

Cabinet

Date: Thursday 9 November 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 14 September 2023.

5 - 10

(4) Public Speaking

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

2. Council Plan 2022-2027 Integrated Performance Report Quarter 2 2023/24

11 - 72

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

Cabinet Portfolio Holder – Councillor Yousef Dahmash

- 3. 2023-24 Financial Monitoring Report - Forecast Position as at Quarter 2** 73 - 190
This report provides Cabinet with an update on the Council's financial performance.

Cabinet Portfolio Holder – Councillor Peter Butlin
- 4. Treasury Management Half Year Monitoring Report** 191 - 214
A report that provides an update to Cabinet on Treasury Management.

Cabinet Portfolio Holder – Councillor Peter Butlin
- 5. Annual Education Sufficiency Update (Ages 0-25) 2023** 215 - 302
This report provides the current context for the delivery of the Warwickshire County Council Education Sufficiency Strategy and the Warwickshire SEND and Inclusion Strategy and outlines pupil number forecasts from September 2023.

Cabinet Portfolio Holder – Councillor Kam Kaur
- 6. Fair Access Protocol** 303 - 342
Cabinet is asked to approve an update to the Fair Access Protocol.

Cabinet Portfolio Holder – Councillor Kam Kaur
- 7. Sustainable Futures Strategy** 343 - 398
Cabinet is asked to approve a strategy for Climate Change & Sustainability in Warwickshire and the Council.

Cabinet Portfolio Holder – Councillor Heather Timms
- 8. Petitions Scheme** 399 - 422
Cabinet is asked to endorse a revised Petition Scheme prior to consideration by Full Council.

Cabinet Portfolio Holder – Councillor Yousef Dahmash
- 9. Warwickshire Fire and Rescue Service: HMICFRS Inspection Overview** 423 - 492
A report that presents the HMICFRS Inspection Report for Warwickshire Fire and Rescue Service and seeks endorsement of the Action Plan returned to HMICFRS regarding the Protection Cause of Concern and the internal action plan developed to address the Areas of Improvement identified during the Inspection.

Cabinet Portfolio Holder – Councillor Andy Crump

- 10. Warwickshire Fire and Rescue Service Resourcing to Risk Proposals** 493 - 510
A report setting out proposals for the adoption of a resourcing to risk model for Warwickshire Fire and Rescue Service.

Cabinet Portfolio Holder – Councillor Andy Crump
- 11. 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’.
- 12. Exempt Minutes of the 14 September 2023 Meeting of Cabinet** 511 - 512
To consider the exempt minutes of the 14 September 2023 meeting of Cabinet.
- 13. Warwickshire Recovery Investment Fund (WRIF) Bid for Approval** 513 - 536
To consider an exempt report setting out a proposal to invest funds from the Property Investment Fund pillar of the Warwickshire Recovery Investment Fund.

Cabinet Portfolio Holder – Councillor Peter Butlin
- 14. Proposals for Investment Zone for West Midlands Combined Authority and Warwick District** 537 - 550
An exempt report seeking endorsement from Cabinet for the areas within the Warwick District which are being included within the West Midlands Investment Zone, and authorisation for associated discussions to progress.

Cabinet Portfolio Holder – Councillor Martin Watson

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

To download papers for this meeting scan here with your camera



Disclaimers

Webcasting and permission to be filmed

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at warwickshire.public-i.tv. Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

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.

Cabinet

Thursday 12 October 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 Sarah Boad
Councillor John Holland
Councillor Tim Sinclair

1. General

(1) Apologies

None.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Minutes of the Previous Meeting

The minutes of the meeting of Cabinet held on 14 September 2023 were agreed as an accurate record.

(4) Public Speaking

None.

2. Housing with Care Framework

Councillor Margaret Bell, Portfolio Holder for Adult Social Care and Health explained that Housing with Care was an alternative term for schemes like Extra Care Housing, where residents were offered a housing option with relevant on-site care support. She noted that commissioning activity for care delivered in Housing with Care schemes used the Supported Living Working Age Adult framework but, as arrangements for care for those customers in Housing with Care schemes needed to include elements that were not covered in the Working Age Adults contracts, use of the Supported Living framework would not be an option going forward.

Councillor Bell stated that a Housing with Care framework of care providers to commission care for customers in Extra Care Housing and Specialised Supported Housing would provide a more consistent, efficient, and transparent way of engaging and contracting with the market for care delivery in those settings. It was proposed that the term of the framework should be five years plus the option to extend for a further five years. Whilst there was an existing approval for the award of spot care contracts in some cases, use of spot purchasing needed to be minimised as far as possible in line with the Council's Contract Standing Orders and the establishment of the proposed framework would, therefore, reduce the requirement for spot purchasing.

Councillor Bell advised that the current annual commissioned spend by the Council on the care delivered in Housing with Care Schemes was £8.3 million per annum across 23 schemes and there were 14 pipeline schemes expected to be delivered by the market in the next three to five years. These would add an estimated £5.3m per annum to the total spend on care in schemes. Within the current Medium Term Financial Strategy, Adult Social Care had a £500,000 a year cost avoidance efficiency for Housing with Care as an alternative to traditional provision, as the Housing with Care model could, for some customers, lead to cost efficiencies. Services available through a framework would provide additional opportunities to place more customers in Housing with Care schemes, maintaining their independence, whilst supporting commitments to cost efficiency programmes within Social Care.

In response to a question from Councillor Sarah Boad regarding the feasibility of delivering more schemes over the next three to five years, Councillor Bell stated that she did believe it was feasible to do so as they could be provided on Council land/premises or delivered by the private sector and supported by the Council.

Resolved:

That Cabinet authorises:

The Executive Director for People, in consultation with the Portfolio Holder for Adult Social Care and Health, to commence a procurement process in partnership with NHS Coventry and Warwickshire Integrated Care Board for the provision of a framework for care services in Housing with Care schemes.

The Executive Director for People to enter into all relevant contracts for the provision of a framework for care services in Housing with Care schemes on Terms and conditions acceptable to the Executive Director for Resources.

The continuation of direct award arrangements for care contracts in new schemes that will open before the new framework is in place and which become necessary during the lifetime of the framework for the reasons set out in this report.

3. A426/A4071 Avon Mill/Hunters Lane Improvements, Rugby – Compulsory Purchase Order

Councillor Jan Matecki, Portfolio Holder for Transport and Planning noted that Cabinet were aware of this proposed scheme and explained that the report outlined the process for land acquisition for the scheme and sought authorisation for Compulsory Purchase Order powers to run in parallel with negotiations with landowners to acquire land by voluntary agreement. The proposed scheme sought to achieve a number of objectives including promoting active travel opportunities, supporting local climate emergencies and net-zero targets, improving bus journey times and reliability, supporting housing delivery, economy growth and rebalancing, improving network resilience and improving road safety.

Councillor Matecki noted that since the report had been written, notification had been received that the Department for Transport may provide 100% of the capital funding required to deliver the scheme subject to approval of the Outline Business Case and Full Business Case. Whilst this was not a confirmed position, it may mean that the Council's contribution of £4m in capital funds would no longer be required.

Councillor Peter Butlin supported the scheme and associated proposals which would address congestion in this area of the town. He was delighted to hear the update regarding funding. Councillor Dahmash echoed support for the proposals and asked that the bottleneck at Mill Road be considered when any schemes were being considered.

Councillor Matecki reminded Cabinet that the scheme was subject to funding approval, approval of the Outline and Full Business Cases by the Department for Transport and securing planning permission. Therefore, the scheme could not move forward until those elements were in place.

Resolved:

1. That Cabinet authorises the Executive Director for Resources to acquire the land or rights in respect to the land shown on Drawing No. 9.2-333--010-6309 (Appendix A to the report), whether by agreement or by means of a Compulsory Purchase Order (the Order), as is required to enable the construction of the A426/A4071 Avon Mill/Hunters Lane Improvements, Rugby, subject to acquisition taking place only after:
 - (i) planning permission has been granted; and
 - (ii) authorisation by Cabinet and Full Council via separate reports to be brought forward in 2023/24 to add the proposed £4 million Capital Investment Funding (CIF) local contribution to the scheme Capital Programme; and
 - (iii) approval of the external Full Business Case (FBC) by the Department for Transport (DfT) and subsequent funding award, or funding for the purchase of the land is otherwise secured to the satisfaction of the Executive Director for Resources, subject to final authorisation by Cabinet;
2. That Cabinet authorises the Executive Director for Resources to take any steps incidental, conducive or consequential thereto including the making of the order, the publication and service of all notices and the presentation of the Council's case at any Public Inquiry;

3. That Cabinet authorises the Executive Director for Resources to approve agreements with landowners setting out the terms for the withdrawal of any objections to the Order, including where appropriate seeking exclusion of land or new rights from the Order; and
4. That the Executive Director for Communities and the Executive Director for Resources be authorised to make such amendments to the drawing referred to in Resolution 1 as they consider to be minor and necessary modifications after consultation with the Cabinet Portfolio Holder for Transport and Planning.

4. 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.

5. Exempt Minutes of the 14 September 2023 meeting of Cabinet

The exempt minutes of the Cabinet meeting held on 14 September 2023 were agreed as an accurate record.

6. Supported Accommodation

Councillor Andy Crump, Portfolio Holder for Fire & Rescue and Community Safety, presented this exempt report.

Resolved:

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

7. CIF Funding for Supported Accommodation

Councillor Peter Butlin, Portfolio Holder for Finance and Property, presented this exempt report.

Resolved:

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

8. Warwickshire Property & Development Group (WPDG) - Site Specific Business Case 4

This exempt report was presented by Councillor Peter Butlin, Portfolio Holder for Finance and Property.

Resolved:

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

9. Warwickshire Property & Development Group (WPDG) - Site Specific Business Case 6

Councillor Peter Butlin, Portfolio Holder for Finance and Property, presented this exempt report.

