, case file audits and targeted reviews of out of county placements as well as working more closely with Health colleagues to ensure appropriate financial contributions to joint projects are made.

iv.) **Children and Families remaining service overspend of £10.673m (+13.1% of approved budget)**

This large and unprecedented forecast overspend is primarily driven and related to children's placements (including in the Council's children's homes) and staffing.

Residential Placements - £5.804m overspend. This is predominantly due to market price rises and increased needs of the children. As well as residential placements there are a small cohort of children (forecast overspend of £1.400m) where the market cannot accommodate the children and the Service has to look after them with high cost wrap around "extra care" packages. Such costs can be up to £30,000 a week per child (equivalent to over £1.5m per year). The Service is having to use residential care more because of a shortage of foster placements for some age groups (particularly 14+) and have not been able to move as many children as

hoped to the one open internal children's home because of challenges around ensuring an appropriate mix of children in each home.

Warwickshire Children's Homes - £1.178m over-spend. This is a mixture of post-opening cost increases and pre-opening costs for other homes as the programme is expanded. The first home is now open, with two children currently placed in the home. Once staff vacancies are recruited to, the home will look to increase numbers to full capacity. For the other homes, building work is still to be completed; it is hoped that these will be operational by October/November 2023 (subject to OFSTED approval). With residential package costs increasing dramatically, the key for the financial success of this programme is the speedy and continuous occupation of the homes.

Establishment staff (£1.6m overspend) & Agency staff (£2.6m overspend) - There are particular pressures on staffing budgets within the service due to external (Statutory/Child Safeguarding) work demands with caseloads high due to an unprecedented spike from the start of the first quarter.

A Children and Families "Finance Recovery Plan" has been developed by the Senior Leadership Team, Finance and Strategic Commissioning and shared with the Executive Director. It contains 24 proposals/actions concentrating (though not exclusively) on the major overspends mentioned above.

iv.) **Enabling Services remaining service overspend of £1.847m (+7.2% of approved budget)**

Of this forecast overspend, £1.653m relates to increased gas costs of 300% compared to last year's as a result of leaving a fixed price contract and now being on a variable rate. The forecast overspend also includes an increase in business rates where revaluations have been carried out.

v.) **Corporate Services remaining service underspend of £25.693m (20.6% of approved budget)**

Of this forecast underspend, £17.493m is due to a number of core grants coming in higher than estimated due to late notifications and a lack of clarity as to how reimbursements would be calculated and £12.373m due to savings in capital financing costs and higher returns on our investments, this is offset by the DSG overspend which is £2.643m higher than provided for in the 2023/24 budget, and £1.514m being the difference between budgeted pay award and the latest pay offer for 2023/24. This surplus will offset the overspends being forecast by services this year, reducing the remaining service variance to a net overspend of £0.883m.

The majority of the forecast underspend in Corporate Services reflects additional income that has already been included within the MTFs forecasts presented to Cabinet in July. This means this funding is not available to support the on-going impact of the service overspends in 2024/25 or beyond.

After the end of Quarter 1 the Government has announced an increase in the Market Sustainability and Improvement Fund grant which will give the Council an additional £3.4m one-off funding in 2023/24, which is not currently included in the forecast and will provide additional in-year resource.

4. Savings Performance

- 4.1. Performance against individual saving targets is listed in Annexes A to M of Appendix C. The table below provides a summary. The savings target for 2023/24 is £15.158m, at Q1 £6.314m (42%) is forecast as on target to be delivered this financial year, with one scheme expected to deliver £0.032m in excess of the target, leaving a significant shortfall of £8.844m (58%).
- 4.2. The Council has a successful track record for delivering savings. In 2022/23, despite challenges, the Council delivered 93% of its savings plan, totalling £9.579m. With continued high levels of cost increases, recruitment difficulties and increased demand for services, this year is looking to be much more challenging. Recognising the requirement in the budget resolution to identify alternative options when planned savings do not materialise, Directorate Leadership Teams have been meeting to review plans and are taking steps to address the issues; the outcomes from this work will form part of the MTFS refresh and future quarter's monitoring.

Service	2023/24 Savings Target	Forecast delivery	No of Schemes	Forecast under-delivery	No of Schemes
	£m	£m		£m	
Environment Services	1.119	0.874	3	0.245	2
Fire and Rescue Service	0.050	0.050	1		
Strategy & Commissioning - Communities	1.294	0.859	5	0.435	4
Communities Directorate	2.463	1.783	9	0.680	6
Social Care and Support	6.269	0.300	1	5.969	7
Children & Families	2.814	1.325	6	1.489	4
Strategy & Commissioning - People	0.551	0.551	3		
Education	0.209	0.209	5		
People Directorate	9.843	2.385	15	7.458	11
Business & Customer Services	0.546	0.410	7	0.136	1
Commissioning Support Unit	0.234	0.234	3		
Enabling Services	0.666	0.367	4	0.299	2
Finance	0.121	0.121	3		
Governance & Policy	0.325	0.054	2	0.271	4
Resources Directorate	1.892	1.186	19	0.706	7
Corporate	0.960	0.960	6		
Total	15.158	6.314	49	8.844	24

- 4.3. Of the savings forecast to not to deliver, 89% is attributable to schemes where Services are struggling to deliver the planned reductions in demand through service re-design. The other 11% is attributable to schemes where the Service has either not increased income streams as planned or there has been insufficient cost reduction from vacancy management at this point in the financial year.
- 4.4. Social Care and Support and Children and Families are responsible for £7.458m (84%) of the shortfall. As outlined in Section 3 of this report, both areas have seen a significant increase in demand and cost for their services. This is directly impacting on both their scope and capacity to deliver the planned savings.

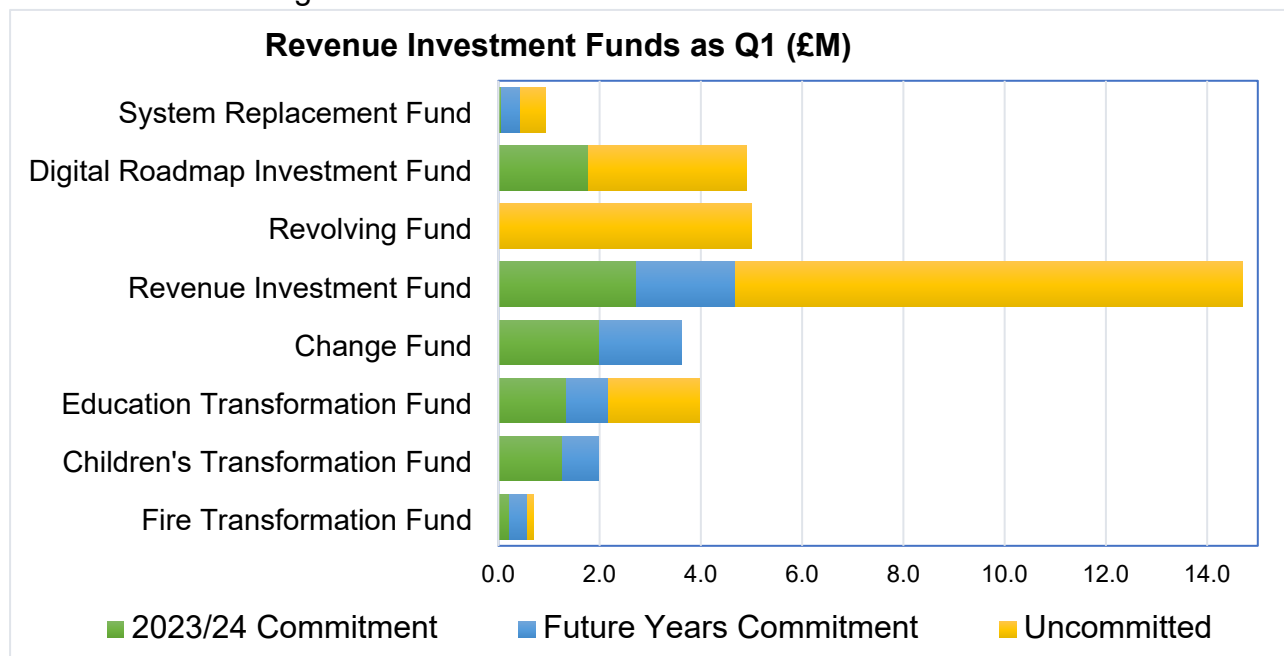
- 4.5. With the additional income in Corporate Services, the non-achievement of savings can be funded in-year. However, not achieving savings will create a budget pressure next year and in future years of the MTFS.
- 4.6. The majority of the savings this year and in future years are within People Directorate and predicated on reducing demand and cost. The table below shows, at a high level, the savings forecast not to deliver this year and level of saving in the MTFS at risk in future years if this trend continues.

Service	Forecast under delivery in 2023/24	Savings not forecast to deliver with growth targets in MTFS		
		2024/25	MTFS 2024-28	N ^o of Schemes
	£m	£m	£m	
Communities Directorate	0.7	0.3	0.4	6
People Directorate	7.5	7.8	27.3	10
Resources Directorate	0.7	0.7	1.2	5
Total At Risk	8.9	8.8	29.0	21
Savings Required in the MTFS	15.2	16.3	52.5	70
% at Risk	59%	54%	55%	

- 4.7. The pressures being faced this year means that the MTFS will need to be recalibrated and refocused to ensure the organisation stays on a sustainable path over the medium-term. Finding solutions to deliver the required additional savings to meet the increasing demand for our statutory services will require increasingly difficult decisions to be taken, given the backdrop of demand and inflationary pressures, and uncertainty over the long-term direction of national policy.

5. Revenue Investment Funds

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



- 5.2. In the 2023/24 budget resolution, Council agreed to have two revenue investment funds starting from April 2023; £14.693m for a single Revenue Investment Fund (RIF), of which £10m is uncommitted and £5m for a Revolving Fund specifically to resource invest-to-save projects. The funding is intended to resource projects across the whole of the MTFS period.
- 5.3. On the 18 April 2023, Cabinet, agreed a blended package of funding including £1.320m from the RIF, aiming to fund investment in social infrastructure within Levelling Up priority Lower Super Output Areas. A further two projects, totalling £0.062m, to invest in the delivery of our Sustainable Futures priority, have since been approved by Corporate Board through their delegated authority to approve business cases for schemes below £0.100m. Performance against individual projects is listed in Annexes A to M of Appendix C in this report.
- 5.4. The IT System Replacement Fund is available to draw on to ensure we can keep our systems up to date and adapt to changing requirements. At the start of the year there was £0.923m in this fund. £0.056m has been allocated and £0.374m committed in future years to deliver the required upgrades and savings-related improvements to the Council's core financial system, leaving £0.494m available to spend in the remainder of the financial year. System upgrades and replacements are both costly and only needed periodically, to ensure the funding is available when needed. Any unused funding will be carried forward to meet investment need in future years.
- 5.5. The Revolving Fund is also available, and services are encouraged, as part of the on-going refresh of the MTFS, to identify invest-to-save initiatives that can utilise the Revolving Fund and deliver savings in future years. If the Revolving Fund continues to remain under utilised there will be a need to consider whether it should be repurposed/rescaled.

6. Reserves

Reserve	Opening Balance 01/04/2023	23/24 MTFS Commitment	Movement in year	Outturn Impact	Indicative Closing Balance 31/03/2024	Impact of Q1: Adjustment to balance Risk Reserves	MTFS Allocation 2024-2029	Indicative Balance at 31/03/2029
	£m	£m	£m	£m	£m	£m	£m	£m
DSG Deficit (inc Early Years, Schools, High Needs)	(16.097)	-	-	(8.723)	(24.820)	-	-	(24.820)
DSG High Needs Offset Reserve	21.650	-	4.855	-	26.505	2.643	-	29.148
Other Schools Reserves	21.213	-	-	(0.026)	21.187	-	-	21.187
Externally Earmarked Reserves	12.029	(0.375)	(0.273)	(2.690)	8.691	-	-	8.691
Internal policy/projects	15.421	(0.248)	(0.734)	(1.475)	12.964	-	-	12.964
Corporate Investment Funds	26.192	5.000	(1.815)	(2.994)	26.383	-	(5.844)	20.538
Volatility Reserves	57.271	2.300	-	(2.037)	57.534	-	-	57.534
Management of Financial Risk	34.791	-	1.458	(26.576)	9.901	16.099	-	26.000
Available to Use Reserve	50.530	(22.691)	(5.200)	28.336	50.746	(18.741)	(11.043)	20.962
Total	222.999	(16.014)	(1.710)	(16.185)	189.090	0.000	(16.887)	172.203

- 6.1. As at Q1 we are using £33.909m of reserves to support spending in 2023/24, this is £12.377m more than 2022/23 and is made up of the approved carry forwards, funding for investment and transformation projects, the transfer to top-up the Directorate Risk Reserves from the Available for Use reserve, the transfer of the revenue contribution to support the DSG deficit offset reserve as approved by Cabinet, and the use of £16.014m in 2023/24 to fund time-limited costs and budget allocations to accommodate the differences in timing between spending need and ongoing resource through delivery of savings and/or income and as agreed in the MTFS. Using this level of reserves on top of the £21.532m used in 2022/23 is not sustainable. An ongoing solution needs to be found by either increasing our ongoing resource or making further savings to balance the budget on an ongoing basis.

- 6.2. Based on the Quarter 1 forecast, Directorate Risk Reserves will be overdrawn by £16.098m at the end of the financial year and the DSG Offset reserve will require a top up of £2.643m. To make good this position the resources will need to be redirected from the Available for Use reserve, thereby reducing the available funds to support the MTFS in future years. Consideration will also be needed, as part of the 2024/25 MTFS refresh, as to the level of reserves that should be held to cover the risk of overspends in future years to ensure the Council's financial position remains sustainable.
- 6.3. The impact of the current forecast revenue position will be a reduction in reserves by a net £16.185m. The key drivers of this change are the DSG overspend that will further increase the deficit, children's and adults social care services, education and home to school transport.
- 6.4. As part of the MTFS refresh a detailed reserves review will take place in the Autumn working jointly with Directorate and Service Leadership Teams with the aim to identify reserve balances that can be released to support the MTFS and the Council Plan.

7. Capital

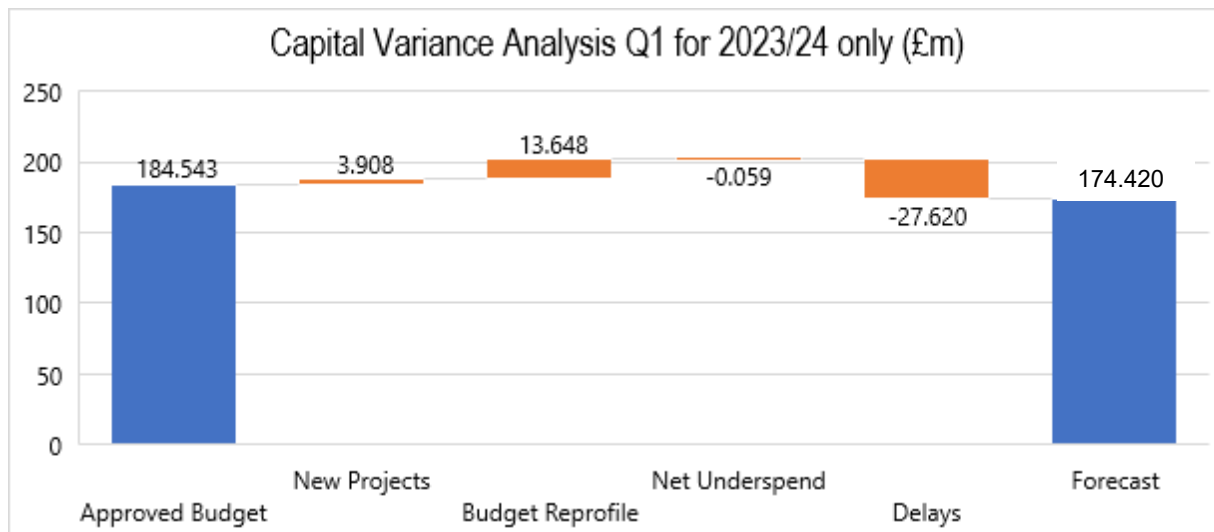
- 7.1. As part of the budget resolution in February 2023 Council approved a controllable capital budget of £193.189m for 2023/24. Additional approvals since February 2023 and the impact of reprofiling schemes once the 2022/23 outturn was known, mean the controllable capital programme for 2023/24, reported to Cabinet in June 2023, is £184.453m. The latest forecast for 2023/24 capital payments directly controllable by the Council is £174.420m.
- 7.2. The current forecast represents a decrease of £10.123m on the controllable capital programme for 2023/24 reported to Cabinet in June 2023 (reduction from £184.543m to £174.420m). The changes to forecasts have been split, in paragraph 7.5, between new schemes, budget reprofiles, net underspends and delays.
- 7.3. The Capital Investment Fund (CIF) balance which is not included in the above figures is £88.757m available across the five years of the MTFS and, of the original £15m Capital Inflation Contingency, £9.0m is currently uncommitted. However, it is expected this will be fully allocated by the end of the MTFS period.

Capital Forecast by Service

- 7.4. The forecast of 2023/24 capital payments directly controllable by the Authority of £174.420m excludes the forecast spend on S278 developer schemes of £14.066m and corporate allocations for WPDG, WRIF and ARF (Asset Replacement Fund) of £46.894m. These elements are excluded from the headline figures as the timing of the spend is not directly controllable by the Council. If these are included the total 2023/24 capital expenditure forecast is £235.380m.

Capital Variance Analysis

- 7.5. The latest 2023/24 controllable capital budget of £184.543m was approved by Cabinet in June 2023 as part of the 2022/23 outturn report. The chart below explains the changes between the approved budget and the forecast spend of £174.420m.



These figures exclude S278 and Corporate Schemes

- 7.6. The table overleaf shows the variances in year and in future years. The total additional funding for all years of £13.877m has been approved by Portfolio Holders, Cabinet, Council or via delegated authority to officers, and comprises of section 106, grants, revenue contributions, CIF and basic need. For details of how the total variance in the table below is funded please refer to the **Annexes A to M**.
- 7.7. By way of example the total variance across all years for Education is largely due to new schemes being added to the capital programme. These are, Oak Wood Secondary £2.714m, Education Design Development £1.400m, Eastlands Primary £0.190m alongside a few smaller additions to existing projects. The £4.000m increase under Corporate Schemes is the movement of funding from CIF to create the Investigation Design Fund.

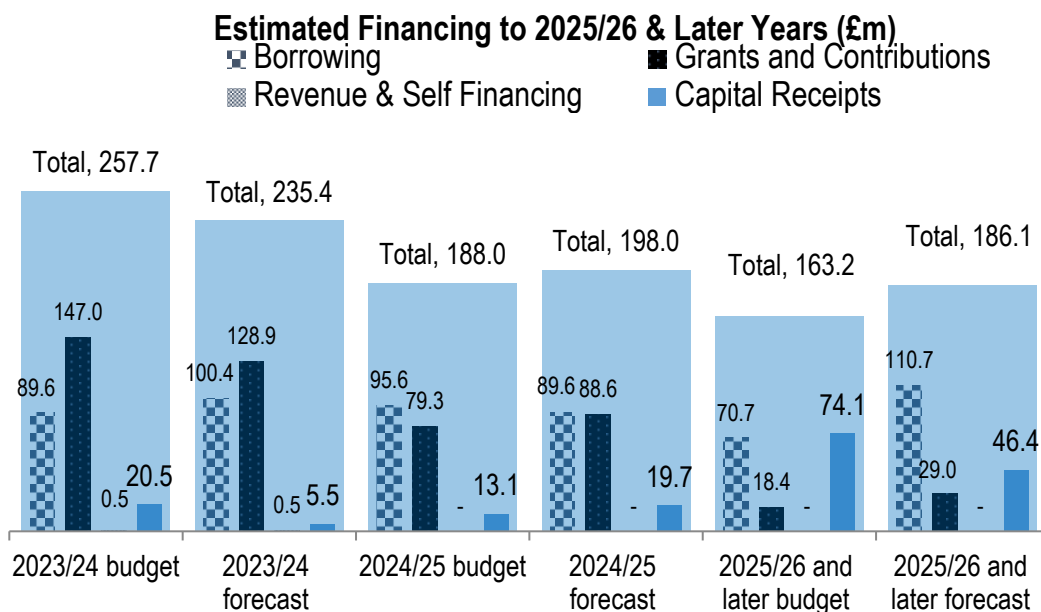
	2023/24			2024/25 to 2027/28			Total Variance £m
	Approved Budget	Forecast	Variance	Approved Budget	Actual	Variance	
	£m	£m	£m	£m	£m	£m	
Environment Services	60.910	51.596	(9.314)	69.887	79.628	9.741	0.427
Fire and Rescue	3.095	4.110	1.015	1.292	2.183	0.891	1.906
Strategic Commissioning for Communities	14.531	13.832	(0.699)	34.179	36.240	2.061	1.362
Communities	78.536	69.538	(8.998)	105.358	118.051	12.693	3.695
Children and Families	1.140	1.859	0.719	1.186	0.468	(0.718)	0.001
Education Services	79.256	76.946	(2.310)	50.180	57.044	6.864	4.554
Social Care & Support	-	-	-	0.313	0.313	-	-
Strategic Commissioning for People & Public Health	5.870	5.870	-	-	-	-	-
People	86.265	84.675	(1.590)	51.679	57.825	6.146	4.556
Business and Customer Services	0.511	1.261	0.750	0.336	1.086	0.750	1.500
Enabling Services	16.074	15.832	(0.242)	5.198	5.438	0.240	(0.002)
Governance & Policy	3.155	3.114	(0.041)	0.895	0.943	0.048	0.007
Resources	19.740	20.207	0.467	6.428	7.467	1.039	1.506
Controllable capital programme	184.543	174.420	(10.123)	163.465	183.343	19.878	9.757
Corporate: WPDG / WRIF / ARF / IDF	45.973	46.894	0.921	161.614	164.813	3.199	4.120
WCC Capital Programme	230.516	221.314	(9.202)	325.079	348.156	23.077	13.877
S278 funded schemes	27.170	14.066	(13.104)	26.205	35.891	9.686	(3.417)
Total Capital Expenditure	257.686	235.380	(22.304)	351.284	384.047	32.763	10.460

- 7.8. The 2023/24 budget is set according to the 2023/24 forecast spend as estimated as part of the 2022/23 outturn report. The forecast shows the changes in capital programmes since then, made up of:
- Reprofiled forecasts and delayed projects – these are schemes where the project timeline has been reprofiled or 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 benefits of projects are not realised and available to the taxpayers of Warwickshire in the timeframe originally anticipated. The net position is that there is £13.972m of project expenditure which has been reprofiled into future years from or to 2023-24, and work is ongoing to make estimates of planned delivery more realistic to ensure reprofiling only occurs where delays are uncontrollable. The key reasons for the current delays are provided in **Appendix B** of this report and they include availability of contractors and materials, project reviews and redesigns due to inflationary pressures and longer than anticipated procurement and planning processes.
 - 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 processes, with financing made available from the Capital Investment Fund or funded by third parties.
 - Projects with Increased Spend – these are schemes where project costs have risen above the level previously expected and additional funding has been arranged. This may be in the form of a contribution from a Service's revenue budget, the use of Basic Need Funding for education projects or increased grants. In many cases the impact of this is that there is less funding available for other projects/activity.
 - Underspent projects – these are schemes which have been delivered under budget. The impact of this is that funds are no longer required for a specific scheme. This may mean the authority will be able to recycle funds to alternative projects or borrow less to fund capital spend in the future.
- 7.9. Adding £3.908m new projects to the capital programme in 2023/24 requires that an equivalent amount of additional funding has also been identified.
- 7.10. Detailed explanation at a Service level of all changes to the capital programme is provided in **Annexes A to M**.
- 7.11. Where schemes are in the early stages of design and costing there is a risk that project costs will significantly rise prior to completion due to inflation. This issue has been dealt with as part of the 2023/24 MTFs Refresh with the establishment of the Investigation Design Fund (IDF) using £4m funding from the CIF.

Service	Approved 2023-24 capital programme	New projects in year at Q1	Net over / underspend forecast at Q1	Total capital programme	Budget Reprofile at Q1	Delays expected at Q1	Forecast In year capital spend Q1	% of delays
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Environment Services	60,910	429	(22)	61,317	1,795	(11,515)	51,597	-18.8%
Fire and Rescue	3,095	1,907	-	5,002	1,096	(1,987)	4,111	-39.7%
Strategic Commissioning for Communities	14,449	10	(47)	14,412	287	(951)	13,748	-6.6%
Children & Families	1,140	-	-	1,140	719	-	1,859	-
Education Services	79,256	812	9	80,077	9,743	(12,874)	76,946	-16.1%
Social Care & Support	-	-	-	-	-	-	-	-
Strategic Commissioning for People & Public Health	5,870	-	-	5,870	-	-	5,870	-
Business and Customer Services	511	750	-	1,261	-	-	1,261	-
Enabling Services	16,074	-	1	16,075	-	(241)	15,834	-1.5%
Governance and Policy	3,239	-	-	3,239	8	(49)	3,198	-1.5%
Services Capital Programme	184,543	3,908	(59)	188,392	13,648	(27,620)	174,420	
Corporate (WPDG & WRIF & ARF & IDF)	45,973	922	-	46,894	-	-	46,894	-
WCC Capital Programme	230,516	4,830	(59)	235,286	13,648	(27,620)	221,314	
S278 Developer Funded Schemes	27,170	-2,550	(53)	24,567	149	(10,650)	14,063	-43.4%
Total Capital Expenditure	257,686	2,280	(112)	259,854	13,797	(38,270)	235,380	

Capital Financing

- 7.12. 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. The approach delays, but does not avoid, the increase in the need to borrow. For forecasting purposes, how individual schemes are being financed over the medium term is used so that the CFR (Capital Financing Requirement) and MRP (Minimum Revenue Provision) prudently reflect and provide for the repayment of debt.
- 7.13. The most significant variable in financing the capital expenditure is forecasting the timing of the delivery of capital receipts. Capital receipts and income, including those from the County Council, WPDG and the Warwickshire Recovery and Investment Fund, are used to avoid the need to incur additional borrowing. Any shortfall in the level of expected receipts may require the Authority to borrow sooner than expected.
- 7.14. The timing of when additional borrowing is taken out will depend on the Authority’s overall cash position which may provide an opportunity to ‘internally’ borrow from other Council resources in the short term to minimise the impact of financing long-term external borrowing on the revenue budget. Monitoring of longer-term balance sheet projections will continue to be undertaken to ensure the Authority maximises its resources.
- 7.15. The chart and table below provide further detail on how the approved 2023/24 capital budget and 2023-28 capital programme are currently planned to be financed.



	2023/24 budget £'000	2023/24 forecast £'000	2024/25 budget £'000	2024/25 forecast £'000	2025/26 and later budget £'000	2025/26 and later forecast £'000
Corporate Borrowing	89,649	100,421	95,596	89,607	70,748	110,729
Self-financed Borrowing	119	119	-	-	-	-
Grants and Contributions	147,031	128,948	79,319	88,628	18,421	29,009
Capital Receipts	3,489	685	346	2,650	-	-
Capital Receipts - WRIF	4,474	532	12,378	2,470	38,788	31,030
Capital Receipts - WPDG	12,541	4,295	407	14,600	35,281	15,326
Revenue	382	382	-	-	-	-
Total	257,686	235,380	188,046	197,955	163,238	186,094

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

The borrowing figure shown is the gap between our spending and the funding available to us, which is called the CFR (Capital Financing Requirement). The Council manages cash as a whole, so even where borrowing is shown as a form of financing in this graph it does not mean new external borrowing will be necessary straightaway. In the short term it may be more cost effective to use our cash balances, but it is a measure of the borrowing that will be needed over the medium to long term.

7. Financial Implications

- 8.1. The report outlines the financial performance of the Authority in 2023/24. There are no additional financial implications in the current financial year to those detailed in the main body of the report. The report sets out how the Council's risk reserves will be used to fund the forecast overspend of £0.883m in 2023/24.
- 8.2. The key financial issue emerging from the report is that the 2024/25 MTFS refresh needs to put sustainable solutions in place for those services reporting material demand-led overspends; the need to ensure the ambitions of the capital strategy are aligned to the capacity to deliver; and that any plans developed to balance the budget going forward are robust so any decisions can be taken promptly.
- 8.3. The medium term position is that two-thirds of the additional resources anticipated in 2023/24 in Corporate Services have already been accounted for in the July Cabinet report on the 2024/25 MTFS refresh and the remaining third is largely dependent on how long interest rates remain above the long term trend. As a result, to the extent that the £26m service overspend remains unchanged by the end of the financial year, sustainable solutions to the increased funding gap will need to be identified.
- 8.4. The cost and demand increases the Council is facing are being mirrored by authorities across the country. If cost and demand pressures cannot be reduced, without additional resources all authorities will need to make difficult decisions about the level of service provision going forward. The County Council is in a stronger position than many but is not immune to the growing funding gap and the potential future decisions that will be needed.

- 8.5. Although it is still early in the financial year, as the report sets out, work is already underway to consider how the current year's spending can be brought back on track, how the delivery of savings can be supported and the additional transformation changes needed to ensure the Council remains financially sustainable over the medium to long term.
- 8.6. Corporate Board have asked all Directors forecasting an overspend to produce a financial recovery plan, tailored to the scale of the challenge and materiality. The intention is to consolidate these and report back to Cabinet as part of the Q2 Financial Monitoring report. This work will be concluded as a matter of urgency as there is a limited window to bring forward options that can make a material financial difference in 2023/24.
- 8.7. It should be recognised that Q1 is still early in the financial year, so at this point the position, and consequent MTFs implications, are subject to change. More regular briefings to Members about the overall financial position, as further clarity emerges, will be held over the coming months as the organisation works through the most difficult financial position it has faced for over a decade.

9. Environmental Implications

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

10. Background Papers

- 10.1. None.

Appendices

Appendix A – Commentary on service revenue forecasts

Appendix B – Commentary on service capital forecasts

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

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

Commentary on Service Revenue Forecasts

This Appendix provides commentary on the service revenue forecasts shown in Section 3 of the main report.

1. Communities Directorate

Environment Services - (£3.048m overspend; +5.0%)
Explanation of the Earmarked Reserves net overspend (£0.042m)
<p>There are 2 drawdowns from reserves anticipated:</p> <ul style="list-style-type: none"> • £0.030m from COMF funding for Preventing Serious Violence for a project mentoring young people. • £0.012m from the Domestic Homicide Review reserve.
Explanation of the Remaining Service net overspend (£3.006m)
<p>The remaining net service overspend predominantly comprises of:</p> <ul style="list-style-type: none"> • A forecast Home to School Transport overspend of £2.772m which is made up of £1.395m on Mainstream Transport and £1.377m SEND. In both areas there has been an increase in the number of passengers since April and some contract prices have increased as they have been re-negotiated. The forecast is currently based upon a best estimation of the number of passengers at the moment and a comparison to last year. However, as more information becomes available closer to the end of the school summer term and the beginning of the autumn term the forecasts will be further refined to reflect passengers no longer using the service and the number of additional passengers to be transported. • A forecast under-achievement of income of £0.148m within Network Management and Forestry. • Trading Standards and Community Safety are forecasting to overspend by £0.081m as vacancies in the service are currently lower than anticipated.
Impact on the MTFS
<p>An additional £7.873m was added to the budgets for Home to School transport in recognition of the increased demand and inflationary rises in 2023/24. The current forecast overspend of £2.772m far exceeds the demand increase estimated in the MTFS for 2024/25 of £0.843m and if the position cannot be controlled or mitigated then it will be an additional pressure for future years.</p> <p>Both Forestry and Network Management are highlighting potential pressures as a result of not meeting higher income targets. Work will be done with the service to keep this position under review as there is potential for things to change throughout the year and historically Network Management has overachieved its income. Forestry may create more of a pressure but that will depend upon staffing levels within the year to enable the income to be generated.</p> <p>The inability to meet the vacancy factor within Trading Standards will be monitored. At present the forecast is based on the current fully established position with no known vacancies appearing, however, this could change as the year goes on.</p>

Fire and Rescue - (£0.025m underspend; -0.1%)
Explanation of the Earmarked Reserves (£0.016m)
Reductions in pensions administration costs mean there is a forecast underspend of £0.016m which will be contributed to the pensions volatility reserve.
Explanation of the Remaining Service net overspend (£0.009m)
There is no significant variance forecast.

Strategic Commissioning for Communities – (£0.371m overspend; +1.4%)
Explanation of the Investment Funds net underspend (£0.088m)
The are underspends forecast on investment funds of £0.088m across two projects: <ul style="list-style-type: none"> • £0.078m on Project Warwickshire programme for the tourism, leisure & hospitality sector, which was agreed by Cabinet in April 2021. The funding is spent on salaries of those supporting businesses as well as other costs like marketing and venue hire. Since the original approval funding has been secured from the new UK Shared Prosperity fund (UKSPF) allowing, subject to Member approval, the RIF funding can be used to extend the programme for another year once UKSPF funding was finished. • £0.010m on the Art Challenge project which was a 3-year project to fund Art installations across the County. It is anticipated that the £0.010m will be required in 2024/25.
Explanation of the Remaining Service net overspend (£0.459m)
The remaining service overspend is largely made up of the following: <ul style="list-style-type: none"> • £0.150m forecast overspend in Parking Enforcement due to under-recovered income on the RingGo. • Under recovery of income of £0.124m within Economy & Skills and Place & Infrastructure. Work will be undertaken to mitigate any impact across the service. • Overspends of £0.092m are forecast on consultancy fees within Traffic Model Revenue Fund and Parking Enforcement. • Some areas within the service are forecasting to overspend on staff costs totalling £0.067m due to being fully established at the moment and not having any known turnover. • There is also an overspend of £0.300m forecast within Country Parks due to not being able to achieve car parking income. However, this is mostly offset with forecast underspends on waste services, so Waste and Environment have a total forecast overspend of £0.058m.
Impact of MTFS
At present the forecast is based on the current fully established position with no known vacancies appearing, this could change as the year goes, however if it remains the same the service will need to identify other savings.

2. People Directorate

Social Care & Support Service – (£14.547m overspend; +7.1%)
Explanation of net transfers from Earmarked Reserves (£4.846m)
Already built into the budget are two drawdowns amounting to £0.530m. <ul style="list-style-type: none"> • £0.155m from the Social Care and Health Partnerships Reserve, funding provided by the Integrated Care Board (ICB), for 2023/24 costs for up to 6 weeks of those discharged prior to a social care assessment in the closing weeks of 2022/23. • £0.375m contribution from the Development Fund to the ICB for Market Sustainability.

The effect of outturn at Q1 will require £4.846m to be drawn down from reserves at year end made up of two amounts.

- £2.300m drawdown of winter pressures funding held in corporate reserves towards the excess costs in Older People's Services.
- £2.546m drawdown of the full balance of the Development Fund towards the costs of the Community Recovery Service.

Explanation of the Remaining Service net overspend (£9.701m, +4.8%)

The 2022/23 financial pressure on Social Care & Support continues in to 2023/24. This pressure is due to the increase in the unit cost of support and the increase in the number of residents requiring support funded by the Council. Compared to twelve months ago, there has been an increase in the number of residents being supported by 6.5% (454 more people), with >99% of these being in our 'older people' population. This compares to a total increase of 383 people in the four years prior whereas our demand modelling, based on historic trends estimated an annual increase in client numbers of c140.

Older People Services has a forecast overspend of £9.704m driven by rising unit costs across residential, nursing and domiciliary care, this is after being substantially offset by closely correlated increased client contributions. The largest single item contributing to the overspend is residential costs which are 26% over budget. This is a product of both the number of clients and the use of spot placements for 70% of all residential placements due to difficulties in sourcing packages of care at WCC framework rates. Spot placements are, on average, 33% more expensive than framework rates.

Nursing presents a similar picture but with spot purchasing accounting for 88% of all placements. Within domiciliary care the issue is purely volume with the number of packages of care increasing by >9% in Quarter 1.

The overspend can be allocated 30% to the volume of new clients and 70% increased cost.

Whilst we have material overspends in other services, namely Disabilities 25+ and Mental Health in total all other Services have a variance that funds these and in total amounts to £0.003m underspend.

Driving down the increased volumes will include the Community Recovery Service and the continuation of the discharge to assess process. The aim of the Community Recovery Service is to create a reduction in the need for long term residential care, if this succeeds costs should reduce. This pilot commenced in April 2023 and will be monitored closely to ensure the Community Recovery Service is delivering against the initial expectations.

Management actions to mitigate the impact include:

- Heads of Service tasked with identifying all costs that deliver non-statutory work to restrict spending and identify savings;
- monthly tracking of residential, nursing and community packages of care at an individual service level by the Director;
- peer reviews to ensure consistent decision making in the application of care eligibility criteria;
- case file audits to ensure levels of care are evidence-based and best value principles have been applied;
- a targeted review of out-of-county placements;
- activity to ensure better use and management of existing block-bed arrangements;

- consideration of further block bed arrangements for 'discharge to assess' clients in line with changing needs and increased frailty upon hospital discharge;
- the introduction of cross-Directorate support and engagement for spot contract negotiations with the expectation this will lead to better value for money as a wider knowledge is developed than that which is possible between individual social worker and provider;
- building a better understanding what has created increases in average weekly costs of residential care beyond what we know from the 'discharge to assess' process that means individuals are being discharged from hospital to social care earlier, more poorly with increasingly complex needs in order to in turn to identify what can be done to curb the cost increases;
- work to introduce a Memorandum of Understanding with Health for children with disabilities to ensure contributions are in line with the elements of care that relate to health;
- bring a focus to the children with disabilities service on achieving better value for money for costly extra care placements;
- introduce more robust decision-making by ensuring where the offered placement meets an individual needs, top up fees from the client will be collected if an alternative is insisted upon; and
- implement a directive that tenders cannot increase existing financial commitments.

Impact on the MTFS

Existing in-year MTFS savings, which were agreed prior to high levels of inflation and unforeseen increases in demand cannot be achieved.

Whilst the forecast overspend is not contributed to by Children with Disabilities this remains a key area of focus due to the very high costs of care for individual children. Of the £16.040m being forecast for this Service, 13% is explained by the two most expensive placements and 37% by the ten most expensive placements; all of which commenced prior to 2023/24 and are forecast to be within the current placement for the full twelve months of this year. This is a critical area for management attention in terms of reducing the incidence and duration of such placements.

The impact on the MTFS post 2023/24 is a growing concern. Demand and inflationary calculations for the MTFS refresh are underway with an onus particularly on the management of inflationary awards. An upward trajectory for the level of pressures is expected, given the forecast overspend which is driven by meeting statutory demand.

People Strategy and Commissioning Service – (£1.163m overspend, +3.2%)

Explanation of the net transfer from Earmarked Reserves (£1.356m)

£0.635m to be drawn down from Social Care and Health Partnerships Reserve mainly for delivery of Learning Disability and Autism projects including Voiceability, Grapevine coproduction, the 'Experts by Experience' hub, health liaison resources, respite care and diabetes.

£0.721m of COMF related activity to be drawn down from the Covid reserve:

- £0.571m for school air quality assessment and ventilation improvements;
- £0.067m for Covid-related staffing;
- £0.041m for interventions to prevent serious violence;
- £0.035m towards the costs of the suicide prevention role and strategy implementation; and
- £0.007m is for Covid Case Management System and PPE.

Explanation of the Remaining Service net underspend (£0.193m; -0.5%)

- £0.238m unspent water fluoridisation budget as this is a Dept. of Health responsibility

<ul style="list-style-type: none"> £0.133m underspend due to early delivery of savings in relation to the Meals on Wheels service <p>Offset by:</p> <ul style="list-style-type: none"> £0.150m overspend due to increases in demand for sexual health services, health checks, smoking cessation and Fitter Futures; and £0.028m net overspend primarily on the Dementia Connect Service
Impact on the MTFS
<p>No adverse impact on MTFS is anticipated.</p> <p>The community meals service has ceased with an early delivery of £0.133m in 2023/24 of the £0.160m saving built into the MTFS from 2024/25.</p>

Children & Families – (£11.705m overspend; +14.3%)
Explanation of the Investment Funds overspend (£1.275m)
<p>£1.275m is forecast to be drawn down from the Children’s Transformation reserve to fund the Continuous Improvement Plan (CIP). The CIP is provisionally a 24 month plan which will stretch over 3 financial years and due to nature of proposals may be subject to change and especially timing changes.</p>
Explanation of the Earmarked Reserves underspend (£0.243m)
<p>The Priority Families (Supporting Families) grant funded service is forecasting spend of £0.239m over the original 2023/24 plan (to be funded by the earmarked reserve). These are particular short-term initiatives/packages of work to aid families as well as maximising the payment-by-results grant in the medium term.</p> <p>With in the Adoption Central England (ACE) service, there is a forecast gross underspend position £0.491m by the Service for the 5 partner local authorities. The underspend is due to two main factors:</p> <ul style="list-style-type: none"> reduced demand for purchasing out of ACE adoptions, although this is an erratic demand-led budget which is not possible to predict with any degree of certainty and an increase in placement purchases which could eradicate this underspend and increase the position to a minor overspend; and several vacancies due to the difficulty in recruiting social workers in a sector in which historically it has not been difficult to fill vacancies.
Explanation of the Remaining Service net overspend (£10.673m, 13.1%,)
<p>This overspend consists mainly of:</p> <p>Residential Placements - £5.804m overspend – where the expected cost will be £5.290m more than in 2022-23. This is predominantly due to unprecedented market price rises and increased needs of the children. The weeks forecast to be purchased are just 18 more than 2022-23 but the average weekly cost has risen by £1,663, giving rise to an average cost for a full year placement of £0.339m. As well as Residential placements there are a small cohort of children (forecast overspend of £1.400m) where the market cannot accommodate the children and the service has to look after with high cost wrap around “Extra Care” packages. Such costs can be up to £30,000 a week per child (equivalent to over £1.5m per year). The service is having to use residential care more than we would like because of a shortage of foster placements for some age groups (particularly 14+). The service has not been able to move as many children as hoped to the one open internal children’s home because of challenges around matching. However, currently there is no reason to believe the high numbers of children coming into care will continue, as they have been linked to physical injuries and neglect, within some large families. It is also positive to see that the monthly numbers leaving are higher than last year, which if they continue will bring downward pressure on numbers. Court timescales are also improving so</p>

Children & Families – (£11.705m overspend; +14.3%)

some children will remain in care for less time (care proceedings are taking 10 weeks less than this time last year and discharging of orders is much quicker). We also have a high number of children placed with parents, most where we are preparing to discharge their care orders. We will continue to review and challenge accommodation decisions. The residential & extra care package overspends have been slightly offset by forecast underspends of just over £1.028m on internal & external foster care packages with over 1,700 less weeks to be purchased than 2022-23. This, in part, reflects the increased needs of children in care as they cannot be found a suitable place in foster care.

Establishment staff (£1.6m overspend) & Agency staff (£2.6m overspend) - There are particular pressures on staffing budgets within the service due to external (statutory/child safeguarding) work demands with caseloads high due to an unprecedented spike from the start of the first quarter. Some teams are struggling to discharge their statutory obligations and assurance duties. Cover has also had to be arranged for long-term sickness, suspension and maternity leave. There are also roles which nationally are difficult to recruit to and we have seen a significant turnover both in permanent and agency workers (seeking greater pay than other local authorities/agencies can pay) moving on where different pay practices by some local authorities and the Home Office have made their roles more enticing.

The introduction of the new social work career pathway will, it is believed, help with recruitment and retention, but we do need to monitor this.

There are a series of proposals being considered to mitigate these overspends including:

- a pilot initiative to reduce agency overspend;
- new working practices which, it is hoped, will see a positive impact on retention;
- investigating the consequences of a freeze on recruitment for employees other than social workers; and
- investigation into the possibility of replacing some vacant social worker posts with Senior Family Support workers.

Warwickshire Children's Homes - £1.178m overspend. This is a mixture of post opening cost increases (staff regrading/child related support for Home A and pre-opening costs for the other homes (securing staff before opening). With Home A it is hoped that there will be an increase in numbers of children placed (currently 2) once full-time staff vacancies have been recruited to. For the other homes building work is still to be completed but it is hoped that these will be operational by October/November (subject to OFSTED approval). Movements of children into these homes will (based on current external residential costs) help to reduce forecast residential costs. With residential package costs increasing dramatically, the key to the financial success of this programme is the speedy and continuous occupation of the homes.

Children in Care Transport - £0.378m overspend (similar to 2022/23). The forecast is currently based upon a best estimate of the number of passengers at the moment and a comparison to last year. However, as more information becomes available closer to the end of the school summer term and the beginning of the autumn term the forecasts will be further refined to reflect passengers no longer using the service and the number of additional passengers to be transported.

Recent Action - Since the collation of the Quarter 1 forecasts revealing the scale of the forecast overspend position there has been considerable activity and discussion at Senior Leadership

Children & Families – (£11.705m overspend; +14.3%)
Team level. A C&F Finance Recovery Plan” has been developed and shared with the Executive Director, with 24 (and growing) proposals/actions concentrating on the major overspends mentioned above.
Impact on the MTFS
Unless lasting, sustainable reductions in the overspends occur these will add to the MTFS pressures. The vast majority of the MTFS savings for 2024/25 are predicated on savings related to placements and staffing.

Education Services Non DSG – (£0.366m overspend; +3.5%)
Explanation of the Investment Funds underspend (£0.021m)
This variance reflects that a hold has been put on some of the SEND & Inclusion Change programme (SICP). Following changes in leadership a rethink of current governance and scope (what change aspects should be in projects and what should be business as usual tasks) is ongoing.
Explanation of the Earmarked Reserves overspend (£0.099m)
There is a predicted spend for Schools in Financial Difficulty (£0.055m), similar to 2022/23, to provide capacity to improve/review within schools. The spend is covered by an earmarked reserve as the spend can be unpredictable. There is also a planned overspend of £0.044m on the Synergy Team and this will be funded from an earmarked reserve. The planned overspend was initiated by an underspend in 2022/23 which was then used to reduce the 2023/24 MTFS time-limited pressure bid. The Team has now moved to ICT & Digital and is fully funded until March 2024. Education and ICT are currently assessing future capacity required and a permanent pressured bid will be completed over the summer to fund the unit sustainably in the longer-term.
Explanation of the Remaining Service net overspend (£0.288m, 2.8%)
There is an overspend of £0.374m on SENDAR due to agency cover for long-term sickness and increasingly higher than expected mediation/legal costs for tribunals. Both of these expenditure types received MTFS funding for 2023/24, however demand for the service has exceeded budget estimation.
This overspend is mitigated by a forecasted £0.311m underspend on the Education Psychologist service, mainly related to staffing in the traded service.
Future mitigation is planned with recruitment having taken place for staff to start in September to reduce reliance on agency cover staff sickness. The Resolving Disagreements project is nearing recommendations which will include how legal services are used in the future (and the activity to be brought back into SENDAR).
Impact on the MTFS
There are risks that unless the material overspend in SENDAR is not brought under control that additional funding will be needed in the MTFS refresh, at the very least to continue the legal and mediation funding allocated in 2023/24, which was for one year only. There is also a risk the service may not be able to rely on the forecast Education Psychologist traded underspend in future years as customers (schools) budgets are put under more pressure.

Education Services DSG – (£8.723 overspend; +3.4% of gross grant)**Explanation of the DSG net overspend**

The main material forecast variances are within the High Needs Block where there is a total budget of £79.248m and an overall forecast overspend of £8.732m.

Material forecast variances include £2.045m in mainstream school EHCP top-ups, a £6.740m overspend on independent school places and £1.126m overspend on specialist resource provision. There is a £0.977m underspend on alternative provision (AP) but £0.537m of this represents the element of the budget which has been earmarked for top-up funding costs at a new AP school that is awaiting creation.

There is, once again, significant pressure on the High Needs Block. Pressures in the system, increases in permanent exclusions, increasing numbers of children not attending school for medical reasons (often mental health needs) and increasing requests for EHC needs assessment, up from 800 to 1,300 (this measure had reduced the year before). The number of children in independent specialist provision has also increased following approximately 6 years of decline. In addition, recruitment of teaching assistants is proving increasingly difficult leading to schools declaring that they 'cannot meet need'. Following the latest national data release, the trends in Warwickshire reflect a national picture.

The overspend on specialist resource provision is in line with the financial strategy as this has created additional places in-year in special schools and resourced provision to avoid placement in independent specialist provision.

The Council is part of tranche 3 of the DfE Delivering Better Value in SEND programme which is carrying out a diagnostic exercise on current spend and will then lead to case reviews in specific areas. The Council will then be eligible to apply to the DfE for a transformation grant to move forward transformation projects.

The primary response to the current challenge remains the SEND & Inclusion Change Programme. Projects currently live include 'Inclusion Framework', Emotionally Based School Avoidance, EHC plan top-up funding, and Supported Internships which are all expected to have a positive long-term financial impact by reducing the pressure for specialist provision through best practice.

Two completed projects include the establishment of the Warwickshire Academy (which will be full in 4 of the 5 year groups it supports in September) and growth of resourced provisions (with 4 more resourced provisions coming online in September bringing to total to 23).

However, no further SEND Change projects will be approved until the Delivering Better Value activity is completed. Changes in leadership are also prompting a rethink of current governance and what change aspects should be in projects and what should be business as usual tasks.

Work is on-going to build an understanding of AP budgets due to changes in personnel. Further work is taking place to ensure that audit trails are in place to ensure decisions are appropriately agreed regarding placements and tracked/monitored. The post-Covid effect is seeing need increase and significant work is required to improve the preventative work in schools to support a reduction in demand.

Despite welcome additional Government funding, SEND remains materially underfunded at a national level, and the level of the cumulative High Needs Block Deficit in the DSG is so high that it is unlikely the Council will be able to generate savings to clear it in the short, medium or long-term. In the absence of stronger, more sustainable national solutions to SEND
Impact on the MTFS
This overall size of the High Needs DSG overspend has increased significantly and is above the MTFS expected overspend of £4.855m (i.e., the amount allocated to the DSG offset reserve in the MTFS for 2023/24) and will impact on the overall recovery plan and the contributions from the MTFS to cover the cumulative deficit. At present the forecasted cumulative deficit for the HNB following 2023/24 outturn is £29.148m. The DSG offset reserve currently totals £26.505m, which will mean a further £2.643m top-up is required at the end of the financial year. The current MTFS 2023-2028 provides for a 2024/25 contribution to the DSG offset reserve of £5.992m, but this reduces to £2.394m in 2025/26 and then £1.394m each year from 2026/27.

Resources Directorate

Business and Customer Services (£0.320m overspend; +1.6%)
Explanation of the Investment Funds net overspend (£0.258m)
The forecast reflects the spending on the Cost of Living crisis work. The spending has been approved but rather than allocating it at the beginning of the year it has been decided that a drawdown will be made from the investment fund once the spend has been incurred.
Explanation of the Earmarked Reserves net underspend (£0.112m)
The forecast contribution to reserves arises from the forecast underspend on the Welfare scheme.
Explanation of the Remaining Service net overspend (£0.174m)
The forecast overspend of £0.174m is largely as a result of salary overspends within the Community Hub. Part of this is due to sickness and maternity leave having to be covered, the service will need to identify alternative ways to meet vacancy factor targets.as a result.
Impact of MTFS
The vacancy factor within the Community Hub will be monitored. At present the forecast is based on the current fully established position with no known vacancies appearing, however, this could change as the year goes on.

Commissioning Support Unit - (£0.110m overspend; +1.7%)
Explanation of the Investment Funds net underspend (£0.063m)
The underspend forecast of £0.063m relates to the Data and Analytics project. This project was to take place over two years and the underspend is the forecast of what will need to be spent in 2024/25.
Explanation of the Remaining Service net overspend (£0.173m)
The remaining overspend is mainly as a result of the following: <ul style="list-style-type: none"> • an under achievement of income in the Programme Management Office of £0.073m due to changes in staffing meaning one post can no longer be recharged for; and • an overspend of £0.086m within Contract Management and Quality Assurance due to increased staffing levels. This will be monitored by the service to look for mitigation of the position.
Impact of MTFS
The forecast overspends will be monitored with the service and we will seek to identify ways to mitigate the position.

Enabling Services - (£3.770m overspend; +14.8%)
Explanation of the Investment Funds net overspend (£1.633m)
There is an overspend forecast on investment funds where funds are yet to be drawdown for the approved project: <ul style="list-style-type: none"> the Digital Roadmap programme requires £1.783m which was set aside in the 2023-27 MTFS as part of the £3.2m; this is partially offset by a small underspend forecast on the Digital Transformation project of £0.150m as a result of costs being lower than first anticipated. The project is scheduled to complete by March 2024.
Explanation of the Earmarked Reserves net overspend (£0.290m)
There is an expected drawdown of £0.290m from the Apprenticeship reserve to fund the costs of the apprenticeship programme.
Explanation of the Remaining Service net overspend (£1.847m)
The remaining service overspend is predominantly as a result of the following: <ul style="list-style-type: none"> a £1.460m forecast overspend within Property Services mainly from a 300% increase in utility costs on contracts procured through ESPO coupled with increased costs from a property business rates review; the forecast overspend of £0.233m in Digital and ICT is because, based upon current staffing levels; a £0.097m overspend within HR Enabling mainly due to increased staffing costs as a result of demand pressures and backfilling vacancies and sickness; and a forecast overspend of £0.057m in ICT Strategy and Commissioning which is as a result of an overspend on centralised applications rationalisation of £0.110m being offset with in-year staff vacancies.
Impact of MTFS
The turnover allowance within the Digital & ICT will be monitored. At present the forecast is based on the current fully established position with no known vacancies appearing, however, this could change as the year goes on. The service will need to identify savings elsewhere if this does not materialise. Work will need to be done with the service to better understand the forecast position on Applications as there are future savings of £0.120m and £0.050m due in the next two years from this area.

Finance Service – (£0.061m overspend; +1.0%)
Explanation of the Earmarked Reserves (£0.026m)
The drawdown from the reserve of £0.026m is the forecast absence payments expected in year based on the experience of the previous two years.
Explanation of the Remaining Service net overspend (£0.035m)
There is no significant variance forecast.

Governance and Policy – (£0.422m overspend; +14.2%)
Explanation of the Remaining Service net overspend (£0.421m)
The forecast service overspend is mainly as a result of: <ul style="list-style-type: none"> a £0.381m overspend in Legal Services made up of a significant increase in demand for Corporate, HR, Property and Legal work for the Council (£0.178m) and a predicted under achievement of income (£0.203m) due to reduced developer fee income and a reduction in external referrals; and

- a £0.200m overspend within Records Management due to the exit fees at the end of the Iron Mountain contract, negotiations are ongoing to further reduce this fee.

These overspends are offset by in year salary savings within Corporate Policy of £0.092m due to vacancies within the graduate trainee cohort and an over recovery of income in MarComms of £0.036m due to increased demand.

Impact of MTFS

The lower income levels forecast within Legal could add additional pressure to the MTFS as there are further increases in the income target of £0.040m per annum due over each of the next 3 years. The income position will be closely monitored as, if new contracts come in as has happened in previous years, then the position may change.