Resolved:

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

The meeting rose at 2.14pm

.....
Chair

This page is intentionally left blank

Cabinet

9 November 2023

Council Plan 2022-2027 Integrated Performance Report Quarter 2 2023/24

Period under review: April 2023 to September 2023

Recommendations

That Cabinet:

1. Considers and comments on the Quarter 2 2023/24 organisational performance.
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 2 (April 2023 – September 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 (KBMs) 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 that is used in analysis most relevant to the 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, Government is developing the 'Office for Local Government' (Oflog) and Council Officers are seeking to collaborate with Oflog to ensure that a meaningful and useful data set is developed to support improvement in a proportionate manner. 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, considering any national metrics emerging from Oflog.

- 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, SEND provision, Home to School Transport and in the number of applications made through the Local Welfare Scheme;
 - demand increasing much more quickly than resources 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, Social Care and Support, Waste & Environment, Schools, Commercial and Contracts, On-Call firefighters and Planning officers; and
 - other services have specific challenges such as staff absence levels particularly Business & Customer Services and Social Care and Support.

- 1.5 The 2023/24 PMF was agreed at the June Cabinet meeting and, of the 105 KBMs detailed in that PMF, 91 are available for reporting in Quarter 2. The remaining 14 are all new measures to the PMF and not due for reporting until Quarter 3 or Year End. Table 1 below indicates the current assessment of performance:

Status	On Track	Not on Track
Quarter 1	66% (58)	34% (30)
Quarter 2	65% (59)	35% (32)

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:

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

Quarter 2	40% (17)	48% (20)	12% (5)	7% (2)	34%(10)	59% (17)
-----------	----------	----------	---------	--------	---------	----------

Table 2

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

Quarter 2	On Track			Not on Track		
Projection	Improving	Static	Declining	Improving	Static	Declining
		40% (24)	53% (32)	7% (4)	35% (11)	52% (16)

Table 3

- 1.6 At Quarter 2, with a refreshed PMF, the overall position is comparable to that reported at Quarter 1 where 66% KBMs were reported as On Track and 34% Not on Track, continuing a reasonably consistent, strong performance delivered against the PMF. This is an encouraging position given the challenges of the current operating environment, which include inflation and interest rates, the impact of global instability, market failures, extremely high demand for social care and education services and resourcing challenges including workforce. [Appendix 1](#) details information for all measures within the PMF. Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.7 Implementation of the Integrated Delivery Plan (IDP) continues with Quarter 2 seeing a further nine projects (5%) completed. In the context of the current operating environment the overall delivery position is strong, with 74% (145) of the actions On Track, 19% (36) are At Risk/Compromised and 2% (4) are Not Started, and it is these actions which are reported on an exception basis in [Appendix 2](#).
- 1.8 Our workforce profile in terms of age, ethnicity and staff turnover, remains static. Vacancies have reduced again since the last quarter, leading to an increase in our FTE in post but this is still within budgeted FTE. Sickness absence has decreased slightly over the last quarter, and 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. However, there are significant specific workforce challenges affecting certain key services which work on strategic workforce planning is addressing.
- 1.9 During Quarter 2, a risk working group was convened to review and refresh the strategic risks that face the Council in the pursuit of its priorities. Currently, 5 of the 7 refreshed strategic risks have a red status, and these risks generally arise because of:
- demand for services continuing to increase and the cost of providing those services is also increasing creating a potential mismatch between demand and resources;
 - national economic conditions giving rise to a slowdown of the economy in Warwickshire, contributing factors include inflation, interest rates and cost of living rises;

- supply challenges in the labour market, and cost of living pressures arising from inflation, creating recruitment and retention challenges; and
- changing types and volumes of cyber-attack experienced nationally.

- 1.10 At a more detailed service level, 84 risks are currently being monitored. Risks are being reviewed and refreshed across the Council to ensure that they are reflective of the current environment, priorities, the Integrated Delivery Plan and to ensure that appropriate mitigations are in place. Over time this will influence the content, volume and value of risks presented.
- 1.11 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, global conflict, high inflation and interest rates and the resulting fiscal challenges are impacting the communities of Warwickshire.
- 1.12 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, support for cost-of-living pressures and climate change.
- 1.13 Performance reporting will continue to track and highlight the impacts of this operating environment on delivery and performance. Ongoing analysis continues to inform the prioritisation of activity and resource allocation of the Integrated Delivery Plan and the 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 91 KBMs available for reporting at Quarter 2, 65% (59) are reported as being On Track and 35% (32) being reported as Not on Track. The remaining 14 measures are all new measures to the PMF and are not due for reporting until Quarter 3 or Year End.
- 2.4 Notable aspects of positive performance for specific measures include:
- The measure ‘% of applications made to the Warwickshire Local Welfare Scheme which are supported’ considers the number of successful applications for support to the Warwickshire Local Welfare Scheme, whereby 99% of applicants received support in kind this period. Between 1st April and 30th September 2023 there were 5,902 applications to the Local Welfare Scheme, with 5,852 successful applications. There has been sustained high levels of performance for this measure, despite the service anticipating a continued increase in demand from households facing financial challenges due to the cost of living rises. Between Quarter 2 2022/23 and Quarter 2 2023/24, there was a 59% increase in the number of applications.
 - The No. of people supported to live independently through provision of Social Care equipment has been continuously above target for the last year. It is predicted demand for the service will continue to grow based on the current successes of the service, forecast demand with demographic data showing an aging population for Warwickshire, and the programmes and initiatives within health and social care to promote the aim of customers staying in their own home and receiving home-based support to remain independent.
 - This Quarter the % of people with long-term support who have had an assessment or review in the last 12 months reached and exceeded the target. This is a new measure introduced at the start of the financial year and has been steadily increasing each month. This is positive as regular reviews benefit customers and carers by ensuring needs are continuously met and crises are pre-empted.
 - This Quarter the two measures for the ‘% of in-year applications with a school place offered within the target of 10 school days’ and also ‘within the statutory deadline of 15 school days’ have both moved to On Track, despite being flagged as improvement activity last Quarter. This is following the Admissions improvement programme that has been put in place and is supporting overall improvements and efficiencies in the Service.
 - The Employee Wellbeing Score this year has increased from 77% in 2022/2023 to 81% in 2023/2024, which aligns to the focussed work on the wellbeing offer and reflects positively on work on equality, diversity, inclusion and well-being.

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 2 continuing the trend across this reporting year, full details can be found within [Appendix 1](#) and the [Performance Portal](#).

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

- Warwickshire Fire and Rescue Service has not achieved the agreed performance targets for appliance arrival time at incidents; the Service is looking at evidence-based options to review standards going forward to continue to keep communities across the County safe from harm;
- Demand is rising for social care for those over 65, with the No. of people currently in residential or nursing placement: over 65 reaching 1,862 this Quarter, which is in comparison to a target of 1,600 and a figure of 1,625 one year ago in September 2022. Alongside this the % of people open to Adult Social Care with eligible needs living in the community with support over the age of 65 has been slowly declining and has been consistently below the target for almost a year. This is in part due to increased frailty and carer strain, and further analysis is being undertaken to identify what other causes are leading people going into residential settings. It is worth noting that rising residential or nursing placements for older people can also be seen as a positive indication that care providers are maintaining the health and wellbeing of older customers. Linked to this, Social Care and Support have been reporting an overspend in the older people's service across the provision of residential, nursing and domiciliary care. This pressure is due to unexpected increases in the unit cost of support, alongside an increase in the number of people requiring support. Action being taken includes restricting spend on non-statutory services, increased reviews and improved joint working with Health colleagues. Further information can be found within the Financial Monitoring Report.
- Following steady increases over the past year, this Quarter the % of children and young people with an Education, Health and Care (EHC) plan attending a mainstream school has dropped, reaching 32%, and meaning Warwickshire is now below the national average of 40% for this metric. This drop is due to an increased level of need and demand for special school places; there were over 800 requests for specialist provision in 2022/23 compared to 400 the previous year. This position is reflective of systemic challenges in local education systems, and SEND provision now has a higher profile in Ofsted's Education Inspection Framework. It is however forecast by the Service that performance in this measure will improve, as more EHC plans are due to be issued to children and young people who are already settled in a mainstream setting.
- Linked to rapidly increasing demand for SEND provision, home to school transport costs for SEND and mainstream pupils have further increased from the Quarter 1 position. Cost per SEND student journey (£) has increased from £27.04 to £27.44 and Cost per mainstream student journey (£) from £4.93 to £5.06. The increase is due to increasing costs from providers and increasing numbers of children travelling to non-local schools.
- Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan remains a significant challenge due to demand and individual unit costs continuing to rise above expectations. There are a

variety of contributing reasons including overspends on Independent School places; Specialist Resource Provision and Post 16 provision, all leading to significant pressure on the High Needs Block, which is materially underfunded at a national level; while the Council is pleased to be working with the Department for Education on the Delivering Better Value programme to mitigate this risk, it is highly unlikely it will prevent long-term overspends in the absence of a national solution to SEND funding; and

- % Net Variation of Outturn Forecasts to Revenue Budget (Whole Council) is an area of improvement activity with the estimated Year End outturn estimated at 4.25% which is outside the +/- 2% tolerance. The Quarter 2 Finance Monitoring Report has the full detail on the position.

Another broader challenging area is the 'Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children' Area of Focus. This was highlighted at Quarter 1 and is again being highlighted at Quarter 2 due to all 6 of the 6 measures now being reported as Not on Track. This follows a period of previously improving performance related to numbers of Children in Care and those with an open Child in Need category over the 2022/23 reporting year. The decline in performance can be attributed to an increase in demand from people requesting and accessing services within the period due to the cost-of-living crisis, alongside rising numbers of teenagers with social, emotional and mental health needs. This has resulted in a rise in caseloads for some key teams. It should be noted that targets have been reviewed this year and are more challenging.

2.6 There are 71 measures of the 91 available for reporting, where there is enough trend data available to ascertain a Direction of Travel. 59% (42) of measures have a Direction of Travel that is On Track, the majority of which are either improving or static. Conversely, 41% (29) are Not on Track, the majority of which are declining (see table 2).

2.7 A total of 91 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 2, 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](#):

- No. of people currently supported in residential or nursing care: over 65,
- % 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; and
- No. of documents being printed by the organisation.

The projection provided at Quarter 1 for Quarter 2 was broadly accurate for those measures that remain in the new PMF.

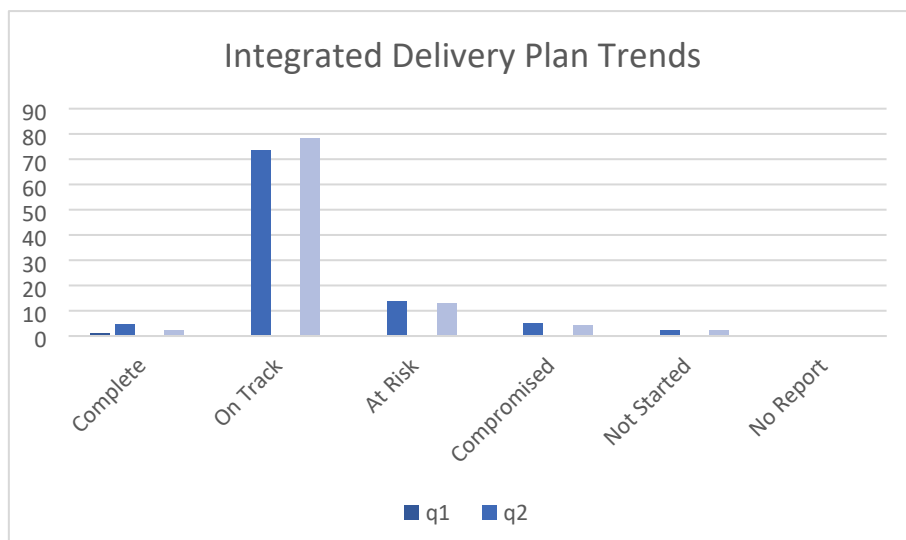
- 2.8 A set of high-level, cross-cutting, long-term Warwickshire Outcome Measures, which the Council can influence but are not solely responsible for, are also contained in the Performance Management Framework. These are reported within a dashboard informing the ongoing State of Warwickshire reporting and includes Levelling Up and the Cost of Living metrics. A summary 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 197 actions within the Integrated Delivery Plan, with nine of these closing this Quarter. At Quarter 2, 74% (145) are On Track and 5% (9) Complete, 19% (36) are At Risk/Compromised and 2% (4) 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	14	3	1	0	18
Deliver major infrastructure, digital connectivity and improved transport options	1	21	0	0	0	22
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future	2	16	8	2	0	28
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	1	13	6	0	2	22
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	0	11	3	3	0	17
Through education, improve life opportunities for children, young people and those with special	4	19	1	3	1	28
Support people to live healthy, happy, and independent lives and work with partners to reduce	0	23	0	0	0	23
Great Council and Partner - Harnessing Community Power	0	10	0	0	1	11
Great Council and Partner - Using our data and digital solutions to improve service delivery	1	9	4	3	0	17
Great Council and Partner - Our people and the way we work	0	9	2	0	0	11

- 3.5 The following graphic shows a comparison of the delivery status of activities (%) at Quarter 2 against Quarter 1.



- 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;
 - Capital Work to Youth Centres has been delayed. There is a need for extensive surveys to consider options, a requirement for coproduction of any future changes with young people and with the local community. A plan will be brought together to how property services and the children and families service can locate resources and funding to progress the project.
- 3.8 There are several successes to highlight this Quarter, in particular:
- Actions taken within Warwickshire Fire and Rescue Service have resulted in an improved inspection report from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). Areas of concern have reduced by two thirds, and areas for improvement have reduced by half.
 - The Education Capital Programme have ensured successful delivery of the new 6th form block at Myton School which has allowed Oakley School to open in September 2023 for a Year 7 cohort. Griffin School was completed over the summer and opened its doors in September 2023. The construction for Oakley School is on track and due to be complete for September 2024.

- The Education Capital Programme has also successfully completed the expansion of the Griffin School in Rugby over summer 2023 and opened its doors in September.

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 decrease in absence across the second quarter.
- The outturn of 9.13 days per FTE means that the tolerance level of the target of 8 days per FTE (+/- 1 day) continues to be exceeded.
- The highest reason for sickness absence remains stress and mental health, which has increased slightly again ending Quarter 2 with 2.98 days per FTE from 2.97 at the end of last quarter and 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. Work towards achieving Silver Thrive at Work accreditation continues and the results from the latest wellbeing check are being reviewed to ensure that wellbeing activity is targeted as required. The new Occupational Health provider and Employee Assistance Programme (EAP) contract has been awarded and the Service will be looking to work with them to support with further improvement activity.

4.3 Establishment:

- Recruitment and retention activity has led to a reduced number of vacancies. With the continued focus on recruitment and retention, and reduction in turnover, 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, 54.7%, being aged between 25 and 50.

4.5 Ethnicity:

- The ethnicity profile of the organisation remains relatively static with 72.4% of the workforce being White British.

4.6 Staff turnover:

- Turnover, at 11.4% for the rolling 12 months, is lower than for the same period last year (2022/23) of 13.7%. This is encouraging, although there are continuing recruitment challenges in several areas notably in Children & Families and Social Care and Support. The Local Government pay award for 2023/2024 is still yet to be settled, although the trade unions have agreed to reconvene within a few days of GMB's strike ballots closing (24 October) after which we hope to have further news.

- 59.9% of leavers are due to voluntary resignations, which is a slight decrease compared with 61% in Quarter 1. This could be attributed to a higher percentage of end of fixed term contracts at the end of Quarter 1 (23/24) compared to the end of this Quarter.
- Several agreed priorities within the Our People Strategy 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, Inclusion and Well-Being; and
 - engagement.

5. Management of Risk

- 5.1 Corporate Board commissioned a review of the strategic risk register and the Strategic Risk Management Framework at the end of Quarter 1. During Quarter 2, a risk working group was convened, made up of Directors and key officers, to carry out the review and refresh to strategic risks and to consider aspects of the Framework.
- 5.2 During the first meeting of the group a control, risk self-assessment exercise was facilitated by the risk team. Refreshed strategic risks were developed and a refreshed strategic risk register was populated, including scores, controls and actions, taking account of officers' views.
- 5.3 Executive Directors' views were then sought and taken account of through the development process. Mapping also took place to the existing strategic risks and assurance has been provided to Corporate Board to demonstrate the content of the existing strategic risks has been incorporated and accounted for.
- 5.4 A second working group meeting was held to fine tune the refreshed strategic risks. Directors not involved in the working group have been consulted and their comments taken into account to further refine the refreshed strategic risks. The draft refreshed strategic risks have been presented to Corporate Board in early October and agreed, subject to a small number of amendments, which have predominantly been addressed with the remainder becoming effective during Quarter 3 monitoring reviews and reporting.
- 5.5 The refreshed strategic risks are highlighted in [Appendix 4](#) and the following five out of seven have a red status after allowing for mitigating controls:
- slow economic growth and increase in inequalities across communities;
 - mismatch between demand and resources;
 - lack of movement towards sustainable futures;
 - insufficient skilled & experienced workforce; and
 - successful cyber-attack.

- 5.6 Risk registers are also maintained at Service (Director) level, with 84 risks currently being monitored across 13 Services at the end of Quarter 2, which is a reduction of six (taking account of 13 closed risks and 7 new risks) in the quarter. Key service risks are highlighted in two ways:
- by a red/amber/green rating signifying low through to high risk: at Quarter 1, 21 risks out of 84 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 2, 13 risks (five less than Quarter 1) have been exceeding their target for 3 quarters or more and are currently exceeding the target by a score of more than 3. 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.
- 5.7 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.
- 5.8 Risks that are identified have mitigation activity highlighted, including controls and actions, which are reviewed and updated periodically by relevant managers.
- 5.9 Over the course of the autumn period, the risk appetite statements and additional aspects of the Strategic Risk Management Framework will be reviewed and updated as appropriate. Ongoing monitoring and review of the strategic and service risks will also take place.

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

Role	Name	Contact Information
Report Author	Vanessa Belton, Delivery Lead Business Intelligence	vanessabelton@warwickshire.gov.uk
Director	Craig Cusack, Director of Enabling Services	craigcusack@warwickshire.gov.uk
Executive Director	Rob Powell, Executive Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Yousef Dahmash, Portfolio Holder Customer and Transformation	yousefdahmash@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: Chairs of Overview and Scrutiny Committees

This page is intentionally left blank

1 Quarterly Performance Report Quarter 2

- 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	14
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	17
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 2 2023/24

Chart 1 details the reported status of the 91 KBMs which are being reported at this Quarter.