3. Corporate Services and Resourcing

Corporate Services and Resourcing – (£28.396m underspend, 22.7%)

Explanation of the Earmarked Reserves net underspend (-£2.703m)

- An underspend of £0.268m will be transferred to the earmarked reserve as the annual contribution to the cost of the quadrennial local elections.
- £0.208m will be transferred from the Apprenticeship Levy to fund the forecast overspend arising from the impact of cumulative pay awards.
- £2.643m to be transferred to top up the DSG offset reserves based on the Q1 DSG forecast overspend.

Explanation of the Remaining Service net underspend (-£25.693m)

- £17.493m of the variance is due to increased corporate grant income. At the time of setting the budget many government grant allocations had not been announced and budgets were based on prior year allocations. This significant increase in grant income will help to offset the overspend in other areas across the Council.
- £9m additional income due to improved returns on our investments linked to the recent increases in interest rates.
- £2m saving on interest payments by using our cash balances to repay some loans early.
- £1.2m reduction in Minimum Revenue Provision as a result of delays in the capital programme.
- £1.514m overspend forecast as a result of the 2023/24 pay offer. The difference between the 4% pay provision included in the budget and the current pay offer of £1,925 or 3.88% (whichever is higher) is £3m and of course this could end up being higher. The budget contingency of £1.8m will only partially meet the extra cost and this overspend represents the remaining in-year cost.
- A £2.643m allocation to fund the DSG offset reserve which must be topped up to meet the forecast overspend on the DSG High Needs block.

Impact on the MTFS

The MTFS already includes the best estimate of future years government grant income, including reflecting the additional grants received in 2023/24, although this area remains volatile especially with national elections in the MTFS period.

Interest rates are expected to reduce over the medium term so the additional income should not be treated as an on-going funding source, although some short term benefit for the next one to two years is expected.

On-going funding will need to be identified for the future year impact of the current year pay award as part of the MTFS refresh in the autumn.

Though the current MTFS includes provision for the annual increase of the DSG offset reserve to match the expected deficit, if the deficit remains higher than previously forecast these provisions will also need to increase.

Commentary on Service Capital Forecasts

The main reasons for the £27.620m delays in the quarter compared to the approved budget are set out below. These changes generally mean the expected benefits of the capital schemes may not be realised to the original time frame, however in some cases the change only relates to the timing of the expected cash flow without any impact on the deliverables of the scheme.

In addition to the £27.620m above there is an additional £10.653m of delays relating to projects funded by S278 developer contributions. The timing of these schemes is largely outside of the control of WCC therefore they are excluded from the analyses below, but details of these schemes can be found in Annexes A to M.

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

Environment Services – £11.515m:

- A444 Corridor Improvements - Phase 2 (£1.390m) Delays with completing traffic regulation orders will now delay construction. The aim is to commence works in October 2023. Contractor availability and other on-going local highway works may result in further construction start delays.
- A3400 Birmingham Road Stratford Corridor Improvements (£3.863m) The project is split into 2 more phases (total 3 phases with Phase 1 completed) in order to deliver works while Phase 3 is being designed. Phase 2 main works have been delayed due to design issues, but they are due to start in 2023/24 Q3, while enabling and utility works are currently in progress. Phase 2 expected completion is 2024/25 Q2. Phase 3 expected to start late 2024/25 or early 2025/26.
- A452 Myton Road and Shire Park Roundabouts S106 WCC3 (£1.6m) This scheme has been reprofiled due to the start date moving back to winter 2023.
- A47 Hinckley Road Corridor Scheme (£0.274m) The current year anticipated spend has been reprofiled as a result of other works planned in the immediate vicinity of the scheme which is dictating construction and completion of the scheme and it's spend profile.
- A452 Kenilworth to Leamington (K2L) Cycle Route – CIF (£1.457m). The K2L scheme is being delivered in several phases starting with Section 1a at the Leamington Spa end of the route, through to Section 3 concluding in Kenilworth. Due to the engineering, strategic and financial complexities the exact delivery timescales/programme for each phase remains uncertain. For Section 1b it is hoped that the necessary land acquisition will be completed within 2023/24 and construction within 2024/25. The remaining phases will follow on in subsequent financial years.
- Improvements to the A446 Stonebridge junction Coleshill (£0.552m) Reprofiled spend for design this year and proposed construction next year due to logistical delivery issues.

- A452/A46 Developer Improvement scheme (£2.121m) The project has been reprofiled for design this year and proposed construction next year. Construction going ahead is dependent on road space availability due to HS2.
- There are a number of other schemes with delays of less than £0.200m each which are detailed in the annexes A to M.

Fire & Rescue - £1.987m:

- Fire & Rescue HQ Leamington Spa - £1.987m Leamington Headquarters Refurbishment is currently on hold whilst discussions take place and strategic decisions are made around the works required. The funding is still required at this stage, a further report around any proposals may be required for necessary approvals.

Strategic Commissioning for Communities - £0.951m:

- Casualty reduction annual maintenance (£0.630m). One of the projects within the block of schemes is not progressing due to feasibility issues.
- There are a number of other schemes with delays of less than £0.200m each which are detailed in the annexes A to M

Education Services - £12.874m:

- Long Lawford permanent expansion (£0.270m) - Project delivery (car park/drop-off facility) delayed by S278 approval and expired planning permission. Forecast revised based on estimated January 2024 start date.
- Stratford Upon Avon School 2 form entry expansion (£1.297m) - Forecast profile revised based on estimated July 2023 start date and October 2024 completion date. The current spend profile is subject to planning permission.
- The Queen Elizabeth Academy Atherstone (£0.500m) - This is a School Trust led scheme where we will reimburse the Trust as phases are complete, the target end date is April/May 2024.
- Myton Gardens Primary School (£8.9m) - Potential delays have resulted from the requirement to relocate a badger sett. This is subject to planning. Quotes for the overall scheme have come in higher than the original estimates.
- Oakwood Primary Expansion (£1.720m) - The places at this school are required for September 2024 therefore the main construction is expected in 2024-25.
- There are other schemes with delays of less than £0.200m each which are detailed in the annexes A to

Enabling Services - £0.241m:

- Development of Rural Broadband (£0.022m) - Reduced expenditure and corresponding reduction in income due to a vacant post in the Coventry Solihull and Warwickshire partnership team not yet being filled.
- Lillington Academy Conversion to Academy Works (£0.219m) - Delays have been caused by the need to fit a new electrical power unit on site.

Governance & Policy - £0.049m:

- Rationalisation of County Storage Facilities (£0.021m) - Works delayed relate to the installation of interceptors and a retention of funds.
- Acquisition of land in Warwick (£0.028m) - The budget phasing has been adjusted to allow for post occupation works.

Annex A- Environment Services

Director - Scott Tompkins

Executive Director - Mark Ryder

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

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director - Environment Services	1,091	0	1,091	4			4	
Trading Standards & Community Safety	2,946	(1,144)	1,802	122		42	80	Continued pressure on the G&T budget with works to repair sites and to resolve long standing Corley View issues.
County Highways	24,027	(7,706)	16,321	153			153	Moving some inflationary funding into this budget to resolve overspends in Q2.
Planning Delivery	5,470	(5,036)	434	(19)			(19)	An underspend in the Planning team, due to the number of vacancies currently being carried, is offset by an overspend in the Ecology, Historic Environment and Landscape team. This overspend of approx. £70K will be reduced by additional burden grant money expected for Biodiversity Net Gain and other grant funding opportunities.
Transport Delivery	50,942	(10,874)	40,068	2,765			2,765	H2ST costs for both SEND and Mainstream up c£1.4m. Additional 67 taxi contracts started in Q1, mainly SEND, at a cost of £1.4m. Additionally bus tender round of 35 contracts led to an increase of £400k on mainstream costs. The other major issue in Q1 has been a significant increase in excluded children requiring transport to other schools resulting in c£1m additional costs. A new process will be in place from September to ensure tighter control of this area of cost and greater awareness of continuing issues.
Engineering Design Services	9,923	(9,268)	655	23			23	
Emergency Management	213	0	213	0			0	
Net Service Spending	94,612	(34,028)	60,584	3,048	0	42	3,006	

Impact on specific service reserves (from Reserves tab)	42
Impact on Transformation funds	0
Impact on Risk/General reserves	3,006

Annex A- Environment Services

Director - Scott Tompkins

Executive Director - Mark Ryder

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

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	(326)	(326)	0	
Traded income - Expansion of traded income across the service including 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.	(285)	(85)	200	Both Forestry and Network Management currently forecasting not to hit additional £100k income target, the service is reviewing other options.
Savings on third party spend - Review of services purchased from third parties to ensure value for money and management of the cost increases of externally purchased services.	(63)	(63)	0	
Network Management - Additional enforcement income by carrying out more inspections and a 'coring' programme. Cost of additional staff and equipment paid for from income with an additional return of £100k to £400k per year.	(400)	(400)	0	
Trading standards - Delivery of efficiencies in trading standards community safety provision.	(45)	0	45	Trading Standards and Community Safety are currently showing a forecast overspend, so have forecast a zero for now.
Total	(1,119)	(874)	245	

Annex A- Environment Services

Director - Scott Tompkins

Executive Director - Mark Ryder

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

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Trading Standards Data Cleanse and Business Process Review	104	104	0	on track	0	Mar-24
Forestry - Tree Nursery	103	103	0	on track	0	Mar-24
Total	207	207	0			

Annex A- Environment Services

Director - Scott Tompkins

Executive Director - Mark Ryder

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

Capital Programme - 2023/24 to 2024/25 Onwards

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Major Transport Projects													
Rugby Western Relief Road	59,145	50	50	0	59,245	59,145	10	90	0	59,245	-40	0	Protracted land negotiations ongoing with Network Rail
M40 Junction 12	11,908	15	0	0	11,922	11,908	15	0	0	11,922	0	0	
Rugby Gyratory Improvement Scheme	1,564	24	0	0	1,588	1,564	24	0	0	1,588	0	0	
Bermuda Connectivity Project	10,118	3,324	1,500	0	14,941	10,118	3,324	1,500	0	14,941	0	0	
A46 Stanks Island signalisation and improvement Bham Rd	5,252	1,431	0	0	6,683	5,252	1,431	0	0	6,683	0	0	
A444 Corridor Improvements - Phase 2	600	1,890	1,845	0	4,334	600	500	1,845	1,390	4,334	-1,390	0	Delays with completing traffic regulation orders will now delay construction start to October 2023. Contractor availability and other on-going local highway works may result in further construction start delays.
A3400 Bham Road Stratford Corridor Improvements	1,296	5,663	500	0	7,459	1,296	1,800	363	4,000	7,459	-3,863	0	Project split into 2 more phases (total 3 with Phase 1 completed) in order to deliver works while Phase 3 is being designed. Phase 2 main works have been delayed due to design issues but the main works are due to start in 2023/24 Q3, while enabling and utility works are currently in progress. Phase 2 expected completion 2024/25 Q2. Phase 3 expected to start late 2024/5 or early 2025/26 - TBC.
A46 Stoneleigh Junction Improvement	28,088	9,173	0	0	37,262	28,088	9,173	0	0	37,262	0	0	
A47 Hinckley Road Corridor Scheme	803	834	3,194	200	5,031	803	560	3,556	112	5,031	-274	0	Reprofiled in line with anticipated spend in future years.

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Improvements to the A446 Stonebridge junction (Coleshill)	99	852	1,052	0	2,003	99	300	1,352	252	2,003	-552	0	Reprofiled spend for design this year and proposed construction next year.
Transforming Nuneaton - Highway Improvements (CIF)	741	575	5,480	12,769	19,565	741	575	5,480	12,769	19,565	0	0	
Emscote Road Corridor Improvements Scheme	359	491	9,172	250	10,272	359	471	5,627	3,815	10,272	-20	-0	
A452/A46 Developer Improvement scheme	9	2,471	4,200	0	6,681	9	350	6,292	30	6,681	-2,121	0	Reprofiled spend for design this year and proposed construction next year. Construction dependant on road space availability due to HS2.
Street Lighting													
Pump Priming allocation for LED street lighting	5,288	0	0	0	5,288	5,288	0	0	0	5,288	0	0	
Street Lighting annual maintenance 2021-22	667	0	0	0	667	667	0	0	0	667	0	0	
Street Lighting Annual Main 2022/23	663	0	0	0	663	663	0	0	0	663	0	0	
Street Lighting Annual Main 2023/24	0	543	24	0	567	0	962	24	0	986	419	419	RCCO FROM EB031 REV
Structural Bridge Maintenance													
Minor Bridge Maintenance schemes 2017/2018	2,707	12	0	0	2,719	2,707	107	0	0	2,814	95	95	Bulkington Station Bridge incursion added to programme
Minor Bridge Maintenance schemes 2018/2019	1,912	0	0	0	1,912	1,912	0	0	0	1,912	0	0	
Bridges Base Budget 2019 2020	923	8	0	0	931	923	8	0	0	931	0	0	
Bridges Base Budget 2020 2021	815	125	0	0	940	815	115	0	0	930	-10	-10	Blythe River bridge estimated costs revised
Historic Bridge Maintenance	2,795	1,402	2,349	0	6,546	2,795	1,697	2,054	0	6,546	295	0	Forecast revised against active projects to reflect increased costs and bridges deteriorating since provision of budget
Bridges annual maintenance 2021-22	660	190	0	0	850	660	264	0	0	924	74	74	Previous year's deferred schemes now added to the programme. Coton bridge monitoring added

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Bridge Annual Main 2022/23	522	399	0	0	921	522	536	0	0	1,058	137	137	Principal Inspections from 2022/23 added following retendering exercise due to high costs
Bridge Annual Main 2023/24	0	1,019	0	0	1,019	0	524	200	0	724	-495	-295	New year's schemes added to maintenance programme
Structural Maintenance of Roads													
County Highways Base Budget 20-21	21,964	0	0	0	21,964	21,964	0	0	0	21,964	0	0	
Vehicle Mitigation Barriers (Stratford on Avon)	0	582	0	0	582	0	582	0	0	582	0	0	
Highways 2021-22 Surface Dressing	1,615	0	0	0	1,615	1,615	0	0	0	1,615	0	0	
Highways 2021-22 Slurry Seal	384	0	0	0	384	384	0	0	0	384	0	0	
Highways 2021-22 Routine Patching	1,411	0	0	0	1,411	1,411	0	0	0	1,411	0	0	
Highways 2021-22 Patching Surface Dressing	465	0	0	0	465	465	0	0	0	465	0	0	
Highways 2021-22 Patching Slurry Sealing	128	0	0	0	128	128	0	0	0	128	0	0	
Highways 2021-22 Pot Hole Budget	208	0	0	0	208	208	0	0	0	208	0	0	
Highways 2021-22 Structural Patching	794	0	0	0	794	794	0	0	0	794	0	0	
Highways 2021-22 Road Marking SD	343	0	0	0	343	343	0	0	0	343	0	0	
Highways 2021-22 Structural Maintenance Annual Programme	8,880	0	0	0	8,880	8,880	0	0	0	8,880	0	0	
Highways 2021-22 Structural Maintenance Annual Footways Programme	2,192	0	0	0	2,192	2,192	0	0	0	2,192	0	0	
Staff Recharges Annual 2021 -22	887	0	0	0	887	887	0	0	0	887	0	0	
Highways 2021-22 Micro Asphalt	79	0	0	0	79	79	0	0	0	79	0	0	
Highways 2021-22 Patching Micro Asphalt	7	0	0	0	7	7	0	0	0	7	0	0	

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Highways 2021-22 Road Marking For Micro Asphalt	0	0	0	0	0	0	0	0	0	0	0	0	
Forestry 35 X Yard Skips	8	0	0	0	8	8	0	0	0	8	0	0	
Forestry Vehicle Reg WR12HYF	0	0	0	0	0	0	0	0	0	0	0	0	
Highways 2022/23 Surface Dressing	1,824	0	0	0	1,824	1,824	0	0	0	1,824	0	0	
Highways 2022/23 Slurry Seal	306	0	0	0	306	306	0	0	0	306	0	0	
Highways 2022/23 Routine Patching	1,465	0	0	0	1,465	1,465	17	0	0	1,483	17	17	ACTUALS MORE THAN THE CREDITORS LIST transfer from code 12072000
Highways 2022/23 Patching Surface Dressing	573	0	0	0	573	573	0	0	0	573	0	0	
Highways 2022/23 Patching Slurry Sealing	14	0	0	0	14	14	0	0	0	14	0	0	
Highways 2022/23 1ST TIME FIND AND FIX	242	0	0	0	242	242	22	0	0	264	22	22	ACTUALS MORE THAN THE CREDITORS LIST transfer from code 12072000
Highways 2022/23 Structural Patching	894	0	0	0	894	894	16	0	0	911	16	16	ACTUALS MORE THAN THE CREDITORS LIST transfer from code 12072000
Highways 2022/23 Road Marking SD	327	0	0	0	327	327	0	0	0	327	0	0	
Highways 2022/23 Structural Maintenance Annual Programme	8,214	0	0	0	8,214	8,214	67	0	0	8,281	67	67	ACTUALS MORE THAN THE CREDITORS LIST transfer from code 12072000
Highways 2022/23 Structural Maintenance Annual Footways Programme	2,185	0	0	0	2,185	2,185	0	0	0	2,185	0	0	
Staff Recharges Annual 2022/23	906	0	0	0	906	906	0	0	0	906	0	0	
Forestry: Vermeer chipper	23	0	0	0	23	23	0	0	0	23	0	0	
Highways 2022-23 HS2 Road deterioration fund	251	0	0	0	251	251	0	0	0	251	0	0	
Sawbridge. Bridge replacement	20	0	0	0	20	20	0	0	0	20	0	0	
Brailes. Drainage works on P	31	0	0	0	31	31	0	0	0	31	0	0	
Highways 2023/24 Surface Dressing	0	2,214	0	0	2,214	0	4,238	0	0	4,238	2,024	2,024	INCREASED BUDGET TRANS OF
Highways 2023/24 Slurry Seal	0	260	0	0	260	0	0	0	0	0	-260	-260	TRANS OF BUDGET TO 12064000
Highways 2023/24 Routine Patching	0	1,085	0	0	1,085	0	1,736	0	0	1,736	651	651	BUDGET INCREASED BY TRANS OF

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Highways 2023/24 Patching	0	0	0	0	0	0	0	0	0	0	0	0	
Highways 2023/24 Patching	0	0	0	0	0	0	0	0	0	0	0	0	
Highways 2023/24 1st Time	0	3,064	0	0	3,064	0	292	0	0	292	-2,772	-2,772	BUDGET TRANS TO 12064000 AND 12069000
Highways 2023/24 Structural	0	868	0	0	868	0	1,736	0	0	1,736	868	868	BUDGET TRANS FROM 12069000
Highways 2023/24 Road Ma	0	327	0	0	327	0	0	0	0	0	-327	-327	BUDGET TRANS TO 12064000 12066000 12070000
Highways 2023/24 Structural	0	8,258	0	0	8,258	0	7,192	0	0	7,192	-1,066	-1,066	Transfer of budget £122,650 to codes 11981 984 985 and 11987000 PLUS 12064000 12065000 12070000
Highways 2023/24 Structural	0	2,279	0	0	2,279	0	3,038	0	0	3,038	760	760	BUDGET TRAN FROM 12072000
Staff Recharges Annual 2023	0	913	0	0	913	0	913	0	0	913	0	0	
Traffic Signals Annual Main 2	0	250	0	0	250	0	352	0	0	352	102	102	Annual maintenance budget allocated to schemes commencing 2023-24
Traffic Signals 2015-16	181	11	0	0	192	181	11	0	0	192	0	0	
Traffic Base Budget 2019 2020	235	41	0	0	275	235	41	0	0	275	0	0	
Traffic Base Budget 2020 2021	206	0	0	0	206	206	0	0	0	206	0	0	
CIF - Replacement Bollards in Stratford, Nuneaton & Bedworth	334	140	0	0	474	334	0	140	0	474	-140	0	Need to look at best solutions to monitor various sites with CCTV cameras
Traffic Signals Annual Main 2021-22	213	12	0	0	225	213	0	0	0	213	-12	-12	Reallocated remaining budget to new schemes
D1356 - DfT - Traffic Signals Maintenance Grant Award	475	117	0	0	593	475	117	0	0	593	0	0	
Traffic Signals Annual Main 2022/23	178	168	0	0	346	178	78	0	0	256	-90	-90	Reallocated remaining budget to new schemes
Flood management													
Whiteacre Health Flood Alleviation	56	0	0	0	56	56	0	0	0	56	0	0	
Grendon Capital Flood Scheme	31	0	0	0	31	31	0	0	0	31	0	0	
Flood Defence Maintenance 20-21	2	0	0	0	2	2	0	0	0	2	0	0	
Flood alleviation schemes CIF - Pailton	91	0	25	0	116	91	0	25	25	141	0	25	£25K Transfer form 11803000 Welford
Flood alleviation schemes CIF - Fenny Compton	63	0	521	0	584	63	573	0	0	636	573	52	scheme to be delivered this year, additional income form EA

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	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Flood alleviation schemes CIF - Welford on Avon	0	0	43	0	43	0	0	0	0	0	0	-43	scheme cancelled trans 25k to 11801000 and £18k to 11943000
Flood alleviation schemes CIF - Galley Common	0	0	22	0	22	0	10	44	0	54	10	32	scheme increased £32k from 11805000
Flood alleviation schemes CIF - Bermuda	0	0	32	0	32	0	0	0	0	0	0	-32	trans scheme to 11804000
Flood alleviation schemes CIF - Brailes	10	0	105	0	115	10	70	45	0	125	70	10	increase of funding into this financial year
Flood Defence Maintenance 21-22	144	0	0	0	144	144	0	0	0	144	0	0	
Flood defence - Fillongley	57	0	99	0	156	57	49	50	0	156	49	0	Scheme to completed over two years
Bilton Road Property Flood Resilience Scheme	15	0	9	0	24	15	0	0	0	15	0	-9	scheme now closed
Clifford Chambers Property Flood Resilience Scheme	113	0	41	0	154	113	50	56	0	218	50	64	scheme to be completed over two years, trans of £18k from 11803000 and £46,028 from 12063000
Flood Defence Maintenance 22-23	135	0	0	0	135	135	0	0	0	135	0	0	
Broadwell property flood resilience scheme	6	0	135	0	141	6	103	10	0	118	103	-23	scheme to be completed over two years, more income from EA
Flood Defence Maintenance 23-24	0	219	278	0	497	0	211	241	0	451	-8	-46	£8423 trans to 11943000 23/24 \$37,605 trans to 11943000 24/25
Community Safety													
Gypsy & Traveller Services 20-21	81	0	0	0	81	81	0	0	0	81	0	0	
Development and upgrade of three WCC owned Gypsy and Traveller sites	36	0	624	0	660	36	0	624	0	660	0	0	
Gypsy & Traveller Services 21-22	-19	0	50	0	31	-19	0	50	0	31	0	0	
Gypsy & Traveller Services 22-23	0	0	21	0	21	0	0	21	0	21	0	0	
Gypsy & Traveller Services 23-24	0	22	0	0	22	0	22	0	0	22	0	0	
Integrated Transport - Delivery													

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	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Nuneaton To Coventry Cycle Route - Cif	41	130	490	350	1,011	41	80	540	350	1,012	-50	0	SCHEME TRANS TO NEW YEAR
Green Man Coleshill Signalised Junction - Cif	129	702	30	0	861	129	702	30	0	861	0	0	
Hinckley To Nuneaton Cycle Route - Cif	98	704	0	0	802	98	704	0	0	802	0	0	
A452 Kenilworth To Leamington Cycle Route - CIF	531	1,957	1,851	2,063	6,401	531	500	2,635	2,735	6,401	-1,457	-0	SCHEME MOVED TO FUTURE YEARS
A452 Kenilworth Road to Leamington Spa town centre cycle route – Getting Building Fund	349	501	0	0	850	349	501	0	0	850	-0	-0	
Area Delegated													
Rugby Area Committee	416	0	0	36	452	416	0	0	36	452	0	0	
Area Delegated Funded Schemes 2017/18	23	0	650	0	673	23	0	650	0	673	0	0	
Area delegated funding 18- 19	0	0	783	0	783	0	0	783	0	783	0	0	
Jo Edwards Delegated Schemes 2018 2019	862	0	0	0	862	862	0	0	0	862	0	0	
John Grant Delegated Schemes 2018 2019	713	0	0	0	713	713	0	0	0	713	0	0	
Nigel Whyte Delegated Schemes 2018 2019	73	0	0	0	73	73	0	0	0	73	0	0	
County Highways Base Delegated Budget 2019 2020	582	0	0	0	582	582	0	0	0	582	0	0	
Traffic Road Safety Delegated Budgets 2019 2020	645	0	0	0	645	645	0	0	0	645	0	0	
Bus Shelter Infrastructure 2019 2020 Delegated Budgets	143	0	0	0	143	143	0	0	0	143	0	0	
Area delegated funding 20- 21	0	0	0	0	0	0	0	0	0	0	0	0	
North Warks Area Delegated	464	269	383	0	1,116	464	366	286	0	1,116	97	0	Schemes transfer to be completed in future years
Nun & Bed Area Delegated	994	499	773	0	2,266	994	553	719	0	2,266	54	0	Schemes to be completed in future years
Rugby Area Delegated	1,044	384	387	0	1,815	1,044	474	297	0	1,815	90	0	Schemes to be completed in future years

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	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Stratford Area Delegated	686	499	882	0	2,067	686	636	746	0	2,067	136	0	Schemes to be completed in future years
Warwick Area Delegated	899	538	1,148	0	2,585	899	970	716	0	2,585	433	0	Schemes to be completed in future years
Developer Funded Transport - s106 schemes													
Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	75	5	369	0	448	75	5	369	0	448	0	0	
Upgrade Traffic Signals Blackhorse Rd	141	9	0	0	150	141	9	0	0	150	0	0	
New bus stop on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	1	0	0	13	0	0	
Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Strores)	130	40	0	0	170	130	40	0	0	170	0	0	
Install Variable Message Signs A444 (Prologis)	0	0	90	0	90	0	0	90	0	90	0	0	
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	
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	
S278 Crabtree Medical Centre Bidford - Bus Stops	27	2	0	0	29	27	2	0	0	29	0	0	
A426 /A4071 Avon Mill Rdbt Rugby Improvement Scheme	1,403	411	0	0	1,814	1,403	411	0	0	1,814	0	0	n/a - no slippage > 5%
Zebra Upgrade on Tachbrook Road Leamington	60	2	0	0	62	60	0	0	0	60	-2	-2	Scheme complete/waiting to be closed out

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Weddington Road , Nuneaton Implement Toucan Crossing	71	0	112	0	183	71	0	112	0	183	0	0	
Upgrade existing shared ped / cycle path Bermuda	3	20	0	0	23	3	0	0	0	3	-20	-20	Passed to ROW team for surfacing of PROW in Bermuda area.
Developer Funded Transport - Europa Way													
A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd. S278	3,057	0	0	0	3,057	3,057	0	0	0	3,057	0	0	
A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	4,978	97	0	0	5,075	4,978	97	0	0	5,075	0	0	
A452 Myton Road And Shire Park Roundabouts S106 WCC3	1,073	2,860	2,773	116	6,822	1,073	1,260	3,873	616	6,822	-1,600	-0	Reprofiled due to start date on site for WCC3 now winter 2023
A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout S106 WCC2 (Fusilliers Way to Gallows Hill)	341	5	3,735	3,419	7,500	341	50	1,250	5,859	7,500	45	-0	Reprofiled to meet anticipated spend and revised programme.
A452 M40 spur west of Banbury Road S106 WCC1	32	50	50	4,805	4,937	32	50	50	4,805	4,937	0	0	Future years may need to be reprofiled in Q2.
C9878 A452 Europa Way Dualling, The Asps S278	1	149	0	0	150	1	149	0	0	150	0	0	
Developer Funded Transport - s278 schemes													
Transport - Developer Funding Holding Code	0	0	0	0	0	0	0	0	0	0	0	0	
Unallocated section 278 developer funds	19	0	1,596	0	1,616	19	0	1,596	0	1,616	0	0	
B4113 Gipsy Lane Junction	5	1	0	0	6	5	1	0	0	6	0	0	
Ansty Business Park Phase 3 Junction Improvements	2,810	202	0	0	3,012	2,810	202	0	0	3,012	0	0	

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	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	0	0	0	431	431	0	0	0	431	0	0	
A423 Coventry Road Southam New Priority Junction S278	512	0	0	0	512	512	0	0	0	512	0	0	
A428 Rugby Radio Station Mass Site S278 Highways Work	2,871	0	78	0	2,949	2,871	0	78	0	2,949	0	0	
A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	308	0	0	0	308	308	0	0	0	308	0	0	
B4087 Oakley Wood Road, Bishops Tachbrook - New Ghost Island Right Turn Lane S278	366	0	0	0	366	366	0	0	0	366	0	0	
B4632 Campden Road /C47 Station Road - New Ghost Island & New Minor Access S278	594	0	0	0	594	594	0	0	0	594	0	0	
B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	582	0	0	0	582	582	0	0	0	582	0	0	
B4642 Coventry Rd / Cawston Grange Drive Cawston Construction of 5th Arm at Rdbt S278	1,449	0	0	0	1,449	1,449	0	0	0	1,449	0	0	
C204 Birmingham Road, Alcester New Right Turn Lane S278	115	43	0	0	158	115	43	0	0	158	0	0	
A47 The Long Shoot, Nuneaton , New Traffic Controlled Junction S278	1,178	0	0	0	1,178	1,178	0	0	0	1,178	0	0	

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	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
B4035 Camden Road, Shipston On Stour New Right Turn Lane S278	336	0	0	0	336	336	0	0	0	336	0	0	
B4451 Kineton Road Southam New Roundabout S278	609	0	0	0	609	609	0	0	0	609	0	0	
C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	556	0	0	0	556	556	0	0	0	556	0	0	
A422 Alcester Road SoA access to development and relocation of puffin crossing	251	0	0	0	251	251	0	0	0	251	0	0	
A426 Southam Rd Southam access to quarry at Griffins Farm	307	0	0	0	307	307	0	0	0	307	0	0	
A428 Lawford Road Rugby right turn lane and access to development site	417	4	0	0	420	417	1	0	0	418	-3	-3	Bond due for release this year/awaiting cost of final RSA
B4429 Ashlawn Rd Rugby new puffin crossing	58	0	0	0	58	58	0	0	0	58	0	0	
A429 Ettington Rd Wellesbourne new rdbt and puffin crossing	1,222	0	0	0	1,222	1,222	0	0	0	1,222	0	0	
A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	2,013	0	0	0	2,013	2,013	0	0	0	2,013	0	0	
A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	699	0	0	0	699	699	0	0	0	699	0	0	
A47 Hinkley Road Nuneaton Puffin Crossing	93	0	0	0	93	93	0	0	0	93	0	0	
D2206 Siskin Drive Baginton Right Turn Lane S278	459	1	0	0	460	459	1	0	0	460	0	0	

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D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	443	0	0	0	443	443	0	0	0	443	0	0	
A423 Marton Road , Long Itchington - New Footway & Site Access S278	174	0	0	0	174	174	0	0	0	174	0	0	
A444 Weddington Road , Nuneaton New Puffin Crossing S278	198	0	0	0	198	198	0	0	0	198	0	0	
B4642 Coventry Road Cawston - New Right Turn Lane S278	784	0	0	0	784	784	0	0	0	784	0	0	
C33 Stockton Road And A423 Southam Road , Long Itchington New Footway & Upgrade Of Zebra Crossing S278	303	1	0	0	305	303	1	0	1	304	-1	-0	Completion certificate
D1643 Park Road , Bedworth New Car Park Egress S278	140	3	0	0	143	140	2	0	0	141	-2	-2	Bond due for release
A47 The Long Shoot Nuneaton relocation of a refuge island and creation of right turn lane	17	0	0	0	18	17	0	0	0	18	0	0	
A3400 Banbury Road / Tiddington Rd Stratford Traffic Signals	38	86	0	0	125	38	1	0	0	39	-85	-85	Clopton Bridge - Cllr/Management decision to undertake the works in two phases. Scope/design and programme to be determined
A3400 Bridgefoot / Bridgewater Stratford Junction Improvements	98	98	0	0	195	98	1	0	0	99	-97	-97	Clopton Bridge - Cllr/Management decision to undertake the works in two phases. Scope/design and programme to be determined
C98 Loxley Rd , Tiddington - Site Accesses & Improved Footways	883	834	0	0	1,716	883	34	800	0	1,716	-800	0	Funds moved due to design changes (Chicaines).

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D7050 Common Lane Kenilworth Traffic Signal Junction	3,300	65	0	0	3,365	3,300	40	0	0	3,340	-25	-25	Remaining works identified by future RSA
Butlers Leap Link Road - Traffic Signal Impts	3,747	8	0	0	3,755	3,747	0	0	0	3,747	-8	-8	Schemes complete holding balance to pay for final RSA
Shottery Link Road Stratford Puffin Crossing 7 & New Roundabout	5,661	808	0	0	6,470	5,661	808	0	0	6,470	0	0	
A422 Banbury Road Ettington Ghost Island Right Turn Lane	293	0	0	0	293	293	0	0	0	293	0	0	
B4451 Station Rd Bishops Itchington Ghost Island Right Turn Lane S278	783	7	0	0	790	783	7	0	0	790	0	0	
A426 Leicester Road Rugby Highway Impt S278	2,743	1	0	0	2,744	2,743	1	0	0	2,744	0	0	
B439 Salford Road Bidford - Access And Puffin Crossing	89	3	0	0	92	89	3	0	0	92	0	0	
Highway Impt A446 Lichfield Road , Coleshill S278	62	0	0	0	63	62	0	0	0	63	0	0	
Highway Impt C104 Milcote Rd Welford On Avon S278	280	3	0	0	284	280	3	0	0	284	0	0	
C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	234	5	8	0	247	234	1	0	0	235	-4	-12	Funds required to close down scheme.
A3400 London Road Shipston S278 Ghost Island Right Turn Lane Junction	473	48	0	0	520	473	48	0	0	520	0	0	
A425 Daventry Road Southam S278 Construct Access	423	3	0	0	426	423	3	0	0	426	0	0	

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C8 Trinity Road Kingsbury S278 Traffic Signal Junction	3,020	53	0	0	3,072	3,020	53	0	0	3,072	0	0	
D538 Station Road Coleshill S278 Puffin Crossing	10	6	0	0	16	10	2	0	0	12	-4	-4	Funds required to close down scheme.
Cctv /Utc Integration Scheme On A3400 Bham Rd Stratford S278	2	83	0	0	85	2	83	0	0	85	0	0	
B4642 Coventry Rd Cawston Ghost Island Right Turn Lane S278	1,013	5	32	0	1,050	1,013	5	32	0	1,050	0	0	
B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	15	0	584	0	600	15	0	584	0	600	0	0	
B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	40	460	0	0	500	40	30	430	0	500	-430	0	Change required due Harbury Lane scheme whose completion date has changed due to Developers programme.
B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	429	2,520	478	0	3,427	429	2,520	478	0	3,427	0	0	
B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	0	0	0	0	0	0	0	0	0	0	0	
B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	1,138	8	42	0	1,189	1,138	8	42	0	1,189	0	0	
B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	139	1,640	180	21	1,980	139	1,640	180	21	1,980	0	-0	
S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	3,235	11	0	0	3,246	3,235	11	0	0	3,246	0	0	
S278 Highway Impts Rugby Free School	821	24	0	0	845	821	24	0	0	845	0	0	

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A4023 Coventry Highway Mappleborough Green S278	3,938	12	100	0	4,050	3,938	12	100	0	4,050	0	0	
A428 Crick Road Rugby S278	1,300	12	0	0	1,311	1,300	12	0	0	1,311	0	0	
A428 Hillmorton Road /B4429 Ashlawn Rd Rugby S278	358	9	0	0	367	358	9	0	0	367	0	0	
B4632 Campden Road Clifford Chambers S278	1,445	0	0	0	1,445	1,445	0	0	0	1,445	0	0	
B5000 Grendon Road Polesworth S278	374	0	0	0	374	374	0	0	0	374	0	0	
A425 Banbury Rd Warwick Highway Impt S278 Wk Ind Schools	504	6	0	0	510	504	6	0	0	510	0	0	
A452 Europa Way (North Of Gallows Hill) Highway Impt S278 - Galliford Try	50	5	395	0	450	50	5	395	0	450	0	0	
A47 Long Shoot Nuneaton Highways Impt S278 Jelson Ltd	1,949	0	0	0	1,949	1,949	0	0	0	1,949	0	0	
B4035 Campden Rd Shipston Highway Impt S278 - Taylor Wimpey	1,703	0	0	0	1,703	1,703	0	0	0	1,703	0	0	
C11 Higham Lane Nuneaton Highway Impt S278 - Persimmon	1,180	47	59	0	1,286	1,180	47	59	0	1,286	0	0	
B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	1,531	58	0	0	1,588	1,531	8	50	0	1,588	-50	0	Changed due to reflect expected spend projection.
B4089 Arden Rd S278 Site Access Alcester Estates C9558	95	2	13	0	110	95	1	0	0	96	-1	-14	Funds required to close down scheme.
B4100 Temple Herdewyke Highways Impt S278 Dio C9618	4,101	0	0	0	4,101	4,101	0	0	0	4,101	0	0	
Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	16	3	1,000	2881	3,900	16	3	1,000	2,881	3,900	0	-0	

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Highways Impt A426 Rugby Rd C9401 David Wilson S278	2,336	19	0	0	2,355	2,336	19	0	0	2,355	0	0	
Highways Impt Gallows Hill C9042 Gallagher S278	549	1,557	1,394	0	3,500	549	1,557	1,394	0	3,500	0	0	
C12 Tunnel Rd Highway Impt S278 Countryside Prop (C9836)	12	5	0	0	17	12	1	0	0	13	-5	-5	Funds required to close down scheme.
C88 Alwyn Road Rugby Highway Impt S278 Miller Homes (C9712)	2	2	246	0	250	2	2	246	0	250	0	0	
C93 Bishopton Lane SOA S278 Miller & T.Wimpey (C9163)	1,754	0	0	0	1,754	1,754	0	0	0	1,754	0	0	
A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	48	1,052	0	0	1,100	48	52	1,000	0	1,100	-1,000	0	Changed to reflected programme for delivery.
B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	0	0	0	0	0	0	0	0	0	0	0	0	
B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	5,074	970	1,100	0	7,144	5,074	150	450	0	5,674	-820	-1,470	Changed to reflect expected remainder of spend (Scheme currently on Maintenance)
C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	118	11	0	0	130	118	3	0	0	121	-8	-8	Funds required to close down scheme.
C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	47	262	0	0	310	47	150	10	0	207	-112	-102	Reduced scope of works due to Developer's design changes.
A425 Banbury Rd Warwick S278 Highways Impt C9591	51	1,000	2,449	0	3,500	51	100	2,449	900	3,500	-900	0	Changed to reflect Developer's programme for delivery.
B4632 Campden Rd Long Marston S278 Highways Impt C9392	6,243	276	0	0	6,519	6,243	276	0	0	6,519	0	0	
A4177 Bham Rd Hatton S278 Highways Impt C9816	44	556	0	0	600	44	20	536	0	600	-536	0	Developer/Contractor programme delays. Network Management TM working restrictions to be agreed.

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
A423 Southam Bypass S278 Highways Impt C9664	10	1,000	790	0	1,800	10	100	900	790	1,800	-900	0	Changed to reflect Developer's programme
A45 Stonebridge / D2201 Rowley Rd Baginton S278 Highway Imp C9185	562	38	0	0	600	562	38	0	0	600	0	0	
B4029 Severn Rd Bulkington S278 Highway Impt C9913	602	2	0	0	604	602	2	0	0	604	0	0	
B4632 Campden Rd Quinton S278 Highway Impt C9930	1,662	94	0	0	1,757	1,662	94	0	0	1,757	0	0	
C33 Bubbenthal Rd Baginton S278 Highway Impt C9803	477	100	23	0	600	477	30	23	0	530	-70	-70	Changed to reflect amount required to close down scheme (currently on Maintenance)
D6216 Upper Henley St Soa S278 Highways Impt C9793	20	2	2	0	24	20	2	0	0	22	0	-2	
M6 Junction 1 / A426 Leicester Rd Rugby S278 Highway Impt C9471	365	0	0	0	365	365	0	0	0	365	0	0	
C32 Bham Rd (Farmers Market Rdbt.) S278 Highways Impt - C9670	3	2	245	0	250	3	2	245	0	250	0	0	
C9802 A46 Stoneleigh Rd (Whitley South) S278	28	0	0	0	28	28	0	0	0	28	0	0	
C9962 - A46 Alcester Road, Stratford-upon-Avon	31	19	0	0	50	31	19	0	0	50	0	0	
C9964 - B4632 Campden Rd (Freshfields Nursery), Clifford Chambers	16	735	8	0	760	16	0	735	8	760	-735	0	Linked to Clopton Bridge Scheme which has been agreed by CILrs/Management to undertake in two phases. Phased scheme design to be agreed
C9946 - C43 Gallows Hill (Strawberry Fields), Warwick	38	1,517	1,434	11	3,000	38	117	2,834	11	3,000	-1,400	0	Changed to reflect Developer's programme changes.
C9973 - D7069 Glasshouse Lane, Kenilworth	121	0	0	0	121	121	0	0	0	121	0	0	

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
D1020 - A46/A428 Rugby Road, Binley Woods	104	0	0	0	104	104	0	0	0	104	0	0	
C9990 - A426 Rugby Road/D3616 The Square (Dun Cow Crossroads), Dunchurch	943	10	28	0	981	943	28	10	0	981	18	0	Changed to reflect expected spend.
C9991 - A426 Dunchurch Rd/NB4429 Ashlawn Rd (Cock Robin Island), Rugby	52	198	0	0	250	52	18	180	0	250	-180	0	Changed to suit Developer's programme.
C9992 - B4429 Ashlawn Rd/D3394 Barby Rd, Dunchurch	82	518	0	0	600	82	0	518	0	600	-518	0	Linked to Cock Robin scheme. Cock Robin start delayed by Developer
C9983 - C93 Bishopton Lane (canal bridge traffic signals), Stratford-upon-Avon	347	63	70	0	480	347	0	63	70	480	-63	0	Scheme delayed by Developer
C9981 - D3948 Falkland Place, Temple Herdewyke	199	0	0	0	199	199	0	1	0	200	0	1	Funds required to close down scheme.
D1152 - S278 Brinklow Road, Binley Heath (Temporary Access)	41	21	4	0	66	41	21	4	0	66	0	0	
D1175 B4429 Coventry Road Section 4&8 HE - Symmetry Park Coventry Road, Rugby South	87	373	0	0	460	87	73	300	0	460	-300	0	Changed to suit Developer's programme.
D1251 - D11 C204 Birmingham Rd, Alcester, Right Turn Lane (Major)	1,033	100	42	0	1,175	1,033	20	42	0	1,095	-80	-80	Changed to reflect expected spend (scheme currently on Maintenance).
D1151 - A4390 Seven Meadows Rd (Shakespeare Marina), Stratford upon Avon (New Access)	38	206	0	0	244	38	206	0	0	244	0	0	
C9973 - Glasshouse Lane, Kenilworth School (MAJOR) Scheme	6	1,433	300	61	1,800	6	1,433	300	61	1,800	0	0	

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
D1216 - Gipsy Lane, Yew Tree Farm, Nuneaton	103	1,627	200	0	1,930	103	1,627	200	0	1,930	0	0	
D1269 - Pickard Street, Emscote Rd, Warwick - Lidl Access S278	102	8	0	0	110	102	0	1	0	103	-8	-7	Funds required to complete scheme.
D1225 - B4429 Coventry Rd, Symmetry Park, Rugby Sth. Construction Access MINOR S278	17	33	0	0	50	17	33	0	0	50	0	0	
D1242 - A4254, Eastboro Way, Nuneaton, Toucan Crossing S278	12	138	0	0	150	12	130	5	0	147	-8	-3	Changed to reflect expected delivery.
D1220 - Coventry Road, Faultlands Farm, Nuneaton S278	146	94	0	0	240	146	10	0	0	156	-84	-84	Scheme near completion
D1272 - A444 Lichfield Road, Curdworth (Dunton Wharf) S278	15	45	0	0	60	15	40	5	0	60	-5	-0	Changed to reflect expected scheme delivery.
D1301 - A452 Europa Way, (The Asps), Banbury Road MINOR S278 Temp access	42	0	0	0	42	42	0	0	0	42	0	0	
D1264 - C43 Gallows Hill (Strawberry Fields) Warwick - MINOR S278 Temp Access	23	52	0	0	75	23	52	0	0	75	0	0	
C9629 - D5496 School Road, Salford Priors, Stratford upon Avon MINOR S278	8	12	0	0	20	8	5	0	0	13	-7	-7	Funds required to complete scheme.
D1270 - D6173 Timothy's Bridge Road, Startford upon Avon (Swan's Landing) MINOR S278	1	109	0	0	110	1	0	109	0	110	-109	0	Changed to reflect expected scheme delivery.
D1268 - D2045 Coombe Fields Road, Ansty, Rugby S278 (Signal Jnct)	44	406	0	0	450	44	406	0	0	450	0	0	
D1265 - C43 Gallows Hill (Lower Heathcote Farm) Warwick, MINOR S278	18	3	0	0	21	18	0	0	0	18	-3	-3	Changed to reflect programme for delivery.

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
D1341 - A428 Coventry Rd, Long Lawford (Temp Access) S278	4	31	0	0	35	4	31	0	0	35	0	0	
D1302 - D1736 School Lane, Exhall (Toucan Crossing) MINOR S278	13	243	0	0	256	13	60	5	0	78	-183	-178	Reduction in scope of scheme due to Developer's design.
D1326 - D7069 Glasshouse Lane, Kenilworth S278	29	866	0	0	895	29	66	800	0	895	-800	0	Changed to reflect programme for delivery.
D1339 - D7069 Glasshouse Lane (Crewe Lane) Kenilworth MINOR S278	14	306	0	0	320	14	10	1	0	25	-296	-295	Profiled to reflect Developer's construction delivery.
D1300 - D4102 Millers Road, Warwick MINOR S278	114	0	0	0	114	114	0	0	1	115	0	1	Funds required to complete scheme.
D1409 - A46 Alcester Rd, Stratford - Billesley Crossroads S278	1	20	0	0	21	1	20	0	0	21	0	0	
D1408-A46 Alcester Road Stratford Footway & Cycleway S278	9	0	0	0	9	9	0	0	0	9	0	0	
A46 Alcester Road Stratford (Drayton manor drive)	4	46	0	0	50	4	46	0	0	50	0	0	
C43 Gallows Hill - bell mouth at car dealership	5	60	0	0	65	5	0	0	0	5	-60	-60	Developer has cancelled scheme
S5721 Stockley Road, Exhall - priority junction	12	177	0	0	189	12	77	100	0	189	-100	0	Changed to reflect programme for delivery.
A428/A45 Rugby Road, Binley Woods	14	66	0	0	80	14	60	4	0	78	-6	-2	Changed to reflect expected programme for delivery.
D1425 - A452 Leamington Rd, Kenilworth - Thickthorn (MINOR) S278	5	55	0	0	60	5	55	0	0	60	0	0	
D1467 - A452 Leamington Rd, Kenilworth - Thickthorn LIL0 S278	17	290	0	0	307	17	90	200	0	307	-200	0	Changed to reflect programme for delivery.

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
D1468 - A452 Leamington Rd, Kenilworth - Thickthorn Signalised Jct S278	17	200	1,313	0	1,530	17	200	1,313	0	1,530	0	0	
D1466 - D7069 Glasshouse Lane, Kenilworth - Thickthorn Priority Jct S278	16	800	413	0	1,228	16	100	1,113	0	1,228	-700	0	Changed to reflect programme for delivery.
D1478 - A422 Banbury Rd, Stratford - Stratford Business & Technology Park S278	1	200	299	0	500	1	100	399	0	500	-100	0	Changed to reflect programme for delivery.
D1430 - B4100 Gaydon Service Station, Banbury Rd, Gaydon S278	6	71	0	0	77	6	71	0	0	77	0	0	
D1388 - B4114 Lutterworth Rd/ Golf Dv, Whitestone, Nuneaton Traffic Signals S278	5	800	495	0	1,300	5	100	1,195	0	1,300	-700	0	Changed to reflect programme for delivery.
D1527 - A452 Europa Way, Warwick (The Asps) - Ph 1 Interim Site Access LILO	7	53	0	0	60	7	53	0	0	60	0	0	
D1529 - B4429 Coventry Road, Symmetry Park Windmill Lane - Cycle Link	10	119	0	0	129	10	15	2	0	27	-104	-102	Changed to reflect expected programme delivery.
D1521 - C1 Austrey Road, Warton, Tamworth - Widening & Junction Improvement	8	666	0	0	673	8	0	100	0	108	-666	-566	Developer design changes
A3400 Mill Lane, Newbold on Stour, Oldacre Gardens - Passing Bays	2	0	78	0	80	2	20	5	0	27	20	-53	Changed to reflect programme for delivery.
The Belfry Hotel and Resort, Sutton Coldfield – junction improvement	3	0	100	0	103	3	25	25	0	53	25	-50	Developer reduction in scope of works

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
C7 Tamworth Road, Wood End Land East of Islington Farm - construction of new access, footpath and road	2	0	78	0	80	2	15	5	0	22	15	-58	Developer delivering construction works. Only WCC inspection required. Works brought forward
A3400, Stratford Road, Shipston-on-Stour - Ellen Badger Hospital – widening access and relocation of pedestrian island	9	0	71	0	80	9	71	0	0	80	71	0	Works brought forward to this year following developer request
C5 Orton Road, Warton (Warton Allotments) – widening and realignment of Orton Road, new footways, culverting of existing ditch and new drainage infrastructure	2	0	839	0	840	2	0	839	0	840	0	0	
B4113 Longford Road, Exhall (Wilsons Lane) - Ghost Island and footway - Construction of a right turn lane into the Longford Road and widening of the footway	4	0	209	0	213	4	0	209	0	213	0	0	
B4113 Longford Road, Exhall (Wilsons Lane) – Temporary and minor access – Construction of a temporary access in a form of a dropped kerb vehicle	11	0	29	0	40	11	0	29	0	40	0	0	
D1562 -A4254 Eastboro Way - Signalised Junctions Heart of England Way S278	5	0	2,405	2,000	4,410	5	0	2,405	2,000	4,410	0	-0	

Description	Approved Budget					Forecast					Variation		
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
D1636 -A4254 Eastboro Way - Signalised Junctions Crowhill Road S278	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
D1588 - D209 Carlyon Road, Atherstone - Bus Stops S278	0	0	0	0	0	0	0	0	0	0	0	0	
D1563 - A4254 Eastboro Way - Highfield Road Roundabout Improvements S278	0	0	0	0	0	0	20	14	0	34	20	34	Changed to reflect programme for delivery.
Grand Total	308,212	88,080	67,110	28,982	492,384	308,212	65,663	71,982	43,538	489,395	-22,417	-2,989	
Europa Way S278	8,036	246	0	0	8,283	8,036	246	0	0	8,283	0	0	
S278 Schemes	91,859	26,924	21,231	4,974	144,987	91,859	13,820	29,147	6,744	141,571	-13,103	-3,417	
Total S278	99,895	27,170	21,231	4,974	153,270	99,895	14,067	29,147	6,744	149,853	-13,103	-3,417	
Non S278 Environment Serv	208,317	60,910	45,879	24,008	339,114	208,317	51,596	42,834	36,794	339,541	-9,314	428	

Annex B - Fire and Rescue Services

Chief Fire Officer - Ben Brooke

Executive Director - Mark Ryder

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

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Fire Leadership Team	275	(202)	73	29			29	Overspend is due to additional cost relation to the Cultural Review.
AM Response	1,554	(127)	1,426	123			123	After the removal of salary budgets from Response, the resultant overspend is showing the non-salary spend on stations which had been unbudgeted for. There are also inflationary pressures within Technical and Transport.
AM Protection	936	(703)	234	(28)			(28)	The small underspend is forecast due to additional funds for Breathing Apparatus training using external partner facilities and some regional FRS agreements.
AM Prevention	1,645	(304)	1,341	38			38	A small overspend has been forecast within Prevention due to the allocation of resources on training and equipment purchases.
Fire Workforce	20,483	0	20,483	(169)			(169)	Q1 sees the impact of the change in salary coding for the Service. As expected, the On-Call salary budget is showing a significant underspend due to vacancies and non-operational staff (based on an annualised average).
Fire Business Support	1,543	0	1,543	(18)		(16)	(2)	
Net Service Spending	26,436	(1,336)	25,100	(25)	0	(16)	(9)	

Impact on specific service reserves (from Reserves tab)	(16)
Impact on Transformation funds	0
Impact on Risk/General reserves	(9)

Annex B - Fire and Rescue Services

Chief Fire Officer - Ben Brooke

Executive Director - Mark Ryder

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

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(50)	(50)	0	On track
Total	(50)	(50)	0	

Annex B - Fire and Rescue Services

Chief Fire Officer - Ben Brooke

Executive Director - Mark Ryder

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

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Building Capacity and Integration for WFRS	37	37	0	on track	0	Mar-24
Fire Control Room	156	156	0	Funding will be used to for staffing costs, it is not expected any further draw downs will be required this year.	1409	TBC
Water Hydrant Project	22	22	0	on track	0	Mar-24
Fire Transformation Fund	0		0		120	TBC
Total	215	215	0			

Annex B - Fire and Rescue Services

Chief Fire Officer - Ben Brooke

Executive Director - Mark Ryder

Portfolio Holders - Cllr Heather Timms (Environment, C

Capital Programme - 2023/24 to 2024/25 Onwards

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Vehicle Replacement Programme 2021/22	837	0	0	0	837	837	0	0	0	837	0	0	
Vehicle Replacement Programme 2022/23	541	0	0	0	541	541	1,207	0	0	1,748	1,207	1,207	3 x New Volvos @£275k each, 1 x CSV @ £250K, 1 x SFU @ £60k, 2 x Transit Vans @ £36K = Total £1,207,000
Sub Total - F&R Self Finance	1,378	0	0	0	1,378	1,378	1,207	0	0	2,585	1,207	1,207	
Equipment for fire engines 2021/22	224	0	0	0	224	224	0	0	0	224	0	0	
Equipment for new Fire Appliances 2021/22	91	0	0	0	91	91	0	0	0	91	0	0	
Equipment for new Fire Appliances 2022/23	24	0	0	0	24	24	0	0	0	24	0	0	
Equipment for new Fire Appliances 2023/24	0	131	196	0	327	0	327	0	0	327	196	196	Replacement AED machines (£52.5k), 3 x Ladders for new appliances, 3 x Portable Pumps for new fire appliances, 3 x Ebat fans for new fire appliances, BA replacement shortfall from the asset replacement fund.
Sub Total - Projects Funded	339	131	196	0	666	339	327	0	0	666	196	0	
Fire & Rescue HQ Leamington Spa	135	1,987	171	0	2,293	135	0	2,158	0	2,293	-1,987	0	Leamington HQ Refurbishment currently on hold again, awaiting strategic decisions around the works required.
Sub Total - F&R Future Estimate	135	1,987	171	0	2,293	135	0	2,158	0	2,293	-1,987	0	
F&R Training Programme: Lea Marston now Paynes Lane (Minerva and response point)	172	698	899	0	1,770	172	2,274	0	0	2,446	1,576	676	The Service are working towards the Minerva Unit being sited and fully operational by February 2024. Changes in the budget are due to decisions around historical £700k funding for a new Response Point being allocated to the capital project to ensure completion.
F&R Training Programme: Kingsbury	1,499	0	0	0	1,499	1,499	0	0	0	1,499	0	0	
F&R Training Programme: EA Water site	27	0	0	0	27	27	24	0	0	51	24	24	Additional fees for Kingsbury site (couldn't post to Kingsbury project as it has been parked, and then unparked).
Sub Total - F&R Training Programme	1,698	698	899	0	3,296	1,698	2,298	0	0	3,996	1,599	700	

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Fire Emergency Services Network (ESN) Preparedness	525	278	25	0	829	525	278	25	0	829	0	0	
Sub Total - F&R Emergency	525	278	25	0	829	525	278	25	0	829	0	0	
Grand Total	4,075	3,095	1,292	0	8,461	4,075	4,110	2,183	0	10,368	1,015	1,907	

Annex C - Communities

Director - David Ayton Hill

Executive Director - Mark Ryder

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

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director - Communities	747	0	747	4			4	
Transport & Highways	9,563	(9,707)	(144)	270			270	Forecast pressures largely in transport planning due to demands from Local Plan development and needs to run all transport models from new due to impacts of Covid and changes in traffic levels.
Place & Infrastructure	1,934	(459)	1,476	30	-10		40	Small impact of regrade and reduced income from rents in Nuneaton.
Waste & Environment	26,504	(4,773)	21,732	58			58	
Economy & Skills	6,181	(4,288)	1,893	9	-78		87	
Net Service Spending	44,929	(19,227)	25,704	371	(88)	0	459	

Impact on specific service reserves (from Reserves tab)	0
Impact on Transformation funds	(88)
Impact on Risk/General reserves	459

Annex C - Communities

Director - David Ayton Hill

Executive Director - Mark Ryder

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

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	(165)	(165)	0	There are some areas that will not achieve this saving as they are fully staffed. However, there are currently sufficient vacancies to balance this out across Communities.
Country parks income review - Apply commercial approach to Country Parks income streams.	(45)	0	45	Country Parks are currently forecasting a significant drop in income across car parking income, Educational activities and Rent & Lettings based latest data.
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(90)	0	90	Savings were expected to be generated from parking, the service is forecasting to overspend of £200k based on information known to date. Other options are being reviewed.
Income from S106 - Ensure S106 contributions are efficiently and effectively generated and collected.	(25)	(25)	0	
Further service redesign - A restructuring of teams across Communities (Strategy & Commissioning) enabling resources to be better focussed on key priority areas and to exploit opportunities to lever in external funding.	(285)	(285)	0	This has been offset against non salary inflation in the Directors management budget
Road safety advice - Maximising income opportunities from the provision of road safety advice.	(100)	0	100	
Waste management - Reduction in residual waste and an increase in recycling as a result of the waste collection changes in Stratford and Warwick District, starting August 2022.	(334)	(334)	0	
Reduction in Transport Development Fund (TDF) - Reduction in activity based on the capacity in the capital programme and the earlier capitalisation of design costs on priority schemes.	(200)	0	200	Given demands on TDF from Local Plan Development it is likely that the saving plan will not be achieved.
Inward Investment - Reduction in the cost of promoting inward investment in Warwickshire.	(50)	(50)	0	
Total	(1,294)	(859)	435	

Annex C - Communities

Director - David Ayton Hill

Executive Director - Mark Ryder

Portfolio Holders -Councillor Wallace Redford (Transport & Planning), Councillor Heather Timms (Environment, Climate & Culture),

Councillor Martin Watson (Economy)

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Safe and Active Travel	75	75	0		0	Mar-24
Rugby Parkway	410	410	0		0	Mar-24
Art Challenge	28	18	(10)		10	Mar-25
Digital Market Place	19	19	0		0	Mar-24
Economic Recovery - JumpStart	38	38	0		0	Mar-24
Economic Recovery - Tourism & Leisure Business Support	256	178	(78)		78	Mar-25
5G and Connectivity	70	70	0		0	Mar-24
Total	896	808	-88		88	

Annex C - Communities

Director - David Ayton Hill

Executive Director - Mark Ryder

Portfolio Holders -Councillor Wallace Redford
(Transport & Planning), Councillor Heather Timms**Capital Programme - 2023/24 to 2024/25 Onwards**

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Countryside													
Country Parks maintenance 20-21	114	3	0	0	117	114	0	0	0	114	-3	-3	1178802 now complete, no further spend expected, remaining budget to be used elsewhere across Country Parks maintenance
Country Parks Car Parking Facilities - upgrade to Ticket Machines	101	84	0	0	185	101	84	0	0	185	-0	-0	
Country Parks - Annual Maintenance 2021-22	192	72	0	0	264	192	24	0	0	216	-48	-48	Residual balance has been consolidated into Capital Maintenance for 2023/24
Country Parks - Annual Maintenance 2022-23	90	90	29	0	209	90	78	0	0	168	-11	-40	Residual balance has been consolidated into Capital Maintenance for 2023/24
Country Parks - Annual Maintenance 2023-24	0	219	0	0	219	0	219	91	0	310	0	91	Remaining capital maintenance funding from previous years has been consolidated for future maintenance projects, including potentially for water-based pay and play infrastructure
Developer Funded Transport S106													
A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	284	0	23	0	307	284	0	23	224	531	0	224	Reprofiled to reflect additional S106 funding available to project.
S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	0	20	0	20	-20	0	Scheme delivery suffering long-term delay due to a protracted Highway adoption process.
Highways Improvements To Bus Stops At Land Off The Longshoot S106	12	0		19	31	12	0	0	19	31	0	-0	Scheme complete - funding can be reallocated elsewhere.