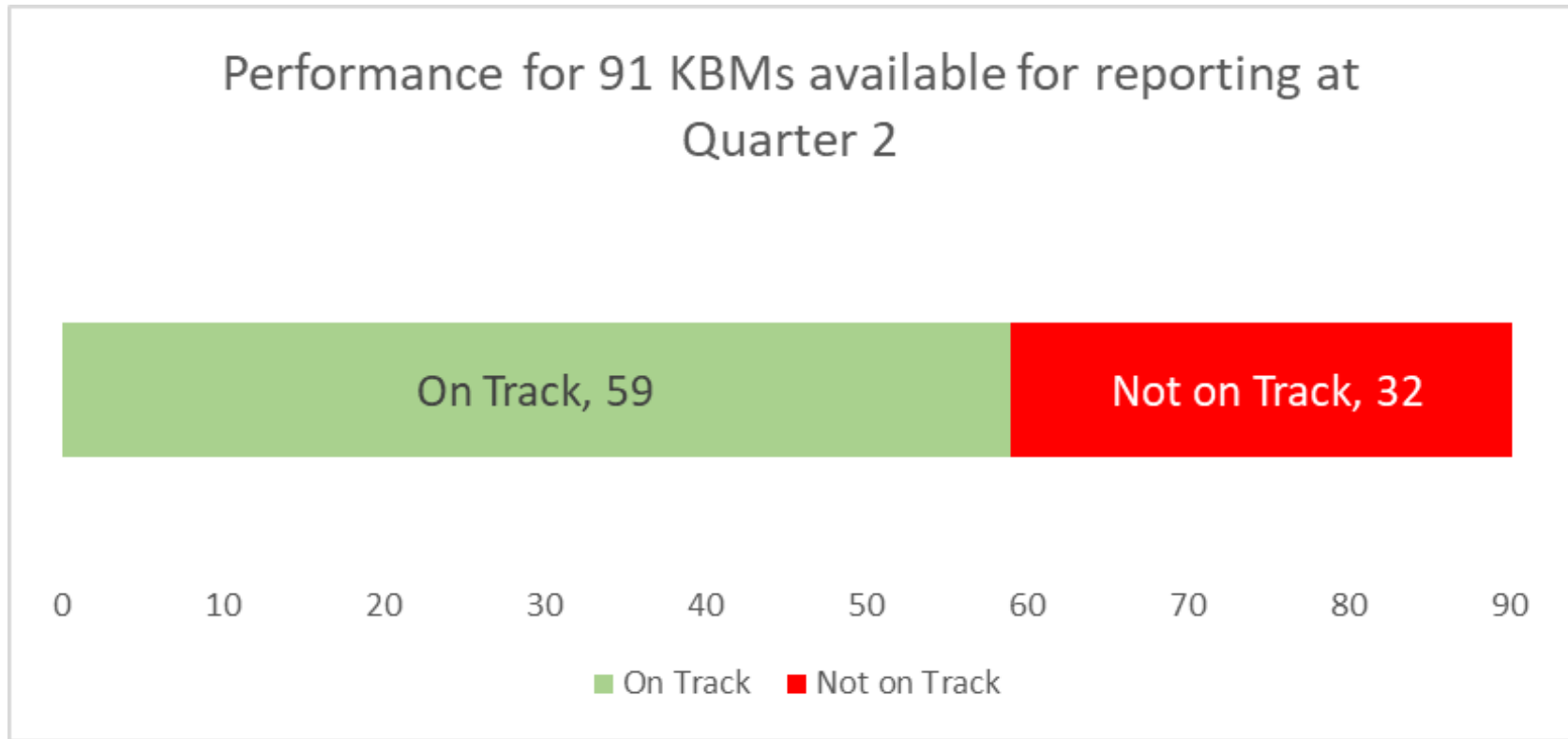


Chart 1

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.

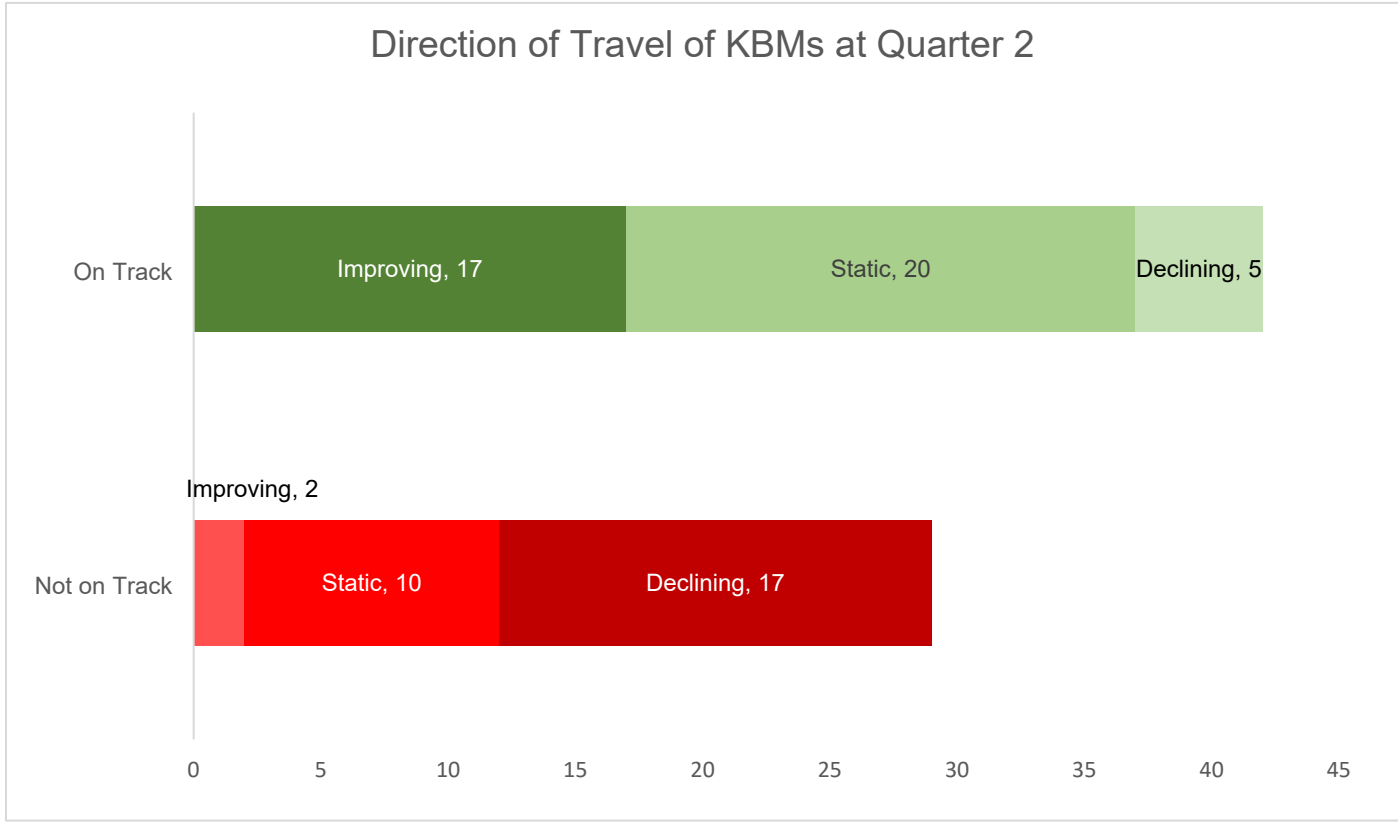


Chart 2

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

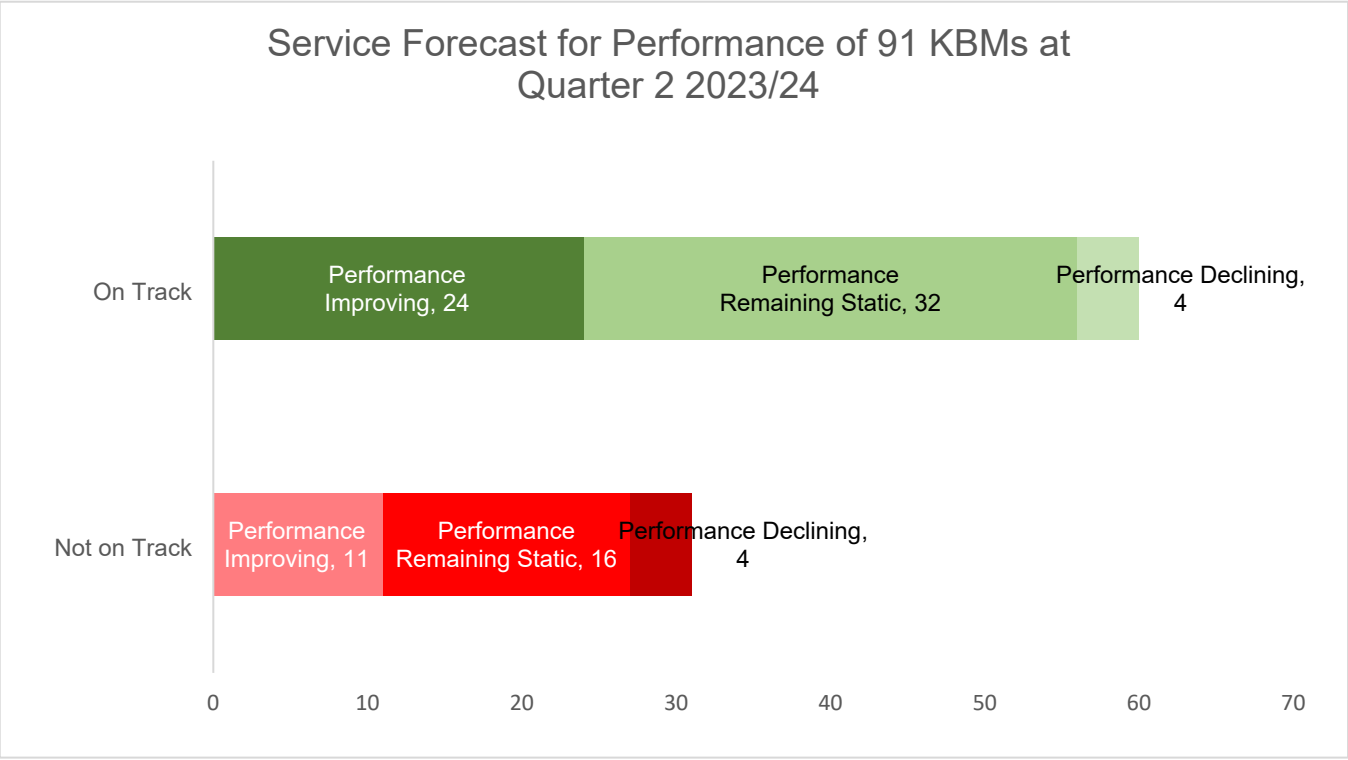


Chart 3

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	98.7	95	On Track	Static	On Track Performance Remaining Static
No. of attendees on Serious Violence Prevention training and awareness programmes across all specified partners	44*	500*	On Track	N/A insufficient trend data	On Track Performance Improving
% complaint satisfaction with Trading Standards action	60	75	Not on Track	Declining	Not on Track Performance Remaining Static
No. of fire related deaths	2*	N/A	Not on Track	Static	Not on Track Performance Remaining Static
No. of fire related injuries	18*	N/A	Not on Track	Static	Not on Track Performance Remaining Static
% times a first appliance arrives at life risk of property incidents within agreed response standards	67.1*	75*	Not on Track	Declining	Not on Track Performance Remaining Static
No. of Road Traffic Collisions attended by WFRS	199*	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 actual or year end target

Overall performance in this Area of Focus has moderately deteriorated from Quarter 1 with an increase of Not on Track to 6 measures in Quarter 2. Projection for next reporting period is for the position to improve slightly with one of the Not on Track measures moving to On Track.