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Southbound Bus Stop On A426 Leicester Rd, Rugby S106	15	64	0	0	79	15	64	0	0	79	0	0	
Bus Stop Enhancement Works In Alderminster	14	0	0	7	21	14	0	0	7	21	0	0	Scheme complete - funding can be reallocated elsewhere.
Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	10	0	0	6	16	10	0	0	6	16	0	-0	Scheme complete - funding can be reallocated elsewhere.
Upgrading of Existing Bus Stop Infrastructure Alcester Road Shottery in SOA	14	0	0	0	14	14	0	0	0	14	0	0	Scheme complete - funding can be reallocated elsewhere.
Provision Of Bus Stops Ettington Road Wellesbourne	13	0	0	7	20	13	0	0	7	20	0	0	Scheme complete - funding can be reallocated elsewhere.
Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	25	0	0	58	83	25	0	0	58	83	0	-0	Scheme complete - funding can be reallocated elsewhere.
Barford Junction Safety And Capacity Improvement Works S106	61	0	0	0	61	61	0	0	0	61	0	0	
Campden Road (B4035), Shipston-on-Stour New Bus Stops	6	31	0	0	37	6	31	0	0	37	0	0	
Mancetter Road / Camp Hill Road, Nuneaton Bus Stop Improvements	11	5	0	0	16	11	5	0	0	16	0	0	
Nuneaton/Plough Hill/Puffin crossing and improvements to Bus shelters	2	72	0	0	74	2	72	0	0	74	0	0	
Bidford on Avon/ Waterloo Road/Provision of a Bus Stop and shelter	11	16	0	0	27	11	16	0	0	27	0	0	
Two new bus stops on Orton Road (near junction with Barn End Road in Warton)	6	3	0	0	9	6	3	0	0	9	0	0	

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Upgrading the existing bus stop infrastructure on Knights Lane (5 bus stops) in Tiddington	2	17	0	0	19	2	17	0	0	19	0	0	
Improving or providing bus stops along bus routes in the vicinity of the development in Bishopton Lane in Stratford-upon-Avon	8	10	0	0	18	8	10	0	0	18	0	0	
Warwickshire cycling links - Weddington Road, Nuneaton	2	81	1,821	0	1,904	2	30	689	689	1,410	-51	-493	Reprofiled to match grant and S106 income, and anticipated spend profile.
Warwickshire cycling links - Radford Road, Leamington Spa	21	0	74	252	347	21	272	0	54	347	272	0	Reprofiled to match income from S106 and grant and anticipated spend profile
Warwickshire cycling links - Daventry Road, Southam	0	0	0	0	0	0	15	10	131	156	15	156	S106 funds approved for spend by Portfolio Holder Decision 12 Feb 2021
Warwickshire cycling links - Heathcote, Leamington Spa	18	220	1,165	0	1,403	18	60	1,165	296	1,539	-160	136	Reprofiled to match grant and additional S106 income, and anticipated spend profile.
Warwickshire cycling links - Whitley South, Baginton	12	10	139	0	161	12	10	139	0	161	0	0	
S106 Active Travel Burbages Lane Footpath & Cycle Path, Ash Green	0	0	0	0	0	0	0	11	0	11	0	11	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023
S106 Active Travel Ashlawn Road/ Dunchurch Road Footway and Cycleway, Rugby	0	0	0	0	0	0	0	50	236	286	0	286	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023
S106 Active Travel Houlton to Town Centre Cycle Infrastructure, Rugby	0	0	0	0	0	0	0	21	0	21	0	21	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023. Future S106 contributions secured but payment not yet triggered
S106 Active Travel Coton Park East Cycle Infrastructure, Rugby	0	0	0	0	0	0	0	0	66	66	0	66	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023. Future S106 contributions secured but payment not yet triggered

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
S106 Active Travel Gaydon Lighthorne Heath/Jaguar Landrover to Warwick	0	0	0	0	0	0	10	10	31	51	10	51	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023. Future S106 contributions secured but payment not yet triggered
S106 Active Travel Bishopton Lane to Town Centre Cycle Link, Stratford Upon Avon	0	0	0	0	0	0	0	54	0	54	0	54	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023
S106 Active Travel Red Lane/ Hob Lane to Kenilworth Greenway Footway and Cycleway, Burton Green	0	0	0	0	0	0	0	0	90	90	0	90	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023
S106 Active Travel Red Lane/ Hob Lane Routes to Kenilworth, Burton Green to Kenilworth	0	0	0	0	0	0	0	0	333	333	0	333	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023
S106 Active Travel Hampton Magna to Warwick Town Centre Cycle Route	0	0	0	0	0	0	0	58	350	408	0	408	S106 funds approved for spend by Portfolio Holder Decision 12 May 2023
Economic Development													
Capital Growth Fund - Access to Finance	2,014	195	150	141	2,500	2,014	195	150	141	2,500	0	-0	
Capital Investment Fund/ Duplex Fund	2,000	0	0	0	2,000	2,000	0	0	0	2,000	0	0	
Capital Investment Fund/ Small Business Grants	1,490	200	200	74	1,964	1,490	200	200	74	1,964	0	0	
Creation of office space at Holly Walk Leamington	1,328	85			1,413	1,328	84	0	0	1,412	-1	-1	
Art Challenge Fund	340	3	9	0	352	340	3	9	0	352	0	0	
Tree Nursery Grants	0	22	0	0	22	0	19	0	0	19	-3	-3	actual budget
Economic Development - Transforming Nuneaton													
Transforming Nuneaton	7,400	2,940	482	0	10,822	7,400	2,940	482	0	10,822	0	0	
Transforming Nuneaton - Co-op Building Purchase (CIF)	1,500	0	0	0	1,500	1,500	0	0	0	1,500	0	0	
Library & Business Centre Nuneaton (CIF)	332	350	13,500	5,241	19,423	332	350	13,500	5,241	19,423	0	0	

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Integrated Transport - Casualty Reduction Schemes													
Casualty reduction schemes 18-19	748	1,096	-20	0	1,824	748	466	609	0	1,824	-630	0	SCHEME TO BE COMPLETED OVER TWO YEARS
Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme CIF	609	992	0	0	1,601	609	992	0	0	1,601	0	0	
A439- Southern Casualty Reduction - Cif	203	147	150	0	500	203	147	150	0	500	0	0	
Casualty Reduction - Annual Maintenance 2021-22	276	69	0	0	345	276	69	0	0	345	0	0	Funding transferred to 12078000
Casualty Reduction - Annual Maintenance 2022-23	150	106	0	0	256	150	106	0	0	256	0	0	
Casualty Reduction - Annual Maintenance 2023-24	0	998	0	0	998	0	1,067	0	0	1,067	69	69	21/22 balance added to 23/24. Additional routes identified £30,000
Integrated Transport - Cycle Schemes													
Warwick, Myton Rd Cycle Link (Myton & Warwick School)	160	2	0	0	162	160	0	2	0	162	-2	0	Reprofiled in line with anticipated spend
Integrated Transport - Other Schemes													
Electric Vehicle Charging Points	614	38	0	0	652	614	38	0	0	652	0	0	
Land At Crick Road Rugby - CIF	1,815	822	252	0	2,889	1,815	822	252	0	2,889	0	0	
All Electric Bus Initiative 2021-22	7	898	461	0	1,366	7	898	461	0	1,366	0	0	
Stoneleigh Park Link Road	0	0	209	200	409	0	0	209	200	409	0	0	For delivery of HS2 overbridge. Dependent on HS2 timescales
Local Authority Treescapes fund	137	75	0	0	212	137	27	0	0	164	-48	-48	The project is finished as far as current grant funding is concerned. However, there is the potential for additional funding in 2023/24 which would mean the scheme could continue. This will be updated at Q2.
Commissioning and Major Inspections	1	0	120	0	121	1	0	120	0	121	0	0	
Integrated Transport - Public Transport													

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Provision of hardstanding and bus stops in Hampton Magna	0	9	0	0	9	0	9	0	0	9	0	0	
Provision of gateway facilities at Shipston on Stour and bus stops	3	42	0	0	45	3	42	0	0	45	0	0	
Provision of bus stops on Meadow Road in Alcester	0	8	0	0	8	0	8	0	0	8	0	0	
Provision of bus stops on the B4114 Coleshill Road to serve Hartshill development	0	8	0	0	8	0	8	0	0	8	0	0	
JLR / British Motor Museum bus stop	1	29	0	0	30	1	29	0	0	30	0	0	
Southam Road Radford Semele bus stops with infrastructure and traffic management	0	49	0	0	49	0	49	0	0	49	0	0	
Bishops Tachbrook bus stops enhancements	0	15	0	0	15	0	15	0	0	15	0	0	
Rugby Road B4453 Cubbington bus stop improvements	0	12	0	0	12	0	12	0	0	12	0	0	
Damson Road Hampton Magna bus stop improvements	0	9	0	0	9	0	9	0	0	9	0	0	
Temple Herdewyke new bus stops	0	12	0	0	12	0	12	0	0	12	0	0	
Safer Routes to School													
Home To School Routes (Safety) 2017-18	1,441	0	0	0	1,441	1,441	0	0	0	1,441	0	0	
Integrated Transport Safety Cameras													
Average Speed Cameras - Cif	787	957	0	0	1,744	787	957	0	0	1,744	0	0	
Major Projects													
Kenilworth Station	13,080	0	0	827	13,907	13,080	0	0	827	13,907	0	0	
Lawford Road /Addison Road Casualty Reduction	257	695	694	0	1,646	257	695	694	0	1,646	0	0	

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Leamington Station/A Commonwealth Games Infrastructure Improvement Scheme/Redevelopment Of Station Forecourt And Underpass	1,849	83	0	0	1,932	1,849	83	0	0	1,932	0	0	
Improvements to the A429 Coventry Road corridor (Warwick)	1	455	350	3,876	4,682	1	455	350	3,876	4,682	0	-0	
Evidence led decision making in tackling climate emergency and air quality	1,112	387	606	0	2,105	1,112	387	606	0	2,105	0	0	
Rural Mobility Fund	0	0	0	0	0	0	0	0	0	0	0	0	
Warwick Town Centre													
Warwick Town Centre transport proposals	1,112	0	107	0	1,219	1,112	0	107	0	1,219	0	0	
Warwick Town Centre	210	1,400	2,798	0	4,408	210	1,400	2,798	0	4,408	0	0	
Waste Management													
Implementation Of Municipal Waste Strategy - Waste Treatmt & Transfer Facilities	1,529	34	0	0	1,563	1,529	34	0	0	1,563	0	0	
Household Waste Recycling Centres - Annual Maintenance 2021-22	27	104	0	0	131	27	104	0	0	131	0	0	
Purchase of 3 haulage vehicles for HWRC (CIF Funded)	260	0	153	0	413	260	0	153	0	413	0	0	
HWRC Maintenance 2022/23	6	78	0	0	84	6	78	0	0	84	0	0	
HWRC Maintenance 2023/24	0	88	0	0	88	0	0	88	0	88	-88	0	Plan to consolidate all remaining funding on older capital codes an use this in 2023/24. Currently formulating the capital programme for 2023/24 and may bring this £88k forward again if required - it will depend on quotes and realistic timescales for the delivery of work on the various sites.

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Grand Total	43,843	14,531	23,471	10,708	92,554	43,843	13,832	23,282	12,957	93,915	(699)	1,362	

Annex D- Social Care and Support

Director - Pete Sidgwick

Executive Director - Nigel Minns

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

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director - Social Care Support	13,034	0	13,034	(1,465)		2,546	(4,011)	The full income and expenditure for the Community Recovery Service pilot of £5.562m is included here, this includes ICB and ICB received pilot funding transferred to WCC and now drawdown from reserves of £2.546m, Adult Social Care Discharge Funding (from both WCC and ICB allocations) of £2.685m and the balance of £0.331m being a contribution from SWFT. This is not a factor in explaining the £4.011m underspend but is included due to materiality and to explain the drawdown from reserves. The underspend is explained by income held in the AD area for centralised budgets with the expenditure incurred elsewhere as follows. Funding of £1.158m assigned to manage the impact of the Working Age Adults tender has not currently been forecast to spend due to the unknown impact of the refresh of the tender exercise, once known the impact on expenditure will be incorporated into the relevant Services within SC&S. Further £2.357m which is the balance of WCC Adult Social Care Discharge Funding combined with £1.237m from the ICB allocation which is being used towards the ongoing financial impact upon WCC of the ongoing Discharge to Assess process whereby costs are transferred from Health prior to assessment of the individual's care needs so WCC are having an additional cohort of clients, with more complex needs, due to the earlier discharge from hospital. Although the costs are incurred across the Services below, it predominantly affects Older People, and therefore this income in part funds the Older People overspend. The final contributing factor to the underspend is related to staffing and accounts for the balance of £0.496m.

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Manager - Disabilities age 25-64	100,983	(12,414)	88,569	2,412			2,412	The pressures in Disabilities amount to a 2.7% overspend and are significant across supported living, residential care and nursing care to a lesser degree. Supported living has an overspend of £1.320m which equates to 3% of this element of the budget. Client numbers have remained static and cost has increased in line with the inflation awarded to providers. Residential has an overspend of £0.734m which also equates to 3% of the budget. Client numbers have increased by 3% in particular due to discharges from hospital; overall cost has increased by 1% above the inflation awarded to providers, this is due to the need to make spot purchasing arrangements as the block bed provision is fully utilised. The remaining £0.402m overspend is on nursing care. Whilst client numbers have remained relatively static they are 28% above the amounts budgeted for. Costs have not increased by as much as the inflation awarded to providers. Overall expected increases in demand for the service and cost pressures calculated in advance of 2023/24 amounted to £10.2m. However the budget increased by £8.1m, this is a £7.1m increase on the outturn for 2022/23. As a result the forecast overspend does unfortunately seem realistic.

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Manager - Mental Health	17,586	(1,274)	16,313	2,963			2,963	The pressures in Mental Health are widespread but most significant across residential care, supported living and nursing care. Firstly residential care has an overspend of £1.549m which equates to 40% of this element of the budget. There was an increase of 4% client numbers in Q4 of 2022/23 with the full year financial impact within current and future years as care needs are commonly long term. Supported Living has an overspend of £1.088m which equates to 27% of the budget. The biggest single factor for this is the expected costs of c£0.8m to be transferred from health. This is a risk to the forecast as in 2021/22 we forecast the applicable value for that year yet the costs did not transfer until 2022/23, however in 2022/23 we applied the experience of 2021/22 to 2022/23 but then additional costs from Health were transferred, which created an forecast overspend at outturn. This year we are again learning from that experience by forecasting the value but whether or not this will transfer in year is outside of the control of WCC. In addition there was an increase of 6% in Q4 of 2022/23 with the full year financial impact within current and future years. Also to note this is a Service which is growing due to greater recognition of Mental Health needs and increased incidence and complexity of need therefore spend is growing year on year, on average 15% over the last 5 years, and 22% in 2022/23. Further, there has been a reduction in the proportion of clients who have been detained under S117 of the Mental Health Act in which case the cost to WCC is higher as we do not receive contributions from Health towards these costs (which can be up to 50%). The remaining £0.326m overspend is due to a 13% increase in the number of clients receiving nursing care. Overall expected increases in demand for the service and cost pressures calculated in advance of 2023/24 amounted to £2.2m. However the budget increased by £1.5m, this is a £0.4m less than the outturn for 2022/23. As a result an overspend does unfortunately seem

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Manager - Older People	98,331	(42,595)	55,737	12,004		2300	9,704	The pressures in Older People Services are significant across residential care, nursing and domiciliary care. The total number of clients has increased by 596/14% compared to the demand modelling which estimated 16/0.4%. The main pressure is in residential placements with an overspend of £9.908m which equates to 26% of this element of the budget followed by nursing with an overspend of £4.281m which also equates to 26% element of the budget. Both are driven by increased use of costly spot placements due to difficulties in sourcing packages of care at WCC framework rates, with spot placements accounting for 70% of all residential placements and 88% of nursing placement which are on average 33% more expensive than framework rates. There are also more complex cases than in previous years which feeds into the average weekly costs; the cost of spot purchases have increased by 4.3% (after accounting for inflation) from the same period last year. There is also an overspend of £3.275m for domiciliary care, with the volume of packages of care increasing by >9% in Quarter 1 alone. These overspends are 39% offset by increased income from client contributions of £6.886m towards the cost of their care. The 17% overspend after the drawdown of winter pressure funding is also contributed to by £0.467m overspend on extra care housing, £0.352m on staffing, £0.291m on Supported Living, £0.209m on direct payments and £0.107m across block bed arrangements and day care.
Service Manager - Integrated Care Services	11,367	(1,071)	10,296	(612)			(612)	Underspend of which £0.408m is staffing related due to ongoing recruitment and retention difficulties in reablement. There is a further underspend of £0.204m due to reduced demand for Integrated Community Equipment for use by social care clients as the system wide focus is on flow through hospitals enabling earlier and prompt discharge from hospital. In turn health clients are taking up an increased proportion of the contract (funded by health), leading to the underspend in social care.
Service Manager - Development & Assurance	4,035	(1,183)	2,853	489			489	Continuation and extension of prior year overspend due to rising contract costs for transporting adults in an environment of high inflation.

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Manager - Disabilities age 0-24 & Transitions	18,844	(1,560)	17,284	(1,244)			(1,244)	Due to ongoing difficulties in placing some young people in residential homes there is an underspend of £2.273m within this element of the budget. The difficulties in placing some children in residential accommodation leads to increased use of more intensive and costly 'Extra Care' placements, where we have an overspend partly off setting the underspend in residential care. As a result the expected growth in residential placements has instead occurred in 'Extra Care'. There has also been a reduction in expected contributions due to changes in the mix of children currently within this service as some, for whom we had been receiving contributions towards the cost of their care, have departed the Service.
Net Service Spending	264,180	(60,097)	204,086	14,547	0	4,846	9,701	Management Actions to be included in Financial Monitoring Report

4.753%

Impact on specific service reserves (from Reserves tab)	4,846
Impact on Transformation funds	0
Impact on Risk/General reserves	9,701

Annex D- Social Care and Support

Director - Pete Sidgwick

Executive Director - Nigel Minns

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

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(255)	0	255	Unachieved - no longer able to be mitigated elsewhere in the service
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.	(500)	0	500	
Management of cost of adults service provision - Management of the budgeted cost increases of externally commissioned care.	(1,499)	0	1,499	
Prevention and self-care - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.	(334)	0	334	
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.	(1,000)	0	1,000	Reablement continues to be an area where recruitment challenges mean the Service is not as impactful as would otherwise be the case.
Integrated commissioning with Health - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	(200)	0	200	
Reprofiling care demand - Rephasing the demand and cost pressures for adults social care based on expected growth as informed by national and local data.	(2,181)	0	2,181	Demand for Care Act eligible services is increasing, beyond expectations as based on trends over the last 5 years in Warwickshire
Increase in client income - Increase in income as a result of taking into account expected growth of adult social care services.	(300)	(300)	0	Client contribution income continues to grow as is strongly correlated with the growth in the number and cost of packages of care. At Q1 2023/24 the budget is forecast to be overrecovered by £6.886m.
Total	(6,269)	(300)	5,969	

Annex D- Social Care and Support

Director - Pete Sidgwick

Executive Director - Nigel Minns

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

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Integrated Care Records	150	150	0	on track	92	Mar-24
Total	150	150	0			

Annex D- Social Care and Support

Director - Pete Sidgwick

Executive Director - Nigel Minns

Portfolio Holders - Councillor Margaret Bell (Adult Social Care & F

Capital Programme - 2023/24 to 2024/25 Onwards

Project	Description	Approved Budget					Forecast					Variation		Commentary
		Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11555000	Extra Care Housing	0	0	313	0	313	0	0	313	0	313	0	0	
Grand Total		0	0	313	0	313	0	0	313	0	313	0	0	

Annex E - Children and Families

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holders -Councillor Sue Markham (Children and Families)

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Director - Children & Families	4,364	(400)	3,964	1,682	1275	0	407	<p>There is an estimated £1.275m Continuous Improvement Plan (CIP) expenditure funded by Earmarked reserve. The CIP is provisionally a 24 month plan which will stretch over 3 financial years and due to nature of proposals may be subject to change and especially timing changes.</p> <p>Within the remaining Service Variance of £0.407m, there is an £1.4m o/s on "Extra Care" packages for hard to place / high support needs of some children. These children have been unable to be accommodated by the external market and so the budget is incurring large costs for extra care for these children. This Overspend has been offset by future year placement savings £0.750m, as well as additional maximised UASC grant (£0.280m) which covers some gross costs of support over many service areas.</p>

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Safeguarding Communities	10,672	(1,510)	9,162	1,431		9	1,422	<p>There are particular pressures on staffing budgets within the service due to external (Statutory /Child Safeguarding) work demands.</p> <p>The Initial Response team (IRT) is forecasted to overspend by £0.885m (predominantly £1m+ on Agency staff offset by £0.185m underspend on employed staff. There are currently 21 Agency Staff within IRT due to vacancies. Workload is also high due to an unprecedented spike in March and April. This is nationally a hard role to recruit to and we have seen a significant number of turnover both in permanent and agency workers (seeking greater pay that other LA's /Agencies can pay) moving on.</p> <p>The Front Door (previously known as The MASH) is forecasting a £0.369m overspend mostly on employed staff (including overtime). The Front Door also had a number of vacancies which needed filling by more expensive agency workers. Different practices by some other LAs have made their roles more enticing to some or arguably not safer.</p> <p>The Emergency Duty Team are forecasting a £0.129m overspend due to Staff absences due to long term suspension and sickness having to be covered. With need to cover all post the 7% vacancy factor (reduction) applied to the staffing budget is difficult to comply with.</p> <p>There are a series of proposals being considered /planned to mitigate these overspends including (a) a pilot initiative to reduce agency overspend. The Head of Service is drafting a proposal and awaiting information from legal. (b) Significant progress has been made on Permanent recruitment, with all bar one post now permanently recruited to in the Front Door, New working practices has seen a positive impact on retention (all be it over a short period), but these obviously has negative impact on compliance with the 7% Vacancy factor. For the EDT team, it is hopeful re conclusion of suspension through agreement. Strong oversight in place over additional spend on overtime, however due to the</p>

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Early Help & Targeted Support	15,842	(10,099)	5,743	722		239	483	<p>The Priority Families (Supporting Families Grant funded service) is forecasting additional planned allocations/spend of £0.239m over the original 23/24 plan (to be funded by Earmarked Reserve). These are short term initiatives /packages of work to aid families as well as reporting needs to maximise the payment by results grant in the medium term.</p> <p>The Targeted and Family support Service is forecasting an overspend of £0.240m mainly around employed staff , being over establishment and large numbers of staffing being at top of scale (budget overall being set at mid point) . Similarly due to work demands this service is also finding it difficult to meet the notional 7% vacancy factor.</p> <p>The Education Safeguarding Training service is forecasting a £0.126m overspend caused by £0.071m staffing (unfunded regrading and over establishment) and £0.055m non achievement income target (never really recovered since COVID). This forecast may be revised downwards once contributions are verified and secured by other WCC services.</p> <p>The Head of Service is considering a series of plans to address the various overspends, this service area has not had any particular over-spend history.</p>

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Children's Safeguarding & Support	29,683	0	29,683	452		0	452	<p>The overspend is a mix of underspends on all types of placement budgets for this service cohort (upto 14). These forecasted underspends are offset by overspends on employed staffing (establishment) as well as the need for Agency cover required for demand pressures. maternity leave,vacancies and sickness.</p> <p>Like other children's services across the region and nation we are struggling to recruit social workers to front line children's teams. This has resulted in an increased dependency on agency social workers (at high rates never seen before). As a result of a regional and national shortage of agency SW's, agency hourly rates are experiencing upward pressures. The introduction of the new social work career pathway will it is believed help with recruitment and retention, but we do need to monitor this.</p> <p>The residential budget is currently underspent but there are also pressures here. We are having to use residential care more than we would like because of a shortage of foster placements for some age groups. We have also not been able to move as many children as we should have hoped, as quickly as we would have wanted to our one open internal home because of challenges around matching. However, currently there is no reason to believe the high numbers of children coming into care will continue, as they have been linked to physical injuries and neglect, within some large families. It is also positive to see that the monthly numbers leaving are higher than last year, which if we can continue will put downward pressure on numbers. Court timescales are also improving so some children will remain in care for less time. We also have a high number of children placed with parents, most where we are preparing to discharge their care orders. We will continue to review and challenge accommodation decisions.</p> <p>There is a Teams section 17 overspend is in the main linked to supporting homeless families. They have been assessed as not entitled to housing from the</p>

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Corporate Parenting Service	35,947	(6,725)	29,222	7,576		0	7,576	<p>This overspend consists of mainly Residential Placements (14+) £6.383m, costs (mainly staff) associated with WCC Internal Homes before children enter the Homes, £1.178m as well as staffing /Agency overspends across the service.. The LAC Transport budget is forecasting a similar size overspend (£0.378m) as 22/23 (the information covering the overspend came very late in the financial year last year and was not able to be included in the MTFs refresh). These over-spends have been off-set by lesser size underspends on Internal & external Foster care as well as a recent (welcomed) DfE notification for additional grant funding for the additional costs of Leaving care.</p> <p>The Residential Placements overspend is related to both unprecedented unit cost increases (an average increase of one full year placement of £0.097m per year) as well as increases in the number of predicted weeks to be purchased (the equivalent of an increase of over 7 full year placements compared to 2022-23. The average forecasted one year placement cost now exceeds £0.350m.</p> <p>WCC Home one - it is hoped that there will be a speedy increase in numbers of children placed, currently 2 , however there are full time staff vacancies but once recruited the Home will look to increase numbers to full capacity. For Homes 2 and 3 building work is still to be completed but it is hoped that these will be operational by October/November (subject to OFSTED approval). Movements of children into these Homes will (based on current external residential costs) help to reduce forecasted residential costs (all things being equal).</p>
Quality & Impact	4,136	(141)	3,995	333		0	333	<p>The main overspend the overspend is on IRO posts linked to temporary over establishment linked to the service having regionally high caseloads which have a whole service impact. The IRO service was struggling to discharge their statutory obligations and assurance duties. It is anticipated that this overspend will be managed through careful future recruitment and rationalisation of posts. Posts will not be immediately recruited to, and part time hours requests considered. Part of this issue is also consideration is being given to part fund some of this over-spend via the CIP by up to £0.100m as some of the over establishment is temporary.</p>

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ACE	5,193	(5,193)	0	(491)		-491	0	This is the GROSS position of the Service for the 5 partners LA's. The under-spend predicted is due to 2 main factors (1) Reduced demand for Purchasing of out of ACE adoptions, although this is an erratic / demand led budget which is not possible to predict with any degree of certainty. However in recent discussions with the Head of Service they will forecasting a large increase in possible placement purchases which could eradicate this under-spend and increase the position to an overspend (2) There are several vacancies as difficulty in recruiting social workers is even affecting this sector, which historically has not been difficult to fill vacancies.
Net Service Spending	105,837	(24,068)	81,769	11,705	1,275	(243)	10,673	

Impact on specific service reserves (from Reserves tab)	(243)
Impact on Transformation funds	1,275
Impact on Risk/General reserves	10,673

Annex E - Children and Families

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holders - Councillor Sue Markham (Children and Families)

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(118)	(118)	0	
New ways of working - Expected reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid.	(92)	(92)	0	
Rightsize Children's and Families budgets - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services.	(264)	(264)	0	
Reduce spend on Residential Care - Reduce the cost of care/services including the increased use of WCC homes, boarding schools and residential schools.	(1,400)	0	1,400	See Corporate Parenting explanation for Residential Over-spend and hence non achievement of this saving.
Legal Services - Reduce the cost of legal services through risk-based decision-making as to when legal advice is sought.	(100)	(100)	0	
Training - Reduction in the cost and amount of training we commission externally.	(100)	(100)	0	
Youth and Community Centres - Increase income from third party use of centres.	(50)	0	50	The provision is still recovering from inactivity due to COVID. Rising premises running costs due to double digit inflation have also added to costs which is was believed could not be passed onto third parties without even greater loss of income.
Section 17 payments - Reduce section 17 payments and seek alternative funding routes.	(30)	0	30	There is an overall section 17 overspend, mainly linked to supporting homeless families. They have been assessed as not entitled to housing from the Housing Department, we have been unable to find them low cost housing in the private sector or connected other's to live with. Supporting the families in this manner is better for the children and a lower cost than bringing them into care. The team will continue to try and find the lowest cost housing for the small number of families we are supporting.
Grant income - Increase in the level of grant income and its more effective use to support the core activity of the service and contribute to the service overheads.	(560)	(560)	0	
Custody - Reduce the custody budget to better align with activity levels.	(100)	(91)	9	Small under achievement on this externally demand led budget reduction - activity could well decrease (achieving Target) or increase (growing non achievement). The under-achievement is the equivalent to just 2 weeks of remand costs for a single remand bed.
Total	(2,814)	(1,325)	1,489	

Annex E - Children and Families

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holders -Councillor Sue Markham (Children and Families)

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget £000	Forecast £000	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Children Transformation Fund (CTF) for 23/24+	0	1,275	1,275	A detailed plan "Continuous Improvement Plan" is being formulated for approval and implementation. This should be finalised and approved by Q2. The 24 month plan (over 3 financial years) should fully utilise the CTF.	1977	2025/26
Total	0	1,275	1275			

Annex E - Children and Families

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holders -Councillor Sue Markham (Children a

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
CF property adaptations, purchases and vehicles	408	90	0	0	498	408	90	0	0	498	0	0	
Adaptations to support child placements 20-21	0	33	0	0	33	0	0	0	0	0	-33	-33	The remaining allocation of funding of £32,596 on this Block Header should be vired to Block Header 11902000 so that all remaining funding allocations are on one Block Header code until new Sub Project/Work Order codes are set up.
Adaptations to support child placements	0	92	130	170	392	0	125	130	171	426	33	33	The remaining allocation of funding from Block Header 11792000 of £32,596 should be vired to this Block Header 11902000 so that all remaining funding allocations are on one Block Header code until new Sub Project/Work Order codes are set up.
Children's Home 2	77	477	136	0	690	77	720	14	0	811	243	121	Request for additional costs is sought through a further CIF bid of £112k - changes in specification/scope creep. Until this CIF funding is approved, the additional £112k funding has been allocated from Home 4 allocation on 12004000. This will be reviewed again at Q2 if and when CIF Bid have been approved and new funds allocated.
Children's Home 3	473	277	0	0	750	473	753	0	0	1,226	476	476	Increased costs due to purchase of 2nd Property, renovation costs and associated Internal & External Fees - to be funded from additional CIF bid of approx £476k. Until this CIF funding is approved, the additional £476k funding has been allocated from Home 4 allocation on 12004000. This will be reviewed again at Q2 if and when CIF Bid have been approved and new funds allocated.

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Children's Home 4	0	150	600	0	750	0	150	3	0	153	0	-597	Until CIF bids totalling £597k are approved (for Home 2 £121k on Project 12002000 and Home 3 £476k on Project 12004000), £597k of Home 4 Allocation to be allocated to Homes 2 & 3 (Projects 12002000 and 12003000). This will be reviewed again at Q2 if and when CIF Bid have been approved and new funds allocated.
Family Village - Pears Site	0	0	150	0	150	0	0	150	0	150	0	0	
Pool car - Peugeot for CIC team	0	21	0	0	21	0	21	0	0	21	0	0	
	958	1,140	1,016	170	3,284	958	1,859	297	171	3,285	719	1	

Annex F- People Strategy and Commissioning

Director - Becky Hale

Executive Director - Nigel Minns

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

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Strategy & Commissioning People	497	(68)	429	2	0	0	2	
Director of Public Health	2,573	(176)	2,396	448	0	721	(273)	COMF is reflected in the Reserves Column - Covid costs of £0.571m for school air quality assessment and ventilation improvements, £0.067m covid related staffing, £0.041 for interventions to prevent serious violence, £0.035m towards the costs of a suicide prevention role and strategy implementation in addition to £0.045 budget awarded with a small balance of £0.007m for Covid Case Management System and PPE. Remaining underspend is due to £0.238m unrequired water fluoridisation budget as this is now a Dept. of Health responsibility, with the balance due to £0.053m salary underspend on Covid budget awarded, offset by 2 minor overspends of £0.018m.
Strategy & Commissioning Manager - Health & Well Being	19,975	(390)	19,585	75	0	0	75	£0.150m overspend on the following demand led services of sexual health, health checks, smoking cessation and Fitter Futures partially offset by the saving made as a result of the closure of the Community Meals Service.
Strategy & Commissioning Manager - Integrated and Targeted Support	13,007	(4,603)	8,404	600	0	635	(35)	£0.635m to be drawn down from Social Care and Health Partnerships Reserve in relation predominantly to partnership funded Learning Disability and Autism projects including Voiceability, Grapevine coproduction, the 'Experts by Experience' hub, health liaison resources, delivery of the Autism Diagnosis Project, respite care, champions and inpatient sensory environments parts of the Autism Strategy and facilitation of discharge from long term hospital stays into the community.
Strategy & Commissioning Manager - All Age Specialist Provision	6,042	(432)	5,611	38	0	0	38	
Net Service Spending	42,094	(5,669)	36,425	1,163	0	1,356	(193)	

Impact on specific service reserves (from Reserves tab)

1,356

Impact on Transformation funds

0

Impact on Risk/General reserves

(193)

Annex F- People Strategy and Commissioning

Director - Becky Hale

Executive Director - Nigel Minns

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

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
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 and consolidating use of the Warwickshire Cares Better Together Fund.	(163)	(163)	0	
Domestic Abuse and Substance Misuse Detox Framework - Increase partner contributions to multi agency risk assessment conference in line with the national approach. The Public Health England contribution to inpatient detox will reduce current funding requirement.	(50)	(50)	0	
Management of Strategic Commissioning for People costs - Rationalise budgets across a range of areas including staffing, travel and conference budgets, central recharges and contributions.	(338)	(338)	0	
			0	
			0	
Total	(551)	(551)	0	

Annex F- People Strategy and Commissioning

Director - Becky Hale

Executive Director - Nigel Minns

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

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Children and Families Tackling Inequality	298	298	0	Projects have been rephased due to staffing changes and recruitment issues.	154	Mar-25
Creating a healthy social prescribing system	217	217	0	6 Projects - 2 completed and 4 to be completed in 2023/24	0	Mar-24
Total	515	515	0			

Annex F- People Strategy and Commissio

Director - Becky Hale

Executive Director - Nigel Minns

Portfolio Holders - Councillor Margaret Bell (Adult Soci

Capital Programme - 2023/24 to 2024/25 Onwards

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Mental Health Grant 2010/11	223	3	0	0	226	223	3	0	0	226	0	0	
Adult Social Care Modernisation & Capacity 2012-13	352	91	0	0	443	352	91	0	0	443	0	0	
Disabled Facilities Capital Grant	33,362	5,125	0	0	38,487	33,362	5,125	0	0	38,487	0	0	
Supported housing	0	651	0	0	651	0	651	0	0	651	0	0	
Grand Total	33,937	5,870	0	0	39,807	33,937	5,870	0	0	39,807	0	0	

Annex F- Education Services

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holders - Cllr Kam Kaur (Education)

Local Finance Si

Director Si

23/24 DSG Revenue Buc

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Schools Block	4,314	(115)	4,199	39		39	0	There is a predicted overspend in the School growth/ exceptional pupil numbers. This is the result of planned class openings in 22/23 slipping into 23/24. The underspend in 22/23 (now in the DSG reserve) will cover this overspend. Growth funding is used to support bulge classes and support the LA to respond to exceptional pupil numbers where demand can exceed supply against our forecasted places in pressure point areas. There will be continuing monitoring of places and vacancies using data from Admissions and forecast place data (using NHS and Census data) to predict areas with a shortfall of places and find creative solutions to ensure capacity.

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Early Years Block	37,610	0	37,610	(55)		(55)	0	<p>year old provision and with an overspend of £0.127m on 2 Year old provision. The EY budget is based on participation therefore the budget may be subject to change during financial year, and post year-end. The early education provision budgets are 'demand' led which means take up levels can fluctuate. Our 2 year old provision uptake is positively rising as we encourage more families to take up funded places. This is resulting in an overspend projected at this stage but with the 3 & 4 year old provision budget underspending the net effect is a total underspend of £0.075m on a £36m+ budget.(0.21%). We will continue to monitor sufficiency and take up closely as we forecast. We also need to acknowledge that the new entitlements may further impact on additionally on current entitlements and take up of places as parents look closely at the childcare in totality that is available to them. Our initial assessment is that most families will convert from fee paying into the funded hours, but this will be monitored closely. The 7/12 and 5/12 model of allocation will mean ultimately that the LA will receive funding for all children placed as long as they are recorded at census point.</p> <p>There is an overspend of £0.036m on EY Sufficiency & Business support with the manager having approval for 2 additional post to recruit from September 2023 to build capacity , support PVI providers and development work required ahead of the planned increase (gradually) to 30 hours for under 4 year olds from April 2024 to April 2025. This will increase demands on the LA in terms of financial payments, sector/place development and anticipated compliance related issues with more funded places and associated issues with statutory terms and conditions preventing 'private' charging. For completeness there is also a £0.006m</p>

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
High Needs block	71,687	(1,297)	70,391	8,732		8,732	0	<p>school EHCP top ups, a £6.740m overspend on Independent School places, £1.126m overspend on Specialist Resource Provision , There is a £0.977m underspend on Alternative Provision but £0.537m of this represents the element of the budget which has been earmarked for top up funding costs at a new AP school that is awaiting creation.</p> <p>There is once again significant pressure on the High Needs Block. Pressures in the system, increases in permanent exclusions, increasing numbers of children not attending school for medical reasons (often mental health needs) and increasing requests for EHC needs assessment, up from 800 to 1,300 in one year (this measure had reduced the year before). The number of children in independent specialist provision has also increased following approximately 6 years of decline. In addition, recruitment of teaching assistants is proving increasingly difficult for schools leading to schools declaring that they 'cannot meet need'. Following the latest national data release, the trends in Warwickshire reflect a national picture.</p> <p>Although there appears underspend on alternative provision, further investigation is taking place as this expenditure is across multiple cost centres and has high unit costs. Overspend on additional commissions is in line with the financial strategy as this has created additional places in-year in special schools and resourced provision to avoid placement in independent specialist provision.</p> <p>The Council is part of tranche 3 of the DfE Delivering Better Value scheme which is carrying out a diagnostic exercise on current</p>
Central Services block	2,288	0	2,288	7		7	0	<p>Small overspend is on School Admissions (temporary increased demand for legal services) which will be funded from reserves if required. Looking forward recent provisional CSSB allocations for 2024/25 (similar to 2023/24) a reduction of 2.5% in the funds amounts per pupil. This reduction in CSSB will mean further reviews and revisions of budgets for 2024/25. made even more difficult as many of the costs funded by this are either fixed costs or subject to unavoidable staff pay inflation.</p>

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Net Education Service DSG Spending	115,899	(1,412)	114,488	8,723	0	8,723	0	
Schools Block	136,080	0	136,080	0		0	0	
Early Years Block	314	0	314	0		0	0	
High Needs block	7,561	0	7,561	0		0	0	
Central Services block	1,814	0	1,814	0		0	0	
Net Non Education DSG Spe	145,769	0	145,769	0	0	0	0	
Schools Block	369	(140,647)	(140,279)	0		0	0	
Early Years Block	0	(37,924)	(37,924)	0		0	0	
High Needs block	0	(77,951)	(77,951)	0		0	0	
Central Services block	0	(4,102)	(4,102)	0		0	0	
Net DSG Income	369	(260,624)	(260,256)	0	0	0	0	
NET DSG	262,037	(262,036)	1	8,723	0	8,723	0	

Impact on specific service reserves (from Reserves tab)	(8,723)
Impact on risk/general reserves	17,446

Annex F- Education Services

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holders - Cllr Kam Kaur (Education)

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Education Services Management (Director)	2,031	(777)	1,254	66			66	This service is showing an overspend of £0.066m mainly due to £0.096m on Head of service budget caused by unidentified savings from previous years (on-going), some of the pressure is being offset by underspend of £0.30m on Occupational Health. The Senior Leadership team have been tasked with identifying in year permanent savings to achieve the savings target. Depending on the nature of these there could be just a part year effect for 2023/24
Education & Early Years	1,004	(267)	737	95		44	51	This service is showing an overspend of £0.095m mainly due to a planned overspend of £0.044m on Synergy project and this will be funded from reserves. The planned over-spend was initiated by slippage /underspend in 2022/23 which was then used to reduce the 23/24 MTFS timelimited pressure bid. The Team have now moved to ICT & Digital and is fully funded until March 2024. Education and ICT are currently assessing future capacity required and a permanent pressured bid will be completed over the summer to secure the unit in the longer term. There is an overspend of £0.26m on Child Employment & Performance due to £0.021m shortfall on income and £0.005m on budgeted staffing cost. Should the Child Employment and Sufficiency budgets continue to project an overspend we will need to work collegiately across education service to see where underspends in other areas (from staff vacancies for example) can potentially plug the shortfall. There is also an overspend of £0.025m on Education Sufficiency and Capital team mainly due to increase in legal cost and staffing

SEND & Inclusion	8,217	(2,641)	5,576	124	-21	145	cover for LT sickness) staffing cost and high mediation /legal costs for tribunals. Both of these expenditure types received MTFs (permanent & one off funding for 23/24). There is also an overspend of £0.065m on SEND Disability, and £0.033m on Access to education due to high agency cover cost. This is mitigated by a forecasted £0.311m underspend on Education Psychologist area mainly £0.366m underspend on staffing and £0.010m on supply and services cost on Traded service and £0.065m overspend on General/Statuary service. Future mitigation is planned with recruitment having taken place for staff to start in September to reduce reliance on agency cover staff sickness . The Resolving Disagreements project is nearing recommendations which will include how legal services are used in the future (and the activity to be brought back into SENDAR).
Education Service Delivery	6,594	(4,999)	1,595	(14)		(14)	Currently this service is showing an underspend of £0.014m mainly due to £0.032m overspend on Attendance service due to unachieved income as service is no longer operating as traded service due to new Govt. legislation. This will be offset by £0.026m extra income for increasing the governor clerking service which contribute to more contracts with schools, academies and trusts, generating an increase in subscriptions. The CCM is planning to increase establishment as the service has been growing over the last few years and that additional cost should be met with the grown surplus within the service. There is also an underspend of £0.020m on Education service delivery and Education service development due to part year staff vacancy. Currently there is projected pressure of £0.104m (academic year) on ACL and the service manager is in the process of restructuring the service to mitigate as the grant allocation has remained static for number of years which gives rising pressure to cover increased staffing cost and other operational expenditure. The service is hoping to reduce the clawback and with the new structure to make further savings and improve the forecast by October time. The service is also not back to pre-COVID learner numbers and therefore has been subjected to
Education Improvement Service	3,093	(1,902)	1,190	95		55	There is a predicted spend for Schools in Financial Difficulty (£0.055m) which is a similar spend as 2022-23, it supports capacity to improve / reviews within schools. The spend is covered by an earmarked reserve as the spend can be unpredictable. There are minor staffing overspends across the service due mainly to top of scale incumbants as well as temporary over establishment.
Net Service Spending	20,939	(10,586)	10,352	366	(21)	99	288

Impact on specific service reserves (from Reserves tab)	99
Impact on Transformation funds	(21)
Impact on Risk/General reserves	288

Annex F- Education Services

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holders - Cllr Kam Kaur (Education)

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	(98)	(98)	0	The Senior Leadership team have been tasked with identifying in year permanent savings to achieve this target. Depending on the nature of these there could be just a part year effect for 2023/24
NEETs contract - More effective contracting of the service to support those not in employment, education of training.	(35)	(35)	0	
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(11)	(11)	0	
Traded income - Increased traded income from Governor and Attendance services as well as a review to modernise music services.	(15)	(15)	0	
Early Years - Reducing core budget spend by re-coding early years activity to Early Years DSG (5% permitted centrally retained element)	(50)	(50)	0	
Total	(209)	(209)	0	

Annex F- Education Services

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holders - Cllr Kam Kaur (Education)

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
SEND and Inclusion change programme	1,348	1,327	(21)	There has been a halt in initiating new projects as the new Director & new Heads of Service for SEND and also Education Transformation assess / plan this programme going forward, Existing projects are being worked on.	798	Mar-25
Total	1,348	1,327	-21			

Annex F- Education Services

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holders - Cllr Kam Kaur (Education)

Local Finance Sign Off	BJs
Director Sign Off	J. Kyriacou

Capital Programme - 2023/24 to 2024/25 Onwards

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Learning - Non Schools													
CMS Music Instruments Purchases 2015/16 - 2017/18	105	0	0	0	105	105	0	0	0	105	0	0	
Education Design Development Fund	0	0	0	0	0	0	200	750	450	1,400	200	1,400	New Approval for funding for design and feasibility works, £1.4m basic need
Learning - Other													
Education - S106 Financing	1	0	0	0	1	1	0	0	0	1	0	0	
Planning & Development block header E&L	57	100	232	0	389	57	127	205	0	389	27	0	Forecasts added per current actuals - expenditure to be moved to main projects once approved
Minor Works E&L	266	3	0	0	269	266	3	0	0	269	0	0	All sub projects complete and should now be parked - PM to review pre Q2 whether main project still required
Healthy Pupil Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0	Project to be closed - no activity
Maintained Nursery Schools Capital Funding to Ensure Access for Children with SEND & Inclusion	106	0	0	0	106	106	95	0	0	200	95	95	Additional £95k spend per orders placed - PM to confirm for Q2 that funding is available
improvements at Bunting Preschool to the Capital Programme at an estimated cost of £250,000 to be funded from section 106 receipts (£228,000) and a contribution by the School (£22,000).	0	0	228	0	228	0	0	319	0	319	0	91	Additional S106 allocated to scheme
Primary - expansion													

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Long Lawford permanent expansion	2,742	400	0	0	3,142	2,742	130	270	0	3,142	-270	0	Project delivery (Car Park / Drop Off Facility) delayed by S278 Approval and expired planning permission. Forecast revised based on estimated January 2024 start date.
Nathaniel Newton Infants	64	0	0	0	64	64	0	0	0	64	0	0	
Michael Drayton Primary - Expansion	2,459	0	0	0	2,459	2,459	0	0	0	2,459	0	0	
Weddington Primary School - Bulge Class	126	0	0	0	126	126	7	0	0	134	7	7	S106 previously allocated to this project was returned to unallocated pot when Prop Serv confirmed the project was complete. Additional spend has now arisen and therefore S106 to be reallocated to meet the
Whitnash Primary, Expansion of 2 additional Classrooms	1,247	101	0	0	1,349	1,247	101	0	0	1,349	-0	-0	PM to review forecasts for Q2 as quotes are higher than current fundnig approvals
Long Lawford Primary School - Studio Hall	448	187	0	0	635	448	0	187	0	635	-187	0	Studio Hall Practical Completion on 3/9/21. Funding balance moved to 2024/25 as maybe required to support Car Park / Drop Off Facility (11386001) due to inflation pressures.
Burton Green Primary School	0	290	0	0	290	0	290	0	0	290	0	0	.
Lighthorne Heath Primary School, Lighthorne	0	0	146	0	146	0	0	146	0	146	0	0	Feasibility works still to be undertaken
Former Radio mast site (H	0	0	960	0	960	0	0	960	0	960	0	0	
Bridgetown Primary Schoo	26	3	0	0	29	26	3	0	0	29	0	0	School led project and their costs have been reimbursed - for Q2 need to check whether there are any further costs due
Southam St James	0	30	0	0	30	0	30	0	0	30	0	0	School led project where we will pay funding to school once complete
Oakley School - Primary phase temporary solutions at Bishops Tachbrook, Briar Hill and St Margarets	166	1,957	300	0	2,423	166	1,957	300	0	2,423	0	0	.
Long Itchington	0	254	0	0	254	0	254	0	0	254	0	0	.
Bishops Itchington	0	0	195	0	195	0	0	195	0	195	0	0	.
Primary - new													

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
New School, The Gateway, Rugby (Griffin School)	4,807	2,405	0	0	7,213	4,807	2,405	0	0	7,213	0	0	Target completion of construction Sep23
Myton Gardens Primary School (new)	221	10,000	3,179		13,400	221	1,100	8,900	3,179	13,400	-8,900	0	Potential delays due to relocating badger sett and quotes coming in higher than estimates
Primary - other													
Kingsway site changes to aid Academy conversion	359	4,000	905	0	5,265	359	4,000	905	0	5,265	0	0	Construction planned to start in Aug23 with target completion Jun24
Lighthorne Heath Primary School refurbishment	100	64	0	0	164	100	64	0	0	164	0	0	Construction commenced Aug22 - awaiting Property Services to update completion date
Rokeby Primary School - levelling the playing field	28	0	0	0	28	28	2	0	0	30	2	2	Project was completed on site in 2022-23 - awaiting Property Services to advise whether there are final bills still due
Brownsover Expansion from 2FE Infant to 1FE Primary	31	934	0	0	965	31	934	0	0	965	0	0	.
Eastlands Primary temporary classroom	0	0	0	0	0	0	0	190	0	190	0	190	New scheme approved Apr23 - £190k S106
School access													
Disability & Access Block Header	521	187	0	0	708	521	111	0	0	632	-76	-76	Remaining unallocated funding £76k moved to 12053000 2023-24 block header
Disability Access Block Header 2023/24	0	500	217	0	717	0	793	0	0	793	293	76	£76k unallocated funding from 2022-23 12010000 moved to this project for allocation
Secondary - expansion													
Campion School Expansion Phase 2	8,161	819	0	0	8,979	8,161	819	0	0	8,979	0	0	Awaiting ground investigations works before completion of playing field - construction complete
Stratford Upon Avon School - Dining Facilities	1,376	0	0	0	1,376	1,376	0	0	0	1,376	0	0	Construction complete - certificate issued Oct22
Stratford Upon Avon School - 2fe expansion	1,467	10,697	5,944	0	18,109	1,467	9,400	7,241	0	18,108	-1,297	-0	Forecast profile revised based on estimated July 2023 start date and October 2024 completion date. Subject to planning permission.
Etone College - 1fe expansion	84	4,669	0	0	4,753	84	4,669	0	0	4,753	0	0	Scheme is now school led and we will pay funding contribution once complete
The Queen Elizabeth Academy Atherstone	0	3,293	0	0	3,293	0	2,793	500	0	3,293	-500	0	Trust led scheme where we will reimburse as phases are complete - target end date April/May 2024

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Shipston High School - expansion	322	6,000	4,209	0	10,531	322	6,000	4,209	0	10,531	0	0	Planning application underway - estimated target start date for construction Sep23 and completion Sep24
Secondary - new													
New School Leamington (Oakley School)	9,565	26,906	23,990	0	60,462	9,565	36,386	14,511	0	60,462	9,479	0	Forecast revised based on December 2022 start date and August 2024 completion date.
Secondary - other													
Myton School, Warwick - New 6th form teaching block	3,266	2,864	0	0	6,130	3,266	2,864	0	0	6,130	0	0	Target main construction completion date Aug23
Aylesford School washroom facilities	0	102	0	0	102	0	102	0	0	102	0	0	School led scheme - our contribution due on completion
SEN - other													
SEND facilities block header	297	7	13	0	317	297	7	13	0	317	0	0	Works @ Coleshill completed 2021 but still awaiting confirmation from Property Services that they have charged all fees due
Specialist Nurture Provision at Special School	0	0	200	0	200	0	235	20	0	255	235	55	New SRP schemes approved Jun23 - mostly High Needs Grant plus additional \$106 £56k
SEN - expansion													
Evergreen school - Reconfiguration of classrooms	65	0	0	0	65	65	0	0	0	65	0	0	Project complete - to be parked
Keeping SEND pupils local	84	1	104	0	190	84	3	103	0	190	2	0	Works complete - awaiting final bills
Henley in Arden Resourced Provision	544	6	0	0	550	544	6	0	0	550	0	0	Works complete - final snagging being undertaken and bills awaited
Evergreen School expansion	23	303	3,840	3,839	8,005	23	303	3,840	3,840	8,005	0	0	Main construction expected during 2024
Oak Wood Primary Nuneaton expansion	13	2,020	277	0	2,310	13	300	1,997	0	2,310	-1,720	0	Places required for Sep24 - main construction expected in 2024-25
Oak Wood Secondary Nuneaton expansion - new centre at Bernuda Park	0	0	0	0	0	0	300	2,414	0	2,714	300	2,714	Places required Sep24 - project approved May23
SEN - new													
Old Pears Site / Warwickshire Academy	17,014	152	0	0	17,166	17,014	152	0	0	17,166	0	0	Awaiting confirmation from Property Services that all final bills have been received

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Alternative Provision Free School Warwick	0	0	100	0	100	0	0	100	0	100	0	0	Funding is our contribution to a DfE managed scheme - they are suffering delays and therefore it is unclear when the funding will be required
Learning - Devolved													
Devolved/School Level Budgets	0	0	0	0	0	0	0	0	0	0	0	0	.
S106 Contribution to the DF	0	0	1,300	0	1,300	0	0	1,300	0	1,300	0	0	.
Grand Total	56,161	79,256	46,341	3,839	185,597	56,161	76,946	49,576	7,469	190,151	-2,310	4,554	

Annex H Business and Customer Services

Director - Kushal Birla

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer and Transformation)

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	374	0	374	0			0	
Business Support	9,112	(95)	9,017	45			45	The forecast overspend relates to employee expenditure. Discussions will take place with Social Care and Support to look at what actions can be taken to manage the demand. The overspend has been partly negated by underspends elsewhere in Business Support.
Customer Contact - Connect	3,226	(325)	2,901	(160)		-112	(48)	The forecast underspend is on employee expenditure and the utilisation of The Household Support Fund.
Community Hub	10,370	(2,686)	7,684	435	258		177	The forecast overspend relates to employee expenditure across H&C and Libraries.
Net Service Spending	23,082	(3,106)	19,976	320	258	(112)	174	

Reserves tab)	(112)
Impact on Transformation funds	258
Impact on Risk/General reserves	174

Annex H Business and Customer Services

Director - Kushal Birla

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer and Transformation)

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied and the rationalisation of PA support.	(196)	(60)	136	Libraries and Heritage & Culture are forecasting that they will not deliver the vacancy factor saving as they have low staff turnover, discussions are taking place within the Service re: actions that need to be taken to deliver the savings
Community development - Efficiencies in the delivery of the internal community development function.	(20)	(20)	0	
Customer support service redesign - Review and rationalisation of the organisation's approach to customer support.	(94)	(94)	0	
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(23)	(23)	0	
Reduced use of printing and stationery - Future reductions in spend on printing and stationery predicated on digitisation work.	(100)	(100)	0	
Library Service - Continue the covid-led trend of rebalancing the provision of library services, for example through increasing the use of drop off book boxes.	(50)	(50)	0	
Registration Service - Increase registration revenue through the optimisation of service delivery locations.	(13)	(13)	0	
Customer journey - As the customer experience programme beds down, the requirements to improve customer journey in isolation diminishes, enabling a redesign of the service offer.	(50)	(50)	0	
Total	(546)	(410)	136	

Annex H Business and Customer Services

Director - Kushal Birla

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer and Transformation)

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Cost of Living Projects (<i>remaining allocation</i>)	0	258	258		563	TBC
Information and Advice	30	30	0		0	Mar-24
Surveys as per Waterways Strategy	13	13	0		0	Mar-24
Community Powered Warwickshire - New Locals	20	20	0		0	Mar-24
Community Managed Libraries to operate "community fridges"	12	12	0		0	Dec-23
Extend library and museum opening hours as warm hubs, including activities for children and families	7	7	0		0	Mar-24
Community Supermarkets	188	188	0		0	Mar-24
EDRMS - Digital Post room	31	31	0			
Total	301	559	258			

Annex H Business and Customer Service

Director - Kushal Birla

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer and Transformation)

Capital Programme - 2023/24 to 2024/25 Onwards

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
County Records Office Service - Digital Asset Management	95	0	0	0	95	95	0	0	0	95	0	0	
Warwick - Market Hall Museum - "Our Warwickshire Projects"	910	0	0	0	910	910	0	0	0	910	0	0	
Improve Customer Experience In County Council Buildings & DDA Works 2009/10	204	0	0	0	204	204	0	0	0	204	0	0	
Improving Customer Experience / One Front Door Improvements	1,786	511	336	0	2,633	1,786	511	336	0	2,633	0	0	
Stratford Library – Registrars Accommodation Works and Library Alterations	373	0	0	0	373	373	0	0	0	373	0	0	
Social Fabric Fund	0	0	0	0	0	0	750	750	0	1,500	750	1,500	New approval for Social Fabric Fund project (CIF) April 2023
Grand Total	3,368	511	336	0	4,215	3,368	1,261	1,086	0	5,715	750	1,500	

Annex I - Commissioning Support Unit

Director - Steve Smith

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer & Transformation)

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director Commissioning Support Unit	278	0	278	0			0	
Business Intelligence	2,508	(160)	2,348	(77)	-63		(14)	The forecast underspend is due to unexpected income being received from the DFE.
Portfolio Management Office	3,355	(1,463)	1,892	0			0	
Contract Management & Quality Assurance	2,770	(1,182)	1,588	114			114	The forecast overspend relates to employee expenditure.
Change Management	446	(72)	375	73			73	The forecast overspend relates to employee expenditure.
Net Service Spending	9,357	(2,877)	6,481	110	(63)	0	173	

Impact on specific service reserves (from Reserves tab)	0
Impact on Transformation funds	(63)
Impact on Risk/General reserves	173

Annex I - Commissioning Support Unit

Director - Steve Smith

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer & Transformation)

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	(114)	(114)	0	
Savings on third party spend - Review of services purchased from third parties to ensure value for money and management of the budgeted cost increases of externally purchased services.	(47)	(47)	0	
Staffing restructure - Changes in staffing structure to reduce the cost of the Commissioning Support Unit.	(73)	(73)	0	
Total	(120)	(120)	0	

Annex I - Commissioning Support Unit

Director - Steve Smith

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer & Transformation)

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/(Under) £'000	Progress Update	Approved Remaining Resource	Estimated Project Completion
Climate Change Programme	2	2	0		0	Mar-24
Cloud - Itelligent-i- Azure	85	53	(32)	The remaining allocation is expected to be spent in 2024/25 as planned across the 2 year Data & Analytics Programme.	0	Mar-25
Itelligent-i - Business Analytics Platform Phase 2	31	0	(31)	This is expected to be spent in 2024/25 as planned across the 2 year Data & Analytics Programme.	0	Mar-25
Community Climate Change Fund - Green Shoots	436	436	0		0	Mar-24
Total	554	491	-63			

Annex J - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

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

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director - Enabling Services	388	0	388	0			0	
Property Services	17,443	(8,136)	9,308	1,460			1,460	Utility cost inflation of 300% on contracts procured through ESPO. It is expected this will reduce in future years as energy markets stabilise.
HR Enabling	6,540	(2,610)	3,929	387		290	97	Predominantly additional staff costs to service increased demand, the team are considering moving resource and establishment from other areas in HROD to accommodate this
Digital & ICT	13,407	(4,810)	8,598	233			233	Additional staffing costs to support increased demand on applicaton development. Alternative means to support - or reduce - demand are being investigated
ICT Strategy & Commissioning	3,309	0	3,309	1,690	1633		57	Based on information currently available from suppliers an 8% additional inflationary uplift has been assumed within the forecast for this FY. We are working to refine this assumption as further contract renewals occur.
Net Service Spending	41,087	(15,556)	25,532	3,770	1,633	290	1,847	

Impact on specific service reserves (from Reserves tab)	290
Impact on Transformation funds	1,633
Impact on Risk/General reserves	1,847

Annex J - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

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

Reserve Schedule

Reserve	Approved Opening Balance 01-Apr-2023 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31-Mar-2024 £'000
HR - Service Improvement Projects	60			60
Going for Growth Apprenticeship Scheme	173		(173)	0
Total	233	0	(173)	60

Corporate Reserve

Digital Transformation Fund	1708		(1,708)	0
System Replacement Fund	424	444		868
Corporate Apprenticeship Fund	665		(117)	548

Annex J - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

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

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	(187)	0	187	Additional staff costs of £158k across the service to support internal Council demand has erased any vacancy factor. Instigating a "systems thinking" project review to determine where any process inefficiencies can be removed
Enabling Services delivery review - Review of expenditure on staffing, expenses and projects in Enabling Services.	(40)	(40)	0	
Facilities management - Facilities management and maintenance cost savings linked to asset rationalisation	(50)	(50)	0	
ICT Service delivery review - Review past ICT budget growth and focus on efficiencies through development projects.	(144)	0	144	Additional staff costs of £192k in IT to support internal Council demand. Will request an unavoidable pressure bid in next round of MTFS
Property service delivery review - Ensure effective mix of staff and agency use, drive efficiencies in facilities management resource spend and maintenance budget.	(95)	(95)	0	
Devices - continue to review the most cost effective device to meet the organisational and staff need at the end of the lease, subject to options appraisal and due diligence.	(150)	(182)	(32)	Additional reduction in annual contract value after negotiation
Total	(666)	(367)	299	

Annex J - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

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

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Variance Over/ (Under) £'000	Progress Update	Future Year Budget Allocation	Estimated Project Completion
Azure VSTS licence renewal & VS Enterprise licence	91	0	(91)	Migration of Contact Centre telephony solutions to the Five9 cloud service including project costs. Automation investigation and project costs (feasibility of cloud hosted automation platform). Supporting elements of the Customer Platform cloud implementation (including digital transformation lead). Includes licence costs that will be recorded against P0052 CC detail in next forecast.		Mar-24
Disaster recovery & Cloud migration - Azure data centre annual	691	727	36	Migration of Contact Centre telephony solutions to the Five9 cloud service including project costs. Automation investigation and project costs (feasibility of cloud hosted automation platform). Supporting elements of the Customer Platform cloud implementation (including digital transformation lead). Includes licence costs that will be recorded against P0052 CC detail in next forecast.		Mar-24
Modern Government - software, licences, tablet app and hosting	14	0	(14)	£2K actuals are against wrong CC - transfer has been requested - no requirement for this project line as no additional spend expected.	0	Mar-24
Reusable components	82	0	(82)	TBC based on output of the automation investigation - clarity anticipated in September.	0	Mar-24
System Replacement Fund	0	0	0	Of the £868k in future years, £374k is committed against the Finance Unit 4 Cloud migration project and is expected to be spend in 24/25	868	Ongoing
Digital Roadmap Investment Fund	0	1,783	1,783	Customer Platform implementation progressing to plan. A bid will be made to access further funding from the specific allocation of £3.2m set aside in the 23/27 MTFS as the project progresses, this will cover the current 'overspend'.	1708	Ongoing
Total	878	2,510	1632			

Annex J - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

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

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Schools - Planned Capital Building, Mechanical and Electrical Maintenance 2017/18	7,010	0	0	0	7,010	7,010	0	0	0	7,010	0	0	
The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	102	0	0	-	102	102	0	0	0	102	0	0	
Non schools building maintenance 20-21	2,527	3	0	-	2,530	2,527	4	0	0	2,531	1	1	Additional funds required after settlement of Final Accounts (866.08) taken from current year allocation 12058000
Schools asbestos and safe water 20-21	840	0	0	0	840	840	-0	0	0	840	-0	-0	Surplus funds £304.00 added to current year project 12061000 after settlement of previous year Final Accounts
Schools building maintenance 20-21	7,125	0	0	0	7,125	7,125	-0	0	0	7,125	-0	-0	Additional funds returned to current year allocation 12060000 after settlement of previous year Final Accounts (233.98)
Non-Schools Building Maintenance	2,045	25	0	0	2,070	2,045	21	0	0	2,066	-4	-4	Surplus funds transferred to Project 12058000 after settlement of previous year Final Accounts (3,647.00)
Schools Building Maintenance 2021-22	6,856	52	0	0	6,908	6,856	33	0	0	6,889	-19	-19	Surplus funds of £18,905 transferred to Project 12060000 after settlement of previous year Final Accounts
Non-Schools Asbestos & Safe Water 2021-22	454	0	0	0	454	454	0	0	0	454	0	0	
Schools Asbestos & Safe Water 2021-22	741	0	0	0	741	741	21	0	0	761	21	21	Additional funds of £20,643 required after settlement of Final Accounts. Transferred from Project 12061000

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Lillington Academy CTA Works	232	278	0	0	510	232	59	219	0	510	-219	0	Slippage is due to there being a requirement for a new electrical power unit to be fitted.
Non-Schools Building Maintenance 2022-23	1,770	419	0	0	2,189	1,770	450	0	0	2,220	31	31	Additional funds required of £30,893 after settlement of Final Accounts. Transferred from Project 12058000
Non-Schools Asbestos & Safe Water 2022-23	99	0	0	0	99	99	14	0	0	112	14	14	Additional funds required of £13,851 after settlement of Final Accounts. Transferred from project 12059000.
Schools Building Maintenance 2022-23	6,778	645	0	0	7,423	6,778	468	0	0	7,246	-177	-177	Surplus funds of £176,988 transferred to project 12060000 after settlement of previous year Final Accounts
Schools Asbestos & Safe Water 2022-23	940	0	0	0	940	940	11	0	0	951	11	11	Additional funds of £10,709 required after settlement of Final Accounts. Transferred from project 12061000
Non-Schools Building Maintenance 2023-24	-	2322	0	0	2,322	0	2,294	0	0	2,294	-28	-28	Transfer of £866 to fund overspend on 11787000. Surplus budget transferred from project 11887000 - £3,647 and 11969000 £30,893 to support current year budget allocation.
Non-Schools Asbestos & Safe Water 2023-24	-	356	0	0	356	0	342	0	0	342	-14	-14	Budget of £13,851 transferred to project 11970000 to support overspend after settlement of final accounts.
Schools Building Maintenance 2023-24	-	7365	0	0	7,365	0	7,561	0	0	7,561	196	196	Additional funds returned from projects 11795000, 11888000, 11971000 to current year allocation after settlement of previous year Final Accounts (196,127,26)
Schools Asbestos & Safe Water 2023-24	-	816	0	0	816	0	785	0	0	785	-31	-31	Transfer of £31,352 to support projects 11890000 (£20,643) and 11972000 (£10,709). Surplus budget of £304 transferred from project 11791000 to support current year budget allocation.
Estate Master Plan - Furniture Capitalisation	329				329	329				329	0	0	
Development of Rural Broadband	33,623	3787	1,430	3,768	42,608	33,623	3,765	1,429	3,790	42,606	-22	-1	Reduced expenditure and corresponding reduction in income due to vacant post for CSW not yet being filled.
IT Infrastructure 2021-22	432	6	0	0	438	432	6	0	0	438	0	0	
	71,903	16,074	1,430	3,768	93,174	71,903	15,832	1,648	3,790	93,173	-241	-1	

Annex K - Finance

Director - Andrew Felton

Executive Director - Rob Powell

Portfolio Holders - Cllr Peter Butlin (Finance and Property)

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director - Finance	271	(29)	242	9			9	Vacancy Factor and no allowance for inflation on historic pension strain costs.
Finance Delivery	4,880	(2,909)	1,972	(40)		26	(66)	Mix of vacancies and higher than anticipated schools trading income due to fewer schools academising than originally estimated.
Investments, Treasury and Audit	1,766	(1,011)	755	14			14	Increased costs of agency cover for risk role, whilst we permanently recruit.
Commercialism	238	0	238	39			39	Extension of interims (at risk) to complete key work whilst investment fund bid is considered.
Strategic Finance	778	(82)	697	(3)			(3)	
Finance Transformation	4,993	(2,523)	2,470	42			42	Additional essential IT systems work in BAIC
Net Service Spending	12,926	(6,554)	6,374	61	0	26	35	

Impact on specific service reserves (from Reserves tab)	(26)
Impact on Transformation funds	0
Impact on Risk/General reserves	(35)

Annex K - Finance

Director - Andrew Felton

Executive Director - Rob Powell

Portfolio Holders - Cllr Peter Butlin (Finance and Property)

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Finance process efficiencies - Efficiencies through ongoing service redesign, automation, AI and self-service.	(75)	(75)	0	Partly on-track, partly delivered through other options (increased vacancy factor)
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(21)	(21)	0	Delivered through other options (increased vacancy factor)
Procurement cards - Rebates from extended use of procurement cards.	(25)	(25)	0	On-track
Total	(121)	(121)	0	

Annex K - Finance

Director - Andrew Felton

Executive Director - Rob Powell

Portfolio Holders - Cllr Peter Butlin (Finance and Property)

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Shortfall/ (Overachievement) £'000	Progress Update	Future Year Budget Allocation	Estimated Project Completion
McCloud Pensions Remedy	17	17	0	Waiting on further Government guidance, which has been delayed, so currently assumed as minimal spend in the current year until we have a better picture.	0	Mar-24
Cloud Hosting Project (Capital & Unit 4 Development Plan)	277	277	0	Both projects are currently on track to deliver to the agreed timetable.	0	Mar-24
Total	294	294	0			

Annex L - Governance and Policy

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customers & Transformation)

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	(117)	0	(117)	(4)			(4)	
Communications	1,732	(1,290)	442	(36)			(36)	
HR Organisational Development	740	0	740	21			21	
Property Management	2,436	(1,615)	820	(100)			(100)	Recovery of income is indicating to be above expectations. Work is on track to ensure recovery of any income internally is not in excess of expected position. However further income has been identified from external sources that has shifted the Q1 outturn to an underspend. Interim resourcing has been increased to support wider capital programme position but conscious that additional resources may be required in line with programme variation.
Legal & Democratic	9,691	(9,212)	479	633			633	Additional costs within Legal Services to cover maternity absences and as a result of recruitment pressure driving higher locum costs results in a projected reduction of surplus of circa £200k. A significant surplus is still predicted (circa £950k). This added to the exit costs following reprocurement of our records management storage contract and pressures on cost around SAR work, have resulted in an underrecovery against budget for the service overall. Business Development work is ongoing within Legal Services to grow additional revenue to reverse the position.
Corporate Policy	599	0	599	(92)			(92)	
Net Service Spending	15,081	(12,117)	2,963	422	0	0	422	

Impact on specific service reserves (from Reserves tab)	0
Impact on Transformation funds	0
Impact on Risk/General reserves	422

Annex L - Governance and Policy

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customers & Transformation)

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Vacancy factor - Application of a vacancy factor/turnover allowance where not already applied.	(208)		208	
Electronic record keeping - Reduced storage requirements as a result of the move to electronic record keeping.	(5)	(5)	0	Difficult to fully predict until new contract underway. Will be using the change of provider and moving of information to focus colleagues on need to reduce paper stored.
Savings on third party spend - Review of services purchased from third parties to ensure value for money and management of the budgeted cost increases of externally purchased services.	(47)		47	
Legal services trading income - Additional surplus from external trading with other local authorities and public sector bodies.	(40)	0	40	current pressures mean that the additional surplus may not be met. Last year's significant additional surplus does more than cover the projected £40k in this year and coming years.
Paper free meetings - Reduction in the cost of printing as a result of moving to paper free meetings.	(5)	(2)	3	We continue to push the need for paper free meetings. However, without further engagement this is unlikely to materialise.
Consultancy - Reduction in commissioning budget held for external consultancy and external support.	(20)		20	
Total	(325)	(7)	318	

Annex L - Governance and Policy

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customers & Transformation)

Revenue Investment Fund - 2023/24 and future years

Revenue Investment	Current Year Budget	Forecast	Shortfall/ (Overachievement) £'000	Progress Update	Future Year Budget Allocation	Estimated Project Completion
Social Fabric Fund	0	0	0		1320	TBC
HR Policy Review	41	41	0	We are currently assessing our approach and will be in a position at Q2 to provide a full costing forecast. Some of this budget has been allocated to our Strategic Workforce Planning currently forecast to be £5k.	0	Mar-24
Bin/Scan & Store project	1	1	0		0	Mar-24
Total	42	42	0			

Annex L - Governance and Policy

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holders - Cllr Andy Jenns (Customers & Trans

Capital Programme - 2023/24 to 2024/25 Onwards

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Rural Services Capital Maintenance 2017/18	671	15	0	0	686	671	15	0	0	686	0	0	Works to go ahead this financial year. Budget taken from project 11292042 which is now parked.
Rationalisation of County Storage Facilities	9,482	89	0	0	9,571	9,482	68	21	0	9,571	-21	0	Installation of interceptors and retention of funds.
Strategic Site Planning Applications	2,939	988	0	0	3,926	2,939	988	0	0	3,926	0	0	Site preparation works required to facilitate DFE funded school. Procurement of specialist contractors underway.
Rural Services Capital Maintenance 2019/20	314	12	0	0	326	314	61	0	0	375	49	49	Works in progress due to complete end of July 2023.
Maintaining the Smallholdings land bank	0	391	0	0	391	0	391	0	0	391	0	0	Requirements under review with plans to spend this financial year. To be reviewed at Q2.
Smallholdings Capital Maintenance 20-21	206	88	0	0	294	206	55	0	0	261	-33	-33	Smallholdings Capital Maintenance programme ongoing. Budget re-profiled to project 11975001 South Lodge Farm to be completed in 2023/24 and Project 11790005 works to boiler forecast to be £17k in 2023/24.
Smallholdings Maintenance 2021/22	0	212	0	0	212	0	0	0	0	0	-212	-212	£212,035 Budget removed and consolidated into block header 11975000 Smallholdings Capital Maintenance 2022/23
Public Sector Decarbonisation Scheme	537	0	0	0	537	537	0	0	0	537	0	0	
Bedworth/Croxhall Street Centre/ Renovation	0	0	0	0	0	0	0	0	0	0	0	0	

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Land at Leicester Lane Cubbington	197	500	895	0	1,592	197	500	895	0	1,592	0	0	Project on hold. Awaiting a decision from WCC Legal to confirm an agreed way forward.
Smallholdings Maintenance 2022-23	0	373	0	0	373	0	577	0	0	577	204	204	£212,035 Budget consolidated into 11975000 from block header 11867000. £7,670 budget moved to 1179005 Salford Farm / New Worcester 25 kw Danesmoor Oil Boiler. Awaiting stock condition survey results before deciding on prioritisation.
Acquisition of land in Warwick	887	48	0	0	935	887	20	28	0	935	-28	0	Phasing the budget to allow for post occupation works.
Water Orton Primary School - demolition works	471	49	0	0	520	471	49	0	0	520	0	0	Retention fee. Awaiting final account. Will be spent this financial year.
Smallholdings Maintenance 2022-23	0	390	0	0	390	0	390	0	0	390	0	0	Awaiting stock condition survey before deciding on prioritisation.
Grand Total	15,704	3,155	895	0	19,754	15,704	3,114	943	0	19,762	-40	8	

Annex M- Corporate Services and Resourcing

Director - Andrew Felton

Executive Director - Rob Powell

Revenue Budget - 2023/24

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Government Grants & Business Rates	0	(174,649)	(174,649)	(17,493)			(17,493)	Corporate grant income is forecast to be £17m higher than the budget, at the time of setting the budget many of the grant allocations have not been announced by the government and therefore are often based on previous years. This year we have seen significant increases in some of the grants which will support to offset the overspends in other areas.
Capital Financing Costs	38,713	(3,844)	34,870	(12,373)			(12,373)	Of this £12.3m underspend, £9m is due to improved returns on our investments, linked to the increase in interest rates, a further £2.0m has been saved on interest payments by paying of loans early and payments for Minimum Revenue Provision has reduced by £1.2m due to delays in the capital programme.
Strategic Management Team	1,292	0	1,292	7			7	
County Coroner	1,083	(349)	734	63			63	
County Council Elections	268	0	268	(268)		(268)	0	Budget to be transferred to Quadrennial election reserve to fund future year elections.
Environment Agency - (Flood Defence Levy)	268	0	268	0			0	
External Audit Fees	550	0	550	(65)			(65)	A small underspend on Audit Fees is expected this is based on the latest fees schedule, actual figure won't be known until later in the year.
Pensions Deficit Under-recovery	1,483	(500)	983	0			0	
Members Allowances and Expenses	1,164	0	1,164	(17)			(17)	Underspend relates to an overall reduction in Members travel and subsistence.

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Other Administrative Expenses and Income	11,231	(2,663)	8,567	1,514			1,514	Within this forecast there is an overspend of £3.5m, this is to fund the 23/24 employee pay award and is the difference between the 4% included in the budget at the latest offer of £1925 per employee or 3.88%, the latest pay offer equates to an average increase of 6%. reoccurring funding of £1.6m has been released in the contingency to fund part of the pay award, the balance is to be funded from the additional grant income.
Subscriptions	0	0	0	0			0	
Apprenticeship Levy	1,092	0	1,092	208		208	0	Forecast overspend on apprenticeship levy is a direct result of cumulative pay awards. This overspend will be funded from balances in the Apprenticeship Reserve built up from historical underspends on the levy budget".
Warwickshire Property and Development Company	1,078	(1,204)	(126)	28			28	
Warwickshire Recovery and Investment Fund	2,465	(2,465)	0	0			0	
Provision for DSG Deficit	0	0	0	0		-2643	2,643	Provision required to top-up the DSG offset reserve based on the Q1 forecast
Net Service Spending	60,687	(185,674)	(124,987)	(28,396)	0	(2,703)	(25,693)	

Impact on specific service reserves (from Reserves tab)	(60)
Impact on Transformation funds	0
Impact on Risk/General reserves	(28,336)

Annex M- Corporate Services and Resourcing

Director - Andrew Felton

Executive Director - Rob Powell

Saving Plan - 2023/24

Saving Proposal	Target £'000	Forecast £'000	Shortfall/ (Over achievement) £'000	Reason for financial variation and associated management action
Savings on third party spend - Review of services purchased from third parties and the increased take-up of early invoice payment. (Delivery will be the responsibility of the AD - Finance).	(3)	(3)	0	
Insurance - Savings arising as a result of a higher level of self insurance. (Delivery will be the responsibility of the AD - Finance).	(25)	(25)	0	
Treasury management returns - A target to increase returns on investment by 10 basis points based on a more proactive approach to treasury management. (Delivery will be the responsibility of the AD - Finance.)	(242)	(242)	0	
Warwickshire Property and Development Group - Forecast income stream from the successful delivery of the company business plan.	(126)	(126)	0	
Capital financing costs - Reduction in the Authority's borrowing costs as a result of using capital receipts from the sale of surplus assets. (Delivery will be the responsibility of the AD - Governance and Policy).	(64)	(64)	0	
Pre-pay pension contribution - Use the Council's strong balance sheet to benefit from the discount for the early payment of the pension contributions. (Delivery will be the responsibility of the AD - Finance).	(500)	(500)	0	
			0	
Total	(960)	(960)	0	

Annex M- Corporate Services and Resour
Director - Andrew Felton
Executive Director - Rob Powell

Description	Approved Budget					Forecast					Variation		Commentary
	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards	Total £'000	Earlier Years	2023/24 £'000	2024/25 £'000	2025/26 onwards	Total £'000	Variance in Year	Total Variance	
Warwickshire Property Development Company	1,405	19,101	21,763	59,187	101,456	1,405	19,101	21,763	59,187	101,456	0	-0	
Warwickshire Recovery & Investment Fund	400	23,100	20,000	46,500	90,000	400	23,100	20,000	46,500	90,000	0	0	
Asset Replacement Fund	64	3,771	4,082	10,082	18,000	64	3,893	4,082	10,082	18,122	122	122	Increased to be reversed in Q2
Investigation Design Fund	0	0	0	0	0	0	800	800	2,400	4,000	800	4,000	Revolving Fund - Forecast Per Budget
Corporate	1,869	45,973	45,845	115,769	209,456	1,869	46,894	46,645	118,169	213,578	922	4,122	

Reserves Schedule as at Q1 2023/24

Directorate	Service	Description	Reserves as at 1st April 2023	Balancing Risk Reserves	MTFS Allocation 2023/24	Rephasing of 2022/23 Projects	Movement In Year 2023/24 (Drawdowns)	Impact of Outturn Q1	Reserves as at 31 March 2024	Q1 Adj: Risk Reserves & DSG Offsets £	Future MTFS commitments £	Uncommitted Reserves £
Earmarked - Schools Reserves												
Schools	Education Services	DSG Reserve - County Council spend	(16,097)					(8,723)	(24,820)	0	0	(24,820)
	Finance	School Absence Insurance Equalisation Reserve	805					(26)	779	0	0	779
	Other Services	School Balances	20,408						20,408	0	0	20,408
		Contingency to cover DSG Overspend	21,650				4,855		26,505	2,643	0	29,148
Total Earmarked Schools Reserves			26,766	0	0	0	4,855	(8,749)	22,872	2,643	0	25,515
Earmarked - External Reserves												
Communities	Education Services	School Improvement Monitoring & Brokering Reserve	821						821		0	821
	Fire and Rescue	Emergency Service Network	902						902		0	902
	Environment Services	Proceeds of Crime	323						323		0	323
		S38 Developer Funding	752						752		0	752
	Strategic Commissioning Communities	Speed Workshops	951						951		0	951
People	Children and Families	Rural Growth Network	190						190		0	190
		Adoption Central England	57					491	548		0	548
	Social Care and Support	Controlling Migration Fund	118				(118)		0		0	0
		BCF System Development Fund	2,921		(375)			(2,546)	0		0	0
Resources	Strategic Commissioning People	Social Care & Health Partnership	1,610				(155)	(635)	820		0	820
	Business and Customer Services	Museum, Records and Libraries Trust Funds and Bequests	360						360		0	360
	Finance	LA Counter Fraud Fund Grant	16						16		0	16
Corporate	Other Services	Governance and Policy	222						222		0	222
		NNDR Pool Surplus Reserve	2,785						2,785		0	2,785
Total Earmarked External Reserves			12,029	0	(375)	0	(273)	(2,690)	8,691	0	0	8,691
Reserves Subject to Annual Review - Internal Policy												
People	Strategic Commissioning People	Domestic Abuse Grant	1,629						1,629		0	1,629
	Children and Families	Priority Families Reserve	1,349		(178)			(239)	932		0	932

Directorate	Service	Description	Reserves as at 1st April 2023	Balancing Risk Reserves	MTFS Allocation 2023/24	Rephasing of 2022/23 Projects	Movement In Year 2023/24 (Drawdowns)	Impact of Outturn Q1	Reserves as at 31 March 2024	Q1 Adj: Risk Reserves & DSG Offsets £	Future MTFS commitments £	Uncommitted Reserves £
Resources	Business and Customer Services	Warwickshire Local Welfare Scheme	924					112	1,036		0	1,036
	Enabling Services	Going for Growth Apprenticeship Scheme	173					(173)	(0)		0	(0)
		Local Resilience Forum - Brexit funding	468						468		0	468
		Corporate Apprenticeship Fund	665					(325)	339		0	339
		Redundancy Fund	5,004						5,004		0	5,004
		Schools in Financial Difficulty	1,517		(70)			(55)	1,392		0	1,392
		Total Annual Review - Internal Policy	11,729	0	(248)	0	0	(680)	10,801	0	0	10,801
Reserves Subject to Annual Review - Volatility												
Communities	Environment Services	Domestic Homicide Reviews	25					(12)	13		0	13
	Fire and Rescue	Pensions Reserve	216					16	232		0	232
People	Children and Families	Youth Justice Remand Equalisation	802					(9)	793		0	793
Corporate	Other Services	Financial Instruments Reserve	2,084						2,084		0	2,084
		Insurance Fund	8,843						8,843		0	8,843
		Capital Fund	1,228						1,228		0	1,228
		Tax base volatility reserve	28,228						28,228		0	28,228
		Quadrennial Elections	876					268	1,144		0	1,144
		Audit Fee Reserve	289						289		0	289
		IT Sinking Fund	2,773						2,773		0	2,773
		Commercial Risk Reserve	9,359						9,359		0	9,359
		Winter Pressure	0		2,300			(2,300)	0		0	0
		Schools Liabilities	254						254		0	254
		Inflation Contingency Reserve	2,276						2,276		0	2,276
Oxygen Volatility Reserve	20						20		0	20		
		Total Annual Review Volatility	57,271	0	2,300	0	0	(2,037)	57,534	0	0	57,534
Invest to Save Funds												
Corporate	Other Services	Fire Transformation Fund	704			(215)		0	489		(369)	120
		Children's Transformation Fund	1,976			0	0	(1,275)	701		(701)	(0)
		Council Change Fund	3,406			(1,579)	(418)	213	1,622		(1,622)	(0)
		Revenue Investment Funds (upto Mar 22)	2,412			(1,952)	(214)	88	334		(334)	(0)
	Other Services	New Revenue Investment Funds (From 22/23)	8,466			(310)	3,727	(258)	11,625		(1,625)	10,000
	Other Services	Revolving Fund	5,000						5,000			5,000
	Other Services	Digital Roadmap Investment Fund	1,708		3,200			(1,783)	3,125			3,125
Other Services	System Replacement Fund	424			(56)	500	0	868		(374)	494	

Directorate	Service	Description	Reserves as at 1st April 2023	Balancing Risk Reserves	MTFS Allocation 2023/24	Rephasing of 2022/23 Projects	Movement In Year 2023/24 (Drawdowns)	Impact of Outturn Q1	Reserves as at 31 March 2024	Q1 Adj: Risk Reserves & DSG Offsets	Future MTFS commitments	Uncommitted Reserves	
										£	£	£	
People	Education Services	Education Transformation Fund	2,096		1,800	50	(1,348)	21	2,619		(819)	1,800	
		Total Invest to Save Funds	26,192	0	5,000	(4,062)	2,247	(2,994)	26,383	0	(5,844)	20,538	
Reserves Subject to Annual Review - Specific Investment Projects													
		Education management information system	114					(44)	70	0	0	70	
Communities	Environment Services	Flood Management Reserve	603						603	0	0	603	
	Fire and Rescue	Vulnerable People Earmarked Reserve	169						169	0	0	169	
	Strategic Commissioning for Communities	Kenilworth Station	552						552	0	0	552	
		Skills Delivery for Economic Growth	76						76	0	0	76	
		European Match Funding	133						133	0	0	133	
Resources	Business and Customer Services	Corporate Customer Journey Programme	(0)						(0)	0	0	(0)	
	Enabling Services	HR - Service Improvement Projects	60						60	0	0	60	
			Covid Grants Ringfenced	751				(751)		0	0	(0)	(0)
			Covid Grants Unringfenced	1,234			(734)			500	0	0	500
		Total Annual Review Specific Investment Projects	3,692	0	0	(734)	0	(795)	2,163	0	(0)	2,163	
Management of Financial Risk													
Communities		Directorate Risk Reserve	(1,824)	2,000		(176)	2,105	(3,456)	(1,351)	1,351	0	0	
People		Directorate Risk Reserve	7,401			(163)		(20,469)	(13,231)	13,231	0	(0)	
Resources		Directorate Risk Reserve	3,213	(1,771)		(308)		(2,651)	(1,517)	1,517	0	(0)	
Corporate		General Reserves	26,000						26,000	0	0	26,000	
		Total Management of Financial Risk	34,791	229	0	(647)	2,105	(26,576)	9,901	16,099	0	26,000	
Available for Use Reserves													
Corporate		Medium Term Financial Contingency	50,530	(229)	(22,691)		(5,200)	28,336	50,746	(16,099)	(11,043)	23,604	
		Total Available for Use Reserves	50,530	(229)	(22,691)	0	(5,200)	28,336	50,746	(16,099)	(11,043)	23,604	
Z0001 Corporate Budget Control			Total	0	(16,014)	(5,443)	3,733	(16,185)	189,090	2,643	(16,887)	174,846	

Cabinet

14 September 2023

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

Recommendation

That Cabinet receives and comments on the annual review and summary of upheld complaints issued by the Local Government and Social Care Ombudsman in the financial year 2022/23.

1. Executive Summary

- 1.1 Each year the Local Government and Social Care Ombudsman (LGSCO) produces a review letter which contains a summary of statistics on the complaints made about the Council for the year ended 31 March.
- 1.2 The LGSCO's letter for 2022/23 is attached at Appendix 1 and provides more detail in relation to the themes identified by the upheld cases and action being taken. The LGSCO's letter focuses on three key areas: complaints upheld; compliance with Ombudsman recommendations; and satisfactory remedy provided by the organisation prior to the complaint reaching the LGSCO.
- 1.3 Between 1 April 2022 to 31 March 2023 the LGSCO made 63 decisions in respect of Warwickshire County Council. Of those 63 decisions, the LGSCO only decided to undertake a detailed investigation into 15 cases and of those 15 cases the LGSCO upheld 11 complaints, not upholding the remaining 4 complaints. In the same period there was a total of 4,335 cases raised on the Council's customer feedback system, Contact Us and therefore the proportion of customers that complain to the LGSCO compared to the total number of customer contacts is very small. The number of complaints investigated and upheld by the LGSCO in 2022/23 decreased compared to the previous financial year when there were 19 detailed investigations with 14 being upheld. Proportionally this means between 1 April 2022 to 31 March 2023, 73% of complaints about the Council which were investigated by the LGSCO were upheld, which is 7% less than in similar organisations (80%) during the same period.
- 1.4 The LGSCO noted that they have been more selective about the complaints they look at in detail, prioritising those where it is in the public interest to investigate. This has resulted in a general trend towards finding fault in a higher proportion of cases. It is positive that against this backdrop the Council has seen a decrease in the number of upheld cases compared to the previous year.

- 1.5 In respect of the 11 complaints referred to in the “Compliance with Ombudsman recommendations” section of the Annual Letter, it is worth pointing out that these are not necessarily the same complaints as the 11 complaints upheld by the LGSCO in the same period although some will be. This is because the compliance decision (whether or not the Council has implemented the recommendations) is made after the decision to uphold the complaint, sometimes months after depending on the agreed timescales for implementation of the remedies and the rate in the annual letter is based on the compliance decisions that the LGSCO made in 2022/23.
- 1.6 Of the 11 complaints that the LGSCO made a compliance decision about in 2022/23, the Council implemented the recommendations to the satisfaction of the LGSCO in 100% of cases, which is positive. In terms of timeliness of implementation, in eight cases they were remedied within the timescales agreed and in the other three cases, the remedy was implemented but later than the agreed timescale. It is positive that we have seen an improvement on the position with an increasing number of complaints remedied within the timescales agreed with the LGSCO. This measure will be kept under review and proactive steps taken to ensure timescales agreed are achievable and implemented.
- 1.7 In respect of providing a satisfactory remedy before the complaint reached the LGSCO, the LGSCO found that in 0% of upheld cases the Council had provided a satisfactory remedy before the complaint reached the LGSCO. This is based on a total of 11 upheld decisions for the year 2022/23. This is compared with an average of 6% in similar organisations. The LGSCO encourages the early resolution of complaints and records this statistic to credit those that accept fault and find appropriate ways to put things right. There will be various reasons for why the Council has not provided a satisfactory remedy prior to LGSCO involvement which will depend on the specific facts of each case, for example, not wanting to incur financial expenditure prior to the LGSCO recommending this. Whilst the relatively low numbers of upheld complaints against the Council in 2022/23 indicates that this is unlikely to be a major cause for concern, guidance from the LGSCO on remedies will be circulated to relevant teams to encourage the early resolution of complaints.

2. Complaints to the LGCSO and action taken

- 2.1 In the year 2022/23 the LGSCO received 59 complaints and enquiries and made 63 decisions in respect of Warwickshire County Council (which includes a number of decisions in respect of complaints received by the LGSCO in the previous year). The outcomes of these decisions were as follows:
- 2.1.1 Advice given = 5
- 2.1.2 Closed after initial enquiries= 24
- 2.1.3 Incomplete/invalid= 2

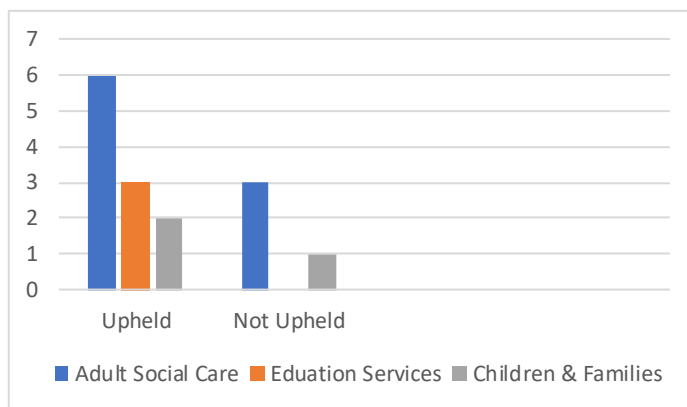
2.1.4 Referred to the Council for local resolution = 17

2.1.5 Full investigation undertaken= 15

2.2 This demonstrates that in the majority of cases (76%) complaints or enquiries that are made to the LGSCO about the Council are not subject to a full investigation.

2.3 Of the 15 cases that were subject to full investigation, 11 complaints were upheld and four were not upheld, giving the Council an uphold rate of 73%. This is lower than the average for similar organisations in this period (80%).

2.4 The upheld complaints were in relation to Adult Care Services, Education Services and Children & Families. The below table shows the breakdown and how many complaints were upheld and not upheld.



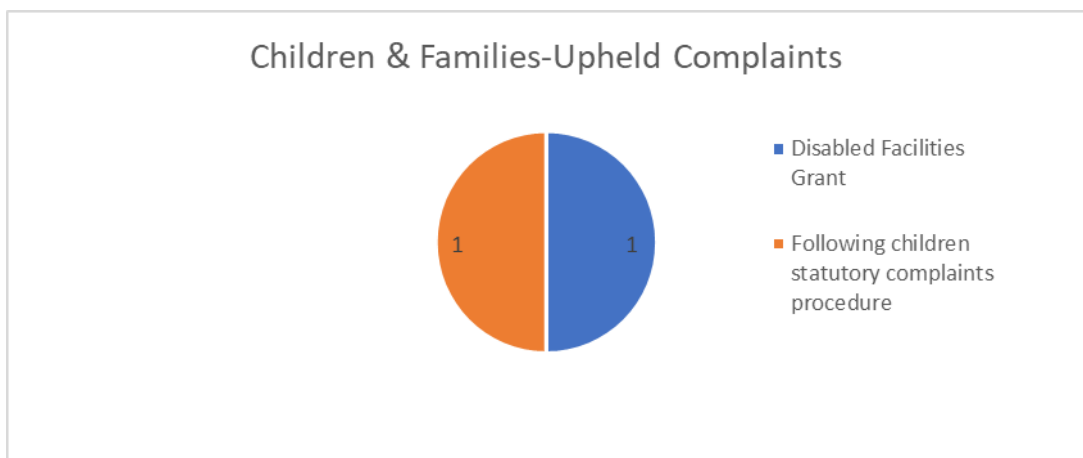
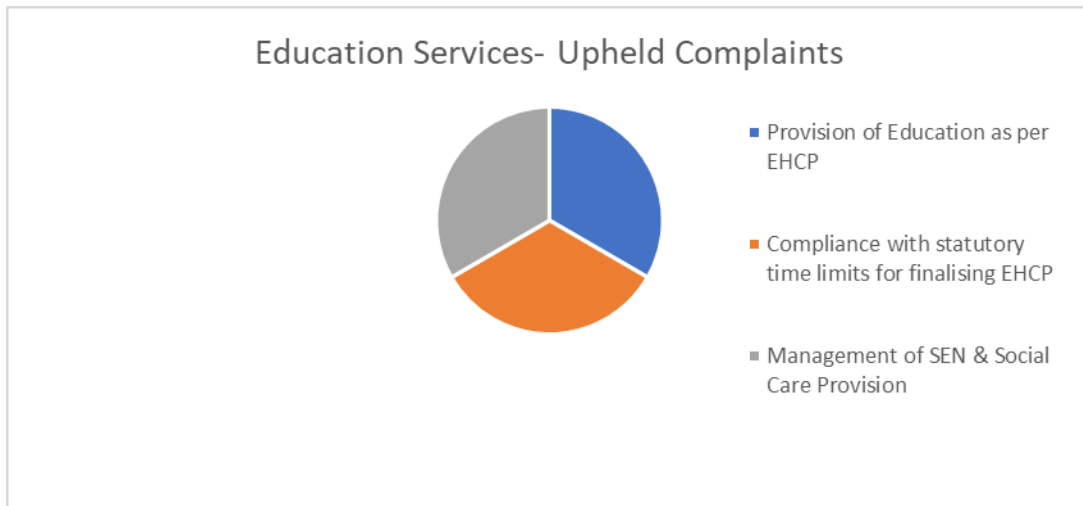
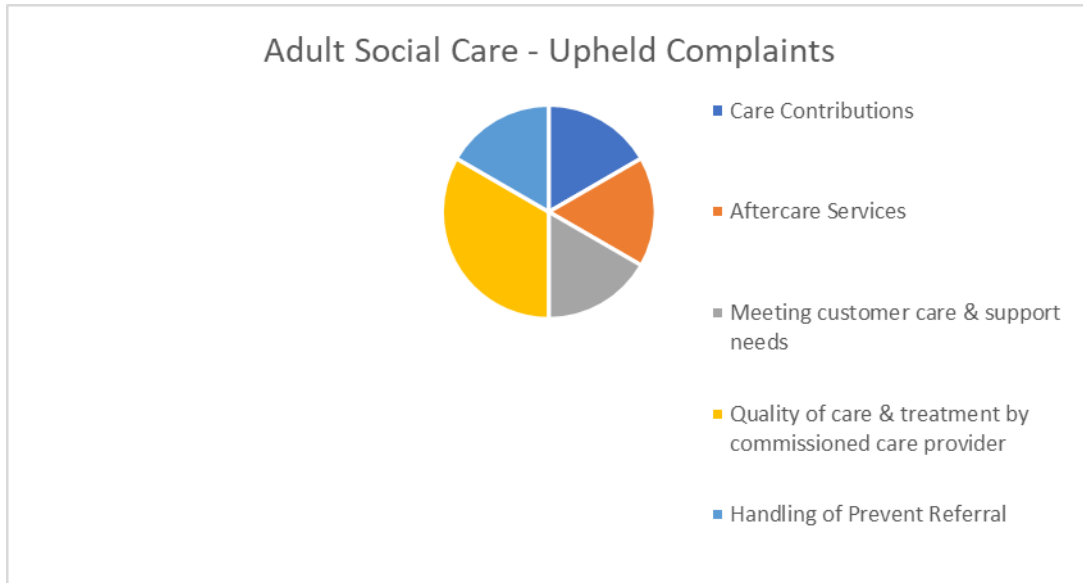
2.5 The uphold rate for each of these areas was as follows:

2.5.1 Adult Social Care = 67% - 9 complaints were fully investigated and 6 were upheld.

2.5.2 Education Services = 100% - 3 complaints were fully investigated and 3 were upheld.

2.5.3 Children & Families = 67% - 3 complaints were fully investigated and 2 were upheld.

2.6 The upheld decisions broadly fall into the following categories:



2.7 In respect of all 11 complaints upheld in 2022/23 the LGSCO made recommendations for the Council to remedy the fault found.

- 2.8 In terms of learning from upheld complaints, officers from Legal Services and the Customer Relations Team continue to monitor themes arising and work with relevant service areas to highlight areas of concern. Focus Reports and formal Reports issued by the LGSCO are also brought to the attention of relevant service areas. The LGSCO guidance on remedies will also be circulated with relevant officers to encourage early resolution of complaints where appropriate.
- 2.9 Significant work has also been undertaken to look at and improve the Council's customer journey and interactions of the public with the Council. It is hoped that this work will be a catalyst for greater communication between customers and the Council and thus help to reduce dissatisfaction and referrals to the LGSCO.
- 2.10 Performance in relation to LGSCO complaints is one of the Council's Corporate Health Measures. For 2022/23 there was a target of no more than 70% upheld LGSCO decisions out of all detailed investigations undertaken. This was based on an average uphold rate of 71% for similar local authorities in 2021/22. The Council's uphold rate for 2022/23 was 73% (11 out of 15 upheld) which meant the target was exceeded by 3%. However, the Council's uphold rate for 2022/23 has reduced since 2021/22 (when it was 74%) and similar authorities in 2022/23 have averaged an uphold rate of 80% and therefore despite not meeting its target the Council's performance has improved in 2022/23.

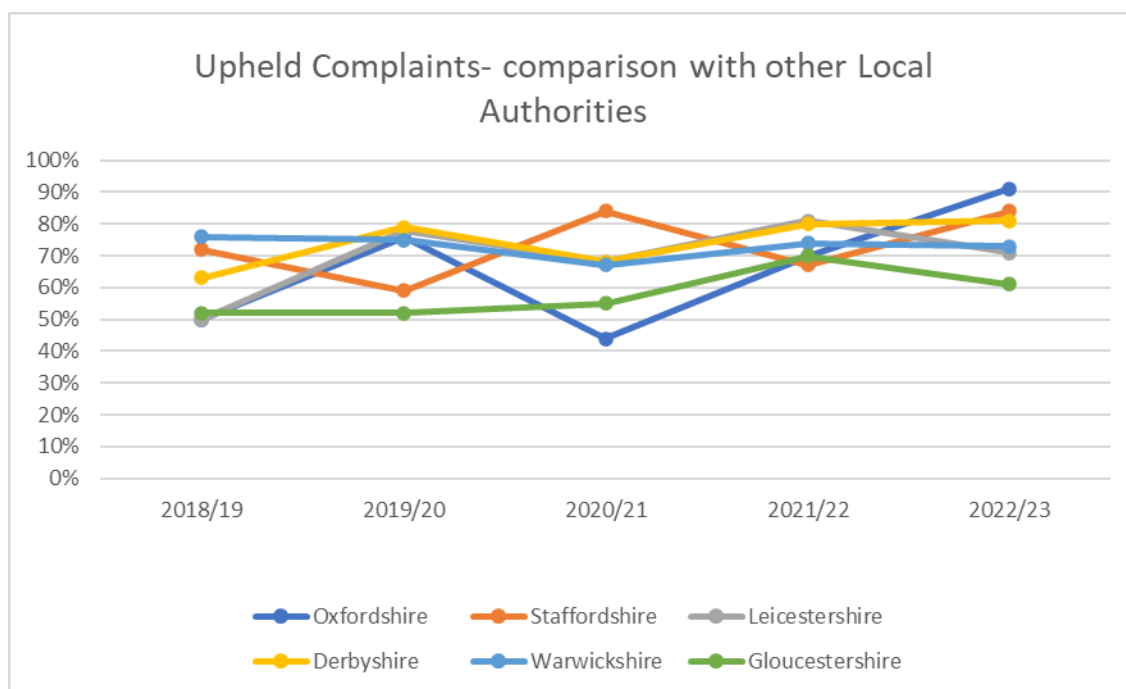
3. Compliance with LGSCO recommendations

- 3.1 In 2022/23 the LGSCO was satisfied that in 100% of cases the Council had successfully implemented the remedies proposed by the LGSCO. This compares to an average of 100% in similar local authorities and is based on a total of 11 compliance decisions made by the LGSCO in this period.
- 3.2 In respect of these 11 remedies implemented they breakdown as follows:
- 3.2.1 **Apology** – was given in eight cases.
- 3.2.2 **Financial redress** – was given in all 11 cases - either to remedy a loss of service or quantifiable loss or to remedy avoidable distress/time and trouble. None of the financial remedies implemented in 2022/23 were at the level that required approval by the Regulatory Committee (i.e. where a payment offered to remedy fault exceeds £1000 and were therefore approved by officers under delegated authorities)
- 3.2.3 **Training and/or guidance** – was provided in two cases.
- 3.2.4 **New appeal/review or reconsidered decision** – was provided in two cases.
- 3.2.5 **Reassessment** – was provided in one case.

- 3.2.6 **Procedure or Policy change/review** – was provided in two cases.
- 3.2.7 **Provide information/advice to person affected** – was provided in one case.
- 3.2.8 **Provide services to person affected** – was provided in two cases.

4. Comparison to previous years and other local authorities

- 4.1 Compared to the previous year (2021/2022), the number of upheld complaints has fallen from 14 upheld complaints to 11 and the percentage of upheld complaints out of all that were fully investigated has fallen slightly from 74% to 73%. No formal reports were issued against the Council by the LGSCO in 2022/2023.
- 4.2 In terms of how this Council compares to other similar shire counties the below graph shows the number of upheld complaints over the past few years which demonstrates that Warwickshire is largely tracking the trend of other similar Councils, with lower rates than some:



5. LGSCO Review of Local Government Complaints 2022/23

- 5.1 The LGSCO’s Review of Local Government Complaints 2022/23 was published on 26 July 2023 and commented on a number of key points at a national level:
 - 5.1.1 This year the LGSCO have upheld 7% more complaints than last year and report that uphold rates have been increasing steadily each year. However, they acknowledge some of the increase may come from their decision to

prioritise those cases in the public interest and not to investigate borderline cases.