Warwickshire Fire and Rescue Service has not achieved the agreed performance targets for appliance arrival time at incidents; the Service is looking at evidence-based options to review standards going forward to continue to keep communities across the County safe from harm.

Improvement activity for not achieving the target over 21 months with performance forecast to decline further;

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

Improvement Activity as there have been 2 fire related deaths to date this year:

- No. of fire related deaths

Improvement Activity as the levels of last year have been exceeded at Quarter 2:

- No. of fire related injuries
- No. of Road Traffic Collisions attended by WFRS

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 (£)	26,000,000	20,600,000*	On Track	Improving	On Track Performance Remaining Static
% Delivery of projected output by Warwickshire Property and Development Group	New measure due for reporting at Quarter 3				
% of all capital schemes completed on budget	New annual measure due for reporting at Year End				
% of capital schemes completed on time					
Total spend on completed Member delegated budget Highways scheme (£)	1,083,313*	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
No. of projects seeking member approval to changes in cost, time, scope or risk	189	N/A	Not on Track	Static	Not on Track Performance Remaining Static
Publicly available electric vehicle charging devices (at all speeds), rate per 100,000 population	64	N/A	On Track	Improving	On Track Performance Remaining Static
% 5G urban coverage	43.48	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
% 4G coverage (including rural)	96.59	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
No. of Flood Risk Management schemes or interventions delivered	2	6	On Track	Static	Not on Track Performance Remaining Static

Measure Name	Latest Actual	Target	Measure Status	Direction of Travel	Service Forecast for next period
% of schools signed up to our Safe and Active Programme	51	N/A	On Track	N/A insufficient trend data	On Track Performance Improving
Cost per SEND student journey (£)	27.44	N/A	Not on Track	N/A insufficient trend data	Not on Track Performance Remaining Static
Cost per mainstream student journey (£)	5.06	N/A	On Track	N/A insufficient trend data	On Track performance Remaining Static
% of HS2 consents determined within statutory timescale	89.9	90	On Track	N/A insufficient trend data	On Track Performance Improving

* Cumulative actual or year end target

Performance within this Area of Focus is largely on track with 11 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 as expected investments due for drawdown by the end of the year mean this measurement is On Track:

- Gross Warwickshire Recovery & Investment Fund lending (£)

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

- Cost per SEND student journey (£)

Improvement activity as processes are being improved as part of the larger review of home to school transport provision:

- 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	88	90	On Track	Declining	On Track Performance Improving
% 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	56	45	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 (£)	1274.9m	N/A	On Track	Improving	On Track Performance Improving
No. of people with SEND supported by the Warwickshire Supported Employment Service	202*	400	On Track	N/A insufficient trend data	On Track Performance Improving
No. of learners enrolled onto WCC adult and community learning courses	2038	New annual measure due for reporting at Quarter 3			

* Cumulative actual or year end target

At Quarter 2 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 from Year End. Forecast for the next reporting period is for the strong performance to continue and for 5 measures performance to improve further.

Area of Good Progress as the Quarter 2 numbers are encouraging for this new area of work:

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

Area of Good Progress as performance is improving year on year:

- Total visitor related spend (£)

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	-8113**	0	On Track	Static	On Track Performance Improving
% of household waste re-used, recycled and composted	50.8**	50	On Track	Static	On Track Performance Improving
No. of documents being printed by the organisation	2,507,710	2,045,876	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	New annual measure due for reporting at Year End				
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	New annual measure due for reporting at Year End				

*Cumulative actual or year end target **Year End Forecast

At Quarter 2 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 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.

Improvement activity as performance continues to be 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 at Quarter 3		
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	361	330	Not On Track	Static	Not On Track Performance Remaining Static
No. of children with an open Child in Need category including Child Protection Plans and Children in Care	3,682	3,400	Not on Track	Improving	Not on Track Performance Remaining Static
No. of Children in Care excluding unaccompanied asylum seeking children	684	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	48	70	Not on Track	Declining	Not on Track Performance Remaining Static

At Quarter 2 all 6 out of 6 reported measures are Not on Track, compared to 5 out of 6 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. The decline in performance can be attributed to an increase in demand from people requesting and accessing services within the period due to the cost of living crisis, alongside rising numbers of teenagers with emotional and mental health needs. This has resulted in a rise in caseloads for some key teams. Although still anticipating to be Not on Track at the next time of reporting, improvements are anticipated for 3 of the 6 measures reported as Not on Track this Quarter.

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

Improvement activity as figures have remained significantly below the target for an extended period of time:

- % of care leavers (Relevant and Former Relevant 16-21) engaged in education, employment and training

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 (96)	On Track	Static	On Track Performance Remaining Static
% uptake of places for eligible 2 year olds	78	85	Not On Track	Improving	Not On Track Performance Improving
% of children accessing 3 & 4 year old entitlement	94	96	On Track	Static	On Track Performance Remaining Static
% of Good and Outstanding Maintained Primary Schools	94	In line with or better than national average (93)	On Track	Improving	On Track Performance Remaining Static
% 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	In line with or better than national average (98.3)	On Track	Declining	On Track Performance Improving
% 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 (94.1)	On Track	Static	On Track Performance Remaining Static
No. of additional school class places offered based on actual Primary and Secondary offers	934	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static
% of in year applications that have a school place offered within the target deadline of 10 school days	91	95	On Track	Improving	On Track Performance Declining
% of in year applications that have a school place offered within the statutory deadline of 15 school days	94	100	On Track	Improving	On Track Performance Declining
% of children and young people with an Education, Health and Care (EHC) plan attending a mainstream school	N/A	32	Not On Track	Static	Not On Track Performance Improving

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 at Year End		
% of 16-17 years olds participating in education and training	94.9	In line with or better than national average (92.9)	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 at Quarter 3		
% 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	535	N/A	On Track	N/A insufficient trend data	On Track Performance Remaining Static
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	281.92	0	Not on Track	Declining	Not on Track Performance Declining
% of maintained schools with a deficit budget	18.85	N/A	Not on Track	Declining	Not on Track Performance Declining

Of the measures being reported this Quarter, the majority (13 out of 17) are On Track. This includes the 2 in year applications measures, which were flagged as improvement activity last Quarter but have since moved to On Track. This is following the Admissions improvement programme that has been put in place and is supporting overall improvements and efficiencies in the Service. This Quarter, 4 more measures are being reported on than were reported at Quarter 1. The 2 financial measures within this Area of Focus have both remained Not On Track, with both forecast to decline further over the next reporting period.

Area of Good Progress due to the measure reaching and exceeding the target of being in line with or better than the national average this Quarter:

- % of Good and Outstanding Maintained Primary Schools

Improvement activity as performance has declined this Quarter following many Quarters of steady increase due to increased demand for special school places. Warwickshire is below the national average for this measure:

- % of children and young people with an Education, Health and Care (EHC) plan attending a mainstream school

Improvement activity due to a variety of reasons including overspends on Independent School places, Specialist Resource Provision and post 16 provision causing significant pressure on the High Needs Block:

- 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.

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	12.4	In line with or better than national average (13)	New annual measure due for reporting at Quarter 3		
% 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	57	60	Not on Track	Declining	Not on Track Performance Remaining Static
No. of people supported to live independently through the provision of social care equipment	1,074*	1,500	On Track	Improving	On Track Performance Improving
No. of unique carers to receive support in month	252	255	On Track	Improving	On Track Performance Improving
No. of carer assessments and reviews completed	133	133	On Track	Improving	On Track Performance Improving
% of people with long term support who have had an assessment or review in the last 12 months	82	80	On Track	Improving	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 Remaining Static
No. of people awaiting a domiciliary care package to be commissioned at the end of the month	6	25	On Track	Improving	On Track Performance Improving
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
No. of people currently supported in residential or nursing care: under 65	393	380	Not on Track	Declining	Not on Track Performance Improving

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: over 65	1,862	1,600	Not on Track	Declining	Not on Track Performance Declining
No. of people with a learning disability or autism in an inpatient unit commissioned by the ICB	9	9	On Track	Improving	On Track Performance Improving
No. of people awaiting allocation for an assessment	New annual measure due for reporting at Quarter 3				
% 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 Remaining Static
% 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 Remaining Static

* 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 2 performance within this Area of Focus is within expected levels and most measures (13 out of 19 being reported) are On Track and forecast to remain On Track with either static or improved performance at the next reporting period. This is an almost identical position to Quarter 1, with all measures that were On Track at Quarter 1 remaining On Track at Quarter 2. One additional measure has moved to On Track this Quarter; % of people with long term support who have had an assessment or review in the last 12 months. Despite increased demand, this measure has been steadily improving since the start of the performance year. For the 6 measures that are Not On Track at Quarter 2, 4 are forecasting static performance and 1 is forecast to improve. The No. of people supported in residential or nursing care: over 65 has been declining to date and is set to continue to decline further due to an overall increased demand for residential and nursing placements for older people.

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 awaiting a domiciliary care package to be commissioned at the end of the month
- No. of people supported to live independently through the provision of social care equipment
- % of people with long term support who have had an assessment or review in the last 12 months

Improvement activity as experiencing increased demand for older people, 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
- No. of people currently supported in residential or nursing care: over 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	96	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

*Cumulative actual or year end target

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	5	10*	On Track	Static	On Track Performance Declining
% 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	81	75	On Track	Improving	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)	9.13	8 (+/- 1 day)	Not on Track	Declining	Not on Track Performance Improving
No. of people utilising WCC core settings	308	N/A	On Track	Improving	On Track Performance Improving

* Cumulative actual or year end target

Performance within this Area of Focus is largely positive with 6 out of 8 measures being On Track. Where measures are Not on Track, the projection for the next period is to improve.