- 5.1.2 LGSCO upheld more complaints about Education and Children's services than any other service area. The average uphold rate for these types of complaints reached 84%. This is an all-time high.
- 5.1.3 More service improvements were recommended than ever before with 2,412 recommendations focused on delivering policy change, procedure review or staff training.
- 5.1.4 LGSCO published 38 public interest reports, with Education and Children's Services, Adult Care Services and Housing the subject matter in most cases.
- 5.1.5 Compliance with LGSCO recommendations was 99.3%. However, in 19% of cases compliance was not within the agreed timescales and was late.
- 5.2 The full report can be found online at <https://www.lgo.org.uk/information-centre/news/2023/jul/ombudsman-stats-show-stark-reality-of-life-in-england-in-2023>

6. Financial Implications

- 6.1 Financial implications of the individual upheld decisions have been included within the body of the report and have been met from within existing budgets.

7. Environmental Implications

- 7.1 None

8. Supporting Information

- 8.1 None

9. Timescales associated with the decision and next steps

- 9.1 None

Appendices

- 1. Appendix 1-LGSCO Annual Letter

Background Papers

- 1. None

	Name	Contact Information
Report Author	Sioned Harper – Senior Solicitor & Team Leader	sionedharper@warwickshire.gov.uk
Director	Sarah Duxbury – Director for Governance and Policy	sarahduxbury@warwickshire.gov.uk
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Portfolio Holder	Cllr Yousef Dahmash - Portfolio Holder for Customer & Transformation	yousefdahmash@warwickshire.gov.uk

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

Local Member(s): None – this is a County wide report

Other members: Cllrs Birdi, Boad, Feeney, Roberts and Warwick.

19 July 2023

By email

Ms Fogarty
Chief Executive
Warwickshire County Council

Dear Ms Fogarty

Annual Review letter 2022-23

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2023. The information offers valuable insight about your organisation's approach to complaints. As always, I would encourage you to consider it as part of your corporate governance processes. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to encourage effective ownership and oversight of complaint outcomes, which offer such valuable opportunities to learn and improve.

The end of the reporting year, saw the retirement of Michael King, drawing his tenure as Local Government Ombudsman to a close. I was delighted to be appointed to the role of Interim Ombudsman in April and look forward to working with you and colleagues across the local government sector in the coming months. I will be building on the strong foundations already in place and will continue to focus on promoting improvement through our work.

Complaint statistics

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

Complaints upheld - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic.

Over the past two years, we have reviewed our processes to ensure we do the most we can with the resources we have. One outcome is that we are more selective about the complaints we look at in detail, prioritising where it is in the public interest to investigate. While providing a more sustainable way for us to work, it has meant that changes in uphold rates this year are not solely down to the nature of the cases coming to us. We are less likely to carry out investigations on 'borderline' issues, so we are naturally finding a higher proportion of fault overall.

Our average uphold rate for all investigations has increased this year and you may find that your organisation's uphold rate is higher than previous years. This means that comparing uphold rates

with previous years carries a note of caution. Therefore, I recommend comparing this statistic with that of similar organisations, rather than previous years, to better understand your organisation's performance.

Compliance with recommendations - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations.

Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the organisation upheld the complaint and we were satisfied with how it offered to put things right. We encourage the early resolution of complaints and credit organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 26 July 2023. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

Supporting complaint and service improvement

I know that complaints offer organisations a rich source of intelligence and insight that has the potential to be transformational. These insights can indicate a problem with a specific area of service delivery or, more broadly, provide a perspective on an organisation's culture and ability to learn. To realise the potential complaints have to support service improvements, organisations need to have the fundamentals of complaint handling in place. To support you to do so, we have continued our work with the Housing Ombudsman Service to develop a joint complaint handling code that will provide a standard for organisations to work to. We will consult on the code and its implications prior to launch and will be in touch with further details.

In addition, our successful training programme includes practical interactive workshops that help participants develop their complaint handling skills. We can also offer tailored support and bespoke training to target specific issues your organisation might have identified. We delivered 105 online workshops during the year, reaching more than 1350 people. To find out more visit www.lgo.org.uk/training or get in touch at training@lgo.org.uk.

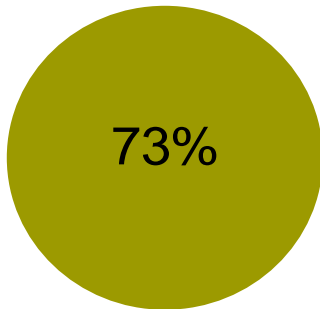
We were pleased to deliver an online complaint handling course to your staff during the year. I welcome your Council's investment in good complaint handling training and trust the course was useful to you.

Yours sincerely,



Paul Najsarek
Interim Local Government and Social Care Ombudsman
Interim Chair, Commission for Local Administration in England

Complaints upheld



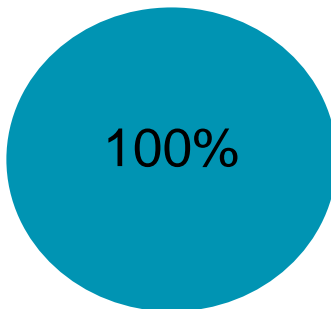
73% of complaints we investigated were upheld.

This compares to an average of **80%** in similar organisations.

11
upheld decisions

Statistics are based on a total of **15** investigations for the period between 1 April 2022 to 31 March 2023

Compliance with Ombudsman recommendations



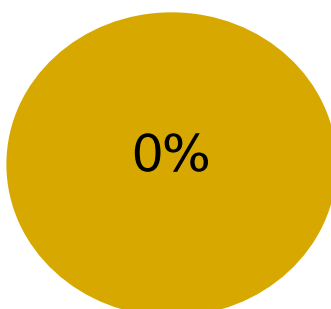
In **100%** of cases we were satisfied the organisation had successfully implemented our recommendations.

This compares to an average of **100%** in similar organisations.

Statistics are based on a total of **11** compliance outcomes for the period between 1 April 2022 to 31 March 2023

- Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedy provided by the organisation



In **0%** of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of **6%** in similar organisations.

0
satisfactory remedy decisions

Statistics are based on a total of **11** upheld decisions for the period between 1 April 2022 to 31 March 2023

Cabinet

14 September 2023

Update on the Warwickshire Bus Service Improvement Plan

Recommendations

That Cabinet

- 1) Agrees the list of prioritised capital and revenue measures (Appendices A and B) taken from the Warwickshire Bus Service Improvement Plan (BSIP) supported by the Warwickshire County Council Cross Party Working Group;
- 2) Approves the programme of revenue-funded measures (Appendix D) aligned to the Warwickshire BSIP being brought forward for delivery through the £2.072m BSIP Plus revenue grant allocation for 2023-24 awarded to the County Council by the Department for Transport, including adding the measures onto the Warwickshire Enhanced Partnership Scheme; and
- 3) Agrees to a further report being taken to Cabinet seeking approval of a proposed programme of revenue-funded measures aligned to the Warwickshire BSIP to be funded by the £2.072m BSIP Plus revenue grant allocation to the County Council for 2024-25, including adding the measures onto the Warwickshire Enhanced Partnership Scheme.

1. Executive Summary

- 1.1 The purpose of this report is to summarise the progress made by Warwickshire Enhanced Partnership (EP) in implementing the Warwickshire Bus Service Improvement Plan (BSIP) since publication in October 2021. The Warwickshire BSIP was submitted to the Department for Transport (DfT), as a bid for the allocation of a £152.824m contribution (comprising a combination of capital and revenue funding) towards the cost of delivering a 3-year programme of bus improvements between 2022-23 to 2024-25 at a total cost of £216.450m, which aimed to meet the bus patronage growth and increased bus modal share aspirations set in the National Bus Strategy.
- 1.2 In partnership with bus operators, over 70 Local Transport Authorities (LTAs) submitted a BSIP to the DfT for a share of the £3bn funding pot set aside by the Government to boost bus services and level up transport outside London. However, less than half of the LTAs received funding. The County Council and other neighbouring Shire Authorities were unsuccessful in the first round

of BSIP funding.

Notwithstanding, the Council's Cross Party Member Working Group, formed after a Motion (Bus Services in Warwickshire) put forward to Full Council on 1 July 2021 to support officers and bus operators in drawing up a fully costed Warwickshire BSIP, led the undertaking of a sifting exercise of the measures in the Warwickshire BSIP measures to determine a prioritised shortlist of those measures that offer the best value for money based on an appraisal of strategic, economic, financial, commercial and management criteria. The highest scoring capital measures are detailed in Table 1 at Appendix A of this report and include implementing bus stop improvements on key corridors, developing new or improving interchanges and delivering bus priority across a wide range of locations. The highest scoring revenue measures are detailed in Table 2 at Appendix B of this report and include maintaining the existing subsidised bus network, introducing a mobility credit scheme, introducing a multi-operator day ticket to integrate with rail, piloting a low fare scheme, introducing a jobseeker scheme, and integrating bus services and timetables.

- 1.3 The measures set out in Appendices A and B were prioritised by the because in unison they deliver the transformational objectives set out in the Warwickshire BSIP as follows:
- A fully integrated bus services on the Warwickshire Bus Network;
 - The availability of simple multi-bus operator tickets, multi-modal tickets and 'tap on / tap off' fare payment, like London;
 - Bus priority measures on the local highway network;
 - High quality information for all passengers;
 - Better turn-up and go (demand responsive transport) service frequencies that keep running into the evening and weekends;
 - Growing bus patronage;
 - Financial support for buses;
 - Other factors that affect bus use, seeking a change of thinking regarding car parking in town centres to encourage modal shift onto buses; and
 - Supporting the Decarbonisation agenda of the County Council and Government and help UK reach net-zero.
- 1.4 The BSIP measures in the 3-year programme of bus improvements not prioritised were the roll-out of enforcements cameras at bus stops, financial support for the fitting of audio-visual next stop equipment on buses, delivery of a new bus service on the Nuneaton – Magna Park – Lutterworth or Rugby corridor and development of further Park and Ride sites.
- 1.5 The combined list of prioritised capital and revenue measures set out in Appendices A and B are taken from the 3-year programme in the Warwickshire BSIP were entirely dependent on the County Council obtaining the £152.824m funding contribution being awarded by the DfT to enable implementation. The combined list of measures is not affordable in terms of the use of County Council resources to secure delivery either now or in the future. These priorities are subject to further rounds of Government funding being available and allocated to the County Council.

- 1.6 Cabinet authorised the Executive Director for Communities to make the Warwickshire EP Plan and Scheme at its meeting on 10 March 2022. In December 2022, the Warwickshire EP Scheme was made between the County Council and bus operators in line with Section 138G of the Transport Act 2000 and Section 9 of the Bus Services Act 2017. The Warwickshire EP Scheme comprises a programme of ‘business-as-usual’ measures included in the Warwickshire BSIP not dependent on receiving any BSIP funding from the DfT. An update on progress is provided in Table 3 at Appendix C of this report.
- 1.7 In May 2023, the Government announced the extension of funding support for bus services in England (outside London) up to 2025 in a package totalling £500m comprising the following funding streams:
- £160m BSIP Plus funding aimed at LTAs who were unsuccessful in the first round of BSIP funding and set for the purpose of supporting, protecting and enhancing bus services, creation of new routes and the introduction of new fares initiatives and infrastructure – the DfT has relaxed its rules applied to the first round of BSIP funding and allowed the fund to be directed at supporting existing bus services, a total of 63 LTA’s will benefit from a combined total of £80million in the first round of BSIP Plus allocations;
 - £140m to bus operators through a new mechanism that will sit alongside the current Bus Service Operators Grant (BSOG); and
 - £200m to fund continuation of the pilot £2 Bus Fare Cap Scheme until October 2023, and subsequently, the cap will increase to £2.50 between November 2023 - November 2024, at which point the Government will review the effectiveness of the pilot scheme and future bus fares, most bus operators on the Warwickshire EP have agreed to continuing participating in the scheme are minded that although the £2 Bus Fare Cap Scheme has been beneficial, it is debatable whether modal shift has been created as the majority of people taking advantage of the scheme are existing passengers.
- 1.8 It is important to note that the BSIP Plus funding supersedes the Bus Recovery Grant until 2025, with the subsequent funding settlement to be arranged in the next parliament. Previously, the DfT distributed Bus Recovery Grant monies to bus operators for the purpose of supporting commercial bus services in England, i.e., countering the ongoing detrimental impact of the Covid-19 pandemic on their revenue from reduced patronage. However, the DfT has made it clear that the BSIP Plus funding is classified as LTA money and is focused on enabling LTAs to make local decisions on protecting bus services and increasing LTAs control of their local bus network. Consequently, this has reduced the sum of supportive funding bus operators are to receive from central Government.
- 1.9 The DfT has confirmed that the County Council will receive £2.072m BSIP Plus revenue funding grant in 2023-24 and 2024/25, a total of £4.144m. After engagement with the Council’s Cross Party Working Group and Warwickshire EP a provisional agreement was reached regarding the proposed measures to

be funded by the BSIP Plus funding allocation for 2023-24 subject to approval from Cabinet. The funding will help the County Council to achieve the following prioritised BSIP measures set out in Appendix B:

- Funding to maintain existing subsidised bus network; and
- Improvements to subsidised bus network.

1.10 The proposed use of a proportion of the BSIP Plus funding to support existing bus services in Warwickshire is based on a priority to maintain access to employment sites, education (e.g., schools, colleges and universities), hospitals, key residential areas, medical centres, town centres, leisure amenities and public transport interchanges and religious places of worship. This would ensure continued connectivity for communities across the county, in acknowledgement of the pressure on commercial bus services in the current challenging environment where bus patronage is only 85% of pre-Covid levels.

2. Financial Implications

2.1 The combined list of prioritised capital and revenue measures set out in Appendices A and B taken from the 3-year programme in the Warwickshire BSIP are dependent on further rounds of Government funding being available to secure implementation.

2.2 The DfT has confirmed that the BSIP Plus funding allocation for Warwickshire County Council over a 2-year period is £4.144million split confirmed in the table below:

Warwickshire BSIP Plus Revenue Funding Allocation from the DfT	
Financial Year	Sum
2023-24	£2,072,248
2024-25	£2,072,248
Total	£4,144,496

2.3 The funding must be spent in accordance with a Memorandum of Understanding between the DfT and the County Council, in which, the DfT stipulate that:

- The BSIP Plus funding must be spent on bus measures and cannot be used for measures that primarily benefit other modes of transport, with secondary benefits for buses (e.g., road maintenance); and
- The grant funding to be spent within a reasonable timeframe and outputs delivered within 12 months of funding receipt.

2.4 In line with the Council's Levelling Up approach towards building stronger communities, encouraging economic growth and improve transport connectivity, it is proposed that a proportion of the BSIP Plus funding be used to create more self-sustaining bus services by providing a more attractive offer for communities. Current patronage levels on urban and peri-urban bus

services could be increased leading to subsidised services becoming commercial due to patronage and revenue growth, and therefore, reducing pressure on our bus service support revenue budget and providing Best Value. In a partnership approach, relevant bus operators must agree to deliver commitments aimed at growing the market, e.g., fare initiatives, multi-bus operator ticketing and marketing activities. Council officers will continue to seek to amalgamate home-to-school transport with conventional bus services to create efficiencies, where possible.

2.5 If a proportion of the BSIP Plus funding is not directed at supporting existing bus services, then the impact on the County Council could be bus operators decide to:

- Reduce service level frequencies on commercial services;
- Withdraw services and/or journeys at certain times of day;
- Withdraw sections of bus routes or a complete bus service; and
- Reduce inter-urban services connecting rural settlements and small towns to large urban areas.

Any of the scenarios listed above would place immense pressure on the Council's bus service support revenue budget.

2.6 The current proposal is for the BSIP Plus revenue funding for 2024-25 to be directed towards funding:

- The expansion of demand responsive transport provision to more areas across the county;
- Continued support of existing bus services;
- Further improvements to existing services;
- Production and distribution of Warwickshire smartcards as part of the Pilot Warwickshire Multi-Bus Operator Smartcard Scheme;
- Procurement of a mapping platform supporting officers and bus operators planning, coordinating and promoting temporary bus route alterations during roadworks; and
- Printing a QR Code at every bus stop in Warwickshire enabling swift access to bus information via an app.

The proposal will help the County Council to achieve the following prioritised BSIP measures set out in Appendix B:

- Funding to maintain existing subsidised bus network;
- Improvements to subsidised bus network;
- Provision of further Demand Responsive Transport (DRT) services; and
- Standardisation of Ticketing Products.

2.7 A further report will be taken to Cabinet seeking approval of the confirmed programme of revenue-funded measures aligned to the Warwickshire BSIP being brought forward for delivery through the forthcoming £2.072m BSIP Plus revenue grant allocation for 2024-25, including added them onto the Warwickshire EP Scheme.

3. Environmental Implications

- 3.1 The risk of reduced service frequency levels on commercial bus services would take the Council below the aspirational Warwickshire bus network provision threshold promoted in the Warwickshire BSIP. This details the aims for service frequencies and hours of operation along different types of bus route and locations across the county and is presented in Table 5 at Appendix E of this report.
- 3.2 Reductions to service frequency levels on commercial bus services would severely compromise the Warwickshire bus network leading to a further noticeable reduction in bus patronage, and furthermore, modal shift away from bus travel onto private car. This would lead to additional pressure on local highway network, e.g., increased levels of congestion, which would have air quality and other environmental implications including compromising the carbon neutrality aspirations of the Council - who declared a Climate Emergency in July 2019.
- 3.3 Implementation of the Warwickshire EP Scheme will contribute towards increasing patronage on bus services to pre-pandemic levels, which will support the County Council achieving its carbon-neutral objective, due to modal shift from the car onto public transport presenting environmental benefits, e.g., improved air quality.

4. Supporting Information

- 4.1 Progression of the Coventry All Electric Bus City Scheme is at an advanced stage with approximately 50 electric specification buses procured by National Express Coventry in operation including on cross-boundary bus services serving Leamington, Nuneaton, Bedworth and Kenilworth. It is hoped that Stagecoach Midlands will be operating electric buses on their cross-boundary routes in 2024-25, and thus, all five Borough / District areas in Warwickshire would be served by the scheme. This is further evidence of the buses to the economy and local communities.

5. Timescales associated with the decision and next steps

- 5.1 If Cabinet approve the recommendations in this report, the key milestones will be as follows:
- Commence the bus marketing campaign (including production of a Bus Information Guide) in the Warwickshire EP Scheme – September 2023; and
 - Commence implementation of the proposed measures to be funded by the BSIP Plus funding allocation for completion by the end of March 2024, with any subsequent procurement requirements discussed with the Procurement Team prior to commencement;
 - Update the formalised framework guiding decision making on where bus service revenue support is directed, in line with the refreshed Warwickshire Local Transport Plan and Warwickshire BSIP by end of

March 2024; and

- Report to Cabinet regarding programme of revenue-funded measures aligned to the Warwickshire BSIP to be funded via £2.072m BSIP Plus revenue grant allocation for 2024-25 – Spring / Summer 2024.

Appendices

1. Appendix A: Table 1 - Prioritised Shortlist of Capital Measures taken from the Warwickshire BSIP after Completion of the Sifting Appraisal Process
2. Appendix B: Table 2 - Prioritised Shortlist of Revenue Measures taken from the Warwickshire BSIP after Completion of the Sifting Appraisal Process
3. Appendix C: Table 3 - Update on Warwickshire EP Scheme Comprising 'Business as Usual' Measures not Dependent on BSIP Funding
4. Appendix D: Table 4 - Proposed Use of the BSIP Plus (£2.072million) Revenue Funding Allocation to Warwickshire County Council for 2023-24
5. Appendix E: Table 5 - Warwickshire BSIP Aspiration - Bus Network Provision Threshold

Background Papers

None

	Name	Contact Information
Report Author	Nigel Whyte Principal Transport Planner / Project Manager	nigelwhyte@warwickshire.gov.uk
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Portfolio Holder	Cllr Jan Matecki, Portfolio Holder for Transport and Planning	janmatecki@warwickshire.gov.uk

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

Local Member(s): N/A This is a countywide report.

Other members: Warwickshire County Council Cross Party Working Group:

Cllr Jo Barker (Shipston Electoral Division)

Cllr Sarah Boad (Leamington North Electoral Division)
Cllr Jonathan Chilvers (Leamington Brunswick Electoral Division)
Cllr Judy Falp (Whitnash Electoral Division)
Cllr Sarah Feeney (Benn Electoral Division)
Cllr Jan Matecki (Budbrooke & Bishop's Tachbrook)
Cllr Tim Sinclair (Stratford North Electoral Division)
Cllr Martin Watson (Coleshill North & Water Orton
Councillors Seccombe, Holland and Roodhouse

Members of Chair and Spokespersons of Communities Overview and Scrutiny
Committee: Councillors Jeff Clarke, Jonathan Chilvers, Sarah Feeney, and Jenny
Fradgley

Appendix A

Table 1: Prioritised Shortlist of Capital Measures taken from the Warwickshire BSIP after Completion of the Sifting Appraisal Process		
No	Prioritised BSIP Measure	Summary
1	<p>Bus Corridor Infrastructure Improvements on:</p> <ul style="list-style-type: none"> • Nuneaton, Atherstone, Polesworth Corridor; and • North Stratford, Town Centre, Southern Stratford, B4632 Corridor 	<ul style="list-style-type: none"> • Scope of works to be fixed to accommodate by way of pinpointing locations on each corridor where enhancement work would be beneficial in liaison with the relevant bus operators, i.e., a targeted approach rather than focusing on improving the entire bus corridor; • Scope of works to include bus priority measures, real time information, bus stop accessibility improvements, alleviating pinch-points on the highway and improved paper-based information at key bus stops; • Projected Benefits-to-Cost Ratio of 3.5 (High) for Nuneaton – Polesworth Scheme; and • Projected Benefits-to-Cost Ratio of 4.4 (Very High) for North Stratford – B4632 Corridor Scheme.
2	<p>Launch Pilot Warwickshire Multi-Bus Operator Smartcard</p>	<ul style="list-style-type: none"> • Potentially involve extending the SWIFT GO back-office system managed by Transport for West Midlands (TfWM) to include additional 'Warwickshire' products; • Possibly include provision of ticket machine infrastructure, which will enable bus operators who use different payment and settlement systems to accept and clear all transactions made via the Warwickshire smartcard; and • Supported by the WCC Cross Party Working Group and Warwickshire EP.
3	<p>Bus stop improvements on bus corridors below:</p> <ul style="list-style-type: none"> • Nuneaton, Bedworth, Kenilworth, Leamington, Warwick, Stratford-upon-Avon • Rugby, A428 Corridor <p>Plus, selected individual locations.</p>	<ul style="list-style-type: none"> • Scheme will focus on delivering bus priority measures, real time information, bus stop accessibility improvements, bus shelters and tackling pinch-points in the highway to support the operation of the Coventry All Electric Bus City Scheme; • Real time information provision at other urban areas, market towns, hub locations and key bus stops (focal points) in rural settlements; and • Appraisal Score – 22/36

4	Rugby A426 Leicester Road Superstop (opposite Elliott's Field Retail Park)	<ul style="list-style-type: none"> • The design of scheme is already complete courtesy of £0.079million Section 106 developer-funding. Further capital funding sought to cover unexpected land acquisition and service diversion costs; and • Supported by the WCC Cross Party Working Group and Warwickshire EP.
5	Nuneaton Town Centre Bus Accessibility Improvements	<ul style="list-style-type: none"> • Revenue funding secured for scheme development costs through BSIP Plus funding for 2023-24 awarded to the County Council, which will be the first stage of scheme progression in accordance with a phased scheme delivery approach, funding permitting; and • Appraisal Score for each proposed Scheme – 23/36.
6	Nuneaton Bus Bridge	
7	Rugby Bus Interchange	

Appendix B

Table 2: Prioritised Shortlist of Revenue Measures taken from the Warwickshire BSIP after Completion of the Sifting Appraisal Process		
No	Prioritised BSIP Measure	Overall RAG Rating Score (Maximum 12)
1	Funding to maintain existing subsidised bus network	9
2	Maintaining pre-Covid levels of bus subsidy	8
3	Improving frequency and evening/Sunday services	8
4	Improvements to subsidised bus network	8
5	Pilot a reduced fares promotion	8
6	Standardisation of Ticketing Products (will also require a projected capital investment of £0.690million)	8
7	Young person's ticket incentives	7
8	Integrating bus services and timetables to ensure multi-modal connections	
9	Jobseekers Scheme	7
10	Provision of further Demand Responsive Transport (DRT) services	6
11	Multi-Bus Operator Day Ticket (Integration with Rail) – will include a capital cost for set-up to be identified during scheme development stage	6
12	Mobility Credit Scheme	6
	<u>Develop the network, improving links and frequency in a phased corridor approach:</u>	
13	Improved bus links to Birmingham International Airport / NEC	6
14	Nuneaton - Magna Park - Lutterworth - Rugby	6
15	Banbury - Gaydon - Southam - Coventry	6
16	Stratford-upon-Avon - Wellesbourne - Gaydon - Southam – Daventry	6
17	Atherstone or Polesworth - Coleshill - Birmingham International	6

Appendix C

Table 3: Update on Warwickshire EP Scheme Comprising 'Business as Usual' Measures not Dependent on BSIP Funding		
No	Measure	Update Summary
1	Launch of a Pilot Demand Responsive Transport (DRT) service	<ul style="list-style-type: none"> This pilot scheme is co-funded by a Rural Mobility Fund contribution from the DfT and commenced operation in May 2022; and Patronage of the service continues to increase, and recently for the first time, exceeded comparative monthly patronage on the conventional bus service it replaced.
2	Define minimum standards for information	Minimum standards for bus information have been agreed by the Warwickshire EP and are ratified in the EP Scheme.
3	Develop a marketing campaign including production of a Bus Information Guide	<ul style="list-style-type: none"> A brand name and logo for the Warwickshire EP is in the process of being developed for agreement between the Portfolio Holder for Transport and Planning, Warwickshire EP Board and WCC Corporate Board; and The finalised branding will be included in a forthcoming marketing campaign aimed at boosting bus patronage across the county.
4	Define vehicle quality standards	Vehicle quality standards have been agreed by the Warwickshire EP and are ratified in the EP Scheme.
5	Parking policy and enforcement	WCC officers are in the process of procuring a Consultant to undertake a wider review of parking provision in Leamington Town Centre, i.e., parking availability and pricing, to explore how changes to parking provision could support bus services.
6	Develop guidelines for large new developments	A Warwickshire Design Guide covering large developments (including bus stop design and access considerations) was endorsed by Cabinet in January 2022.
7	Maintenance of network, including a further Warwickshire Bus Network Review	A Warwickshire Bus Network Review undertaken annually in liaison with the Warwickshire EP and WCC Cross Party Member Working Group.
8	Review of S106 contributions	WCC officers have undertaken a review of Section 106 developer contribution monies received to support bus services and deliver supporting on-street bus infrastructure.
9	Feasibility studies for supportive policies, i.e., Workplace Parking Levy, Red Routes and Road User Charging	Feasibility studies to be undertaken as part of the wider refreshment of the Warwickshire Local Transport Plan, which will ensure integration with other key transport policies.

10	Launch of a Warwickshire Bus Passenger Charter	A Warwickshire Bus Passenger Charter has been agreed by the Warwickshire EP and is ratified in the EP Scheme.
11	Pilot Bus Priority Scheme	<ul style="list-style-type: none"> • A consultant is identifying the mechanism enabling delivery of 'extended green light' bus priority at 4 no. traffic signal-controlled junctions in Leamington and Bedworth; and • The Consultant will establish a delivery plan based on rolling out the bus priority measures to other key traffic signal-controlled junctions across Warwickshire, funding permitting.

Appendix D

Table 4: Proposed Use of the BSIP Plus (£2.072million) Revenue Funding Allocation to Warwickshire County Council for 2023-24			
No	Proposed Measure	Projected Allocation	Percentage of Total Grant
1	<u>Mitigation against High Priority Reductions to Bus Service Provision:</u> Give parts of the Warwickshire bus network more support and to protect bus services to ensure they can be sustained.	£1.031million	49.8%
2	<u>Bus Service Enhancements:</u> Bus service improvements requiring some kickstart funding based on a long-term approach investing to sustain parts of the Warwickshire bus network, with a view of making selected tendered bus services fully commercial as an outcome of patronage and revenue growth. Note: The funding to be discharged on the strict condition that relevant bus operators agree to deliver commitments placed on them to grow the market, e.g., fare initiatives, multi-bus operator ticketing, joint marketing, set targets and entering a formal agreement with WCC.	£0.741million	35.8%
3	<u>Marketing Communications:</u> Fund a marketing campaign directly linked to the improvements (such as bus service enhancements) delivered through the BSIP Plus funding.	£0.150million	7.2%
4	<u>IV. Contribution towards Development of a Programme of Prioritised Measures taken from Warwickshire BSIP</u> Development of proposals focused on: <ul style="list-style-type: none"> • Nuneaton Town Centre Bus Accessibility Improvements. • Nuneaton Bus Bridge; and • Rugby Bus Interchange. 	£0.150million	7.2%
Total Funding Sum		£2.072,248	100%

Appendix E

Table 5: Warwickshire BSIP Aspiration - Bus Network Provision Threshold

	Monday to Friday	Saturday	Sunday
Core Networks Urban and Peri-urban	20 minutes between 0530-0700	20 minutes between 0530 to 0900	20 minutes between 0800 to 1800
	10 minutes between 0700-1830	10 minutes between 0900 to 1600	30 minutes between 1800 to 2100
	20 minutes between 1830-2300	20 minutes between 1600 to 2300	
Core Network Interurban & Suburban	30 minutes between 0530 to 0700	30 minutes between 0530 to 0900	30 minutes between 0800 to 2100
	15 minutes between 0700 to 1830	15 minutes between 0900 to 1600	
	30 minutes between 1830 to 2330	30 minutes between 1600 to 2300	
Local Network & Rural Core network	60 minutes between 0600 to 0700	60 minutes between 0600 to 0900	60 minutes between 0800 to 1800
	30 minutes between 0700 to 1830	30 minutes between 0900 to 1600	
	60 minutes between 1830 to 2300	60 minutes between 1600 to 2300	
Supporting Network	We will ensure that the supported and part supported services continue to develop under the same principles of the core and local networks for access to employment, education and other activities, and to become a viable alternative to the private car.		
Demand Responsive	<ul style="list-style-type: none"> ● - U bus ● – IndieGo ● - Community Transport <p>We will consider how each individual service can be brought together to complement each other, and the fixed route bus network, reduce the administrative overheads, and make more efficient use of the available resource. Additionally, we will consider how this resource can be used to provide a more flexible and sustainable solution to socially necessary supporting services, including rural areas away from main corridors, rather than traditional fixed route services.</p>		
Integration	The bus network will be enhanced to ensure that bus services are timed to connect with each other, with a focus on meeting the specific times in the early morning and evening, and where services are operating at wide headways. Where practicable bus services will be arranged to provide multi-modal interchange.		

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Cabinet

14 September 2023

Devolution for Warwickshire & West Midlands Combined Authority

Recommendations

That Cabinet:

- 1) Formalises its decision not to progress the opportunity for Warwickshire County Council to become a constituent member of the West Midlands Combined Authority (WMCA) at this time; and
- 2) Reconfirms its commitment to the WMCA as an active non constituent member of the WMCA and agrees to pursue the opportunities for Warwickshire that the exploration work has highlighted, as set out in this report.

1. Executive Summary

- 1.1 On 13 July 2023, Cabinet considered a report about the West Midlands Combined Authority (WMCA) and devolution for Warwickshire. At that meeting, Cabinet resolved to explore the opportunity for Warwickshire County Council, as a two-tier authority area, to become a full constituent member of the West Midlands Combined Authority (WMCA) and other options that may be available and to report back to Cabinet.
- 1.2 A window of opportunity ahead of the WMCA Mayoral elections in May 2024 existed to extend constituent membership to Warwickshire County Council, resulting, if progressed, in all six Warwickshire Councils becoming full constituent members of the WMCA.
- 1.3 Government indicated that it would be imperative that the Council was in a position to submit an application, including the summary of responses to an eight week public consultation exercise, by mid-October. This tight timeframe was required to enable relevant legislative drafting and orders to be made before the statutory deadlines ahead of the Mayoral elections.
- 1.4 Work therefore commenced in earnest to explore the opportunity for Warwickshire County Council to become a full constituent member of the West Midlands Combined Authority. This work included:

- gaining more insight into the current operational arrangements and the benefits that could be realised from the extension of the WMCA Deeper Devolution Deal to Warwickshire;
 - considering the extent of the strategic alignment between the priorities of the WMCA and the Warwickshire Councils, the financial implications and the potential risks;
 - gaining a more in-depth understanding of the existing WMCA functions and the split between Mayoral and Non-Mayoral (WMCA) functions;
 - starting to explore in more detail what full constituent membership could mean for the operation of existing functions of the Warwickshire Councils (primarily transport, roads, economic regeneration, housing, employment, skills and adult education);
 - starting to consider in more detail what full constituent membership could mean in terms of governance arrangements (membership, voting etc); and
 - undertaking work on the development of a Governance Review and a draft Scheme, both legal requirements for progressing to public consultation.
- 1.5 Whilst the work undertaken was of significant value in terms of deepening our understanding of the WMCA and the potential extensive benefits and also risks that full constituent membership could bring for Warwickshire, it became increasingly apparent that it was not possible to complete the complex work required and undertake a robust, credible public consultation within the timeframe set by Government.
- 1.6 Given the importance of ensuring that a major change such as this is given the time and consideration it merits, it was considered that the process should not be progressed at this time.
- 1.7 This report therefore sets out a summary of the work completed to date. It details how the Council's continued commitment to the WMCA as an active and fully engaged non constituent member could achieve ongoing benefits for Warwickshire, with alternative options for the County Council and Warwickshire in relation to the devolution agenda.

2. Work Completed to Date

- 2.1 The proposal required the completion of two specific products, a Governance Review and a Scheme, together with completion of consultation documentation to support a public consultation exercise across Warwickshire and the wider WMCA geographical area.
- 2.2 **The Governance Review** is intended to consider the statutory test for expansion of the combined authority area under S.111 of the Local Democracy, Economic Development and Construction Act 2009 (the 2009

Act) – in the case of Warwickshire and its 6 Councils, *whether the expansion of the WMCA to include the geographical area of Warwickshire would be likely to improve the exercise of statutory functions in relation to the expanded WMCA area.*

2.3 In order to assess the statutory test, the work completed to date has included the following;

2.3.1 A headline assessment of Warwickshire's contribution to the West Midlands region (**Appendix 1**);

2.3.2 A mapping exercise of the strategic aims and functions of the WMCA against the associated aims and functions, as relevant to a combined authority, of the six Warwickshire Councils, recognising that a large number of local government services would remain out of scope (e.g. adult social care and health, public health, children's services, libraries, Fire and Rescue Service, leisure and recreation, trading standards and environmental health, parking, community protection, waste collection and disposal) (**Appendix 2**);

2.3.3 A detailed overview of the current governance arrangements across Warwickshire and the wider West Midlands;

2.3.4 Detailed service profiles across five key WMCA themes (transport, net zero, economic development, land, housing & digital infrastructure, employment & skills), exploring current arrangements and functional alignment, potential connections and opportunities alongside risks for the service areas;

2.3.5 An indication of the financial implications and considerations for Warwickshire and the WMCA, recognising that further work on this would have been required to progress.

2.4 **The Scheme** is intended to set out the operating arrangements and how things would work in practice were the area of the WMCA to be expanded to include Warwickshire. Developing a draft Scheme is a legal requirement in that it forms the basis of the public consultation exercise, and the constitutional arrangements which would need to be put into place.

2.5 In the case of Warwickshire, the Scheme would be based on the WMCA being a continuing authority which would be expanded to include the county of Warwickshire and its six Councils. Whilst in large part the WMCA would continue to operate as currently, albeit over a wider geographical footprint, the application of the existing WMCA functions and governance arrangements to a two-tier area such as Warwickshire presents a level of complexity and of detail that would be required across a number of specific areas including:

- Membership – the number of councillors appointed to the WMCA;

- Voting – whether the existing voting arrangements would subsist or be varied;
- Business Rates – how/if the arrangements agreed under the Deeper Devolution Deal would extend to Warwickshire;
- Transport Levy – how the arrangements would work for Warwickshire and/or if a differentiated approach would be required to reflect the fact that rural Warwickshire would unlikely benefit from the West Midlands transport infrastructure to the same extent;
- Roads – how the arrangements for maintenance of the designated ‘Combined Authority Roads’ could / should be extended to Warwickshire;
- Housing – the impact on any housing targets across Warwickshire and the West Midlands;
- Finances – how the membership fee and any existing financial commitments would work for Warwickshire.

2.6 Due to the complexity of the arrangements, and the operational detail that remained to be resolved in further dialogue with the WMCA and its current constituent members, the Warwickshire District and Borough Councils and key stakeholders, it was not possible in the time available to conclude the Governance Review nor reach a firm conclusion on whether the statutory test would be met. Nor was it possible to finalise a draft Scheme to the level of detail required for a public consultation to a timeframe which required submission to Government by mid-October.

2.7 However, the work undertaken to date has demonstrated the potential for additional opportunities and benefits to Warwickshire that could be achieved through deeper engagement with the WMCA and these are set out in more detail in Section 3 below.

3. Opportunities through closer alignment with the WMCA

3.1 The work undertaken to date has reinforced the strength of Warwickshire as a contributor to the West Midlands (Appendix 1). It has also highlighted the strong strategic alignment both in terms of functional economic geography and strategic aims across the WMCA, the County Council and the Warwickshire District & Borough Councils (Appendix 2).

3.2 This, coupled with the extent of the funding and devolved powers agreed between Government and the WMCA in relation to the Deeper Devolution Deal, indicated not only the scope of the potential benefits for Warwickshire but also the potential added value to the WMCA of its constituent membership being extended to include Warwickshire.

3.3 The potential headline benefits for Warwickshire of full constituent membership, as well as a number of areas of uncertainty and potential risk identified through the work undertaken are summarised in the table below,

Potential benefits	Areas that required future clarification
<ul style="list-style-type: none"> • Improved exercise of statutory functions- services and strategies across a broader economic footprint • Access to funding & investment and creating economies of scale • Increased powers and influence • Future proofing Warwickshire interests 	<ul style="list-style-type: none"> • Approaches to distributing resources across all WMCA members • Reflecting Warwickshire's character and composition • Clarity of how powers and strategies would be accessed and applied in practice

- 3.4 The exploration work undertaken has also confirmed a number of areas where an enhanced relationship with the WMCA (on the current standing) could bring additional benefits to Warwickshire:
- maximising the benefits to non-constituents of the Deeper Devolution Deal;
 - collective working and sharing of practice on Net Zero;
 - closer working on transport, with the potential for extension of ticketing arrangements for example and bilateral agreements with the WMCA; and
 - continuing support for specific initiatives which are mutually beneficial to Warwickshire and to the wider West Midlands economy e.g. Transforming Nuneaton, and the inclusion of the Coventry & Warwickshire Gigafactory site as a potential Levelling Up Zone that could benefit from enhanced and targeted fiscal measures. The gigafactory is the preferred site for the WMCA proposal of a combined LUZ/LIZ
- 3.5 It is proposed that these areas in particular are taken forward in dialogue with the WMCA, involving the District and Borough Councils in Warwickshire should they wish, as potential areas of opportunity for Warwickshire and the wider region.
- 3.6 Within Warwickshire we have an additional opportunity to strengthen the strategic alignment between the Councils within Warwickshire, the sub-region and region as the County Council progresses the following county-wide strategies over the next 6-12 months:
- Local Transport Plan;
 - Sustainable Futures Strategy;
 - Economic Growth Strategies for Warwickshire and Coventry & Warwickshire;
 - Education Strategy (including Adult Education);
 - Skills strategy;
 - Physical places framework.
- 3.7 Together these approaches will allow for ongoing and closer working across the region.

4. Future options and opportunities for devolution

4.1 One of the major attractions of pursuing full membership of the WMCA was to benefit from significant devolution of powers and funding offered by the Deeper Devolution Deal, something which to date, has not been accessible to its fullest extent for non-constituent members.

4.2 In the paper to Cabinet in July a number of alternative options to pursuing full membership of the WMCA were set out, not all mutually exclusive:

Option 1	Pause pursuit of a Warwickshire Level 2 devolution deal
Option 2	Continue to pursue with Government a standalone Level 2 (non mayoral) Devolution Deal for Warwickshire
Option 3	Continue to pursue the benefits of the WMCA Deeper Devolution Deal as a non-constituent member
Option 4	Explore Warwickshire's addition to the WMCA Devolution Deal(s) as a result of Constituent Membership of the WMCA

4.3 With Option 4 now not being progressed at the current time, it remains prudent to revisit the other three options and consider if there are any viable alternatives. The next opportunity for entry as a full constituent member would be at the 2028 Mayoral elections.

4.4 As it stands the Council does not envisage that a stand-alone Level 2 Devolution Deal for Warwickshire would be progressed by Government as a priority (Option 2). Level 2 deals offer fewer powers than Level 3 deals and can be concluded with county councils or combined authorities that are not led by a directly-elected mayor. Informally, Government has been clear that it does not have the capacity to devote to the development of Level 2 Devolution Deals. Only Level 3 deals are being progressed. Option 2 therefore remains a possibility for the future however is not one that would see the benefits of devolved funding and powers accruing to Warwickshire in the short to medium term. By implication, this suggests that currently, we should not invest further time or resources in pursuing a Level 2 devolution deal for Warwickshire (Option 1).

4.5 A further option that could be considered would be a Level 3 deal for Warwickshire. This option would require a directly elected mayor or directly elected leader for Warwickshire. Although an option, there are a number of other areas pursuing this devolution model which in turn impacts on the capacity within Government to progress such a deal. In addition, to date the preference of the Warwickshire Councils has been not to pursue a directly elected Leader or elected Mayor. This lack of appetite may have changed following the outcomes of the May 2023 local elections, but that remains to be clarified.

4.6 Therefore, whilst all options remain available and could be explored further depending on the local and national context, it is considered that the most appropriate option for the time being is to progress Option 3, maximising the benefits of the WMCA Deeper Devolution Deal as a non-constituent member.

This option makes the best use of the critical work undertaken to date to understand the benefits of full membership of the WMCA and the Deeper Devolution Deal. The areas for specific focus in this context are set out in Section 3 above.

- 4.7 The established approach to Levelling Up across Warwickshire and the local definition which emphasises inequality, social mobility, climate and community power will provide an ongoing focus for collective work within the County and align the WMCA's agenda on inclusive growth and the overall national agenda in this area.
- 4.8 Officers will also continue to monitor the national position on devolution as it evolves and present any further opportunities for devolution for Warwickshire to members as they arise, building on the invaluable work undertaken to date.
- 4.9 In respect of the Council's public sector equality duty under the Equality Act 2010, it is considered unlikely that the decision proposed, and the matters contained in the report, will have any material impact and as such there are not considered to be any specific equalities implications arising from this report.

5. Financial Implications

- 5.1 There are no direct financial implications of this report other than that the County Council's non constituent membership fee (currently £35,000 pa) will continue to apply.
- 5.2 However, it is of note that as a non-constituent member, Warwickshire County Council will not be able to secure the full fiscal benefits of the WMCA Deeper Devolution Deal which are available to constituent members. Equally the County Council will not incur potential costs associated with constituent membership such as the full constituent membership fee, the transport levy, or financial contributions to existing and/or future WMCA commitments.

6. Environmental Implications

- 6.1 One of the most significant points of alignment between the WMCA and the County and District & Borough Councils is climate change and net zero.
- 6.2 The work undertaken to date has confirmed this and has highlighted the key potential benefits for Warwickshire and also the connections to both the mainstream work of the WMCA and the Deeper Devolution Deal.
- 6.3 These will subsequently continue to be pursued through non-constituent membership status and where possible, reflected in the updated Sustainable Futures Strategy when presented back to Cabinet for approval later this year.

7. Timescales associated with the decision and next steps.

- 7.1 There was an immediate and pressing window of opportunity for Warwickshire County Council to explore the opportunity of becoming a full constituent member of the WMCA. It would not have been in the interests of Warwickshire residents or business to forgo the opportunity to at least explore the option.
- 7.2 Whilst the timeframes set by Government have not enabled us to take forward this option at this time, the work undertaken to reach this point has been invaluable and provides a solid platform on which to consider, on a more informed basis, any future devolution opportunities which might arise.
- 7.3 Whilst the County Council will not be pursuing full constituent membership of the WMCA at this time, the Council will remain committed to the WMCA as an active and fully engaged non-constituent member and will seek to maximise the benefits for Warwickshire from the Deeper Devolution Deal which is expected to be ratified by the WMCA constituent members in the Autumn. Further reports will be brought back to Cabinet as necessary.

Appendices

Appendix 1: Warwickshire's contribution to the West Midlands region

Appendix 2: Strategic alignment - WMCA, Warwickshire County, District & Borough Councils

Background Papers

Developing a Devolution Deal for Warwickshire – Cabinet, March 2022

Levelling Up and Devolution for Warwickshire, - Cabinet, May 2022

A Countywide Approach to Levelling Up in Warwickshire, - Cabinet, July 2022

Developing Devolution Deal for Warwickshire – May 2023

West Midlands Combined Authority and Devolution for Warwickshire – Cabinet, July 2023

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

Local Member(s): N/a – county wide matter
Other members:

APPENDIX 1 – Warwickshire’s contribution to the West Midlands

Warwickshire typically performs well across many of the headline economic, social and health and wellbeing indicators. Although, like all counties, there are pockets of significant inequalities within Warwickshire, in overall terms the County often exceeds the regional average on most of the recognised metrics.

- ❖ Warwickshire and Coventry share a recognised functional economic geography which has traditionally performed well. Between 2010 and 2020, the sub-region experienced growth in Gross Value Added (GVA) per hour worked of 33.1%, compared to an average across the WMCA area of 29.3%.
- ❖ Coventry & Warwickshire have several cross-cutting sectors that are of high priority to the functional economic geography of the sub-region, including automotive and advanced manufacturing, creative industries & ICT, professional services and culture & tourism.
- ❖ In 2021, the Gross Value Added (GVA) of the West Midlands region was £146bn, of which Warwickshire contributed £20bn or 13.4% while only having 10% of the region’s population. Warwickshire’s GVA per hour worked is around 16% above the regional average.
- ❖ The survival rate for new businesses is typically stronger in Warwickshire than the wider region. In 2021, 44% of businesses created in 2016 were still operating, compared to 35% across the West Midlands region as a whole.
- ❖ In terms of employment and skills, Warwickshire offers a strong start to life with 88% of pupils attending schools judged 'good' or 'outstanding' by Ofsted, compared to 85% across the West Midlands region. In 2021, 62% of 19-year-olds in Warwickshire were qualified to Level 3 (two or more A-levels or equivalent), compared with 57% for the West Midlands region as a whole.
- ❖ On average, Warwickshire contributes opportunities for more highly skilled and highly paid jobs. In 2022, the median gross weekly wage in Warwickshire was £578, compared with £516 across the West Midlands region. Nearly half (49%) of employed people in Warwickshire are in managerial or professional occupations, while the figure for the West Midlands region is 42%.
- ❖ The County of Warwickshire has a rich culture and heritage with an international profile. Home to Shakespeare, George Eliot, castles, canals and the birthplace of rugby; tourism is worth over £1.1billion to the local economy, and Warwickshire acts as a springboard, bringing visitors into the wider West Midlands region.
- ❖ Across the County there are clusters of creative producers, artists, venues and attractions, and a particular business strength in the digital creative industry centred on the gaming sector predominantly in Leamington.

APPENDIX 2 – Strategic alignment - WMCA, Warwickshire County, District & Borough Councils

The table below maps the relevant strategic objectives as taken from the most recent, publicly available plans for the WMCA, County and District & Borough Councils:

WCC Strategic aims	District & Borough Councils Strategic aims	WMCA strategic aims
Promote inclusive, sustainable economic growth, successful businesses, good quality jobs and future skills	Sustainable growth, protected rurality Economy Work Working on regional, national, and international stages Nurturing a thriving, innovative and inclusive economy Infrastructure, enterprise, employment	To promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs
Deliver major infrastructure, digital connectivity and improved transport options. Create vibrant places with safe and inclusive communities	Visit and Work Safe, liveable, locally focussed communities Health, homes, communities Infrastructure, enterprise, employment Enhancing the quality of place Health & Communities	To connect our communities by delivering transport, unlocking housing and regeneration
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	Climate Green, clean and safe Responding to the climate emergency Live – Sponsor a sustainable green approach Sustainable growth, protected rurality	To reduce carbon emissions to net zero, enhance the environment and boost climate resilience
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	Prosperous and healthy Health & Communities Live Health, homes, communities Putting residents and communities centre stage	To ensure everyone has the opportunity to benefit as the region recovers from Covid 19, improves resilience and tackles long-standing changes

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Cabinet

14 September 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 1 2023/24

Period under review: April 2023 to June 2023

Recommendations

That Cabinet:

- 1) Considers and comments on the Quarter 1 2023/24 organisational performance; and
- 2) Agrees to refer the report to Overview and Scrutiny Committees to consider, in detail, the information relevant to their individual remits.

1 Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at the end of Quarter 1 (April 2023 - June 2023) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. The paper sets out a combined picture of the Council's delivery, performance, HR, and risk:
 - performance is assessed against the Key Business Measures (KBM) contained within the agreed Performance Management Framework (PMF) in Section 2 and [Appendix 1](#);
 - progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within [Appendix 2](#);
 - management of Human Resources is summarised in Section 4 and the summary dashboard is presented in [Appendix 3](#); and
 - management of Risk is summarised in Section 5 and more detailed information is presented in [Appendix 4](#).
- 1.2 This summary report and the detailed performance appendices provide the complete picture of the Council's performance enabling scrutiny and transparency for the organisation, partners and the public. It enables Overview and Scrutiny Committees to consider performance within their own remits. All Members also have continual access to the Performance Management Framework using the [Performance Portal](#) in Power BI to further monitor performance on an ongoing basis.
- 1.3 The approach to strategic performance reporting continues to evolve. Members will be aware that there is a wealth of information and data, and we must use the analysis most relevant to our strategic priorities. At a

service level, there is also additional performance data which allows managers to manage the performance of the service day to day. In addition, nationally, Government is developing the role of the 'Office for Local Government' (OFLOG) and Warwickshire Officers are seeking to collaborate with OFLOG to ensure that a meaningful and useful data set is developed. We are keen to avoid an industry of performance reporting which might be burdensome and low value. As such, it is our aim that we streamline our performance data over the next year or so, to ensure that Members have the right and most useful performance data possible.

- 1.4 There are some key themes that emerged last year that continue to be highlighted by this report, and are impacted by WCC's current operating environment, including: increasing demand and costs being reported in Children & Families Services, Adult Social Care, Home to School Transport and in the number of applications made through the Local Welfare Scheme;
- increasing demand is resulting in the capacity and workload issues which has a further impact on delivery across the organisation, evidenced through staff feedback and addressing this is acknowledged as a high priority for the organisation;
 - difficulties in recruiting and retaining staff in a highly constrained national and local labour market were highlighted throughout 2022/23 and although overall there has been some improvement, issues remain within specific service teams for example Children & Families, Waste & Environment, Schools, and Planning; and
 - other services have specific challenges such as staff absence levels in Business & Customer Services, Children & Families and Adult Social Care.

Planned improvement activity to address these issues is described in section 4 of this report.

- 1.5 The 2023/24 PMF was agreed at the June Cabinet meeting and, of the 105 KBMs detailed in that PMF, 88 are available for reporting in Quarter 1. Table 1 below indicates the current assessment of performance:

Quarter 1	On Track	Not on Track
Status	66% (58)	34% (30)

Table 1

Table 2 below indicates the Direction of Travel (retrospective comparison), however, please note not all measures have a status e.g. where they are new and there is insufficient trend data:

Quarter 1	On Track			Not on Track		
	Improving	Static	Declining	Improving	Static	Declining
Direction of Travel	40%(16)	48% (19)	13%(5)	22%(6)	19%(5)	59%(16)

Table 2

Table 3 below indicates the future projection forecast for the next reporting period:

Quarter 1	On Track			Not on Track		
Projection	Improving	Static	Declining	Improving	Static	Declining
		33%(20)	62% (37)	5%(3)	50%(14)	21% (6)

Table 3

- 1.6 At Quarter 1, with a refreshed PMF, the overall position is comparable to that reported at Year End where 68% KBMs were reported as On Track and 32% Not on Track, continuing a consistently strong performance delivered against the PMF. This is an encouraging position against the continuing volatile, uncertain, and high-risk operating environment.
- 1.7 Appendix 1 details information for all measures within the PMF, including reasons why some measures are not being reported. Detailed measure-by-measure performance reporting is accessible through the Performance Portal.
- 1.8 Implementation of the Integrated Delivery Plan (IDP) continues with Quarter 1 seeing four projects (2%) completed. In the context of the challenging operating environment the overall delivery position is strong, with 78% (161) of the actions On Track. A further 16% (36) are At Risk/Compromised and 4% (5) are Not Started, and it is these actions which are reported on an exception basis in Appendix 2.
- 1.9 Our workforce profile in terms of age, ethnicity and staff turnover, remains static. Vacancies have reduced since the last quarter, leading to an increase in our FTE in post but this is still within budgeted FTE. Whilst sickness absence has risen over the last quarter, it is marginally lower than the same period in the last year (2022/23) and with targeted action it is anticipated it will stabilise and then begin to reduce.
- 1.10 Eight of the Council's 19 strategic risks have a red status. The red risks arise generally as a result of:
- the impact of current inflation on living standards and levels of inequality and the increasing costs of services, programmes and projects means the Council's funding delivers less;
 - risk of a stalling economy, cost of living challenges and Ukraine crisis and the impacts of such matters on the national and Warwickshire economic position;
 - levels of demand for services are increasing and the cost of providing those services is also increasing; and
 - uncertainty arising from external influences e.g. changes in Government policy.

- 1.11 At a more detailed service level, 90 risks are currently being monitored. We have started to review and refresh the risks across the Council to ensure that they are reflective of the current environment, priorities and the Integrated Delivery Plan and appropriate mitigations are in place. Over time this will influence the volume and value of risks presented.
- 1.12 The wider national context remains a critical frame within which to view the Council's performance. The UK continues to experience the consequences of both significant political, global and macro-economic factors, including industrial action across many sectors, the legacy impact of the Pandemic, and the ongoing war in Ukraine, high inflation, rising interest rates and the resulting fiscal challenges are impacting the communities of Warwickshire.
- 1.13 Such an unprecedented combination of events at a global and national level creates a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term. This volatility is impacting on the Council's resources, both financial and in terms of recruitment and retention, levels of demand, and the approach to developing national policy, particularly Adult Social Care reform, levelling up agenda, support for cost of living pressures and climate change Net Zero ambitions.
- 1.14 Performance reporting will continue to track and highlight the impacts of this operating environment on delivery and performance. Recent analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the updated Performance Management Framework.

2. Performance against the Performance Management Framework

- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition, there are three further themes that will help the Council to be known as 'a Great Council and Partner'. The full performance summary is contained in Appendix 1.
- 2.2 Comprehensive performance reporting is enabled through the Power BI Performance Portal as part of the Performance Management Framework. Where applicable, some performance figures may now have been updated on the Power BI reporting system. The number of reportable measures will change each quarter as the framework considers the availability of new data.
- 2.3 Of the 88 KBMs available for reporting Quarter 1, 66% (58) are reported as being On Track and 34% (30) being reported as Not on Track. There are 17 measures unavailable for reporting at Quarter 1 for a number of reasons which are all outlined within Appendix 1.
- 2.4 Notable aspects of positive performance for specific measures include:
 - % of adult victim-survivors leaving the WCC commissioned Domestic Abuse support service who say that they feel safer compared to when

they accessed the service, which is achieving 100% from 97% at Year End;

- the number of children subject to a Child Protection Plan, which despite an increase in June have now returned to a longer-term normal level and, although the target has been reduced from the start of this reporting year, it is being achieved;
- both waste management measures, No. of tonnes of carbon emitted by the Council as a waste disposal authority and % of household waste re-used, recycled and composted, are forecast to achieve the Year End target; and
- the number of people utilising WCC core settings with colleagues coming into the work settings more regularly, which has seen a steady month on month increase compared to the same period last year.

A broader area of positive performance relates to the “Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills” Area of Focus which is encouraging with all 8 reportable KBMs considered On Track at Quarter 1, full details can be found within Appendix 1 and the [Performance Portal](#).

2.5 There are some emerging performance areas that are becoming apparent through the PMF this Quarter:

- Warwickshire Fire and Rescue Service continues to find it difficult to achieve the agreed performance targets for appliance arrival time at incidents; the Service is working on a “resourcing to risk” analysis which is phased into 3 projects; Modelling, Development and Delivery. The initial modelling phase considers intervention times for a range of resource options and is due for completion in Nov 2023 and will inform more appropriate standards going forward to continue to keep the communities across the County safe from harm;
- demand is rising for No. of people supported in residential or nursing care: over 65 with 1,781 people at the end of Quarter 1 compared to target of 1,600;
- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan remains a challenge due to a variety of reasons including overspends on Independent School places and Specialist Resource Provision, causing significant pressure on the High Needs Block. Following the latest national data release, the trends in Warwickshire reflect a national picture. The Special Educational Needs and Inclusion Programme is being reviewed and refocused, and the Council is participating in the DfE’s Delivering Better Value programme;
- the % of maintained schools with a deficit budget continues to deteriorate due to the impact of pay awards; rising costs of energy bills and increasing pressures on covering for absences and growing numbers of vacancies which schools have been unable to fill; 17.21% of maintained schools have a deficit budget compared to the same period last year (13.74%), albeit lower than the March 2023 position of 18.7%; and
- the number of days sick absence per FTE (rolling 12 months) has seen a slight increase and is now reporting at 9.16 days per FTE and is over the

target tolerance range of 8 days (+/- 1 day), although it is lower than the same period last year, which was at 9.22 days.

Another broader challenging area is the 'Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children' Area of Focus which has experienced a change since Year End with 5 of the 6 measures now Not on Track due to an increase in demand from people requesting and accessing services within the period. It should be noted that targets have been reviewed this year and are more challenging, however even if historical targets had been rolled forward the position would be the same, full details can be found within Appendix 1 and the [Performance Portal](#).

- 2.6 There are 67 measures of the 88 available for reporting, where there is enough trend data available to ascertain a Direction of Travel. 60% (40) of measures have a Direction of Travel that is On Track, the majority of which are either improving or static. Conversely, 40% (27) are Not on Track, the majority of which are declining (see table 2).
- 2.7 A total of 88 KBMs have a forecast projection from the responsible service for the forthcoming period (see table 3). Of the measures that are forecast to be On Track at Quarter 1, the majority are forecast to improve or remain static in that position. Of those that are forecast to be Not on Track, the majority are forecast to improve or remain static, however, the following are forecast to decline further at the next reporting period, full details can be found within Appendix 1 and the [Performance Portal](#):
- % times a first fire appliance arrives at life risk of property incidents within agreed response standards;
 - % Net Variation of Outturn Forecasts to Revenue Budget (Whole Council);
 - % of maintained Schools with a Deficit Budget;
 - Dedicated Schools Grant (DSG) High Needs Block (HNB) in year forecast % overspend compared to the DSG Recovery Plan;
 - No. of projects seeking member approval to changes in cost, time, scope or risk; and
 - No. of documents being printed by the organisation.

In addition, the % of in year applications that have a school place offered within the target deadline of 10 school days and % of in year applications that have a school place offered within the statutory deadline of 15 school days KBMs are in the same position with performance being Not On Track as assessed against high targets of 95% and 100% respectively. Overall performance has continued to improve since summer last year but is projected to decline over the next quarter as there is a temporary move back to the manual system from the auto allocation method whilst some system glitches are resolved.

The projection provided at Year End for Quarter 1 was broadly accurate for those measures that remain in the new PMF.

- 2.8 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are reported within a [dashboard](#) informing the ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics. A summary of position will be included in the Year End Integrated Performance Report.

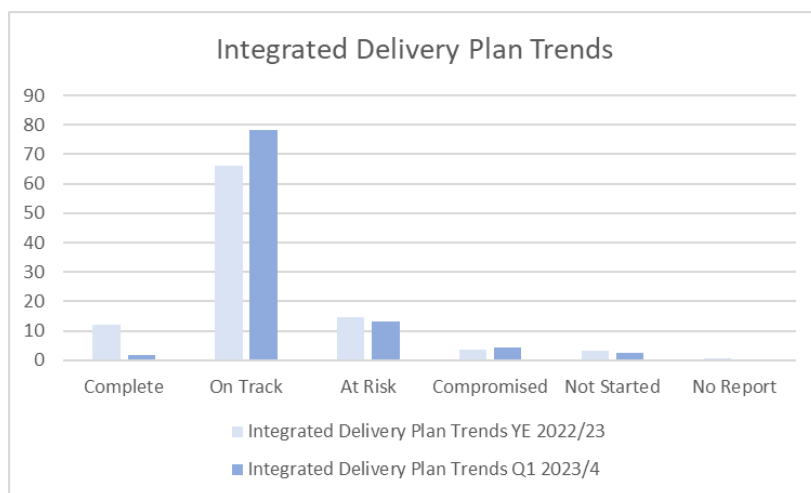
3. Performance against the Integrated Delivery Plan

- 3.1 The recently updated [Integrated Delivery Plan](#) aligns priority activity from across all Service areas against the Areas of Focus within the Council Plan 2022-27. The Plan shows how activity across Services collectively contributes to delivering these priorities.
- 3.2 Detailed information on the performance summary of the Integrated Delivery Plan is included at [Appendix 2](#). A new [Power BI reporting dashboard](#) is now available and enables Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 There are 205 actions within the Integrated Delivery Plan, with four of these closing this Quarter. At Quarter 1, 78% (161) are On Track and 2% (4) Complete, 16% (36) are At Risk/Compromised and 4% (5) Not Started, and it is these actions which are reported on in [Appendix 2](#) on an exception basis.
- 3.4 Table 4 below shows the breakdown of statuses by Area of Focus:

Area of Focus	Complete	On Track	At Risk	Compromised	Not Started	TOTAL
Create vibrant places with safe and inclusive communities	0	16	2	0	0	18
Deliver major infrastructure, digital connectivity and improved transport options	2	25	0	0	2	29
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future	0	18	8	1	1	28
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	0	15	5	0	2	22
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	0	11	4	2	0	17
Through education, improve life opportunities for children, young people and those with special	1	25	2	1	0	29
Support people to live healthy, happy, and independent lives and work with partners to reduce	1	22	1	0	0	24
Great Council and Partner - Harnessing Community Power	0	11	0	0	0	11
Great Council and Partner - Using our data and digital solutions to improve service delivery	0	9	4	4	0	17
Great Council and Partner - Our people and the way we work	0	9	1	1	0	11

Table 4

- 3.5 The following graphic shows a comparison of the delivery status of activities (%) at Quarter 1 against Year End 2022/23.



- 3.6 Several actions remain At Risk relating to capital programmes and projects, where current inflation levels and supply chain challenges are creating significant levels of risk and uncertainty about capacity to deliver as planned within available resources. Scheme-by-scheme due diligence is underway to review inflationary pressures on the existing capital programme to help inform decisions about allocation of the £15m inflation contingency fund agreed at Council on 29th September 2022.
- 3.7 Important emerging points to highlight in terms of delivery, the impacts of which will be followed up during the next Quarter, are:
- the local municipal Waste Management Strategy review is yet to start due to awaiting clarity on the Government's new resources and waste strategy;
 - the Mobile Data Terminal project in Fire has been delayed by staffing shortages; the service is considering funding an external support to assist with this;
 - the data sharing aspect of the Multi Agency Dashboard project is delayed by a lack of ICT resource; the service is continuing to develop the Business Case and will consider how to resolve this as part of that work; and
 - the implementation timetable of the third of our Internal Care Homes is at risk due to the capacity of property services and contractors to complete relevant works to required timescales, which will delay opening and delay savings being achieved.

4. Management of Human Resources (HR)

4.1 The HR performance reporting dashboard is included at [Appendix 3](#).

4.2 Sickness Absence:

- Overall, there has been a slight increase in absence across the first quarter.
- The outturn of 9.16 days per FTE now means that the tolerance level of the target of 8 days per FTE (+/- 1 day) has been marginally exceeded;

- Covid-19 absences continue to reduce and is now the fifth cause of absence;
- The highest reason for sickness absence remains stress and mental health, which has increased again ending Quarter 1 with 2.97 days per FTE from 2.57 at the end of last year (2022/23) and is now above the target of 2.5 days per FTE.
- The key focus areas continue to include targeting activity to reduce high areas of absence and ensuring those on long term sick are resolved in a timely way. It is anticipated that the new Occupational Health and Employee Assist Programme provider will support with this work once the contract is awarded. Work is continuing towards achieving Silver Thrive at Work status and a Wellbeing check-in is in progress to assess the wellbeing status and needs of our people to ensure activity is targeted where it is required.

4.3 Establishment:

- Recruitment and retention activity has led to a reduced number of vacancies. With the continued focus on recruitment and retention, it is anticipated that FTE in post may continue to rise over the coming year, but this will remain within the overall budgeted FTE set for the Council.

4.4 Age profile:

- The age profile of the organisation remains static, with over half of the workforce, 54.3%, being aged between 25 and 50

4.5 Ethnicity:

- The ethnicity profile of the organisation remains relatively static with 72.3% of the workforce being White British.

4.6 Staff turnover:

- Turnover, at 11.6% for the rolling 12 months, is marginally lower than the 2022/23 year-end position of 12.9%. This is encouraging, although there are continuing recruitment challenges in several areas. The Local Government pay award for 2023/2024 is yet to be settled, and trade unions ballots on industrial action are at various stages, which could lead to industrial action.
- 61% of leavers are due to voluntary resignations, which is an increase compared with 53% in Quarter 4 of 2022/23. This could be attributed to a higher percentage of end of fixed term contracts at the end of Quarter 4 (22/23) compared to the end of this Quarter.
- Several agreed priorities within the Our People Strategy year three plan aim to make the Council an employer of choice particularly through work on the following priorities:
 - pay and reward;
 - recruitment and retention;
 - strategic workforce planning;
 - Equality, Diversity and Inclusion; and
 - engagement.

5. Management of Risk

- 5.1 The Strategic Risk Register reflects an increase in the assessed risk arising from the deteriorating economic position, inflationary pressures and the chance of negative results from commercial and investment activity. An increase has also been highlighted in the risk relating to uncertainty from external influences e.g. change in Government policy.
- 5.2 There are various national reviews planned or being undertaken, most of which are relevant to the People Directorate. References have been made to social care reform and also Levelling Up as part of Quarter 1 risk review. The following 8 of the 19 strategic risks have a red status after allowing for mitigating actions, an increase of two since the last risk update:
- economic growth slows or stalls;
 - widening inequalities;
 - not achieving commitments to sustainable futures;
 - negative results from commercial and investment activity;
 - SEND resources are insufficient to meet demand;
 - uncertainty arising from external influences e.g. Government policy;
 - inflation and the rising cost of living; and
 - a successful cyber-attack.
- 5.3 Risk registers are also maintained at Service (Director) level, with 90 risks currently being monitored across 13 Services at Quarter 1 of 2023/24, which is a rise from 81 at the end of 2022/23. Key service risks are highlighted in two ways:
- by a red/amber/green rating signifying low through to high risk: at Quarter 1, 20 risks out of 90 are classified as net red risks after mitigating controls; and
 - by comparing the current assessed risk with the respective target level of risk: at Quarter 1, 18 risks have been exceeding their target for 3 quarters or more and are currently exceeding the target by a score of more than 3.
- 5.4 Risk targets were introduced to help the Council operate in a more risk-aware way; for example, it may be necessary to accept certain risks to access certain opportunities to deliver service outcomes (such as supporting economic recovery), or it may be prohibitively expensive to resource a service or process to operate at zero risk
- 5.5 A summary performance reporting dashboard for risk is included at Appendix 4 showing:
- Appendix 4a is a summary of the strategic risk register analysed by risk likelihood and risk impact shown in a heatmap; and
 - Appendix 4b is a summary of service risks highlighting red risks and risks consistently above target for 3 quarters or more and scoring more than 3 points higher than the target risk.
- 5.6 Risks that are identified have mitigation activity highlighted, including controls and actions, which are reviewed and updated periodically by relevant

managers. An interim Risk Manager is in place to help build risk management awareness, capacity and capability across the Council.

- 5.7 Over the course of the summer period, the risk appetite statements will be refreshed to ensure they are fit for purpose. There is also an opportunity to refresh the risk records to ensure that the most significant risks are captured at a strategic and service level.

6. Financial Implications

- 6.1 There are none specific to this report, but Cabinet is referred to the associated finance performance report, which is on the same agenda as this paper.

7. Environmental Implications

- 7.1 There are none specific to this report.

Appendices

Appendix 1 – Quarterly Performance Report

Appendix 2 – Progress on Integrated Delivery Plan

Appendix 3 – Management of Human Resources dashboard

Appendix 4 – Management of Strategic Risk

Background Papers

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

Local Member(s):

Other Members: OSC chairs

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1 Quarterly Performance Report Quarter 1

- 1.1 Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition to these, there are three further areas to support the Council to be known for as 'a Great Council and Partner'. These are detailed in the table below alongside the number of KBMs that will be used to assess delivery, and the number being reported at this Quarter.

Area of Focus	No. of KBMs	No. of KBMs available for reporting this Quarter
Create vibrant places with safe and inclusive communities	8	8
Deliver major infrastructure, digital connectivity and major transport options	17	15
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	9	8
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	4
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	7	6
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	21	13
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	21	19
A Great Council and Partner	No. of KBMs	No. of KBMs available for reporting this Quarter
Harnessing community power	3	3
Our people and the way we work	8	8
Using our data and digital solutions to improve service delivery	4	4

1.3 Key Insights for Quarter 1 2023/24

Chart 1 details the reported status of the 88 KBMs which are being reported at this Quarter.

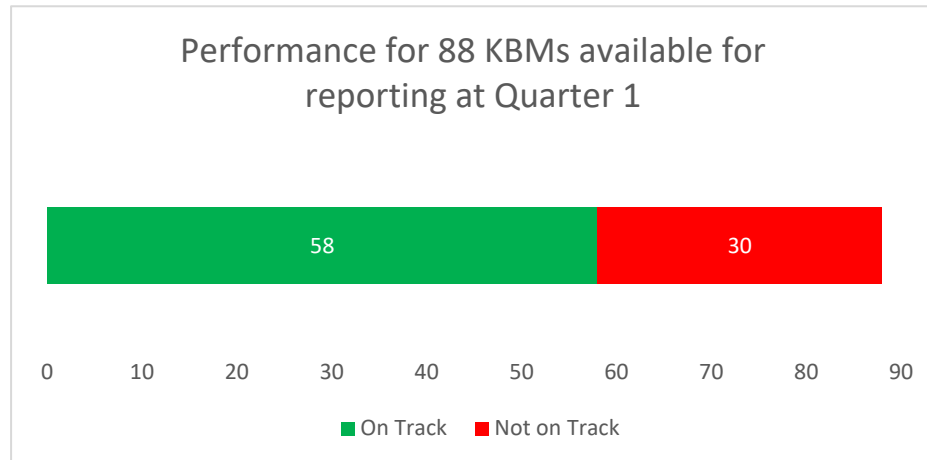


Chart 1

Chart 2 details the Direction of Travel based on whether the performance has been improving or declining to date, accounting for the trend data available.

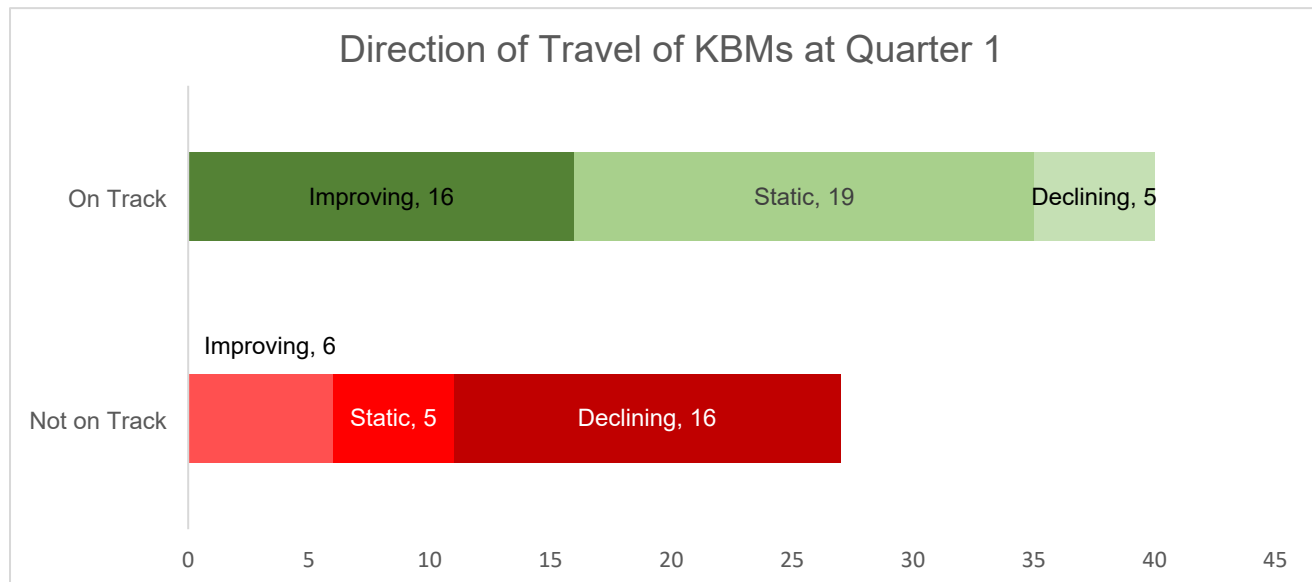


Chart 2

Chart 3 details the projected performance based on a Service forecast for the reportable KBMs at the next Quarter.

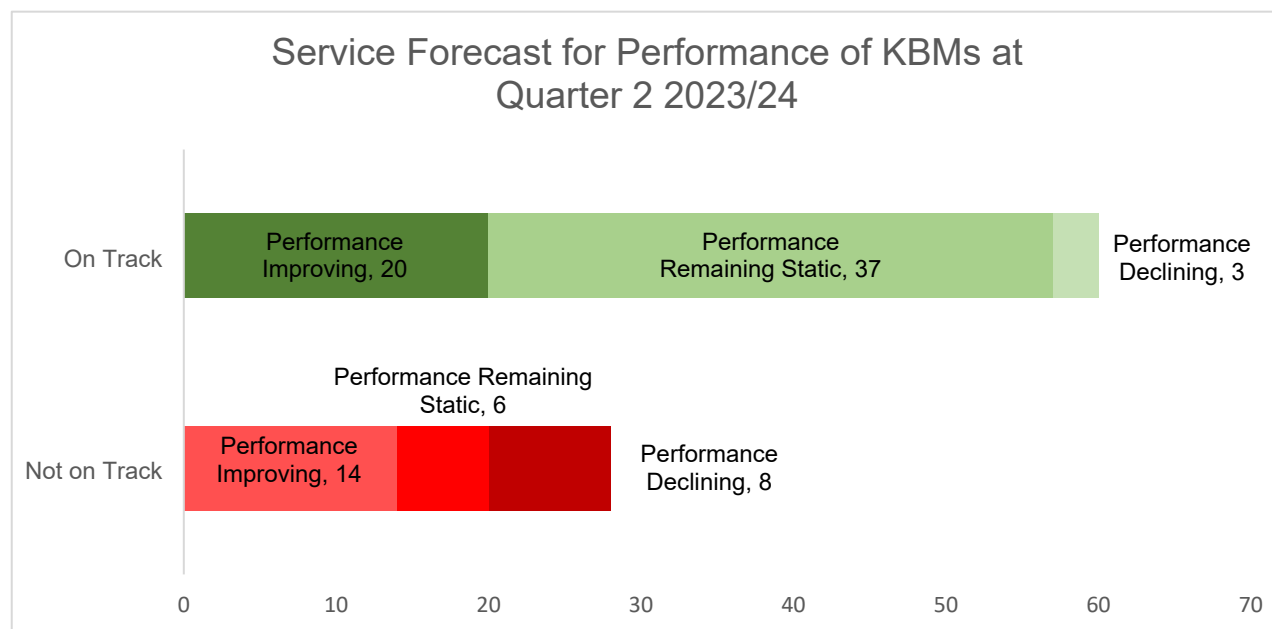


Chart 3

Explanatory Notes on Summary Tables

The following sections provide an overview of current performance by Area of Focus. The measure summary tables are a representation of the tables in the full Cabinet report on Power BI and are interactive. Please note:

- data is being added into the system as it becomes available so new information may be in the reports since the writing of this Quarterly position report;
- measure names in the summary tables and where highlighted are all links to take the reader directly to the measure report page in Power BI which provides full detail on the measure including charted data, performance narrative, improvement activity, trends, and targets if applicable;
- a measure status is included based on performance either against the target and polarity of measure or where there is no target on improving/ declining performance;
- Services provide a forecast of where performance is heading over the next reporting period, this is informed by local knowledge, improvement activity and trend information;

- where the measure status or projection is Not Applicable, this is due to exceptional circumstances regarding the measure such as it is setting a baseline this year, the Power BI report will provide the reason by measure;
- the Latest Figure column represents the most current data available including last quarter, previous year or longer if data is lagged, full details are on Power BI report;
- Direction of Travel is an indication of whether performance is improving based on trend data where available;
- not all measures have targets and the approach now is to have improving performance and targets where appropriate, where there is no target the table is populated with N/A; and,
- as the framework is agile there are annual or termly measures included on the tables with no reported data, this will be added as the relevant data becomes available e.g. attainment data from November.

1.4 Create vibrant places with safe and inclusive communities

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of adult victim-survivors leaving the WCC commissioned Domestic Abuse support service who say that they feel safer compared to when they accessed the service	100	95	On Track	Improving	On Track Performance Improving
No. of attendees on Serious Violence Prevention training and awareness programmes across all specified partners	0	500*	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% complaint satisfaction with Trading Standards action	50	75	Not on Track	Declining	On Track Performance Remaining Static
No. of fire related deaths	1	N/A	Not on Track	Static	Not on Track Performance Remaining Static
No. of fire related injuries	10	N/A	On Track	Static	On Track Performance Remaining Static
% times a first appliance arrives at life risk of property incidents within agreed response standards	62.3	75	Not on Track	Declining	Not on Track Performance Declining
No. of Road Traffic Collisions attended by WFRS	89	N/A	Not on Track	Declining	Not on Track Performance Remaining Static
% KSI collision reduction at sites where casualty reduction schemes have been implemented	46	65	Not on Track	N/A insufficient trend data	On Track Performance Remaining Static

*Cumulative Year End Target

Overall performance in this Area of Focus is mixed with 3 measures being considered On Track and 5 being considered Not on Track, this is a similar position reported at Year End. Projection for next reporting period is for the position to improve slightly with all measures currently On Track remaining so and 2 of the Not on Track moving to On Track.

Area of Good Progress due to being above target and seeing an improvement since Quarter 4:

- % of adult victim-survivors leaving the WCC commissioned Domestic Abuse support service who say that they feel safer compared to when they accessed the service

Warwickshire Fire and Rescue Service continues to find it difficult to achieve the agreed performance targets for appliance arrival time at incidents and the measure is declining. The Service is working on a “resourcing to risk” analysis which is phased into 3 projects; Modelling, Development and Delivery. The initial modelling phase considers intervention times for a range of resource options and is due for completion in Nov 2023 and will inform more appropriate standards going forward to continue to keep the communities across the County safe from harm.

Improvement activity for not achieving the target over 18 months with performance forecast to decline further;

- % times a first appliance arrives at life risk of property incidents within agreed response standards

1.5 Deliver major infrastructure, digital connectivity and improved transport options

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of site specific business cases approved for Warwickshire Property & Development Group	0	100	Not on Track	Static	Not on Track Performance Improving
% Company Borrowing profile Warwickshire Property & Development Group	100	100	On Track	Static	On Track Performance Remaining Static
Gross Warwickshire Recovery & Investment Fund lending (£)	20,600,000	20,600,000*	On Track	Improving	On Track Performance Remaining Static
% of all capital schemes completed on budget	Annual measure due for reporting at Year End				
Total spend on completed Member delegated budget Highways scheme (£)	633,194	1.8m*	On Track	Static	On Track Performance Remaining Static
% of Core Highways Maintenance Contract performance measures achieving target	100	100	On Track	Static	On Track Performance Remaining Static
% of capital schemes completed on time	Annual measure due for reporting at Year End				
No. of projects seeking member approval to changes in cost, time, scope or risk	189	N/A	Not on Track	Declining	Not on Track Performance Declining
% Delivery of projected output by Warwickshire Property & Development Group	0	0	On Track	N/A insufficient trend data	On Track Performance Remaining Static
Publicly available electric vehicle charging devices (at all speeds), rate per 100,000 population	60	N/A	On Track	Improving	On Track Performance Improving
% 5G urban coverage	36.54	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
% 4G coverage (including rural)	100	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static
No. of Flood Risk Management schemes or interventions delivered	0	6	Not on Track	Declining	Not on Track Performance Improving
% of schools signed up to our Safe and Active Programme	49.7	TBC	On Track	N/A insufficient trend data	On Track Performance Remaining Static

Cost per SEND student journey (£)	25.67	N/A	Not on Track	N/A insufficient trend data	Not on Track Performance Remaining Static
Cost per mainstream student journey (£)	4.93	TBC	On Track	N/A insufficient trend data	On Track Performance Declining
% of HS2 consents determined within statutory timescale	78	90	On Track	N/A insufficient trend data	On Track Performance Remaining Static

*Cumulative Year End Target

Performance within this Area of Focus is largely on track with 10 available measures reporting as On Track, with the projection for most measures likely to either remain in a similar position or improve further over the next period.

Area of Good Progress due to progressing well:

- % of schools signed up to our Safe and Active Programme

Improvement activity due to a larger number of students requiring transport from home to school:

- Cost per SEND student journey (£)
- Cost per mainstream student journey (£)

1.6 Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% Business Centre Occupancy Rate	96	90	On Track	Static	On Track Performance Remaining Static
% of employees in our key priority sectors	31	N/A	On Track	Static	On Track Performance Remaining Static
No. of successful Foreign Direct Investment projects	45	N/A	On Track	Static	On Track Performance Remaining Static
Value (£) of investment secured by Warwickshire businesses as result of WCC funded business support activities	4.65m	N/A	OnTrack	N/A insufficient trend data	On Track Performance Declining
No. of new jobs created as a result of Warwickshire Recovery & Investment Fund investment	27	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
No. of apprenticeships created through WCC support	13	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
Total visitor related spend (£)	860.9m	N/A	On Track	Improving	On Track Performance Improving
No. of people with SEND supported by the Warwickshire Employment Support Service	111	400*	On Track	N/A insufficient trend data	On Track Performance Improving
No. of learners enrolled onto WCC adult and community learning courses	2038	Annual measure due for reporting in December			

*Cumulative Year End Target

At Quarter 1 performance within this Area of Focus is strong with all 8 reportable measures being On Track, this continues the recent trend in this area as reported at Year End. Forecast for the next reporting period is for the strong performance to continue and for 4 measures performance to improve further.

Area of Good Progress as the Quarter 1 numbers are encouraging for this new area of work:

- No. of people with SEND supported by the Warwickshire Employment Support Service

Area of Good Progress as benefits of the WRIF approach are being realised:

- No. of new jobs created as a result of Warwickshire Recovery & Investment Fund investment

1.7 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
No. of tonnes of carbon emitted by the Council as a waste disposal authority	-2576**	0	On Track	Static	On Track Performance Remaining Static
% of household waste re-used, recycled and composted	51**	50	On Track	Static	On Track Performance Improving
No. of documents being printed by the organisation	1,297,631	1,022,938	Not on Track	Declining	Not on Track Performance Declining
Total annual reduction in carbon emissions from Council related activities (tCo2)	New annual measure due for reporting at Year End				
% habitat biodiversity net gain in WCC rural estate	Baselining across 2023/24				
No. of trees planted against our commitment to plant one tree for each resident of Warwickshire	1,310	34,400	Not on Track	N/A insufficient trend data	Not on Track Performance Improving
Annual change in soil and vegetation carbon storage by habitat (tonnes of Carbon per hectare) in WCC rural settings	Mechanism for measuring being investigated				

**Year End Forecast

At Quarter 1 for this Area of Focus there are 4 measures being reported and performance on these measures is a 50:50 split of On Track and Not on Track. Both Waste measures are Year End Estimates and they are both On Track to achieve target, this continues their ongoing position and projection is to maintain or improve this position. The other measures are both Not on Track at this stage and one is due to improve but the other to decline.

Area of Good Progress as the performance is improving and the target is being exceeded:

- % of household waste re-used, recycled and composted

Improvement activity as performance is above target, continues to increase and is projected to decline further over the next reporting period:

- No. of documents being printed by the organisation

There are 2 other measures that are part of the Framework agreed last year that are not in a position to be reported at this stage as there are either no mechanism for recording or are being baselined:

- Annual change in soil and vegetation carbon storage by habitat (tonnes of Carbon per hectare) in WCC rural settings
- % habitat biodiversity net gain in WCC rural estate

1.8 Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of year 6 children (aged 10-11 years) who are overweight including obese	35.8	17.6	New annual measure due for reporting in December		
No. of hospital admissions as a result of self-harm (10-24 years), rate per 100,000 of the population	572.6	N/A	Not on Track	Static	Not on Track Performance Improving
No. of under 18 hospital admissions for alcohol, per 100,000 population	41.1	35	Not on Track	Static	Not on Track Performance Improving
No. of children subject to a Child Protection Plan	310	330	On Track	Static	On Track Performance Remaining Static
No. of children with an open Child in Need category including Child Protection Plans and Children in Care	3,715	3,400	Not on Track	Improving	Not on Track Performance Remaining Static
No. of Children in Care excluding unaccompanied asylum seeking children	704	630	Not on Track	Declining	Not on Track Performance Improving
% of care leavers (Relevant and Former Relevant 16-21) engaged in education, employment and training	51.6	70	Not on Track	Declining	Not on Track Performance Improving

Performance within this Area of Focus has declined in the last Quarter, with 5 out of 6 reported measures having a status of Not on Track at Quarter 1. This follows a period of strong performance related to numbers of Children in Care and those with an open Child in Need category, which had been improving over the last year and was forecast to continue. The decline in performance can be attributed to an increase in demand from people requesting and accessing services within the period, which in turn is leading to increased average caseloads for some key teams. Positively, performance has remained consistent and On Track for the No. of children subject to a Child Protection Plan, which has remained below the target since the start of the calendar year. Although still anticipating to be Not on Track at the next time of reporting, improvements are anticipated for 4 of the 5 measures reported as Not on Track this Quarter. All targets have been reviewed this year based on Year End outcome however performance would have been reported the same if 2022/23 targets had rolled forward.

Area of good progress due to figures remaining below target through continuous monitoring and support:

- No. of children subject to a Child Protection Plan

Improvement activity as figures are now increasing following a period of strong and improving performance:

- No. of children with an open Child in Need category including Child Protection Plans and Children in Care
- No. of Children in Care excluding unaccompanied asylum seeking children

1.9 Through education, improve life opportunities for children, young people and those with special educational needs and disabilities

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of Early Years providers graded as Good or Outstanding	96	In line with or better than national average	On Track	Static	On Track Performance Remaining Static
% uptake of places for eligible 2 year olds	81	85	On Track	Improving	On Track Performance Improving
% of children accessing 3 & 4 year old entitlement	96	96	On Track	Improving	On Track Performance Improving
% of Good and Outstanding Maintained Primary Schools	92	In line with or better than national average	On Track	Improving	On Track Performance Improving
% of Key Stage 2 children looked after achieving the expected standard for combined reading, writing and maths	29	In line with or better than national average	On Track	Declining	On Track Performance Remaining Static
% of Key Stage 4 children looked after achieving grades 5 or above in English and Maths GCSE	16	In line with or better than national average	On Track	Improving	On Track Performance Remaining Static
% of families at reception transfer that are awarded one of their first three choice preferences	97.2	In line with or better than national average	New annual measure due for reporting in September		
% of families at Year 7 transfer that are awarded one of their first three choice preferences	94.4	In line with or better than national average			
No. of additional school class places offered based on actual Primary and Secondary offers	N/A	N/A			
% of in year applications that have a school place offered within the target deadline of 10 school days	84	95	Not on Track	Improving	Not on Track Performance Declining
% of in year applications that have a school place offered within the statutory deadline of 15 school days	90	100	Not on Track	Improving	Not on Track Performance Declining
% of children and young people with an Education, Health and Care (EHC) plan attending a mainstream school	50	48	On Track	Static	On Track Performance Remaining Static

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of education settings engaged with the support available to them through the Outdoor Education and Learning Strategy	30	50	New annual measure due for reporting in December		
% of 16-17 years olds participating in education and training	94.9	In line with or better than national average	On Track	Improving	On Track Performance Improving
% of 16–17-year-olds who are not in education, employment or training (NEET)	3.4	In line with or better than national average	New annual measure due for reporting in December		
% of 16 -17 year olds with an Education, Health and Care Plan (EHCP), who are not in education, employment or training (NEET) or whose activity is not known	7.4	In line with or better than national average			
% of 16 -17 year olds with Special Education Needs or Disabilities (SEND), who are not in education, employment or training (NEET) or whose activity is not known	6.5	In line with or better than national average			
% 16 –17 year olds participating in an apprenticeship	4.3	In line with or better than national average	On Track	Static	On Track Performance Remaining Static
No. of new school places created through the Education Capital Programme	New annual measure due for reporting in September				
Dedicated Schools Grant High Needs Block in year forecast overspend as a % of the in year High Needs overspend that is expected within the Dedicated Schools Grant Recovery Plan	79.86	0	Not on Track	Improving	Not on Track Performance Declining
% of maintained schools with a deficit budget	17.21	N/A	Not on Track	Improving	Not on Track Performance Declining

At Quarter 1 performance within this Area of Focus is varied against the 13 measures being reported. 9 are encouragingly On Track with an overall positive Direction of Travel and projected to remain in this position or improve further across next reporting period. A further 4 measures are Not on Track and concerningly performance is expected to decline further for all of them. 8 new measures have been identified for inclusion in the Framework for this Area of Focus and are all due for their first reporting during 2023.

Area of Good Progress due to significantly improved performance since the last reporting period and achieving the challenging target:

- % of children accessing 3 & 4 year old entitlement

Improvement activity as performance is Not on Track as performance is assessed against the challenging targets, overall performance has continued to improve since summer last year but is projected to decline over the next quarter as the team move back to the manual system from the auto allocation method whilst some system glitches are resolved.

- % of in year applications that have a school place offered within the statutory deadline of 15 school days
- % of in year applications that have a school place offered within the target deadline of 10 school days

Improvement activity as performance is Not on Track and projected to decline further due to the impact of pay awards; rising costs of energy bills and increasing pressures on covering for absences and growing numbers of vacancies which schools have been unable to fill:

- % of maintained schools with a deficit budget - although this is in an improving position, when compared to the same period last year

Improvement activity due to a variety of reasons including overspends on Independent School places and Specialist Resource Provision, causing significant pressure on the High Needs Block. Following the latest national data release, the trends in Warwickshire reflect a national picture.

- Dedicated Schools Grant High Needs Block in year forecast overspend as a % of the in year High Needs overspend that is expected within the Dedicated Schools Grant Recovery Plan - although this is in an improving position, when compared to the same period last year.

1.10 Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
No. of suicides for those aged 10 & over, directly standardised rate per 100,000 population	11.2	9.2	Not on Track	Declining	Not on Track Performance Remaining Static
% of those aged 15-24 screened for chlamydia	15.8	In line with or better than national average	New annual measure due for reporting in December		
% of people open to Adult Social Care with eligible needs living in the community with support under the age of 65	82	82	On Track	Static	On Track Performance Remaining Static
% of people open to Adult Social Care with eligible needs living in the community with support over the age of 65	58	60	Not on Track	Declining	Not on Track Performance Improving
No. of people supported to live independently through the provision of social care equipment	1,104*	1,500	On Track	Improving	On Track Performance Improving
No. of unique carers to receive support in month	293	255	On Track	Improving	On Track Performance Improving
No. of carer assessments and reviews completed	149	133	On Track	Improving	On Track Performance Improving
No. of people awaiting allocation for an assessment	New measure to be reported from Quarter 2				
% of people with long term support who have had an assessment or review in the last 12 months	78	80	Not on Track	Improving	Not on Track Performance Improving
% of Adult Social Care users receiving a Direct Payment at the end of the month	22	25	Not on Track	Static	Not on Track Performance Improving
No. of people awaiting a domiciliary care package to be commissioned at the end of the month	23	25	On Track	N/A insufficient trend data	On Track Performance Remaining Static
No. of providers that exit the care home, domiciliary care or supported living markets, in Warwickshire, through business failure	0	0	On Track	Static	On Track Performance Remaining Static

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
No. of people currently supported in residential or nursing care: under 65	398	380	Not on Track	Declining	Not on Track Performance Improving
No. of people currently supported in residential or nursing care: over 65	1,781	1,600	Not on Track	Declining	Not on Track Performance Improving
No. of people with a learning disability or autism in an inpatient unit commissioned by the ICB	10	10	On Track	Improving	On Track Performance Improving
% of applications made to the Warwickshire Local Welfare Scheme which are supported	99	88	On Track	Static	On Track Performance Remaining Static
% Smoking prevalence in adults	13.9	13	On Track	N/A insufficient trend data	On Track Performance Improving
% of successful completions as a proportion of all in treatment (Opiates)	5.89	4.8	On Track	Improving	On Track Performance Remaining Static
% of successful completions as a proportion of all in treatment (Non Opiates)	28.51	37.2	Not on Track	Declining	Not on Track Performance Improving
% of successful completions as a proportion of all in treatment (Alcohol)	29.23	27.6	On Track	Declining	On Track Performance Improving
% of successful completions as a proportion of all in treatment (Alcohol & Non Opiates)	22.22	21.7	On Track	Declining	On Track Performance Improving

* Please note that this figure accounts for only two out of the three months in the Quarter. A full and final figure will be updated in Power BI once available.

At Quarter 1 performance within this Area of Focus is within expected levels and most measures (12 out of 19) are On Track and forecast to remain On Track and static or improve further at the next reporting period. For the 7 measures that are Not On Track at Quarter 1, improvements in performance for 6 is forecast for the next reporting period, despite mixed previous performance trends as indicated by the Direction of Travel.

Area of good progress as despite increases in demand in this area, performance consistently remains high:

- % of applications made to the Warwickshire Local Welfare Scheme which are supported
- No. of carer assessments and reviews completed
- No. of people with a learning disability or autism in an inpatient unit commissioned by the ICB
- No. of people awaiting a domiciliary care package to be commissioned at the end of the month

Improvement activity as experiencing increased demand with a reducing trend in performance and not achieving target.

- % of people open to Adult Social Care with eligible needs living in the community with support over the age of 65

1.11 Harnessing Community Power

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of positive media coverage of WCC news releases, statements and campaigns	95	90	On Track	Static	On Track Performance Remaining Static
Total no. of community groups	9700	N/A	On Track	Static	On Track Performance Improving
Value (£) going into community groups	1,546,000	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static

Performance within this Area of Focus is within expected levels and projection for the next period is either to remain at similar levels or improve. At this time there are no measures which need highlighting.

1.12 Our people and the way we work

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
No. of Local Government and Social Care Ombudsman (LGSCO) adverse determinations received	3	10*	On Track	Declining	On Track Performance Remaining Static
% Employee Engagement Score	76	78	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% of staff agreeing that they are proud to work for WCC	80	75	On Track	Static	On Track Performance Remaining Static
% Employee Wellbeing score	77	75	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% of staff agreement with "I feel safe to be my authentic self at work"	79	75	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% of staff agreeing "The council's internal communication keep me informed of what the council is doing"	79	85	Not on Track	Declining	Not on Track Performance Improving
No. of days sick absence per FTE (rolling 12 months)	9.16	8 (+/- 1 day)	Not on Track	Declining	Not on Track Performance Remaining Static
No. of people utilising WCC core settings	302	N/A	On Track	Improving	On Track Performance Declining

*Cumulative Year End Target

Performance within this Area of Focus is mixed, however where measures are Not on Track, the projection for the next period is either to remain at similar levels or improve.

Area of good progress there is a continued growth in use of core settings (unique individuals entering Shire Hall):

- No. of people utilising WCC core settings

Improvement activity due to a slight increase in the absence days, which is now just over the tolerance of +/- 1 day against the target of 8 days per FTE.

- No. of days sick absence per FTE (rolling 12 months)

1.13 Using our data and digital solutions to improve service delivery

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% customer satisfaction level with Customer Service Centre	88	85	On Track	Improving	On Track Performance Remaining Static
% Net Variation of Outturn Forecasts to Revenue Budget (Whole Council)	4.26	+/-2	Not on Track	Declining	Not on Track Performance Declining
% of green ratings against Value for Money (VFM) audit	67	67	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% return on traded activity	105.1	100	On Track	Declining	On Track Performance Remaining Static

Performance within this Area of Focus is largely positive, with 3 of the 4 measures On Track and likely to remain in a similar position for the next period.

Improvement activity due to being Not On Track, with the Direction of Travel as Declining and Service Forecast to decline further over the next reporting period, further details of which will be presented in the Quarter 1 Financial Monitoring Report:

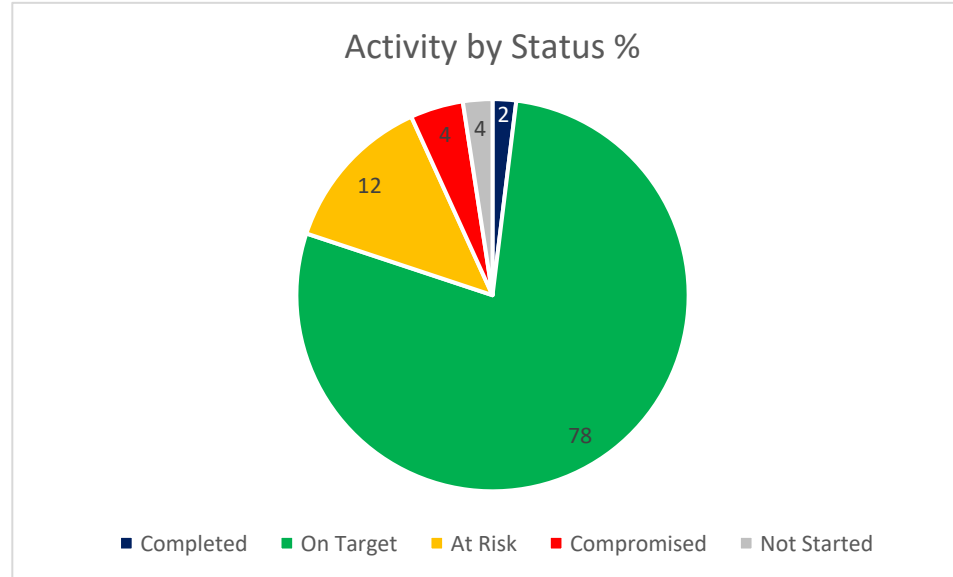
- % Net Variation of Outturn Forecasts to Revenue Budget (Whole Council).

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1. Progress on the Integrated Delivery Plan Quarter 1

1.1 Key Updates for Quarter 1 2023/24

There are 205 actions within the recently revised Integrated Delivery Plan. Of these, at Quarter 1 78% are On Track and 2% Complete, 16% are At Risk/Compromised and 4% Not Started, and it is these actions which are reported on in Appendix 2 on an exception basis.



Quarter 1 sees 4 projects completed.

Completed activity:

The following activities have been completed this Quarter:

- **SEND & Home to School Transport Review: Establishing an Integrated Transport Hub.**
Operating model agreed and recruited to.
- **SEND & Home to School Transport Review: Public consultation on new policy and changes to application processes.**
Policy changes for H2S application approved and implemented from September 2023.
- **Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSoA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: Re-tendering the Warwickshire Special Education Needs and Disability Information, Advice and Support Service (SENDIASS).**

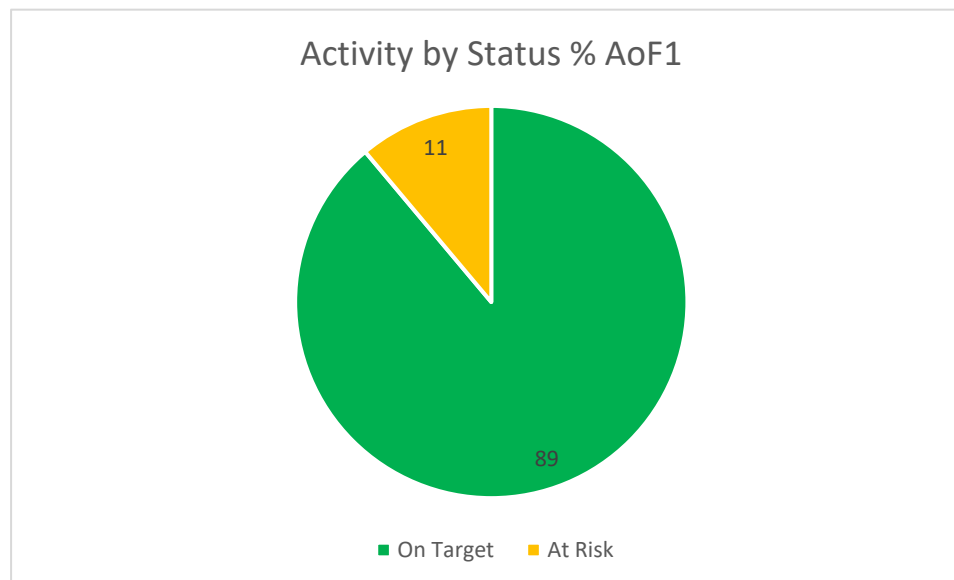
Service retendered - new contract live 1st July 2023 with Barnardo's.

- **Undertake a review of service provision for Short Term Vulnerable Adults, including a revised referral process, that supports a recommissioning of provision aligned to the Housing Related Support Offer.**

The Referral approach has been reviewed and referrals can now be completed via the Customer Contact Centre and relevant operational team. The retender of this service will now align with the recommissioning of Housing Related Support Offer.

Activity within the Integrated Delivery Plan is aligned to the delivery of the priorities within the Council Plan 2022-27, progress is therefore shown below against each Area of Focus. Commentary is by exception, with detail provided against activity that is At Risk, Compromised or Not Started.

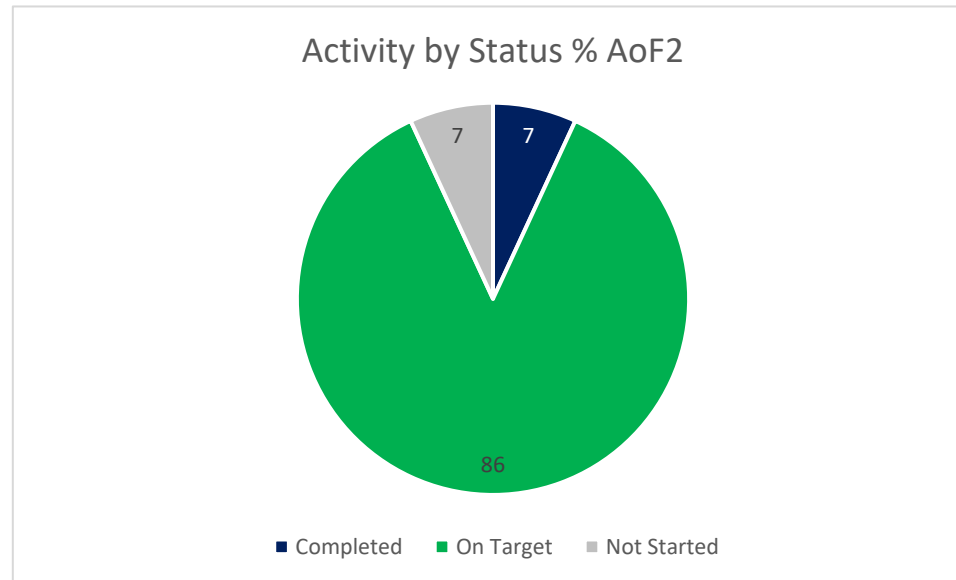
1.2 Area of Focus - Create vibrant places with safe and inclusive communities.



Activity	Status	Commentary
Continue to deliver the Transforming Nuneaton regeneration programme - Finalising plans to redevelop Vicarage Street with planning permission secured and contractor appointed.	At Risk	Progress continues as follows: Outline planning permission - determination is delayed due to outstanding work on viability assessment, bat surveys and highways. Work has started on Royal Mail's new facility and is programmed to be completed March/April 2024 - target date for complete vacant possession.
Continue to deliver the Transforming Nuneaton regeneration programme - Developing plans for a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed.	At Risk	Attended Corporate Board in June 2023 regarding the Library and Business Centre and progressing work in the context of the cost increases. Work will continue on two key areas - moving to technical design to allow for a more in depth look at value engineering options and develop more robust cost plans and applying for additional funds.
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Deliver new firefighter training sites to upgrade our facilities.	At Risk	The Kingsbury and Stratford sites are now complete. The Breathing Apparatus and Response point at Paynes lane in Rugby has secured planning permission. The project is now in construction pre tender stage, however the work undertaken to date has identified a likely variance in

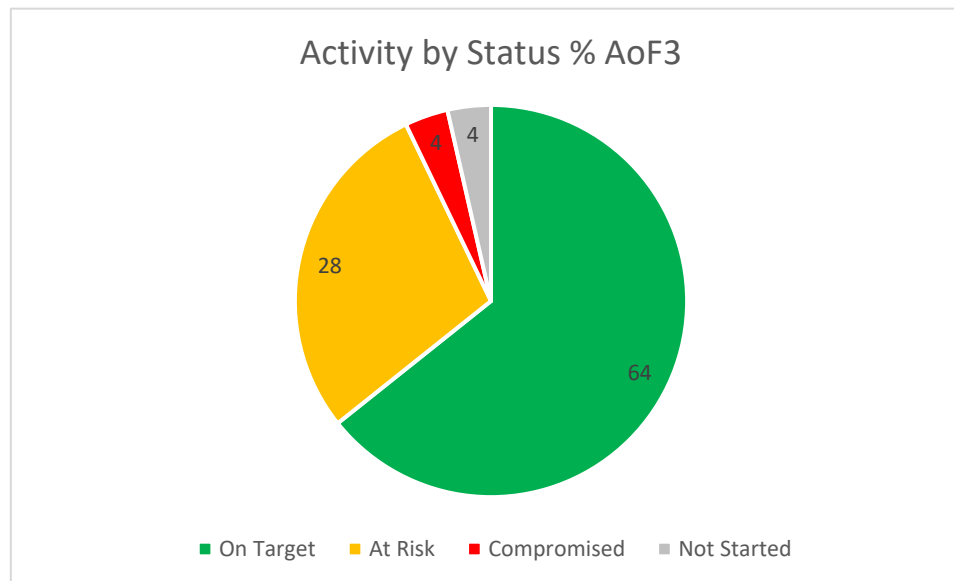
anticipated costs for the project. This will be kept under close review and be subject to value engineering.

1.3 Area of Focus - Deliver major infrastructure, digital connectivity and improved transport options



Activity	Status	Commentary
SEND & Home to School Transport Review: Development of data dashboard to enable financial controls.	Not Started	Key workstream carried forward and work on KPIs for inclusion currently being finalised.
SEND & Home to School Transport Review: Business case for long term purchase of vehicles.	Not Started	Business case to be developed.

1.4 Area of Focus - Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills

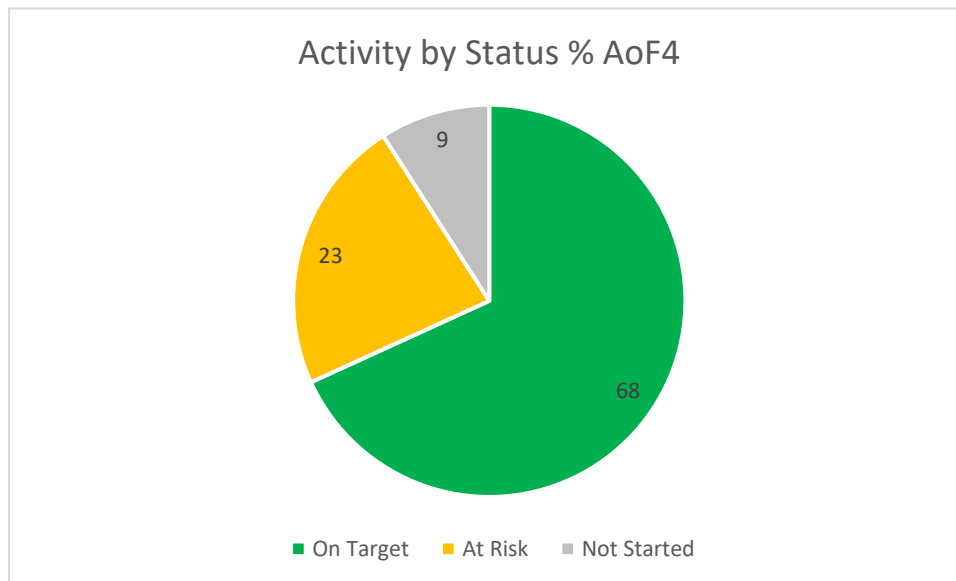


Activity	Status	Commentary
Work with the District and Borough councils and other partners to develop and commission joint business programmes, which address specific barriers to growth, including: Start-Up – A programme of support for local residents looking to start a business and new businesses in their first two years of trading.	At Risk	Agreement has been reached with four of the five District and Borough Councils to use UK Shared Prosperity funding, alongside WCC investment, to extend the county-wide start-up service (delivered by Coventry & Warwickshire Chamber of Commerce on behalf of WCC) from 1st July to 30th September 2023. Discussions are ongoing about a further extension from October 2023 to March 2025.
Work with the District and Borough councils and other partners to develop and commission joint business programmes, which address specific barriers to growth, including: Business Resilience and Growth – A programme of support to help established businesses in all sectors become more resilient and address a wide range of barriers to growth including export.	At Risk	Work is ongoing to develop the new programme after delays during 2022-23 Quarter 4 and Quarter 1. It is expected that the procurement to appoint a specialist delivery organisation will commence in August.