Area of good progress as the score has increased by four percentage points from 77% in 2022/2023 to 81% in 2023/2024, which aligns to the focussed work on the wellbeing offer:

- % Employee Wellbeing score

Improvement activity which, albeit a slight decrease from Quarter 1, is still slightly above 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	83	85	Not on Track	Declining	Not on Track Performance Improving
% Net Variation of Outturn Forecasts to Revenue Budget (Whole Council)	4.25	+/-2	Not on Track	Static	Not on Track Performance Remaining Static
% 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	98.4	100	Not on Track	Declining	Not on Track Performance Remaining Static

Performance within this Area of Focus has shifted from Quarter 1 where it was largely positive, with 3 of the 4 measures On Track and likely to remain in a similar position for the next period to Quarter 2 where there are now 3 measures Not on Track and forecast to remain so at Quarter 3.

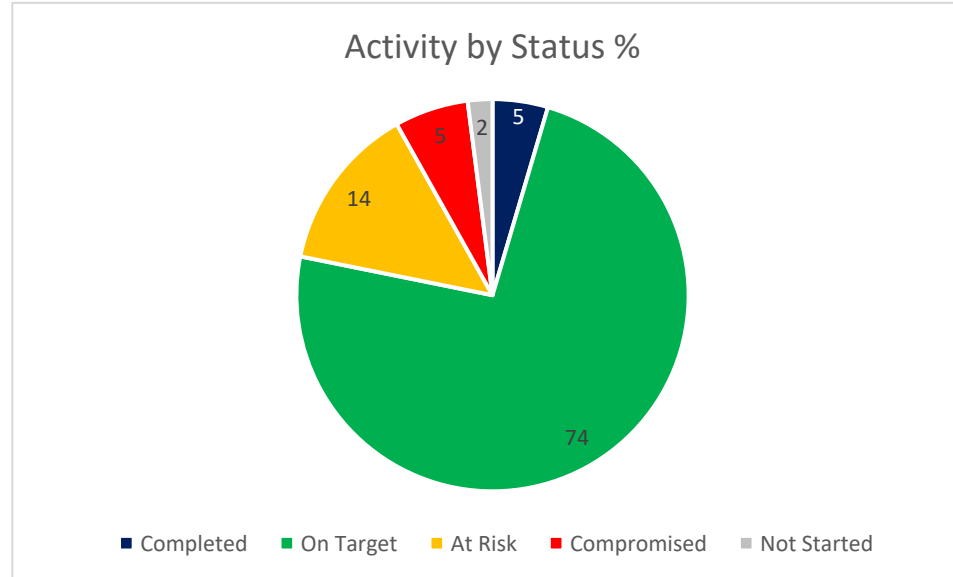
Improvement activity due to being Not On Track and Service Forecast to decline further over the next reporting period, further details of which will be presented in the Quarter 2 Financial Monitoring Report:

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

1. Progress on the Integrated Delivery Plan Quarter 2

1.1 Key Updates for Quarter 2 2023/24

There are 197 actions within the Integrated Delivery Plan. Of these, at Quarter 2 74% are On Track and 5% Complete, 19% are At Risk/Compromised and 2% Not Started, and it is these actions which are reported on in Appendix 2 on an exception basis.



Quarter 2 sees a further 9 projects completed.

Completed activity:

The following activities have been completed this Quarter:

- **Adopt the Local Transport Plan (LTP4) for Warwickshire in June 2023, setting out our strategic approach to transport across the county with a clear emphasis on promoting active travel and public transport. LTP4 will include an Annual Action Plan for deliverables. Immediate priorities are to develop Area Transport Strategies for each Borough/District Area with a view to having these adopted late 2024/early 2025.**
LTP4 has now been adopted. Work has now commenced on Area Transport Strategies and the delivery/monitoring plans.
- **Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including supporting Coventry City Council and Coventry University with the delivery of the Coventry and Warwickshire Green Business Programme to maximise take-up of the support by Warwickshire businesses.**

The programme closed at the end of June 2023.

- **Work with our world class universities on research and development (R&D) to power growth and innovation including working with Coventry City Council and Coventry University to deliver the Coventry and Warwickshire Innovation Programme.**

The programme closed at the end of June 2023.

- **Progress with plans on sustainable transport to include engaging with the Government's strategy for Electric Vehicle (EV) Charging and seek funding through government schemes for EV developments.**

WCC has secured £3.295m Tranche 1 monies from the LEVI fund. We have also joined a consortium of local authorities, led by Midlands Connect, to maximise leverage of LEVI funding throughout the region, explore common local authority requirements, work collaboratively and develop understanding and co-operation.

- **Delivery of the Education Capital Programme including: Myton 6th form (Oakley Grove School Y7 contingency/Warwick District).**
Open and taking pupils.

- **Delivery of the Education Capital Programme including: Oakley School Reception (Warwick District).**

All projects completed and taking pupils.

- **Delivery of the Education Capital Programme including: Griffin School primary school expansion (Rugby Borough).**

Open and taking pupils.

- **Ensure the primary & secondary transfer offers are administered in line with the Admissions Code ensuring all children who apply have a school place.**

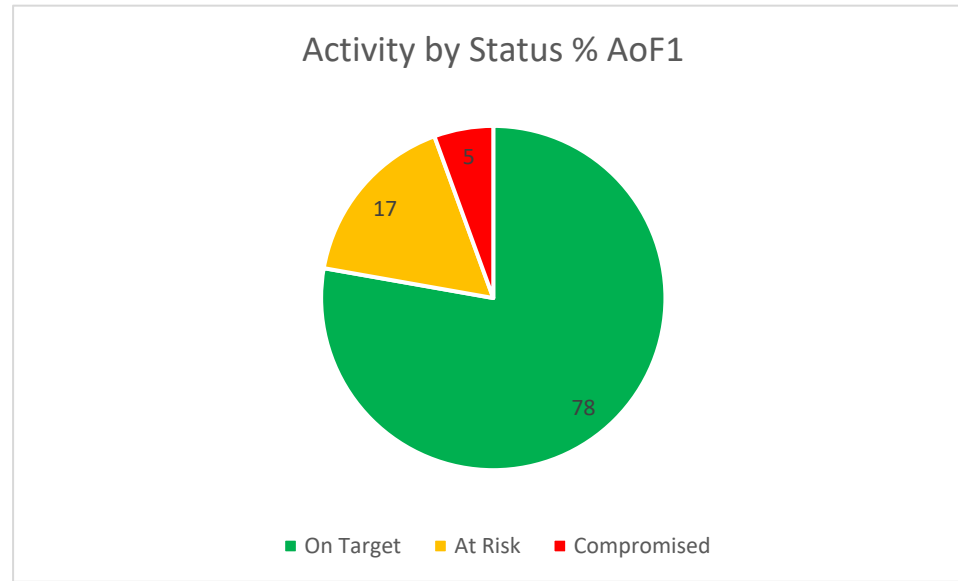
Successful Offer days administered in March (Secondary) and April (Primary). All places allocated.

- **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.**

Data Ownership Audit report published 22/9/23; will go to Audit & Standards Committee.

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.

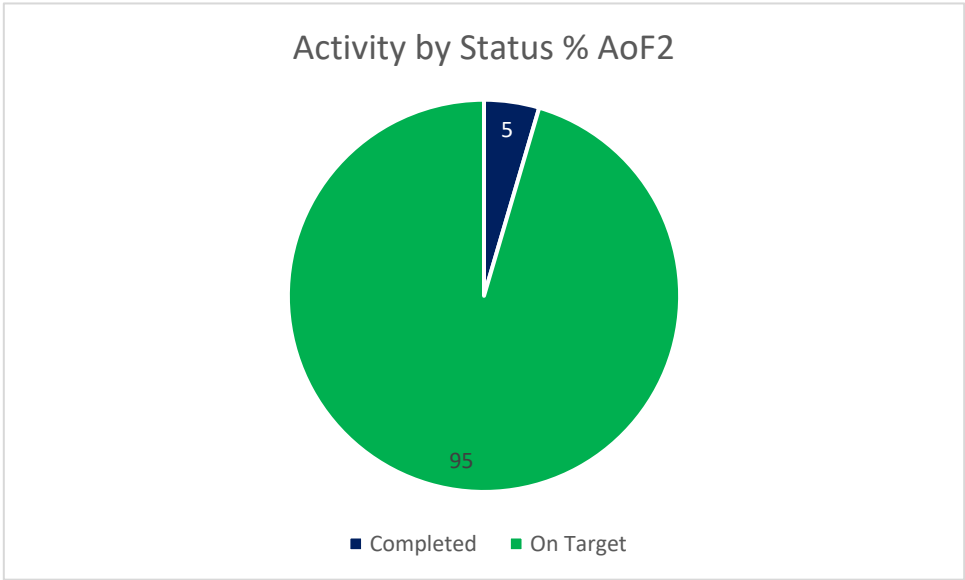
1.2 Area of Focus - Create vibrant places with safe and inclusive communities.



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 - delayed due to the viability assessment being assessed by the Valuation Office Agency (VOA), plus a recent ask from the planning officers for a Biodiversity Metric Assessment. Until this has been completed the planning officers cannot finalise their report. Bat surveys and Highways are complete. Vacant Possession - Powell House and 1-2 Church Street are now empty and short-term security measures are being put in place until demolition has been commissioned. (expected Spring 2024 when Royal Mail vacate).
Continue to deliver the Transforming Nuneaton regeneration programme - Implementing highway improvement schemes with the first scheme on site during 2023.	Compromised	First highway scheme, Abbey Green Cycleway planned for implementation in 2024, following completion of the traffic regulation order process which has taken longer than originally forecast to conclude.
Continue to deliver the Transforming Nuneaton regeneration programme - Developing plans for	At Risk	Work to re-appoint the professional team and progress design is on track, call off contract is in draft form.