<p>Work with the District and Borough councils and other partners to develop and commission joint business programmes, which address specific barriers to growth, including: High Growth and Innovation – A programme of support for early stage and high growth potential businesses that would also address barriers to innovation and improve access to knowledge.</p>	At Risk	<p>Agreement has been reached with four of the five District and Borough Councils to use UK Shared Prosperity funding, alongside WCC investment, to extend the Business Ready programme with University of Warwick Science Park from 1st July to 30th September 2023. Discussions are ongoing about the period from October 2023 to March 2025. It is expected the procurement to appoint a new specialist delivery organisation will commence in August.</p>
<p>Work with the District and Borough councils and other partners to develop and commission joint business programmes, which address specific barriers to growth, including: Net Zero – A programme of support to help established businesses in all sectors respond to climate change.</p>	At Risk	<p>Work is ongoing to develop the new programme after delays during 2022-23 Quarter 4 and Quarter 1. It is expected that the procurement to appoint a specialist delivery organisation will commence in August.</p>
<p>Work with the District and Borough councils and other partners to develop and commission joint business programmes, which address specific barriers to growth, including: Manufacturing – A programme of specialist support for the manufacturing sector.</p>	At Risk	<p>Work is ongoing to develop the new programme after delays during 2022-23 Quarter 4 and Quarter 1. It is expected that the procurement to appoint a new specialist delivery organisation will commence in August.</p>
<p>Work with the District and Borough councils and other partners to develop and commission joint business programmes, which address specific barriers to growth, including: Tourism, Leisure and Hospitality – A dedicated programme for small businesses in the tourism, leisure and hospitality sector.</p>	At Risk	<p>Agreement has been reached with four of the five District and Borough Councils to use UK Shared Prosperity funding, alongside existing WCC investment, to continue delivering the Project Warwickshire programme (delivered by Coventry & Warwickshire Chamber of Commerce on behalf of WCC in partnership with Shakespeare's England) at the same level. Discussions are ongoing about a further extension from October 2023 to March 2025.</p>
<p>Work with partners to secure funding from the UK Shared Prosperity Fund and other Government programmes for Warwickshire for</p>	At Risk	<p>The investment plan for Multiply developed by WCC and the "core" UK Shared Prosperity funding developed by the District and Borough Councils have now been approved by Government.</p>

business support and employment & skills programmes.		However, there have been delays with both Government releasing the "core" funding for Year 2 and the District and Borough Councils being able to commence with the commissioning of Year 2 and 3 activities during the pre-election period.
Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including Working with partners to develop and commission a future programme to support Warwickshire businesses with the transition towards a net zero economy and the growth of the low carbon sector in Warwickshire.	At Risk	Work is ongoing to develop the new programme after delays during 2022-23 Quarter 4 and Quarter 1. It is expected that the procurement to appoint a specialist delivery organisation will commence in August.
Work with our world class universities on research and development (R&D) to power growth and innovation including working with partners to develop and commission a future programme to support R&D and innovation with a focus on commercialising research and encouraging collaboration between Small & Medium Enterprises (SMEs) and research institutions.	Compromised	A review of future business support in Warwickshire recommended that WCC and the District & Borough Councils should jointly commission a new high growth programme that would also address barriers to innovation and improve access to knowledge. However, the level of investment potentially available via the new UK Shared Prosperity Fund (UKSPF) represents an estimated 75% reduction on the amount previously available via European funding. Alternative funding opportunities will, therefore, need to be explored.
Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include develop a new skills strategy for the county, collaborating with a wide range of our partners to ensure buy in and adoption.	Not Started	The skills strategy will start later in the year that originally planned but will still meet the 2023 target.

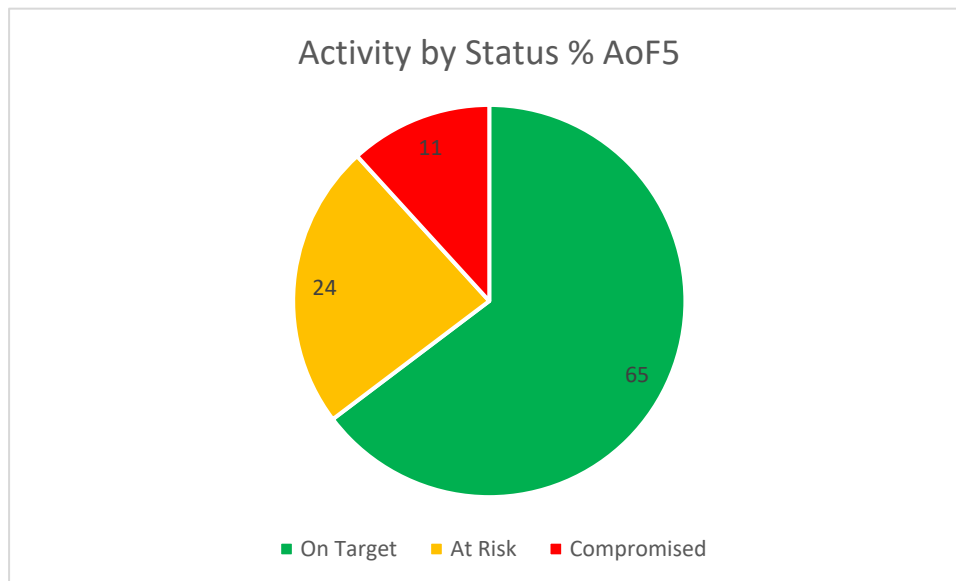
1.5 Area of Focus - Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero



Activity	Status	Commentary
Progress with plans on sustainable transport to include implementing a pilot to assess the suitability of delivering on street, residential EV charge points using existing street lighting connections with up to 9 points to be delivered as part of a trial in 2023/24.	At Risk	Work continues with a potential supplier. Road Safety auditing recommended Electric Vehicle only spaces at charge point locations. This led to the removal of the initial Leamington Spa trial locations owing to local hostility to such parking measures. Work continues to find new locations and pursue existing potential Space Oriented Architecture sites.
Develop and secure approval for a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero council by 2030.	At Risk	Cabinet in June 2023 accepted the recommendation to continue engagement through holding expert panels in July and August to bring a final strategy to the OSC's in September and the final draft strategy to Cabinet in the Autumn 2023. A revised end date of October was established for Quarter 1 reporting however it is highly likely this will slip to November.
Develop and secure approval for a sustainable futures strategy, carbon reduction plan and	At Risk	Cabinet in June 2023 accepted the recommendation to continue engagement through holding expert panels in July and August to

costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero County by 2050 (informed by the UN Sustainable Development Goals).		bring a final strategy to the OSC's in September and the final draft strategy to Cabinet in the Autumn 2023. A revised end date of October was established for Quarter 1 reporting however it is highly likely this will slip to November.
Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our sustainable futures strategy and supported by our Energy Strategy.	At Risk	Consultant plans have been delivered identifying opportunities in Shire Hall. A plan for reducing satellite asset carbon is with the Sustainable Futures Team.
Move forward with renewable energy initiatives to include exploring opportunities with District and Borough Councils and partners to develop a scheme to support residents make choices and take action within their homes to become carbon neutral.	Not Started	Once the current project to support home owners with renewables (Solar Together Warwickshire) is completed (expected Sept / Oct 23) options for further initiatives will be reviewed. Engagement with wider areas is ongoing via West Midlands Energy Hub.
Move forward with renewable energy initiatives to include creating a 3-5 year plan for commercial renewable energy initiatives.	At Risk	The review of landholdings and buildings will inform the direction of the commercial focussed work.

1.6 Area of Focus - Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children



Activity	Status	Commentary
Increase access to Early Help and Targeted Youth Work: Open the new Youth Centre in Bedworth.	Compromised	Awaiting recommendations from Property Services to identify an alternative location. In the interim we have deployed detached workers in the area, and we have given some grants to Voluntary and Community Sector organisations to provide additional support in Bedworth.
Increase access to Early Help and Targeted Youth Work: Establish capital programme to improve and extend capacity at Youth & Community Centres and Children & Family Centres.	At Risk	At risk for multiple reasons, mitigations being investigated.
Improve stability and outcomes for young offenders, children in care and care experienced young people: Increase the number of Warwickshire foster carers by 2% by 2027.	At Risk	There is an active recruitment campaign in place, however this needs to be noted that recent information indicates that nationally there has been a significant decrease in fostering enquiries, WCC have seen but of the enquiries we do receive there are more going forward for assessment. We continue to

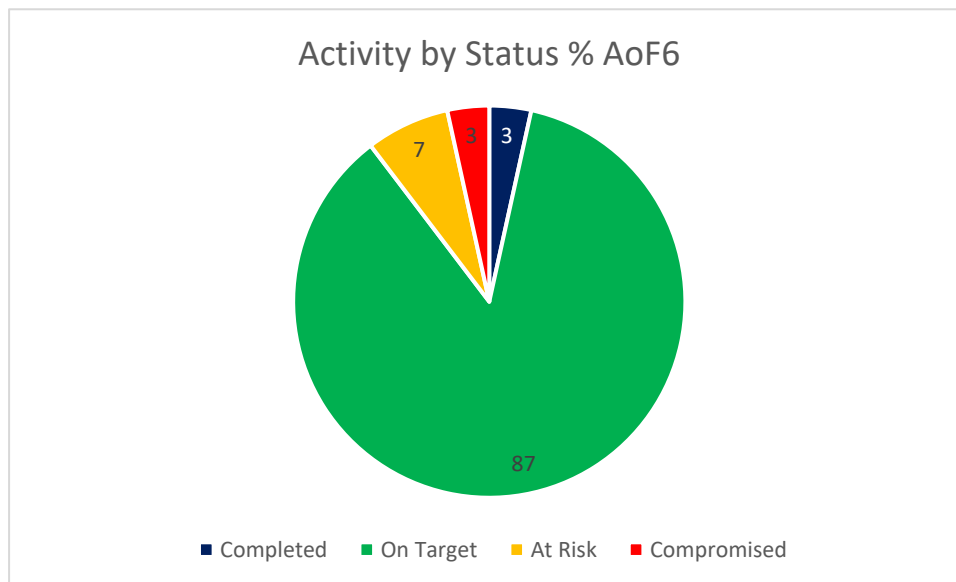
		see a growth in our connected persons and have now approved our first 2 flexible foster carers.
Improve stability and outcomes for young offenders, children in care and care experienced young people: Open our own Children's Homes, identify, purchase, engage with community and seek registration to have five homes, providing a home in total for 20 children.	At Risk	<p>ICH1 (Internal Childrens Home): The Home is operational.</p> <p>ICH2: Work is progressing well and following the complete refurbishment of these 3 buildings and Ofsted inspection, this Home is expected to accept its first resident in early November 2023.</p> <p>ICH3: Following the purchase of a property in Nuneaton. There were some concerns raised by neighbours during the public consultation process. These have been raised accordingly and the results of the objections and any conditions will be available next month following the Planning Committee meeting. Following this, the timescales are at risk due to the capacity of property services and contractors to complete relevant works in timescale, which wull delay opening and delay savings being achieved.</p> <p>ICH3A: The opportunity arose to purchase an additional property (with agreement from the Leader). It is a small property and will provide a single placement for short to medium term stays for children in crisis. It is located in the same area as CH3 and will be overseen by the same Registered Manager as CH3. The timescales are at risk due to the capacity of property services and contractors to complete relevant works in timescale, which will delay opening and delay savings being achieved.</p> <p>ICH4: Work continues to explore the market and purchase a suitable property for children with disabilities.</p> <p>External factors including rises in inflation and the purchase of an additional smaller property has meant there is a shortfall in funds. An application for additional funds is currently being sought. This project remains at risk until further funds are secured via the Capital Investment Fund Bid top-up fund.</p>
Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children &	At Risk	The impact of the recent positive recruitment to the Eating Disorder (ED) service has enabled the CYP ED team to develop further supervision structures and to increase the number of

<p>Young People’s Mental Health Improvement Strategy and action plan: Continue to develop the eating disorder pathway and services.</p>		<p>student placements.</p> <p>The dashboard continues to both inform and support the responsiveness of the team in meeting the access and waiting times standards. Eating Disorders Access waiting time metric achieved 100% for Urgent and 93.75% for Routine in April 2023.</p> <p>The ED 18-19 Pathway review will be undertaken following new National Health Service England guidance on eating disorders which is due to be released.</p> <p>A consultation offer for Avoidant Restrictive Food Intake Disorder (ARFID) has been developed and is due to be considered at Coventry & Warwickshire Partnership Trust internal board in July with the expectation that it is in place in Autumn 2023.</p>
<p>Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People’s Mental Health Improvement Strategy and action plan: Strengthen mental health and emotional wellbeing support for vulnerable children and young people within Residential Care settings</p>	<p>Compromised</p>	<p>A workshop took place on 19 May 2023 to engage with system partners on what a potential crisis offer could / should look like. Themes / ideas shared from this workshop were consequently pulled together and shared at the follow-up workshop, which took place on 30 May 2023. The next steps will see all the ideas brought together to start the design of a new model of delivery and will be shared within Children in Care (CiC) governance as well as Child and Adolescent Mental Health Service Board for consideration.</p> <p>There is a crisis system dashboard in place. This is now established Business As Usual and will continue to inform the CiC work. A further review will take place in June/July 2023 to reflect on a further year data.</p> <p>Services to support children in care with mental health issues and for those children being placed into the new residential care homes are still being developed. A service specification has been developed and options for delivering this are being considered internally and also by Coventry & Warwickshire</p>

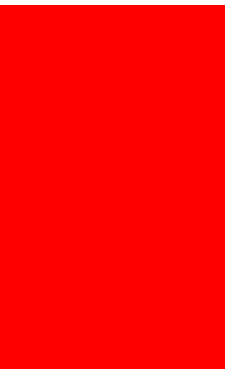
Partnership Trust as part of a possible variation to the current Rise contract.

1.7 **Area of Focus - Through education, improve life opportunities for children, young people and those with special educational needs and disabilities**

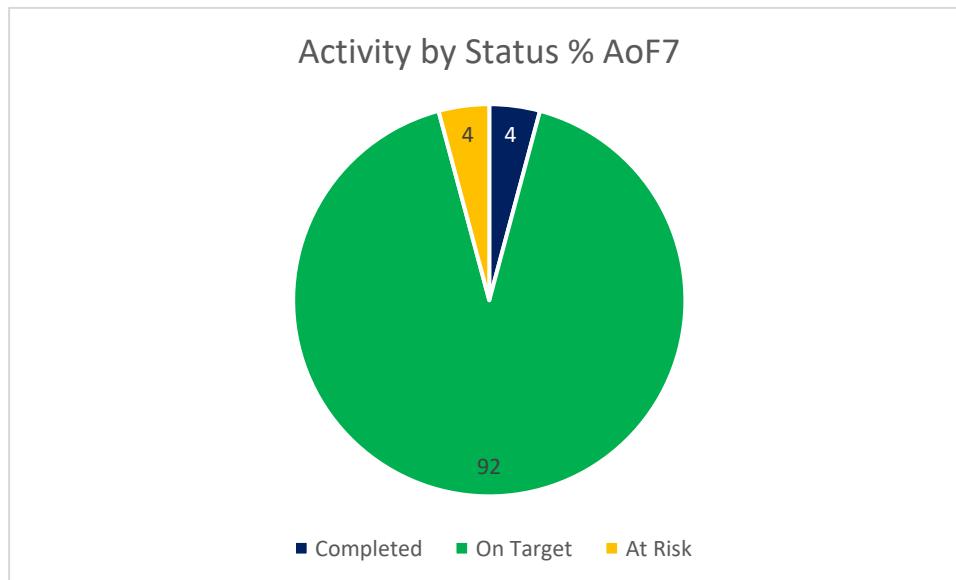
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Activity	Status	Commentary
Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change	Compromised	Public consultation has taken place. Proposals are to be brought to Cabinet in September. Following changes in leadership there

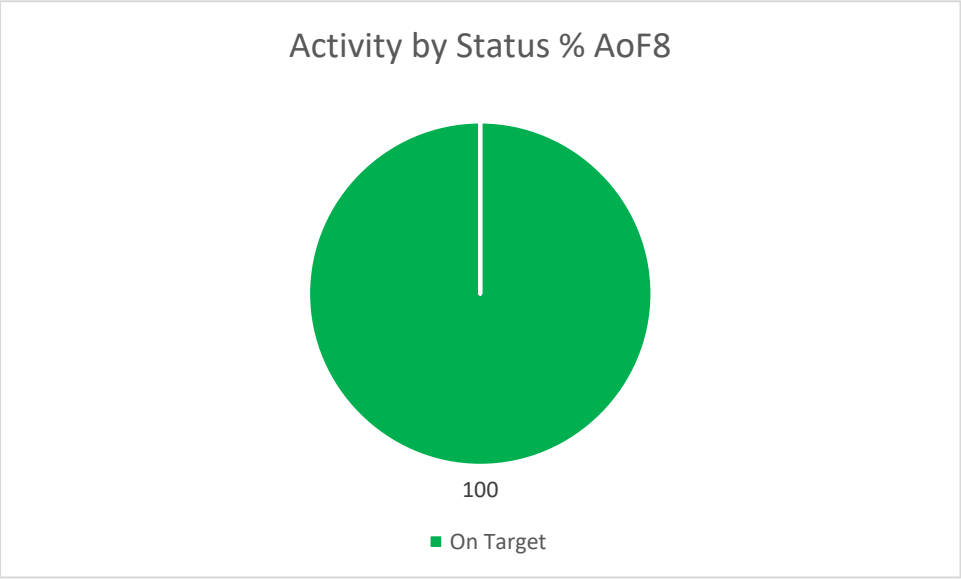
<p>Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: Ensure the effective delivery of services across SEND and Inclusion by reviewing current service delivery, engaging in a public consultation and implementing a future operating model.</p>		<p>have been a change in direction on service design, which will be communicated to staff shortly. The SEND & Inclusion Change Programme Board will monitor progress in this area.</p>
<p>Delivery of the Education Capital Programme including: Stratford upon Avon School secondary school expansion (Stratford District).</p>	<p>At Risk</p>	<p>Further work underway to assess cost profile returned from contractor & urgent planning matters to be agreed to ensure project remains on critical path.</p>
<p>Delivery of the Education Capital Programme including: Myton Gardens new primary school (Warwick District).</p>	<p>At Risk</p>	<p>Further work underway to assess cost profile returned from contractor.</p>

1.8 Area of Focus - Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities



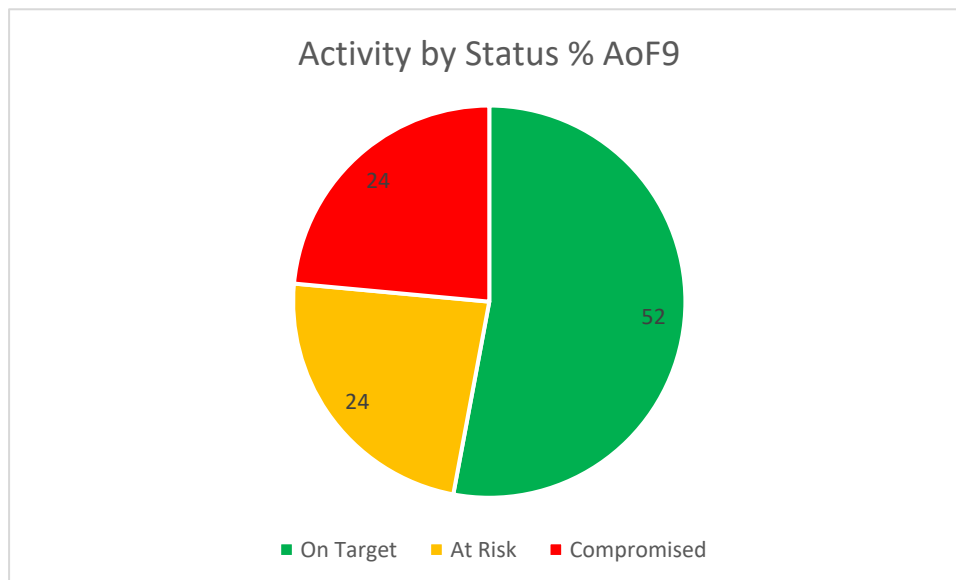
Activity	Status	Commentary
Embed a continuous improvement approach across the Benefits Assessment and Income Charging teams, which will support the on-going redesign of core processes: Embed Better Care Finance self-service portal for financial assessments.	At Risk	BetterCare Finance portal is live but resourcing issues in the Financial Assessments team are delaying full rollout. Discussions have started with Agilisys to progress automated transfer of financial assessment data to the Abacus Charging System.

1.9 Area of Focus – Great Council and Partner - Harnessing Community Power



There are no exceptions to report upon.

1.10 Area of Focus – Great Council and Partner - Using our data and digital solutions to improve service delivery



Activity	Status	Commentary
Deliver a programme of technology upgrades for Warwickshire Fire and Rescue Service to support operational performance and national compliance with standards including: our mobile data terminals on fire appliances.	Compromised	Loss of dedicated ICT project resource and no 3rd party contract for 24/7 support in place has stalled project. Technical issue found with status messaging has delayed testing and pilot. Prioritising WFRS ICT Business as Usual team workload to attempt to progress project work. Testing on SIM card only in smaller device has proved successful to provide options for 'special vehicles' on PDA (pre-determined attendance). New maintenance and monitoring procedures to be embedded.
Deliver initiatives to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving the following - Correspondence and Complaints: Change	Compromised	Progress remains compromised at this point in time, however key resources have now been recruited and will be in place later in the year. Meanwhile, progress has been made with the delayed start to the new customer

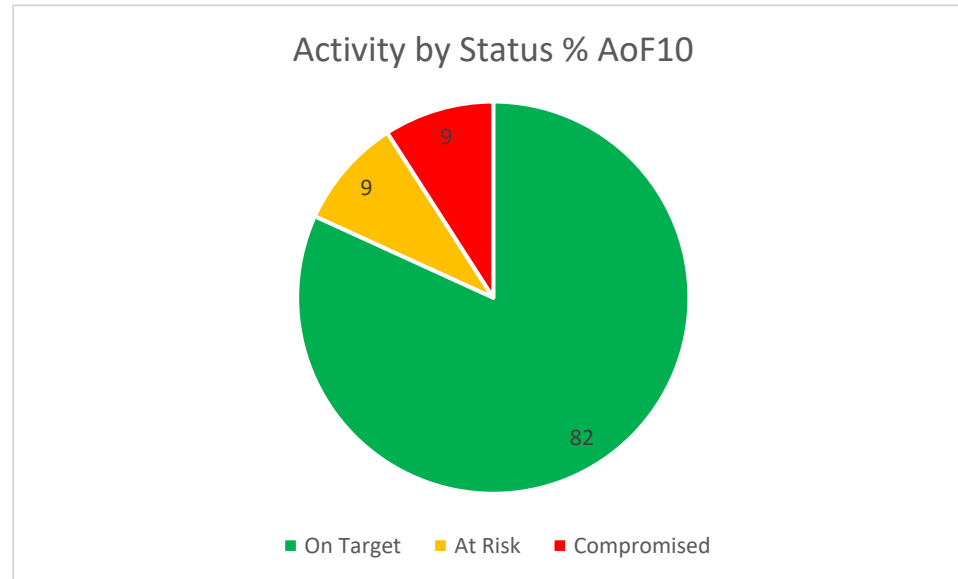
<p>how we respond consistently across all our services to improve customer experience, using the new Customer Platform and revising the Complaints Policy.</p>		<p>feedback system implementation, which forms the backbone to this piece of work.</p>
<p>Deliver the first horizon of our digital Roadmap to improve customer service and reduce cost through the redesign of services and automation, specifically by: Implementing a new Customer Platform system to handle all of our initial contact with those who contact the Council.</p>	<p>At Risk</p>	<p>Project is progressing well and meeting its current milestones. Amber status due to a potential resourcing gap for future stages of the project. This resource is in the process of being recruited and anticipate a move back into the green imminently.</p>
<p>Establish the Data Roadmap closely aligned to the Digital Roadmap that will ensure delivery of the Digital and Data Strategy: Contribute to Data Ownership Audit and support delivery of any emerging recommendations.</p>	<p>Compromised</p>	<p>This workstream is probably around one month behind the original target date. Internal Audit have completed their initial draft report, and this will be shared with stakeholders in mid-July.</p>
<p>Establish the Data Roadmap closely aligned to the Digital Roadmap that will ensure delivery of the Digital and Data Strategy: Implement new Master Data Management (MDM) tool.</p>	<p>Compromised</p>	<p>This workstream is probably around two months behind the original target date and will be implemented during summer 2023. Initial tests have been successfully completed and the tool will be rolled out more widely in the second half of 2023, enabling us to support more data-matching projects (e.g. Single View of the Child).</p>
<p>Establish the Data Roadmap closely aligned to the Digital Roadmap that will ensure delivery of the Digital and Data Strategy: Via the Education Digital Board, improve the use of the Synergy system and improve data management practices across the Education service.</p>	<p>At Risk</p>	<p>The Education Digital Board have had an initial workshop to explore this. Further work is underway to fully understand it.</p>

Establish the Data Roadmap closely aligned to the Digital Roadmap that will ensure delivery of the Digital and Data Strategy:
Design and begin roll-out of a 'data literacy' programme for the organisation.

At Risk

This needs to be the next area of focus as we move into Horizon 2. Some specific activities have started (e.g. working with People Strategy & Commissioning to create a 'how to' guide for designing effective measures of performance for commissioned services).

1.11 Area of Focus – Great Council and Partner - Our people and the way we work



Activity	Status	Commentary
Strategic Development of Procurement, Contract Management and Quality Assurance: Roll out of new approach to Social Value in procurement.	At Risk	Social Value Guidance and training materials is all complete, but roll out delayed so it coincides with roll out of Procurement & Contract Management Strategy, Operating Model and How to Manual.
Strategic Development of Procurement, Contract Management and Quality Assurance: Deliver savings in 3rd party spend set out in the medium-term financial strategy	Compromised	Commissioner post recruited to and started work. Quality & Contract Monitoring Officer roles also staffed. Detailed delivery plan in place and work ongoing to secure deliveries. This is a significant improvement on previous position so whilst 'Compromised' it is on a rapid improvement trajectory.

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HR People Metrics - Q1 April 2023 to June 2023



Understanding Your People Metrics

This spreadsheet outlines the HR People Metrix for your Directorate/Service for the most recent quarter. Listed below is information to help you understand the figures reported in Your People Metrics.

Sickness absence

Insights into sickness absence and the breakdown of Other* causes of absence are reported on the 'Sickness Absence Insight' Tab on this spreadsheet. Raw data for sickness absence is reported on the 'Sickness Absence' tab and includes: 7% reduction target, Days lost per FTE, Long term days per FTE, Short term days per FTE, Stress and Mental health trend, Top 3 sickness absence reasons reported as percentage of days lost and number of days lost, Top 3 episodes of sickness absence reported as the number of episodes of absence and percentage of episodes of absence.

HR Information

The 'HR Information tab' on this spreadsheet shows the raw data for Your People Metrics. This includes:

Headcount and FTE

Headcount and FTE is reported quarterly. Headcount and FTE headline figures for the most recent quarter are reported on the 'Insights' tab.

Retention, Starters and Leavers

Retention is reported as a percentage within the rolling year and the headline figures are reported on the 'Insights' tab. Starters and Leavers are reported as headcount within the current quarter and the headline figures for the most recent quarter are reported on the 'Insights' tab.

Appraisals

Appraisals are reported as the number of the appraisals input into the Your HR System from the beginning of the financial year (April 1st) to the current quarter reported. Appraisal headline figures are reported on the 'Insights' tab.

Demographics

Demographical data is reported within the current quarter. Gender and Age are reported as the headcount within the current quarter, Ethnicity is reported as a percentage of headcount within the current quarter and limited to Directorate level reporting to avoid individual identification, Disability is also reported as a percentage of headcount within the current quarter and is limited to Directorate and Service level reporting to avoid individual identification. Demographical headline figures are shown on the 'Insights' tab.

Navigating Your People Metrics

Take the time to follow these steps when reviewing your metrics This approach should enable you to identify some initial areas for focus, including what you might want to celebrate. These areas will then help you identify where you want to take some further action or a deeper dive into the data.



Consider the context...

What was happening in your Service over the last quarter? Consider the impact of external factors as well as internal. Have the actions taken since the last report had any impact?



Make use of the comparisons

How does the data compare to comparison areas e.g. Directorate / WCC? What might be contributing to the difference? Note that there may have been changes to your Service structure which means that there is no longer a valid trend comparison.



Identify areas for focus...

What improvements are you aiming for? What action are you going to take? How do these actions align and support with other Service priorities? Do you want to go further into the data?



Look through the headlines

What areas can you celebrate? What areas are causing concern?



Look for connections

What story is the data telling you? E.g. if sickness and retention is concerning what impact is this having on other metrics? Does this align any other Service performance data? What themes have can you identify?



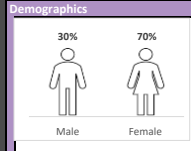
Directorate Reporting - Q1 April 2023 to June 2023

Sickness Absence			
Target (+/- 1 day)	Days per FTE	Long term days per FTE	Short term days per FTE
8.00	9.16	5.63	3.54
Top 3 sickness absence reasons			
1st by days lost	2nd by days lost	3rd by days lost	
Stress and Mental Health	Musculo-Skeletal	Other	
Stress and Mental Health (% Days Lost)			
Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
27.9%	28.6%	30.3%	32.4%
Stress and Mental Health (Days per FTE)			
Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
2.55	2.57	2.72	2.97

Headcount FTE		
	Headcount	FTE
Communities Directorate	1137	1023.6
People Directorate	2191	1835.8
Resources Directorate	1735	1427.0
Warwickshire County Council	5068	4290.8

Appraisals		
	% of appraisals Financial YTD	% Appraisals Rolling Year
Communities Directorate	10.4%	38.1%
People Directorate	11.5%	24.9%
Resources Directorate	20.0%	38.6%
Warwickshire County Council	14.2%	32.5%

Retention, New Starters, and Leaving Reasons			
	Starters	Retention Rate * Rolling year	Leavers
Communities Directorate	30	91.9%	17
People Directorate	102	85.3%	58
Resources Directorate	46	89.8%	33
Warwickshire County Council	178	88.4%	108
Top Leaving Reason	Resignation	61%	
	2 Retirement	16%	
	4 Mutual Agreement	6%	
	4 End of Contract	3%	
	5 Retirement - Fire	3%	
	6 Deceased	2%	
	7 Did not start	2%	
	8 New Payroll Provider	2%	
	9 Retirement - Ill Health	1%	
	10 Dismissal	1%	
	11 Gross Misconduct	1%	
	12 Failed Probation	1%	
	13 Dismissal	1%	
	14 N/A	<1%	



54.3% Between the ages of 25 and 50 in Warwickshire County Council

32.5% Have not Declared a Sexual Orientation in Warwickshire County Council

Ethnicity (Directorate)	
White British	72.3%
White (non-British)	4.7%
Asian or Asian British	6.9%
Black or Black British	2.1%
Mixed	1.5%
Other Ethnic Groups	0.2%

Notes

Transformation – Structure changes on YourHR are not complete in all areas. Some teams are still being updated on YourHR and this has resulted in both the previous and current team being reported on and some trend not being available. We are monitoring this and discussing any issues with HR to ensure the reporting is robust for future reporting.

30/06/2023

Insights

Please note that for subsequent reporting, changes have been made to the system to reflect the recent restructure. For the 'Sickness absence' tab:

- Teams highlighted in Grey are team names that were accurate previously, but have since changed for subsequent reporting and therefore there will be no data for these teams.
- Team names in red are new team names. If this is replacing an old team's name, this will be indicated in *italics* next to the team name.
- Please note the following caveats:
- For Q1 22/23 and future reporting, 'Other' causes of sickness absence has divided further in order to produce the most accurate picture of sickness absence reasons across WCC. The updated list of 'other' sickness absence is listed on the sickness absence tab.
- An error in the shifts per FTE calculation for Fire and Rescue has impacted figures from Q1 22/23. Figures have been updated within the reporting and this will impact trend figures.

Sickness absence

- WCC target is to reduce sickness absence to 8 days per fte (+/- 1 day). At the end of Q1, WCC actual was 9.16 days per FTE which is above the target range set for 23/24 reporting.
- The Communities Directorate (6.7 days per FTE) is below the target range set for 23/24 reporting. The Resources Directorate is on the target range set (9.0 days per FTE) and the People Directorate (10.9 days per FTE) above the target range set.
- Stress and Mental Health is the top cause of absence for WCC, the same across the Resources Directorate and People Directorate. The top cause of absence for the Communities Directorate is Musculo-Skeletal. For Q1, Coronavirus is the fifth cause of sickness absence for WCC and the Resources Directorate, however the sixth cause for sickness absence within the People Directorate, and the fourth cause within the Communities Directorate.
- The percentage of days lost to Stress and Mental Health for sickness absence has increased from Q1 22/23 (26.4%) to Q1 23/24 (32.4%). There has been an increase in the % days lost to Stress and Mental Health from Q4 22/23 (30.3%) to Q1 23/24 (33.4%). The days per FTE figure for Stress and Mental Health has increased in this time, ending Q1 23/24 with 2.97 days per FTE. Further investigation into the contributing factors for this is ongoing. Wellbeing is actively being monitored using the check-in surveys.
- WCC has lost more time to long term sickness compared to short term sickness. There has been a slight increase in long term days per FTE and a slight decrease in short term days per FTE in this quarter, which is the same as the previous quarter.

Headcount and FTE

- Headcount has increased for WCC in this quarter (5068) and is higher than the same period last year (Q1 22/23 - 4894). FTE has also increased in line with the increase in headcount.
- All three Directorates report an increase in headcount in Q1 23/24, the highest increase within the People Directorate, which relates to Education Services.

Appraisals

- As of the end of June, all Directorates have had a decrease in the percentage of appraisals entered in Your HR compared to the previous quarter.
- WCC percentage of appraisals financial year to date has decreased from Q4 22/23 (38.6%) to Q1 23/24 (32.5%).
- Q1 23/24 is the start of the appraisal season, and therefore appraisal rates may be lower for this quarter.**

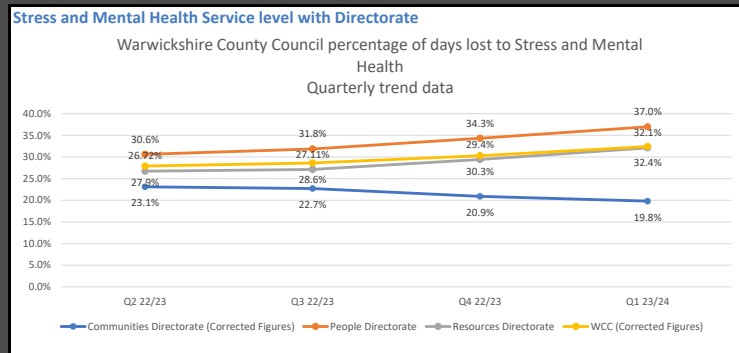
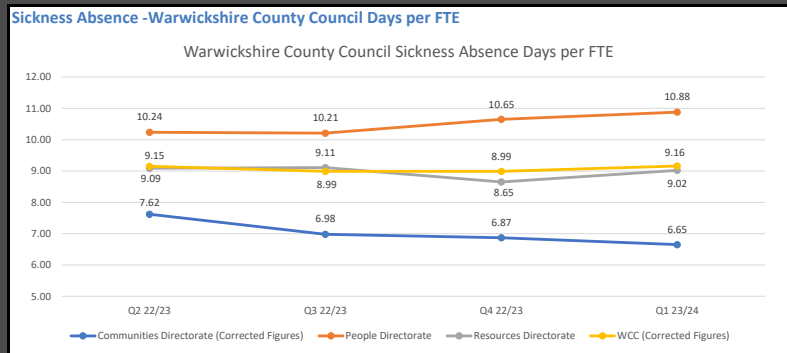
Retention, New starters and Leaving Reasons

- Resignation was the top leaving reason for WCC in Q1 23/24 (61%) which has increased from the previous quarter (56%).
- For WCC, there were more starters than leavers in Q1, which is consistent across all three Directorates. All three Directorates report a decrease in both starters and leavers compared to Q4 22/23.
- Retention rate in the People Directorate (85.3%) is lower than what is reported at the WCC level, however has increased since Q4 22/23 (84.9%). All other Directorates have a retention rate above what is reported at WCC level. There has been an increase in the retention rate across all three Directorates in Q1 23/24.

Demographics

- WCC Workforce comprises of a higher percentage of female employees (70%) compared to male employees (30%).
- Just over half of the WCC workforce are between the ages of 25 and 50 (54.3%).
- The majority of the WCC workforce ethnicity is White British (72.3%)

Sickness Absence - Q1 April 2023 to June 2023



Insights

An error in the shifts per FTE calculation for Fire and Rescue has impacted figures from Q1 22/23. Figures have been updated within the reporting.

The highest percentage of absence was for Stress and Mental Health which resulted in a total of 12647 days lost and accounts for 32% of absence in WCC.

The most frequent reason for absence in the rolling 12 month period is Chest or Respiratory resulting in a total of 1111 episodes of absence. This is 20% of the episodes of absence and 9% of the days lost, suggesting it is the most frequent reason for absence and is a significant cause of days lost.

% of return to work interviews recorded on Your HR

- For Q1 23/24 the % of return to work interviews recorded on Your HR for WCC is 12%, which is a total of 123 return to work interviews recorded from a potential 1051.
- The Resources Directorate (14%) and Communities Directorate (15%) are above the WCC reported percentage of 12%.
- The People Directorate (8%) is below the WCC percentage for this quarter.

Sickness Absence Reasons by Service (days lost)

Directorate	Stress and Mental Health	Musculo - Skeletal	Other
Warwickshire County Council	32%	12%	11%
Communities Directorate	23%	20%	16%
People Directorate	37%	9%	9%
Resources Directorate	32%	13%	10%

Sickness Absence Reasons by Service (episodes of absence)

Directorate	Chest or Respiratory	Coronavirus	Digestive System
Warwickshire County Council	20%	15%	14%
Communities Directorate	20%	16%	15%
People Directorate	21%	14%	13%
Resources Directorate	20%	16%	13%

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Strategic Risk Register Net Risk Scores (after mitigating controls)

4a At the end of Quarter 1, the following 8 of our 19 strategic risks have a red status after allowing for mitigating actions, as follows:

	Highly Unlikely	Unlikely	Possible	Probable	Very Likely
Catastrophic	7. Failure to protect vulnerable adults and communities				
Major	11. Staff health and wellbeing Superseded by Risk 19 and CLOSED 6. Failure to protect vulnerable children and communities	4. Continued covid transmission impacts - CLOSED 8. Disruption to care markets 9. 2030 council climate change targets not met	5. Widening inequalities post pandemic 12. Negative commercial and investment results 13. SEND resources insufficient to meet demand 18. 2050 county climate targets not met 20 Cyber Attack (New)	14. Uncertainty of external influences e.g. government policy	
Moderate	16. Reputational harm	15. Legal, regulatory, or informaiton non compliance	2. Area based regeneration priorities not delivered 3. Education and skills gap widening 19. Workforce (New)	17. Inflation and cost of living	1. Economic growth slows or stalls
Minor		10. Failure to modernise, innovate, and use technology			
Insignificant					

Appendix 4 Cabinet Management of Risk

Appendix 4b – Key Service Risks Summary

Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is 3 points or more over target. At Quarter 1, 20 risks out of 90 are classified as net red risks after mitigating actions. The relevant service area is shown in brackets.

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
<p>Risk level has not exceeded the target for 3 quarters in a row</p>	<ul style="list-style-type: none"> • 63 other risks 	<ul style="list-style-type: none"> • (Adult Social Care) Demand for services and current market forces • (Adult Social Care) Market failure and lack of sustainability in the market • (Communities) SEND and mainstream transport pressures • (Education) Oakley Grove All Through School delay • (Education) Loss of Music Hub Funding • (Education) Increase in Electively Home Educated Children • (Enabling Services) Cyber attack is successful • (Enabling Services) Capital Costs for Education Construction exceed basic need funding • (Strategic Commissioning) Workforce shortages
<p>Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target</p>	<ul style="list-style-type: none"> • (Adult Social Care) Inability to deliver in house services due to increase in demand • (Children and Young People) Children and Young people and vulnerable adults suffer avoidable injury or death • (Communities) Insufficient resources to deliver the Council Plan • (Education) Not meeting statutory duty to ensure sufficiency • (Enabling Services) Your HR Stabilization isn't achieved to a level that optimizes benefits for all users/organizations • (Environmental Services) Affordability of moving the fleet to low carbon • (Fire and Rescue Services) Control Room systems critical failure of ICT system 	<ul style="list-style-type: none"> • (Communities) Transport and Highway scheme delays • (Education) Impact of Covid on learning outcomes • (Education) Being unable to deliver Local Area SEND Inspection Written Statement of Action within required timescales • (Education) Loss of grant income for Adult and Community Learning • (Finance) Insufficient resources to deliver the Authority's Council Plan and priorities • (Fire and Rescue Services) Cyber attacks • (Fire and Rescue Services) Emergency Services Network extension • (Fire and Rescue Services) National power outage • (Fire and Rescue Services) Protection capacity • (Fire and Rescue Services) Reduced On all availability • (Governance & Policy) Increase in data breach and Subject Access Request backlog.

Cabinet

14 September 2023

Youth Justice Plan 2023-2024

Recommendations

That Cabinet recommends to Council the Warwickshire Youth Justice Service Strategic Plan 2023/24, attached at Appendix 1, for approval.

1. Executive Summary

- 1.1 The annual Youth Justice Strategic Plan and its submission to the national Youth Justice Board for England and Wales (YJB) is a statutory requirement under the Crime and Disorder Act 1998. Grant funding from the YJB to Youth Offending Teams (YOT) (Locally called the Youth Justice Service) is reliant on the submission of an acceptable plan within the required template/format.
- 1.2 Youth Justice Plans are required to be signed off by the full council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'.
- 1.3 The Youth Justice Chief Officer Board is a multi-agency group chaired by the Warwickshire County Council Executive Director for People. This Board is responsible to the YJB for the overview and implementation of the Youth Justice Plan. The Plan was agreed by the Board and submitted to the Youth Justice Board on the 30th June 2023.
- 1.4 The Youth Justice Plan covers performance for the period 2022/23 and provides service budgets, operational and strategic developments within the service and partnership, service structure and the Service Improvement Plan for 2023/24.
- 1.5 This Youth Justice Plan sets our vision for the Warwickshire Youth Justice Partnership to deliver great services. The Plan has been delivered with partners and board members through development sessions to consider the priorities moving forward and to ensure we are meeting our commitments to delivering a Child Friendly County and delivering a Child First approach.
- 1.6 In relation to the service's performance against the Key National Performance Indicators, the latest national data for first time entrants (October 2021 – September 2022) show a reduction in first time entrants in Warwickshire, with the Service below both the Youth Offending Team (YOT) Family and National

averages. The two reoffending rate measures also show that the Service's performance is consistently lower than the YOT Family and National averages.

- 1.7 This final indicator compares the number of custodial sentences against the 10 –17-year-old population. Children in Warwickshire in the secure estate is very small. However, the data shows that the rate in Warwickshire (Jan 22 – Dec 22) is 0.09 per 1000 above the YOT Family and 0.02 above the national averages. The Service remains below the West Midlands average.
- 1.8 The plan sets out the Partnership's key local priorities, which are:
 - Prevention of Serious Youth Violence
 - Prevention of and improved intervention for children who present with harmful sexualised behaviours.
 - Embedding the ARC Trauma Informed Model and improving the interventions offer for children
 - Focusing on Core Good Practice – including reviewing all policies, procedures and agreements

2. Financial Implications

- 2.1 There are no direct financial implications for the County Council arising from this report. The Plan will be delivered within existing budgeted resources from the County Council, partners and grant funding from the Government, as set out in Appendix 4 of the Plan.

3. Environmental Implications

- 3.1 None

4. Supporting Information

- 4.1 The purpose of this report is to ask Cabinet to endorse the 2023/24 Youth Justice Plan for onward approval to Council at their meeting on 26 September 2023.
- 4.2 Warwickshire is a high performing Youth Justice Service which continues to develop and utilise its funding to best meet the needs of children. This will include a clear focus on delivering high quality interventions with children and families through a holistic lens.
- 4.3 The actions associated with the Plan will be tracked and monitored by the Warwickshire Youth Justice Chief Officer Board in line with the requirements of the Crime and Disorder Act 1998.

5. Timescales associated with the decision and next steps

- 5.1 The objectives within the plan will be reviewed on a quarterly basis by the Warwickshire Youth Justice Chief Officers' Board

Appendices

1. 2023/24 Warwickshire Youth Justice Plan

	Name	Contact Information
Report Author	George Shipman Head of Safeguarding Communities	georgeshipman@warwickshire.gov.uk
Director	John Coleman Director of Children & Families	johncoleman@warwickshire.gov.uk
Executive Director	Nigel Minns Executive Director for People	nigelminns@warwickshire.gov.uk
Portfolio Holder	Cllr Sue Markham Portfolio Holder for Children & Families	suemarkham@warwickshire.gov.uk

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

Local Member(s): N/A – This is a countywide matter

Other members: Councillors Marian Humphreys, Jerry Roodhouse, and Barbara Brown

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Warwickshire Youth Justice Service

Strategic Plan 2023 / 24



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



Probation Service



Office of the Police and Crime Commissioner for Warwickshire

1. Introduction, vision and strategy

1.1. Foreword

Children involved in the youth justice system, whether harmed by others and or as a consequence of their own behaviour are some of the most vulnerable in Warwickshire. Our aim is for Warwickshire to be a Child Friendly County and our Children's Strategy demonstrates how we will work with parents, carers, children, communities, and other agencies to ensure children in Warwickshire can be the best they can be. It sets out how we will create a Child Friendly County and a safe place for children to grow up and reach their full potential.

The Warwickshire Youth Justice Service has the drive and ambition to deliver the best outcomes for children. Children told us that they wanted to be Heard, Safe, Healthy, Skilled and Happy and these are the five outcomes we are striving for.

The partnership has been successful in improving key performance areas including further improvements in the percentage of children engaged in Education, Training and Employment, and a reduction in children being breached. We have seen an increase in weapons-based offences and work is planned by the partnership to increase the prevention offer, whilst recognising the issue is still low compared to other Local Authorities. Our Partners are committed to working together to ensure both risk and safeguarding is appropriately addressed and that all children are supported to meet these shared outcomes. Our strategic partners drive initiatives within their own organisations that address the risks and challenges faced by our children. An example from the Coventry and Warwickshire Integrated Care Board is the Positive Directions Trauma Vanguard, investing in additional support for children, and supporting to make a whole partnership approach to trauma informed practice.

Warwickshire Youth Justice Chief Officer Board is pleased to share its Youth Justice Plan for 2023/24.

Nigel Minns
Executive Director - People
Warwickshire County Council
Chair of Warwickshire Youth Justice Chief Officer Board

1.2. Executive summary

This Youth Justice Plan sets our vision for Warwickshire Youth Justice Partnership to deliver great services. The plan has been delivered with partners and board members through a development session to consider the priorities moving forward and to ensure we are meeting our commitments to delivering a Child Friendly County and delivering a Child First approach. Staff have also been consulted through a survey and development session



and are provided with updates post Chief Office Board meetings to ensure that there is a strong connection and shared vision and priorities for the service.

This plan is also the beginning of our new journey as the partnership looks to deliver a new three-year strategy, 2024-2027, with a number of planned engagement sessions with children open to the service as we look to deliver a vision of where the service wants to be in 2027; alongside engagement activities with staff, volunteers and partner agencies.

The plan builds on the progress made in 2022/23 and sets out a commitment to further expand our prevention offer alongside other initiatives such as the Ministry of Justice funded Turnaround Project and the Coventry and Warwickshire Positive Directions Project, funded as the West Midlands Trauma Vanguard (NHS England).

The plan sets out the Partnership's key local priorities:

- Prevention of Serious Youth Violence
- Prevention of and improved intervention for children who present with harmful sexualised behaviours.
- Embedding the ARC Trauma Informed Model and improving the interventions offer for children
- Focusing on Core Good Practice – including reviewing all policies, procedures and agreements

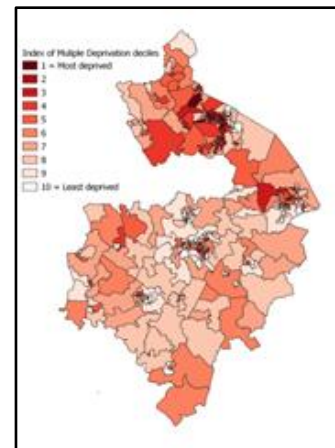
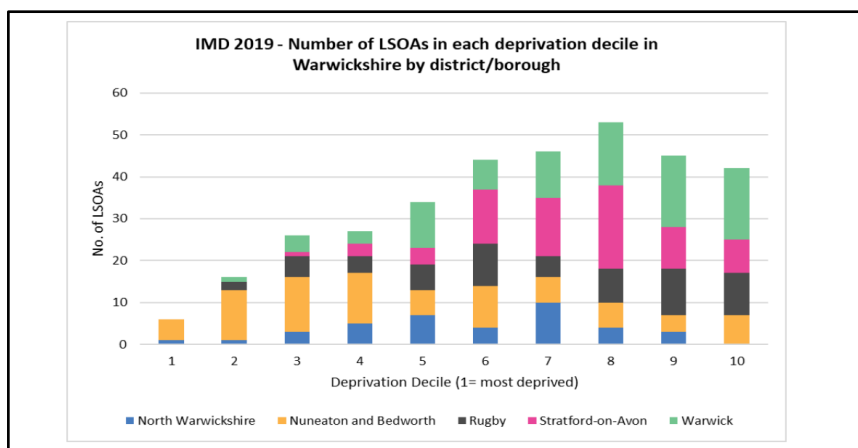
1.3. Local context

Warwickshire is an average sized English County covering an area of almost 2000km², its boundaries running some 100km north to south. Warwickshire has a population of 596,773 (Census 2021) with approximately 54,314 children between the ages of 10-17 years. The population of Warwickshire is predicted to increase by 14.7% by 2043, taking the projected population to 684,310.

Despite the majority of the population within the main towns of the county, a third of Warwickshire is rural in nature (19% classed as rural town/fringe and 14% rural village/dispersed).

Warwickshire is a two-tier local authority and comprises five Districts and Boroughs: North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford on Avon and Warwick. The county lies to the south and east of the West Midlands region and established links with Coventry, Birmingham and Solihull within the region.

Warwickshire is comprised of 339 Lower Super Output Areas (LSOAs) of which 6 are in the mode deprived decile; 5 in Nuneaton and Bedworth and 1 in North Warwickshire. A further 16 LSOAs are in the second most deprived decile.



The largest ethnic group of children in Warwickshire is the “White” category and this accounts for 84.9% of the 10–17 population. The 10-17 population is more diverse than the rest of the Warwickshire population where 92.6% of those aged 18+ are recorded as white.

The “Asian or Asian British” ethnic group is the second largest at 6.89% of the 10–17 population. Other low level ethnic groups selected by more than 1% of the 10-17 population were within the “Mixed or Multiple: ethnic groups” at 5.4%, “Black, Black British, Caribbean or African” at 1.64% and “Chinese or other ethnic groups” at 1.12%.

There has been significant growth in global majority groups in Warwickshire in the last twenty years. In the 2001 census, 8.3% reported an ethnic group other than white, compared with 20% in the most recent 2021 census.

Warwickshire has a strong performance for 16- and 17-year-olds in Education, Employment or Training (2021) at 94.71% above both the England and West Midland averages.

Warwickshire Youth Justice Service and its partnership board understand the critical importance of understanding the different contexts across the county and how these should inform and shape services and interventions to children. Our response works in collaborating with wider partners, focused on the county’s levelling up agenda, so that we look to address sometimes inter-generational need to impact on some of the underlying causes of children’s offending.

1.4. Vision

Our collective vision for children in Warwickshire is to be truly a Child Friendly County. As a county we have a collective mission to create opportunities, lasting and positive changes for children, through our Child Friendly Warwickshire Strategy. This can be seen through the commitment of numerous partners from Warwickshire Police, Coventry and Warwickshire Partnership Trust (who deliver the RISE CYP Mental Health Service), District and Borough Councils, South Warwickshire NHS Foundation Trust to local businesses and community organisations.



Children in Warwickshire told us their views and aspirations and both as a Service and as a partnership we want to be a county where the voices, needs, priorities and rights of children are ingrained across the county. Our aim for children is for them to:

- Be Heard – have a voice to shape where they live
- Be Safe – have secure, safe and stable home lives
- Be Healthy – have access to the health services they need
- Be Skilled – enjoy the learning they need to achieve their goals
- Be Happy – enjoy growing up in a county full of opportunities.



1.5. Strategy

The Youth Justice Service sits under the current Children and Young People Strategy 2021-30 which focuses on our Child Friendly Warwickshire aims noted above. The Strategy incorporates the focus on increased participation and engagement with children and young people and on reducing offending.

As a Youth Justice Partnership, we have begun our journey to have a dedicated three-year Youth Justice Strategy, 2024 – 2027. Work on this has so far included consultation with Youth Justice Service colleagues via a survey and development session, a development day with the Youth Justice Chief Officer's Board and increased engagement with children open to the Service with several key consultation activities taking place in 2023. Further work is also planned with parents of children supported by the service, to hear the voice of our service's volunteers alongside the triangulation with our local contextual information and our place within other local strategies. These include our County Serious Violence Prevention Strategy, Local Criminal Justice Board Priorities and the Police and Crime Plan.



The triangle details the main strategies across the County Council and partner agencies particularly relevant to the Youth Justice Partnership.

2. Child First

The Service is committed to the principle of child first and whole family working as part of its service delivery, ensuring the Youth Justice Board's (YJB) Child First four tenet's principles are at the heart of service delivery:

- **See children as children:** Prioritise the best interests of children, recognising their particular needs, capacities, rights, and potential. All work is child-focused and developmentally informed
- **Develop pro-social identity for positive child outcomes:** Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society
- **Collaboration with children:** Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers
- **Promote diversion:** Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

The work of the Youth Justice Service is underpinned by a relational and restorative practice model not just with how we work with children and families but as our approach to working across the partnership and with each other. The commitment to this approach is seen not just

across Children and Family Services but across the whole council and with our partner agencies.

The Service's practice model is underpinned by 3 areas:

- Restorative Practice
- Motivational Interviewing
- ARC Trauma Informed Model

Warwickshire Youth Justice Service has long been a champion of these three areas; however, the most notable change has been the introduction of a model for our trauma informed practice in March 2023 and is now being embedded across both our Youth Justice Service and co-located Family and Adolescent Support Service. Warwickshire were previously the first Youth Justice Service in this Youth Justice Board region to pilot the ACEs (adverse childhood experiences) research to assist in an understanding of serious offending behaviour and this led to a roll out across the wider West Midlands region. The new ARC model is supporting staff to really embed their Trauma Informed Practice in all areas of work and will shortly be supported by a Trauma Lead Practitioner who will work across both Service areas to really drive this approach and then support it being embedded across all of Children and Family Services over the coming years.

Warwickshire Youth Justice Service and the Family and Adolescent Support Service, alongside Coventry Edge of Care Service, have received funding from the Coventry and Warwickshire Integrated Care Board as the West Midland's Trauma Vanguard. This has not only seen the introduction of additional roles within the Service but is leading to a whole system awareness of Trauma Informed Practice across partner agencies in Warwickshire.