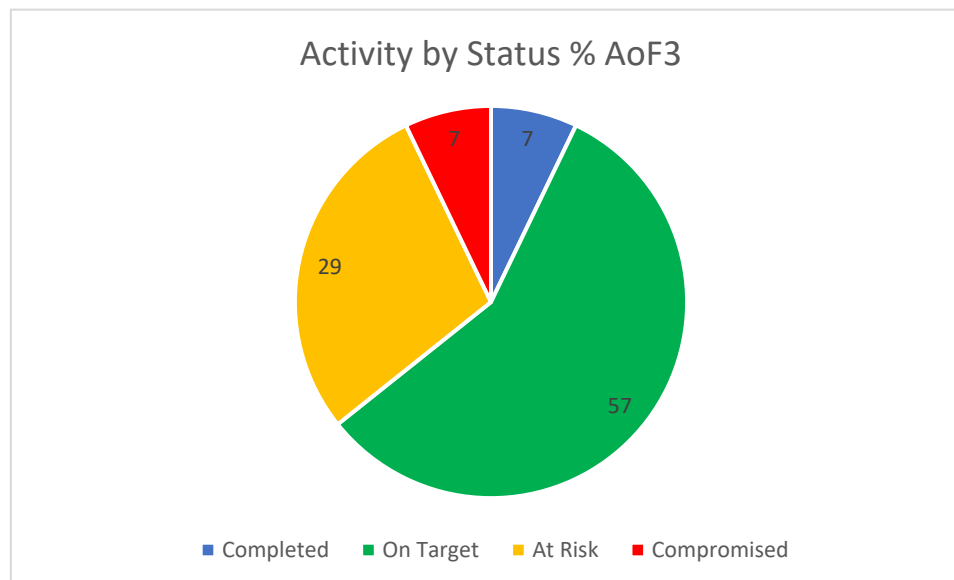
<p>a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed.</p>		
<p>Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Deliver new firefighter training sites to upgrade our facilities.</p>	<p>At Risk</p>	<p>The tender process is now in progress. A cabinet paper is being drafted to set out options around funding. Target date for delivery is May 2024.</p>
<p>Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Achieve a positive reinspection outcome by His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).</p>	<p>At Risk</p>	<p>HMICFRS report now published. WFRS has reduced Causes of Concern to one (continuation of a previous area) - this is down by 2. Areas for improvement have reduced by half. HMICFRS report going to Corporate Board and Cabinet in Oct 2023.</p>

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



There are no exceptions to report on at Quarter 2.

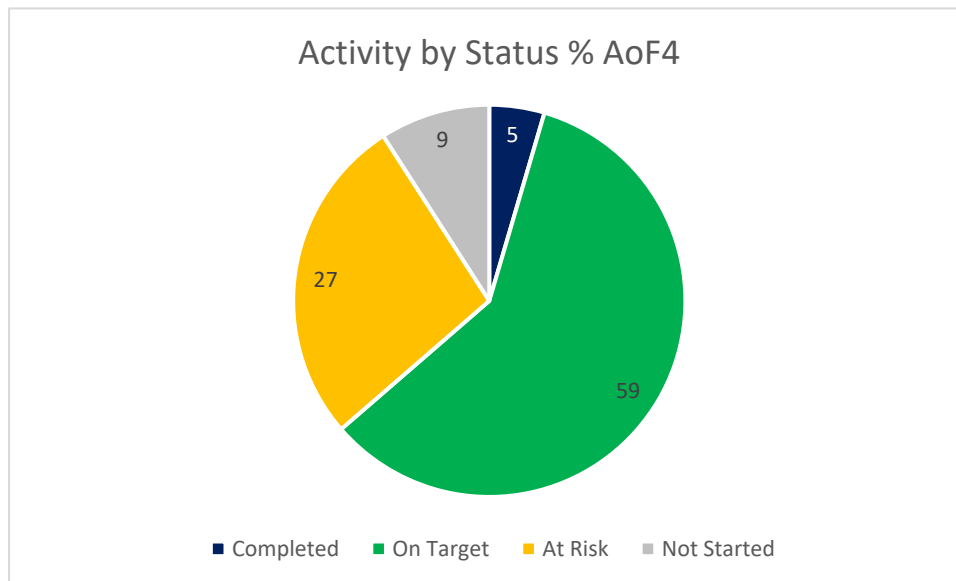
1.4 Area of Focus - Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills



Activity	Status	Commentary
Deliver priority Road schemes that will make it easier to travel around the County including a new signalised gyratory at the Stoneleigh junction on the A46.	At Risk	On track for completion winter 2023. Risks around budget are being dealt with by the project team and escalated appropriately.
Deliver priority Road schemes that will make it easier to travel around the County including opening up the existing Bermuda Bridge over the A444 to two-way traffic delivering additional highway capacity and improved connectivity between West Nuneaton and Griff Roundabout.	At Risk	On track for completion winter 2023. Risks remain around budget, and these are being dealt with by the project team and escalated appropriately.
SEND & Home to School Transport Review: Business case for long term purchase of vehicles.	At Risk	Development of business case not yet started.

Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire - Confirm 3rd party specialist to deliver the strategy	At Risk	Tender documentation draft - now considering combining with Physical Places approach as a result of Corporate Board paper.
Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire - Confirm implementation timeline	At Risk	Tender documentation draft - now considering combining with Physical Places approach as a result of Corporate Board paper.
Support our subsidiary property company, Warwickshire Property and Development Group to provide flexible ownership models for priority workers with the first scheme/s identified.	At Risk	No Change, project still under consideration.
Support our subsidiary property company, Warwickshire Property and Development Group to begin the Top Farm Housing project	At Risk	Infrastructure approval for planning to be confirmed October 2023 by Nuneaton & Bedworth BC. Submitted to WCC by Develop Warwickshire at the end of September 2023.
Support our subsidiary property company, Warwickshire Property and Development Group to begin the Former Water Orton School Housing project .	At Risk	No Change, meetings with Members and Officers 6th October to move forward.

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

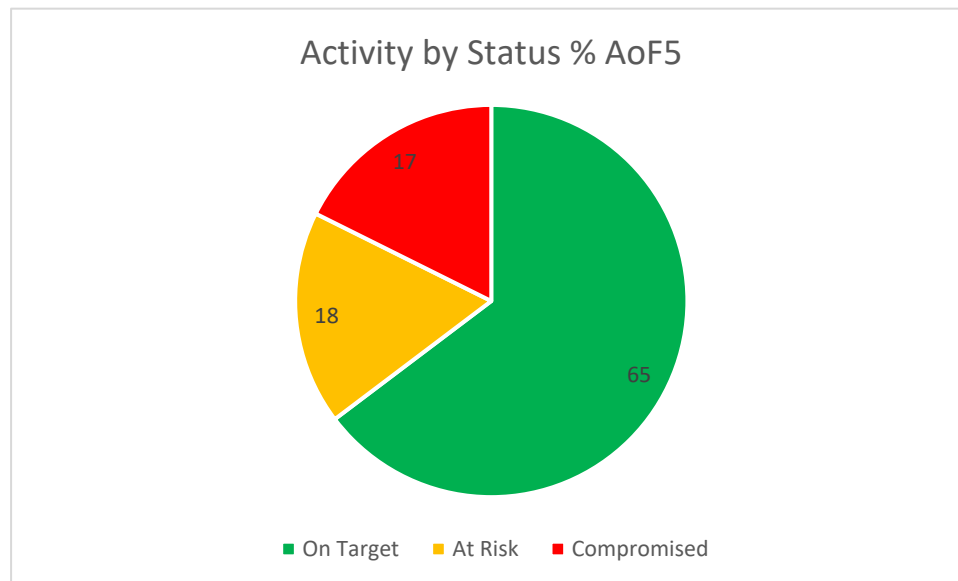


Activity	Status	Commentary
Progress with plans on sustainable transport to include implementing a pilot to assess the suitability of delivering on street, residential EV charge points using existing street lighting connections with up to 9 points to be delivered as part of a trial in 2023/24	At Risk	WCC continues to work with potential chargepoint suppliers who are keen to explore a co-operative approach to installation in Warwickshire. There are procurement and subsidy legislation requirements that need addressing and site selection needs re-visiting in Stratford. There is the opportunity to deliver additional chargepoints as part of a trial in Rugby and Nuneaton/Bedworth but this is subject to the same considerations.
Continue to take action to promote recycling: Review and refresh the joint waste strategy and action plan for Warwickshire with our partners in line with the proposed new Government Waste & Resources strategy.	Not Started	The County, District and Borough Councils continue to collaborate via the Warwickshire Waste Partnership. Performance is monitored and service improvements continue to be made wherever possible. The new kerbside collection introduced in the districts has been running for a year and has achieved the combined success of collecting good levels of food waste, increasing recycling rates and reducing general waste. This autumn all waste collection authorities will have started to use the Sherbourne MRF in Coventry for sorting kerbside

		collected recycling and the Partnership will work together to realise the new recycling promotion opportunities. The local Municipal Waste Management Strategy is due for review - clarity on Government's new Resources and Waste Strategy is awaited to allow this work to start in earnest.
Develop a Tree and Woodland Planting plan including: Deliver the County Council's tree planting commitments of 566,000 + trees by 2030. Target of 88,800 to be planted in 2023/24	At Risk	Only 2.2 hectares have been allocated from WCC's own estates in the last 2 years and none this year. However, working on a strategic approach to land identification/acquisition within the Tree and Woodland Strategy.
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	Six expert panel groups were held in August 2023 to extend engagement on the strategy. The 4 OSC's were consulted in September 2023. The strategy has been developed into a final state ready for Corporate Board in October 2023 prior to Cabinet in November 2023.
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 County by 2050 (informed by the UN Sustainable Development Goals).	At Risk	Six expert panel groups were held in August 2023 to extend engagement in the strategy. The 4 OSC's were consulted in September 2023. The strategy has been developed into a final state ready for Corporate Board in October 2023 prior to Cabinet in November 2023.
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 homeowners with renewables (Solar Together Warwickshire) is completed (now expected by end Q4 23/24) options for further initiatives will be reviewed. Engagement with wider areas is ongoing via West Midlands Energy Hub only. Potential opportunity also to be explored with WMCA as part of the Deeper Devo Deal at an appropriate time.