3. Voice of the child

Warwickshire Youth Justice Service has used a number of formal and less formal mechanisms to ascertain the voice of the child, with a view to ensuring that their voice is heard and acted upon to shape services wherever possible. It is acknowledged however this is an area that the Service and Board are committed to further strengthening in 2023/24 and beyond.

Warwickshire Children and Families has a particular strength with the participation work that it completes with children, including Children in Care, Children with SEND and leading on areas such as the Youth Council programme. This has continued to develop over the last few years and Voice, Influence and Change Team was launched at the end of 2022 to further develop this critical area of work. With funding from the Trauma Vanguard (NHS England) a Participation Officer was recruited and started in January 2023 and alongside, further Youth Justice funding will be in place at least the next few years to focus on work with children open to the Service.

A Development Plan was confirmed in March 23 with a 12-month plan of work currently in place. Work has included meeting with children open to the Service, development of YP led information such as the Turnaround Information Leaflets and organising workshops for the service to embed this practice across the Service. An example of this is young advocates from Leaders Unlocked will be facilitating a training session with the Service in July. Leaders

Unlocked as an organisation enable children to have a stronger voice and influence over the issues that affect their lives. The young advocate project established in partnership with the alliance of youth justice are a group of 12–21-year-olds that have experience of the youth justice system. The aim of the session will be to inspire practitioners and hear the voice of those who have lived experience of the criminal justice system. The session will enable further reflection on the many ways in which the service can support children's participation in the service and how they can influence service delivery and change. The young advocates are also advising us on how best to capture feedback from children, so that this is authentic, asks the right questions and maximises opportunities for children to provide feedback.

4. Governance, leadership and partnership arrangements

4.1. Introduction

The Crime and Disorder Act 1998 set out the establishment of Youth Offending Teams and the duties on some key agencies for both the delivery and governance of the service, through often termed Youth Justice Management or Partnership Boards.

Section 38 (1, 2) identifies the statutory partners and places a duty on them to co-operate to secure youth justice services appropriate to their area. These statutory partners are:

- The local authority (this includes children's social care and education).
- The police.
- The probation service.
- Health.

The Youth Justice Chief Officer Board undertakes this role in Warwickshire and has oversight of the effectiveness of the service and its strategic direction whilst providing effective challenge.

4.2. Chief Officer Board

Warwickshire Youth Justice Chief Officer Board meets on a quarterly basis in addition to an annual development day. The Board benefits from active membership from all statutory partners at an appropriate grade of strategic responsibility. The Chair of the Board is the Executive Director of People at Warwickshire County Council who holds the statutory roles of Director of Children's Services and Director of Adult Social Services, as well as overseeing the Director of Public Health.

In addition to the statutory requirements of the Crime and Disorder Act 1998, (Social Care, Probation, Police, Health and Education) our Chief Officer Board benefits from attendance from a range of further partners including our Deputy Police and Crime Commissioner, the local Chair of the Magistrates Youth Panel, and Director of Operations for Children and Young People's Mental Health. Full Board membership is outlined in Appendix One, Strengthening the link between the Service and the Chief Officer Board has been a high priority for the service particularly considering the impact of the Pandemic previously. This includes Practice Spotlights at the beginning of each board which is where a Child Facing

Worker or on occasion Manager share an area of practice within the service so the board can hear about this work including the quality, impact and outcomes as well as being sighted on some of the challenges and complexities. In 2022/23 Practice Spotlights have included the work of the Service's Speech and Language Therapist, Parenting Worker and the role of the Court Worker linked to recent discussion on our new remand strategy.

Feedback is now shared following each Chief Officer Board to the Service through the Head of Service's monthly blog, as well as through regular discussion with the Management Team again hoping to continue links between Practice and the Board.

Chief Officer Board members are also invited to participate in the regular cycle of file auditing by shadowing a senior manager in the moderation process. This provides a snapshot view of a detailed approach and Board members can understand the challenges and diligence in the work in a time efficient way.

The Chief Officer Board receives a detailed performance report each quarter which provides information in respect of trends including location, type and severity of offences, gender, ethnicity, sentencing, use of Secure, Risk and Protective factors, Safeguarding and Need. This information is actively discussed and provides lessons about the future prioritisation of resources and approach.

4.3. Strategic partnerships

The Head of Safeguarding Communities is a member on:

- Safer Warwickshire Partnership Board
- Warwickshire Violence against Women and Girls Board
- Warwickshire Local Criminal Justice Board
- Warwickshire MAPPA Board
- Warwickshire Prevent Board
- Warwickshire Safeguarding Children's Partnership
- Warwickshire Safeguarding Exploitation Subgroup
- Warwickshire Serious Organised Crime Joint Action Group – Strategic
- Warwickshire Drug and Alcohol Strategic Partnership
- West Midlands Youth Justice Heads of Service Meeting

The Service is also engaged in a number of other Strategic and Operational Meetings including:

- Warwickshire Serious Organised Crime Joint Action Group – Tactical
- Warwickshire MAPPA Panel
- Warwickshire CHANNEL Panel
- Warwickshire Victims and Witnesses Forum
- Warwickshire Reducing Reoffending Board
- Warwickshire Early Help Partnership



- District Anti-Social Behaviour Forums
- District and Borough Community Safety Partnership Meetings
- Rape and Serious Sexual Offences Meeting

4.4. Operational delivery

Warwickshire Children and Families Service undertook a service transformation in November 2022, which saw the embedding of a number of project funded initiatives and ultimately saw an increase in child facing roles but a reduction in some management positions across the Service. The change saw two additional roles funded in the service but did see some changes above First Line Managers notably the Head of Service Role having a wider scope for Children and Family Services.

The newly named Head of Safeguarding Communities is the Head of Youth Justice and oversees the:

- Children and Families Front Door
- Initial Response Service (Assessment)
- Adult and Children's Emergency Duty Service
- Warwickshire Youth Justice Service
- Family and Adolescent Support Service
- Harmful Sexual Behaviour
- Caring Dads (Father's Domestic Abuse Intervention Programme)

Under the Head of Safeguarding Communities are two Youth Justice Operation Managers who line manage three Team Managers each, with one Operation Manager leading on Harmful Sexual Behaviours and the other Caring Dads which are services available across Children and Family Services.

The Service currently has the following specialist workers from partner agencies:

- Police Officers x 2
- Probation Officer
- Speech and Language Therapist (New role in 22/23)
- Substance Misuse Officers x 2
- Specialist Mental Health Practitioners x 2

To assure effective partnership working, Service Level Agreements (SLA) exist between the Youth Justice Partnerships and key partner agencies, including Warwickshire Police, Probation Service, Coventry and Warwickshire Partnership Trust and Children's Social Care with emphasis on Children in Care, Substance Misuse and Speech and Language. All SLAs are to be fully reviewed in 2023/24 and subject to annual reviews moving forward. All SLAs will cover the designated roles, accountabilities, recruitment processes, supervision, practice and delivery of services, and management of performance.

We utilise our grant and partner agency funding to deliver the support required to meet the needs of children open to the service or as part of our wider contribution to prevention. In 2022/23 we now have access to a Speech and Language Therapist, a permanent Parenting Worker and have enhanced our training offer to colleagues. Utilising funding as part of the Trauma Vanguard we have recruited four additional roles including the Participation Worker and a Resettlement Worker. Through the Ministry of Justice funded Turnaround Project we have also recruited two additional practitioners.

In 23/24 we will have a focus on increasing our Prevention Offer and will recruit two Youth Workers and have in a place a more dedicated and clearly defined prevention offer. We will also make the Speech and Language role full time, having seen significant impact from the role both for individual outcomes for children and a significant reduction in breaches.

5. Board development

The Board continues to evolve as the partnership looks to focus on particular areas and as the needs and offer of the Service changes. In the second half of 2022/23 the board has added the Operation Manager for Voice, Influence and Change and the Education Representation has changed responding to the challenges around 16- and 17-year-olds.

In 2023/24 the board will also include the Director of Public Health and the Operation Manager for Assurance and Development which includes both Workforce Development and Service Improvement.

The YJB Head of Oversight has played an active role in the board including presenting information to the board and supporting Board Development activities. In 23/24 the Youth Justice Board will be represented by the new YJB Oversight Manager for the West Midlands.

6. Progress on Previous Plan

6.1. 2022/23 priorities progress

Prevention and Diversion

The Service had a focus to further develop its Prevention and Diversion Services. In this period the Out of Court Disposal Process has been reviewed and new updated process are now in place. Alongside partnership scrutiny which continues to demonstrate the Out of Court Panel is making appropriate and consistent decision making.

Investment from the Ministry of Justice in the form of the Turnaround Project came in place in November 2022 which the Service has invested in two dedicated practitioners. A lot of progress has been made, in particular supporting children who are Released Under Investigation and links have been further strengthened with our District Anti-Social Behaviour forums thanks to a clearer offer of intervention being available.

Child Exploitation and Serious Violence

Children and Family Services have invested in a 'case accountable' adolescent service, in the form of the Family and Adolescent Support Teams from January 2023. This is an exploitation and extra familial harm focused service with a multi-disciplinary approach delivered through three Area Teams and a Central Team leading on the development of Contextual Safeguarding.

The Service is co-located with the Youth Justice Service and Barnardo's (Commissioned by the OPCC) and joint work/roles are being considered in 23/24 including a School Nurse to increase the physical health offer across both Services.

Both Services have also been involved in the successful bid to have delegated responsibility for National Referral Mechanism (NRM) for children under the age of 17 and a half years. The Home Office have been very complimentary in regard to both the bid and successful implementation in Warwickshire with managers across both Services actively involved alongside partners from a number of agencies.

Restorative Justice

A lot of work has taken place to support the recruitment of additional volunteer panel members due to a steady decline. A successful recruitment campaign has seen 8 volunteers sign up to complete Panel member training in early 23/24.

Focused work has also taken place to increase the variety of placements with work almost concluded to have placements with the RSPCA and a dementia friendly allotment plot.

6.2. Other developments

Participation

Through the developments of the Trauma Vanguard a separate proposal was put forward for a Participation Worker focused on children open to the service, alongside supporting engagement with both Warwickshire Police and Warwickshire's Office of the Police and Crime Commissioner to explore further opportunities to support engagement of children and to hear their voice. Discussions have included having a children's panel during Chief Officer Recruitment and consideration of a Youth Police and Crime Commissioner type volunteer role.

7. Resources and services

The Chief Officer Board is committed to ensuring that the service delivers effective services for children whilst ensuring value for money as a publicly funded body. How the service utilises its resources have changed over time, with a greater focus on prevention and diversion activity with a reduced cohort of children on community or custodial disposals.

The Local Authority investment alongside the Youth Justice Board Grant see the biggest investment in the service supported by commitments from a range of partners including Warwickshire Police, the Police and Crime Commissioner, Health and the Probation Service.

The outline of partnership contributions, Appendix Four, confirms that the service is well resourced and has the ability to respond the needs of the county. At the time of this plan the Youth Justice Board Grant for 23/24 has not yet been confirmed.

Examples of how investment and innovation has been influenced in 22-23 by the Service direction of travel include:

- A full time Parenting Role been established in the service, to bring focus to working with parents and carers.
- A Service Development Officer positions to support with the development of the Trauma Vanguard and Turnaround funding. The role also has a focus on service improvement and works closely with managers to project manage improvements across the service and learn from best practice.
- A Data Improvement Officer position has been newly recruited to support with reporting for the Trauma Vanguard, to ensure that the information on ChildView is to a high standard and to support the service's preparation for the new Key Performance Indicators from 23/24.

As we continue into 23-24, we will progress further with several new initiatives including:

- Establish and recruit two Youth Worker positions to further enhance the service's prevention offer.
- Invest in an Interventions Hub to support child facing practitioners to have up to date child friendly resources to use.
- Improve the offer to children that require support at weekends by improving the offer of interventions available.
- Alongside the Family and Adolescent Support Team look to recruit a School Nurse to support the physical health needs of children who may have unmet health needs. The Services will also work together to recruit a Trauma Lead Practitioner to embed the use of the ARC model across both services.

The Chief Officer Board is satisfied and has visible evidence that all statutory partners are committed to the support of our service and that resources utilised to develop a multi-agency approach.

8. Performance

8.1. Introductions

The Ministry of Justice have developed 10 new national Key Performance Indicators (KPIs) which have been implemented from the 1st April 2023. It is recognised that nationally, the number of children entering the system with a statutory disposal has fallen significantly, however Youth Justice Services are working with increasingly complex caseloads. The aim of the KPIs is to help improve the understanding how YJS partnerships are responding to this different context and to reflect the areas that are strategically important in delivering effective services for children.

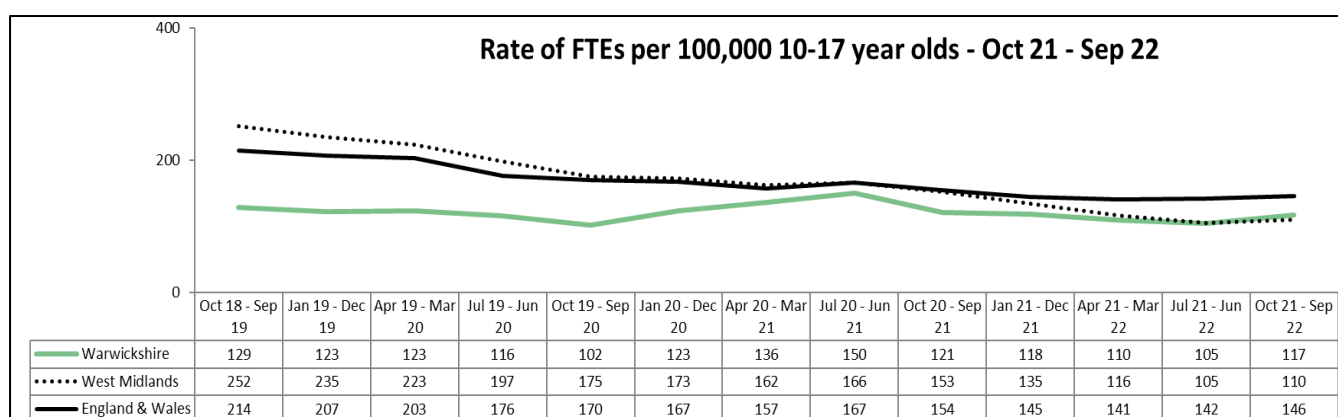
The key performance indicators used in 22/23 will continue to be reported on moving forward, these are the:

- binary reoffending rate
- frequency of reoffending
- first time entrants
- use of custody

8.2. National key performance indicators

First Time Entrants to the Youth Justice System (FTE)

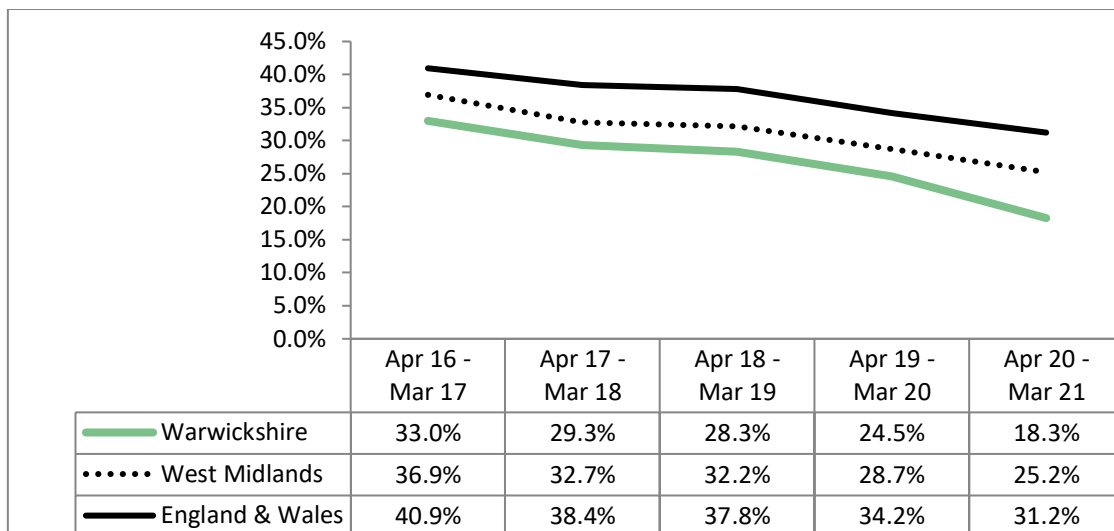
The first-time entrants indicator is expressed as the number of first-time entrants per 100,000 of 10–17-year-olds. The latest national data for first time entrants (October 2021 – September 2022) show a reduction in first time entrants in Warwickshire, with the Service below both the YOT Family and National averages.



FTE PNC Rate per 100,000 of 10-17 population	Warwickshire	West Midlands	YOT Family	National
October 2021 - September 2022	117	110	126	146
October 2020 - September 2021	121	153	132	154
% change from selected baseline	-3.5%	-27.9%	-4.3%	-5.2%

Reducing reoffending

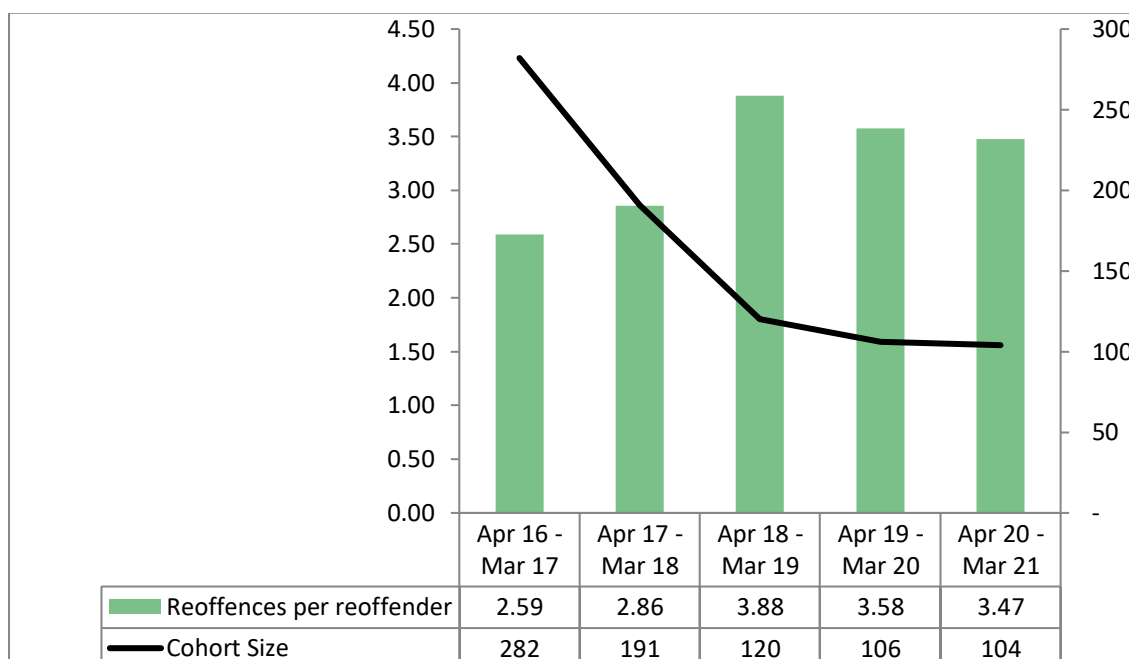
The binary reoffending rate measures, in its simplest format, whether children in the cohort have reoffended. The latest national data that is available is from April 20 to March 21. The table and data below show that the Service’s performance is consistently lower than the YOT Family, West Midlands and National averages.



	Warwickshire	West Midlands	YOT Family	National
Percentage of offenders who reoffended: Apr 20 – Mar 21	18.3%	25.2%	27.9%	31.0%
Percentage of offenders who reoffended: Apr 19 – Mar 20	24.5%	28.7%	31.8%	34.0%
Change from Baseline	-6.26	-3.48	-3.9	-3.01

The Warwickshire reoffending rate of re-offences per reoffender is now lower than the YOT Family and the National rate but is prone to spikes depending on the cohort.

Reoffences per reoffender and cohort size taken from YJB YOT Data Summary 113

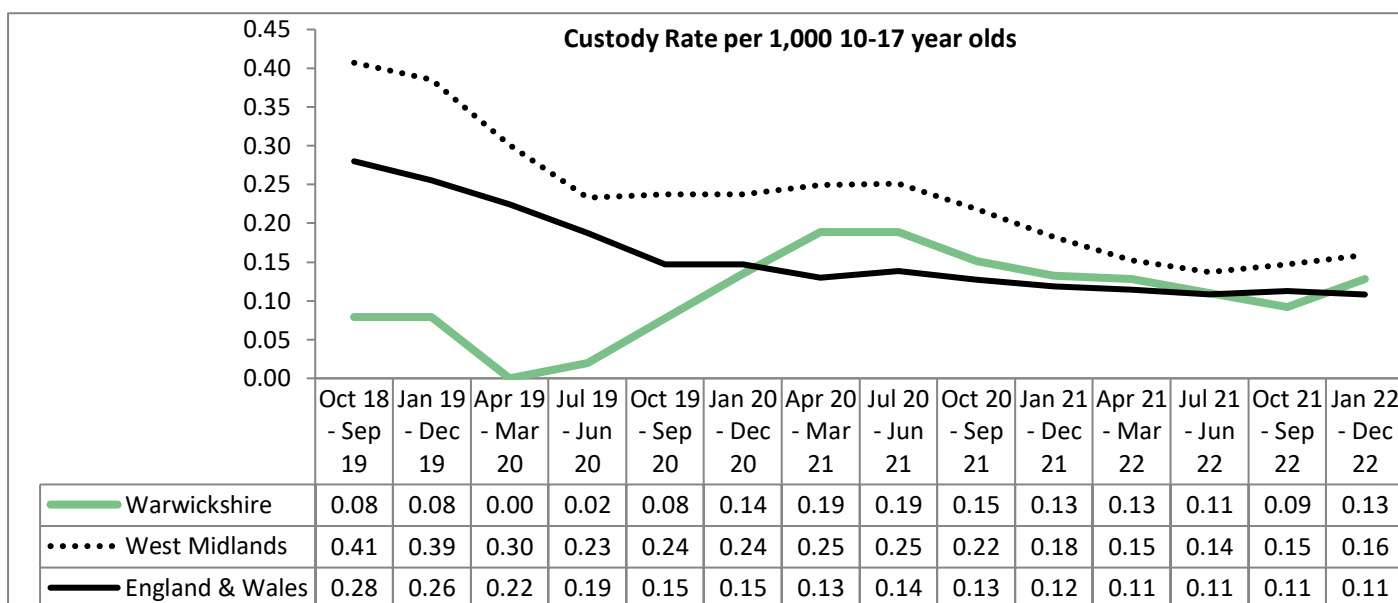


Comparative Reoffending Rate Data from YJB YOT Data Summary 113

	Warwickshire	West Midlands	YOT Family	National
Reoffences per Reoffender: Apr 20 - Mar 21	3.47	3.26	3.71	3.54
Reoffences per Reoffender: Apr 19 - Mar 20	3.58	3.73	3.6	3.64
Change from Baseline	-2.9%	-12.6%	2.8%	-2.9%

Reducing the Use of the Secure Estate

This indicator compares the number of custodial sentences against the 10 –17-year-old population. Children in Warwickshire in the secure estate is very small and therefore there is sometimes complexity when understanding percentage comparators. The data below shows that the rate in Warwickshire (Jan 22 – Dec 22) is 0.09 per 1000 above the YOT Family and 0.02 above the national averages. The Service remains below the West Midlands average and there has been some consistency of the current rate, compared to the same time period, for the last two years.



8.3. New key performance indicators (from April 2023)

Suitable accommodation

The Service has completed a test run of this new Key Performance Indicator for April and May 23. This has highlighted where some of the gaps are in practitioner’s recording and is being addressed alongside further guidance on all key elements of recording now required for the new indicators.

The test run of the new indicator has 100% in suitable accommodation where it has been recorded, however 7 records had not recorded the suitability.

Education, training and employment (ETE)

As a key desistance factor ETE performance has continued to be tracked by the service. Performance in this area was highlighted as an area in need of improvement and additional education focused capacity was brought in two years ago. This sees a practitioner attend Warwickshire's Fair Access Panels, liaising with Prospects to provide support for the above school age cohort and ensures that all children not engaged in education, training and employment (NEETs) are being reviewed. Since then, notable progress has been made when compared to both 21/22 performance and the 3-year service average.

Children in Suitable ETE at the End of Intervention	Totals Q1-4 21/22	Totals Q1-4 22/23	3 Year Average
% School age children in suitable ETE	79%	93%	70%
% Children above statutory school age in suitable ETE	60%	73%	54%

Further focusing on ETE is planned for 23/24 with development work planned with Services in the Education Directorate including the attendance team and 16+ learning. The service is well prepared to be able to report on this new indicator.

Special educational needs and disabilities/additional learning needs

There are no concerns for the service in relation to reporting on the new SEND indicator. In the performance testing of the new indicators, four children were receiving SEND support of which two had an EHCP.

As part of the Service's preparation for this new key indicator data for 22/23 has been reviewed. This information showed that in 139 interventions the child had a Special Educational Need and of those 43 had an Education, Health and Care Plan.

Mental health care and emotional wellbeing and Substance Misuse

For the new mental health care indicator and substance misuse indicator, during the test, it was highlighted the need to clarify the recording by practitioners at the referral stage. Again, further guidance will be provided to practitioners to ensure all the appropriate information is available to the service to report on both of these indicators accurately moving forward.

Out-of-court disposals

The service reports on some Out of Court disposal information as part of its quarterly reporting to the service's board. The end of year reporting found that the number of Youth Conditional Cautions has increased over the year, with a large reduction in the usage of Youth Cautions. Of the seven children receiving a Youth Caution 3 declined the offer of a voluntary intervention, three were already on other interventions and 1 accepted the offer of an intervention.

Information was available as part of the testing completed on the new KPIs. However again some elements were missing and improving the recording of the required fields will enable accurate and timely reporting of this indicator moving forward.

Links to wider services

The Service works very closely with colleagues across Children's Services strengthened by its new position alongside services such as the Front Door (inc MASH), Initial Response and the Family and Adolescent Support Service. The service reports on those children previously known and currently open to Children's Services as part of its quarterly data, and all practitioners have access to the Children's Social Care System.

Work is ongoing with our colleagues in IT to introduce new software which will more seamlessly compare data between ChildView and Mosaic (Children's Services Case Management System).

Management board attendance

Management Board attendance is already monitored and can be seen in Appendix Two. The Service sees good attendance from its Board members and action is taken as required where appropriate engagement is not in place. The Board has been further strengthened with some additions at the end of 22/23 and moving into the new reporting year, including the Director of Public Health and the Operation Managers for Voice, Influence and Change and the Quality & Impact, which include workforce development.

Serious violence

Serious Violence is recorded in line with the YJB definition as any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence. Warwickshire has seen an increase from 16 offences in 21/22 to 33 offences in 22/23. This increase lies in an increase in drug related offences, from 0 to 13 and increase in the numbers of robberies, from 9 to 15 in the last year.

As a service we can report on this information and will continue to be an area of key scrutiny due to the large increase noted over this period.

Victims

Currently the service keeps some information manually in respect of it monitoring contact with victims of crime. Within the test run for reporting on the victims indicator it is clear that the current process is not at the required standard to accurately report against this indicator. The Service's Data Analyst is currently in liaison with the software provider to have the report refined.

9. Priorities

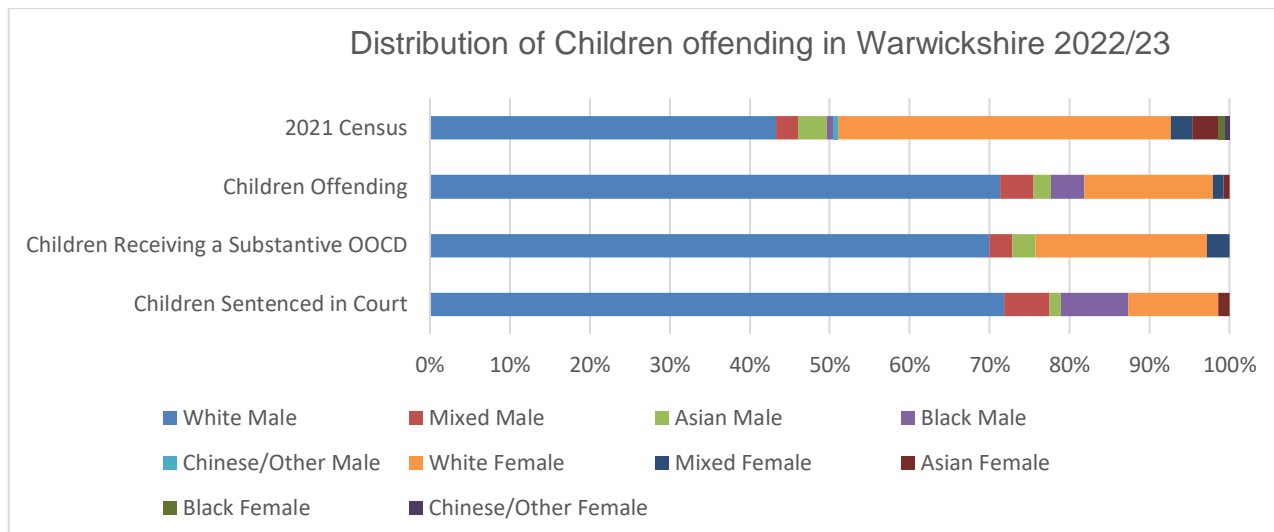
9.1. Children from groups which are over-represented

Addressing disproportionality is a priority both for the Youth Justice Board and locally for the Chief Officer Board. There is a lot of recent research published in relation to the disproportionate representation of children from Black and Global Majority heritage.

Warwickshire as a county is becoming more diverse, however just 15% of the county are from these communities. The table below shows the distribution of the Warwickshire



population taken from the Office for National Statistics 2021 Census data using a custom dataset to identify the Warwickshire 10–17-year-old population.



The offending population of individual children who have received a substantive outcome in 22/23 shows White males are over-represented, as well as males of Mixed and Black ethnic origin. The disproportionality for males of Mixed and Black ethnicity is present in the population of children offending but this becomes more marked when analysed as a proportion of children sentenced in court.

Through having a smaller cohort more detailed understanding can be obtained. A good example of this can be demonstrated from the tables below, as the number of children open to the Service who are black is low, and the difference having a directly proportionate cohort is three children (Warwickshire 0-17 population who are Black is 1.7%)

Number of Children offending by Gender and Ethnicity	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	102	6	3	6	0	4	121
Female	23	2	1	0	0	0	26
Total	125	8	4	6	0	4	147

Distribution of Children offending by Gender and Ethnicity	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Unknown	Total
Male	69.39%	4.08%	2.04%	4.08%	0.00%	2.72%	82.31%
Female	15.65%	1.36%	0.68%	0.00%	0.00%	0.00%	17.69%
Total	85.03%	5.44%	2.72%	4.08%	0.00%	2.72%	100.00%

The service has plans for 23/24 to engage staff in training on equality, diversity and unconscious bias. To work with the Council’s Equality, Diversity and Inclusion Lead to



ensure work is in place to enable the service's workforce to effectively represent the communities in Warwickshire.

9.2. Prevention

Prevention is defined by the YJB as 'support and intervention with children (and their parents/carers) who may be displaying behaviours which may indicate underlying needs or vulnerability. In practice this involves a tiered approach of early and targeted prevention. The aim being to address unmet needs, safeguard, promote positive outcomes and stop children entering the formal youth justice system.

Warwickshire Children and Families Services continues to invest in its Early Help Services, this can be seen in over 3,000 children being open and in receipt of early help support. The Service has also invested in additional Youth Workers to deliver a range of services including one to one direct work, group work and youth clubs across several venues countywide. This means that many children that open to the Youth Justice Service have had some sort of previous Children's Services involvement.

In November 2022, the Service received Ministry of Justice funding for the Turnaround Programme. This has enabled the service to recruit two new practitioners to support children who have been arrested, released under investigation or concerns around anti-social behaviour. This offer is being further strengthened in 23/24 with support available from the service's Speech and Language Therapist.

The Board have agreed that the further development of the Service's prevention offer is a high priority. The Service will recruit two Youth Workers, to be able to deliver work with children, and to respond to concerns which may occur in schools as required. The service will have by the first half of 23/24 devised a clear prevention strategy and a clear remit of the work to be delivered by the service, as well as the wider offer delivered by the partnership. The service will also consider purchasing bespoke prevention activities in certain areas if and where this is felt would make impact. This approach will align with the Safer Warwickshire Serious Violence Prevention Strategy, which places prevention through schools at the heart of its three priorities: -

- Prevent violence before it happens
- Respond to the immediate risks
- Long term care and support

9.3. Diversion

The out of court disposal panel has been running since 2018 within Warwickshire. In February 2023, a full review of the out of court process was undertaken in order to ensure the process was working as expected and delivering the best results for children. The Service has worked closely with Police colleagues in reviewing the process. Diversion is defined by the YJB as the process 'where children with a linked offence receive an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting

children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices.'

The review has seen several changes this included an updated approach to our practice expectations which have been pulled through in to more relevant and streamlined procedures. The panel will now be chaired on a rota basis by team leaders, ensuring accountability and knowledge spread across the whole management team. The Joint Decision-Making Process form has also been reviewed as it was too lengthy in its previous format and the new form ensures that where information is shared across services it is both relevant and proportionate.

The panel is attended by colleagues across Children and Families and Police to ensure that decisions are made with full knowledge and understanding of the child's journey and other support that is available across our wider services.

Quarterly Scrutiny Panels are held in the county of which the service is a core member. These are chaired by Magistrates and are an arena in which to scrutinise panel decision making and review any good practice or learning for Out of Court Panel members.

9.4. Education

As noted earlier, significant progress has been made in children's attendance in suitable education, training or employment at the end of intervention, with school age children this now reaching 93% and for children above school age up to 73%.

Children in Suitable ETE at the End of Intervention	Totals Q1-4 21/22	Totals Q1-4 22/23	3 Year Average
% School age children in suitable ETE	79%	93%	70%
% Children above statutory school age in suitable ETE	60%	73%	54%

Education was given additional focus by the Service two years ago which saw the investment in a dedicated Education Worker for the service. This role enables more dedicated time in to resolving challenges with schools and other education providers and engagement in other forums including in the Fair Access Panel process.

The management board receives regular reports on the ETE status of children open to the service and advised of any barriers or challenges to securing appropriate placements. The Board was strengthened by a new Education Representative and further discussions have taken place in relation to improved data sharing on attendance and opportunities for working together where children may be on a part time timetable or at risk of exclusion.

9.5. Restorative approaches and victims

The service benefits from an overarching restorative practice approach within Children and Families Services and within the Service a Team Manager who has a victim support and restorative justice pathway. Alongside the Operations Manager, the Team Manager leads on the continuous improvement of services to victims and restorative justice.

The service ensures allocation of all victims to an experienced victim lead practitioner for court outcomes and seconded police officers for out of court outcomes. This enables compliance with the Victims Code of Conduct for all tiers of outcome, to hear the impact of the offence on the victim and offer the full continuum of restorative justice options. This is monitored through a fortnightly quality assurance process which checks system recording with outcomes received.

The Service is continually looking for opportunities to create shift in the child's thinking about the victim, for example for an offence of assault against an emergency worker, where the victim themselves feel unable to take part in restorative options themselves, the seconded police officer will meet with the child to explain the impact of this offence. Where consent is given, the victim practitioner also ensures the voice of the victim and the full impact of the offence for the victim is present within all Pre-Sentence Reports. Victim voice is an agenda item on all multi agency Risk Management Meetings and Out of Court Decision Making Panels.

The service is a member of the Local Criminal Justice Board's Victim and Witness Forum which meets quarterly and seeks to share best practice, identify blockages and barriers for victims within the Criminal Justice System. The Service is also key members of the local Anti-Social Behaviour District Forums across Warwickshire which reflects on emerging issues which impact the community. The service is actively seeking ways to connect with the community and offer restorative opportunities where possible.

The Service continue to develop opportunities for children to undertake meaningful community-based reparation projects. Where possible direct reparation for corporate victims is always considered, for example current liaison with Coventry Football Club following a disturbance at the ground with flares.

The Service recently held a community open day to support the recruitment of referral order panel volunteers. There is continual investment in the development of community volunteers for example recent Speech and language input from the Service's SALT Practitioner and they will be undertaking further trauma training over the next year. The Referral Order Co-ordinator oversees all practice within referral orders and enables immediate reflection and learning from all panels to support panel member's practice.

9.6. Serious violence and exploitation

The Local Authority was successful in its application to pilot devolved decision making for the children's NRM Process. As part of the application an NRM Coordinator has been recruited which has helped both the smooth introduction of the process and Warwickshire's approach, as well as an opportunity to upskill professionals in Modern Day Slavery and the NRM Process. Excellent feedback has been received from the Home Office and timescales for decisions are significantly reduced for children in Warwickshire going through the process.

The Youth Justice Service is a named Specified Authority in the Serious Violence Duty, as set out under the Police Crime Sentencing and Courts Act 2023. The Safer Warwickshire Partnership received good feedback from CREST (Home Office commissioned Consultancy Service) in relation to the work so far being undertaken. Working closely with the Family and Adolescent Support Service, work continues to develop more contextual

approaches in Warwickshire with new Locality Contextual Safeguarding Meetings going live this year.

The Service is active in its attendance at the Serious and Organised Crime Joint Action Group (SOCJAG) at both Operational and Strategic levels. A review is ongoing as how these processes can continue to be strengthened. The Head of Service sits on the Safeguarding Partnership Children's Board and on the Exploitation Subgroup.

The Operation Manager for the co-located Family and Adolescent Teams is the Channel Panel Vice Chair and training has recently been delivered to all staff on the Prevent Agenda and local Channel processes. The Head of Service is also an active member of Prevent Strategic Group.

9.7. Detention in police custody

Youth Justice works in close partnership with Warwickshire Police. Monthly meetings are attended by the Police, Children and Families and Youth Justice to discuss children in custody. The meetings serve as an arena to scrutinise instances of children in custody and develop policy framework around children in custody.

Youth Justice are currently collaborating with Police partners to update and review Police guidance with regards to children who are detained in custody. This aims to ensure that children are released at the earliest possible opportunity. Work is also ongoing with the Police completing trauma awareness training and training around speech and language using the service's therapist.

Warwickshire Youth Justice currently has two seconded Police Officers who support in the Out of Court arena and across Youth Justice as a whole. Part of the role is to deliver child focused youth Justice training to Police Officers to ensure they understand the Child First principles of the Justice Service.

9.8. Remands

Remand practice has been highlighted in 22/23 with the Chief Officer Board agreeing a new Remand Strategy for the Service. The Board also had a practice spotlight on the remand process in 22/23 presenting some of the positive work going on, but also some of the challenges in the system.

Our commissioned BRICs scheme for remand fostering offers the Court a level of control and oversight in the community that has the potential to divert from a Secure Remand decision. This is a real strength of our offer in Warwickshire, and discussions with MoJ, YJB and other agencies about looking at how others could possibly replicate nationally. The trust and confidence of the Courts is clear in respect of this scheme. In addition, this facility can be used as a short-term transition after release for children where the provision of suitable accommodation with support is not available.

Use of remands is reported on in quarterly reports to the Board. In 22/23 there was an increase in the number of nights Warwickshire children spent in Youth Detention Accommodation. This is set against a low number of children in remand each year, so a small change can have a significant impact on figures.

Secure Remands 2022/23 Youth Detention Accommodation	Q1	Q2	Q3	Q4	Bed Nights Q1-4 2022/23	Bed Nights Q1-4 2021/22
Total Number of children subject to a YDA	0	1	8	5	14	
Youth Offending Institute (YOI) bed nights	0	0	78	89	167	340
Secure Training Centre (STC) bed nights	0	78	76	0	154	0
Secure Children's Home (SCH) bed nights	0	0	50	0	50	0
Technical Remand bed nights	0	0	2	19	21	0
Total	0	78	206	108	392	340

9.9. Use of custody

The number of children serving sentences in the Secure Estate in Warwickshire is very small. This can result in notable spikes within any set of statistics. In 22/23 Warwickshire has 6 children receiving a custodial sentence, which was up from 4 the previous year and a 3-year average of 5 children a year.

The Youth Justice Service works to ensure that it offers credible alternatives to the Courts to the use of custody where risk is diligently managed in the Community. We can offer a full Intensive Surveillance and Supervision programme offering a maximum of 25 hours oversight with the added provision of an electronic curfew as required. In 23/24 as part a pilot in the West Midlands region the option of a GPS Tag can also be considered in certain circumstances.

Positive feedback from the Courts indicates that there is confidence in our Service to manage high risk children. The service has also reviewed its Intervention offer, and plans are in place to improve the interventions that take place at weekends through a more diverse group of interventions to consider.

9.10 Constructive resettlement

The service, through the Trauma Vanguard funding, will have a Resettlement Worker starting at the beginning of 23/24. This will further enhance the service's offer to children and enable a relationship to be built up before release through a dedicated worker, ensuring a coordinated holistic approach.

The service will develop a new resettlement policy considering both the new role, but also the other opportunities that are available across Children and Families Services including Family Group Conferencing which moving forward will be made available as part of the planning for all children. Training associated with the new approach will then be delivered to the whole service.

There are on occasions challenges with accommodation and in the wider Safeguarding Communities workforce there is a dedicated Housing Worker who will be able to assist the service as required.

9.11 Standards for children in the justice system

The Service's most recent standards for children in justice self-assessment looked at transitions. The review found that the Service's link with Probation was strong, and this has subsequently been strengthened by have a link Probation Officer who receives all Youth Justice children transferring over. Exit Planning was highlights as an area for development and subsequently training has taken place with the service, guidance updated and new expectations that the relevant area in ChildView are now completed. In addition, it was felt that step downs could be strengthened and now we have an Early Help and Youth Work representative available each week to consider step downs as required.

The Service has a Quality Assurance policy and regular auditing is completed with feedback shared with the Chief Officer Board and actions tracked in the Service Improvement Plan. Key themes explored in 22/23 included into Disproportionality and into Bail and Remand.

The disproportionality audit identified that there is a clear need for a development of services and expertise to address the needs of adolescents. It highlighted a lack of wider services support for one child. The audit highlighted the need to improve some recording around ethnicity and believed there would be scope to repeat a similar audit but with partners from a few agencies to add greater value. The audit also highlighted where there was a detailed chronology/trauma journey outline, analysis and reflection were greatly facilitated.

The Bail and Remand audit noted several strengths in practice including a good level of intervention and contact for children on a Bail Intensive Supervision and Surveillance Programme, strong education liaison and good communication with parent/carers. The audit did raise the need to look at management oversight for decision making and recording of plans and intervention sometimes needed to be improved. Further guidance and workshop have been completed since this audit and an ongoing action regarding children's engagement in looking at how the induction type process can be improved.

10. Workforce development

The Service's greatest resources is its workforce and as a service we continue to strive to ensure that are committed workforce have the skills to meet the needs of the children we are working with.

All staff and volunteers have access to regular training. The Service works closely with the Practice and Learning Hub to ensure all staff have access to appropriate training delivered or commissioned by Children and Families. Bespoke training is regularly commissioned and in 22/23 this included AIM Training, Contextual Safeguarding Training and Safety Planning Training.

The Youth Justice Service Management team is also able to access specific management training including coaching from within the Children and Family Services. Managers have recently enrolled on the Aspiring Future Leaders course with the Association of YOT Manager, and other training has been offered through both Research in Practice and Frontline.

The workforce was trained in the ARC Trauma Model in 2023 and a service priority is how we embed this across children facing services, in all areas of our work. This includes the recruitment of a Lead Practitioner with a focus on embedding and developing the ARC approach. The Service have also developed ARC Champions which have regular access to the ARC Training Consultant through a monthly practice forum.

A working group has been set up to develop a new induction process based on feedback from newer members of staff about ways to improve this further. This is also linked to work to have an improved SharePoint Space where all relevant documents, policies, procedures and short guides will be available to the service.

All members of the service can access additional counselling sessions dedicated for child facing roles. These can be accessed confidentially on a one-to-one basis, either in person or virtually as requested.

As well as receiving training, the service also engages in delivering workshops to wider colleagues about the role of the Youth Justice Service, this includes an element for all newly qualified Social Workers that start in Warwickshire.

11. Evidence-based practice and innovation

The service is on a committed journey to deliver consistently outstanding services for children. The opportunities that present themselves in a county with strong partnership working and a commitment to invest in services that support children and their families. This can be seen in both the Local Authorities commitment to Early Help Services and Youth Work and in the commissioning of services by the Police and Crime Commissioner.

The Service and Board are committed to delivering a Prevention Offer that diverts children from coming in to contact with the Justice System, and for some on to serious violence. A clear and seamless offer that links into the Safeguarding Partnership's Spectrum of Support to ensure that support is offered for the right children, at the right time, with the right support is the clear ambition.

As noted earlier in the plan, the service is focused on fully embedding the ARC Trauma model across the service. This is building on the strong trauma informed knowledge within the service and strengthens the direct intervention being delivered by the service.

The Service is also focused on enabling true engagement, influence and change to children open to the service to deliver good outcomes. The role of the Service's Participation Officer, alongside the wider workforce, will be key to delivering on this ambition.

12. Service development plan



Plan 23.24 vYJP.pptx

13. Challenges, risk and issues

Warwickshire is one of the safest places to live in England and Wales but feeling safe is one of the areas that children tell us as part of our Child Friendly Warwickshire approach is one of the




issues most important to them. The Partnership Board and Service are committed to delivering great services but inevitably there are certain risks and challenges that may present themselves over the next year.

Although from a lower base than many Youth Justice Services, Serious Youth Violence is on the increase in Warwickshire. This presents a challenge to the service and its partners to reduce the risk of children committing serious violence offences or becoming victims of serious violence. The service through its co-location with the new Adolescent Service and Barnardos is committed to working closely with other services working with children who are exploited into serious violence and other offending. The service is also committed to investing further in prevention and to be able to respond to locations as significant incidents may take place as part of the partnership's move towards a contextual approach to respond to child exploitation and extra familial harm. If serious violence was to continue to rise at the rate of the last year further consideration of what the partnership can do will need to be prioritised as a subgroup through the Chief Officer Board and wider discussion with Local Criminal Justice Board.

The Service has been successful in increasing its workforce in 22/23 and with plans to increase investment in prevention in particular the ability to successfully navigate the current challenging recruitment market. A review has been completed to improve the offer for Social Workers, the most difficult to recruit role, and further work is planned to improve the offer and development opportunities for workers with different specialisms and experiences.

14. Sign off, submission and approval

<p>Chair of Youth Justice Chief Officer Board <i>Approved on behalf of the Youth Justice Chief Officer Board</i></p>	 <p>Nigel Minns</p>
<p>Date</p>	<p>28th June 2023</p>



AppendicesAppendix One – Youth Justice Chief Officer Board - 23/24

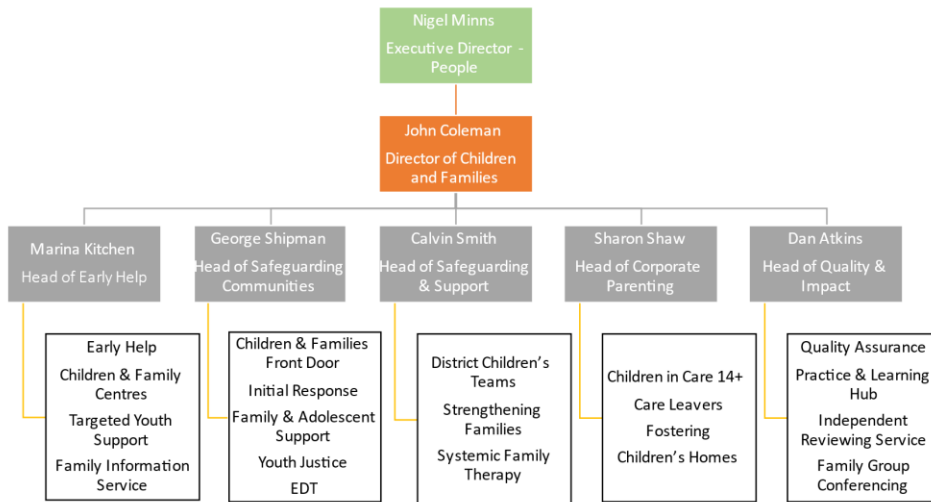
Nigel Minns	Executive Director	People (DCS & DASS) – COB Chair
John Coleman	Director	Children and Families – COB Vice Chair
George Shipman	Head of Service	Safeguarding Communities (Head of YJ)
Rachel Watt	Operation Manager	Youth Justice
Becky Sumner	Operation Manager	Youth Justice
Jonathon Toy	Head of Service	Community Safety and Trading Standards
Shinderpaul Bhangal	Operation Manager	Voice, Influence and Change
Pete Hill	Det. Superintendent	Warwickshire Police
Ben Smith	Assistant Chief Constable	Warwickshire Police
Emma Daniell	Deputy PCC	Office of Police and Crime Commissioner
Andy Wade	Head of Service	Warwickshire Probation Service
Chris Evans	Director of Operations	MH Service for Children and Young People
Paul Heathfield	Chair	Warwickshire Youth Court Bench
Sarah Tregaskis	Head of Service	Education
Vicky Bartholomew	Data Analyst	Youth Justice
Jackie Channel	Associate Chief Nurse	Coventry and Warwickshire ICB
Jas Madahar	Operations Manager	Coventry & Warwickshire Prospects Service
Anita Lekhi	Operation Manager	Quality & Impact
Shade Agboola	Director	Public Health
David McNally	Oversight Manager	Youth Justice Board

Appendix Two – Chief Officer Board Attendance – 22/23

Name	Job Title	COB Dates and Attendance			
		Jun 22	Sep 22	Dec 22	Feb 23
Nigel Minns	Executive Director – People - COB Chair	Yes	Yes	Yes	No
John Coleman	Director of Children and Families – COB Vice Chair	No	No	Yes	Yes
Sally Nash (Until Dec 22)	Head of Youth Justice	Yes	Yes	Yes	
George Shipman (From Dec 22)	Head of Safeguarding Communities (Inc Youth Justice)			Yes	Yes
Tony Begley (Until Dec 22)	Operations Manager – Youth Justice	No	Yes		
Rachel Watt (From Jan 23)	Operations Manager – Youth Justice			Yes	Yes
Becky Sumner	Operations Manager – Youth Justice	No	Yes	Yes	Yes
Jonathon Toy	Head of Community Safety	No	Yes	No	Yes
Shinderpaul Bhangal (From March 23)	Operations Manager – Voice, Influence & Change				Yes
Pete Hill	Detective Superintendent	Yes	Yes	Yes	Yes
Ben Smith	Assistant Chief Constable	Yes	Yes	No	Yes
Emma Daniell	Deputy Police and Crime Commissioner	Yes	No	Yes	Yes
Andy Wade	Head of Warwickshire Probation Service	Yes	Yes	Yes	Yes
Chris Evans	Director of Operation – CYP Mental Health	No	No	No	Yes
Jas Madahar	Operations Manager – Prospects	Yes	Yes	Yes	Yes
Mamps Gill	Head of Region – YJB	Yes	No	Yes	Yes
Tracey Pilcher	Chief Nurse – Coventry & Warwickshire ICB	No	Yes	No - Rebecca Bartholomew	Yes
Vicky Bartholomew	Data Analyst	Yes	Yes	Yes	Yes
Sue Robertson (Until Feb 23)	Chair – Youth Magistrates	Yes	Yes	No	
Paul Heathfield (From Feb 23)	Chair – Youth Magistrates				Yes
Marie Rooney	Service Manager – Alternative Provision	No	Yes	No	
Sarah Tregaskis (From Feb 23)	Head of Education Services - Trading				Yes



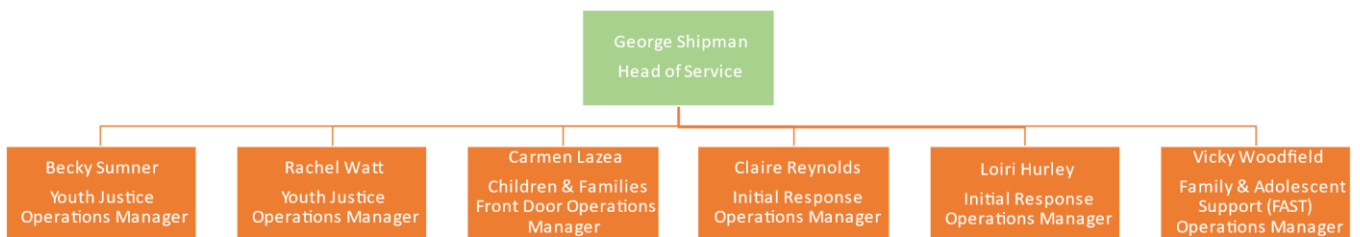
Children & Families SLT



Safeguarding Communities Structure Chart



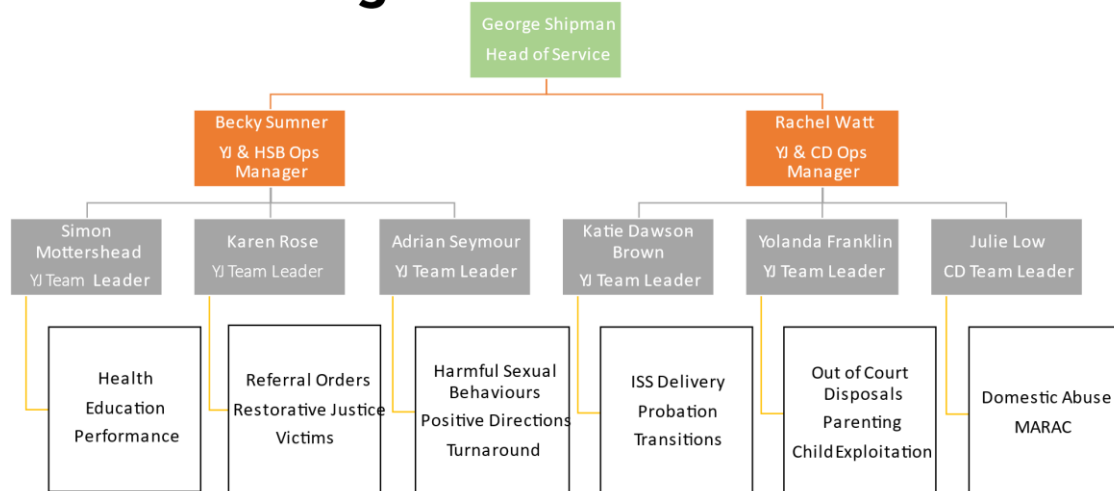
Safeguarding Communities Structure



Youth Justice Structure Chart



Youth Justice Management Team



Appendix Four – Budget Costs and Contributions 2023/24

Agency	Staffing Costs	Payments in Kind	Other delegate funds	Total
Youth Justice Board	416,182		144,454	560,636
Local Authority	1,165,518		643,982	1,809,500
Police	172,501		15,290	187,791
Police and Crime Commissioner	74,494			74,494
Probation	44,861		5,000	49,861
Health	103,000			103,000
Welsh Government				0
Other				0
Total	1,976,556	0	808,726	2,785,282

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of the Local Government Act 1972.

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