Move forward with renewable energy initiatives to include creating a 3-5 year plan for commercial renewable energy initiatives.	At Risk	Commercial Renewable Energy Initiatives currently under review by Finance Team.
Identify projects and funding for a retrofit programme to improve energy efficiency of the Council's property estate.	At Risk	Having a defined programme to support retrofitting our buildings is unlikely to be agreed this financial year. Retrofitting will continue on an adhoc basis. There will be continued engagement with Consultants to support development of a programme longer term. All works to properties will be aligned to a long-term strategy for our buildings.

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 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.	Compromised	Capital Work to Youth Centres has been delayed. There is a need for extensive survey to consider options, a requirement for coproduction of any future changes with young people and with the local community, as well as how the centre can make use of the space and connect with the children's centre and tenant boxing club on site. A plan will be brought together to how property services and the children and families service can locate resources and funding to progress the project.
Improve stability and outcomes for young offenders, children in care and care experienced young people: Increase the	At Risk	We are continuing a proactive campaign to recruit foster carers, there has been a recent increase in applications but consistent marketing in a very competitive environment is required.

<p>number of Warwickshire foster carers by 2% by 2027.</p>		
<p>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.</p>	<p>At Risk</p>	<p>ICH1 - (Stratford) The Home is operational. 2 children are in occupancy and another child is currently being matched up. ICH2 - (Leamington Spa) Refurbishment works have been delayed due to many factors including lack of resources during the summer period. As a result, the practical handover by Arden Construction will be conducted on 10th October. A Deputy Manager has been recruited but the original Registered Manager has accepted a promotion, thus leaving a vacancy. The Operational team are searching for a replacement. ICH3 - (Nuneaton) The Planning Committee have awarded the planning application, with some ecology-related pre-commencement works. These are currently being priced up. These works will need to be completed before any refurbishments can commence. ICH3A - (Bedworth) Refurbishment works commenced on 27th September, with a 5 week lead time. ICH4 - Work continues to explore the market and purchase a suitable property for children with disabilities.</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: Continue to develop the eating disorder pathway and services.</p>	<p>At Risk</p>	<p>Figures collated from the Eating Disorders dashboard indicate good progress in meeting the access and waiting time standards which continues to be 100% for Urgent & Routine referrals in July 2023. The Quarter 1 report is now available showing 100% achievement for Urgent and 97% achievement for Routine which is a significant improvement from Quarter 4 22/23 where Urgent and Routine achieved 55% and 91% respectively.</p> <p>The consultation offer for Avoidant Restrictive Food Intake Disorder (ARFID) was approved at the Health and Care Partnership Board in August. Recruitment for the team will take place up until December 2023 with the intention of mobilising the service in January 2024.</p>

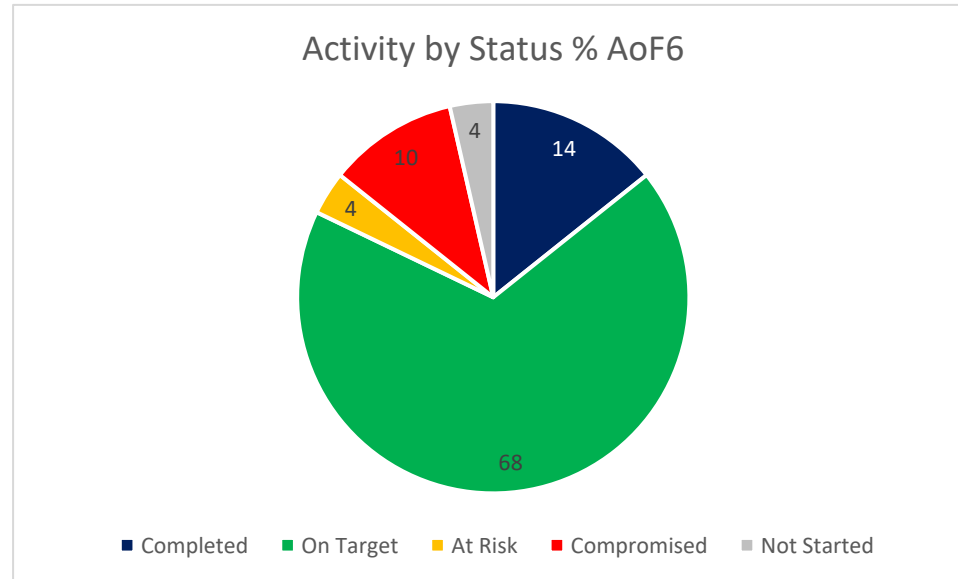
Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: **Strengthen mental health and emotional wellbeing support for vulnerable children and young people within Residential Care settings**

Compromised

The multiagency crisis dashboard hosted by Coventry & Warwickshire Partnership Trust (CWPT) Rise has now had 2 years data which will allow for a further analysis of the intelligence to be shared September / October 2023. A paper has been written collating all the ideas following the crisis workshops in May. System commissioning work needs to be taken forward from this with it likely that a crisis sub group led by commissioners being set up to do this.

Work is ongoing to develop a mental health support offer for children placed in residential homes and for foster carers. A variation to the Rise contract to enable CWPT to deliver this for the Council is being considered and worked on with a view to mobilising this in April 2024.

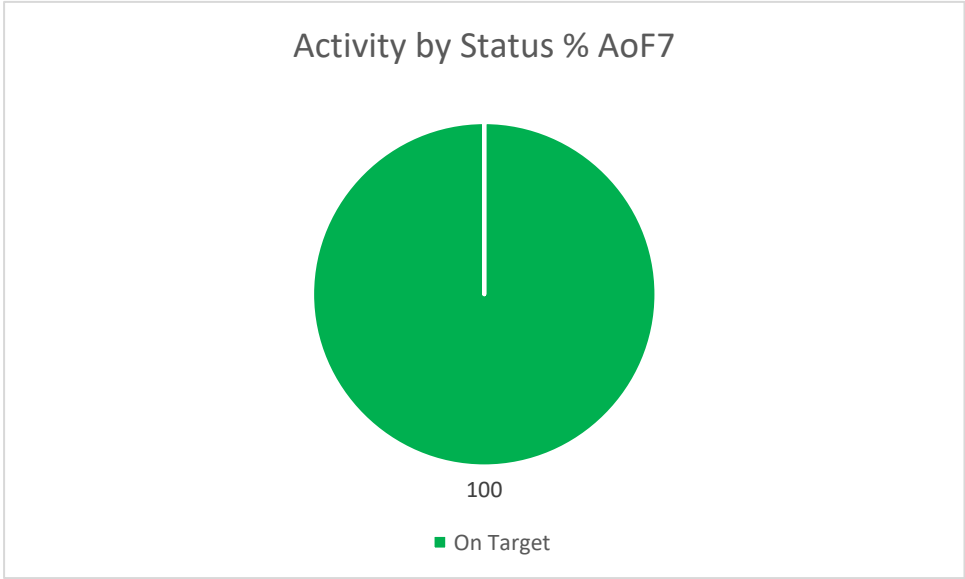
1.7 **Area of Focus - Through education, improve life opportunities for children, young people and those with special educational needs and disabilities**



Activity	Status	Commentary
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: 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.	Compromised	SEND Core Offer being further reviewed for affordability in light of new financial climate and alternatives to be considered.
Develop and establish Warwickshire's Education Strategy with stakeholder	At Risk	Stakeholder engagement has taken place throughout September so this is on track; however following feedback a

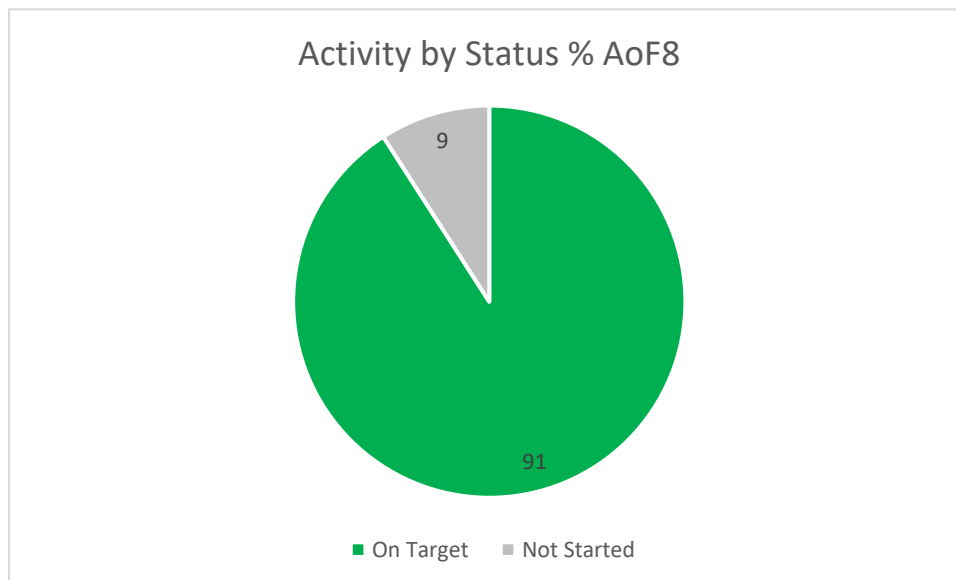
<p>engagement on the draft Strategy during Summer 2023 and final Council approval December 2023</p>		<p>number of amendments are required. Based on this the final Council approval will not take place in December 2023. The date for approval is currently being revised.</p>
<p>Delivery of the Education Capital Programme including: Queen Elizabeth secondary school expansion (North Warwickshire – Atherstone)</p>	<p>Not Started</p>	<p>Places being offered via school but expansion work delayed until late autumn due to Trust awaiting sign off on PFI related to previous rebuild scheme.</p>
<p>Delivery of the Education Capital Programme including: Stratford upon Avon School secondary school expansion (Stratford District)</p>	<p>Compromised</p>	<p>Project now at RIBA (Construction phase 4 of 7). Cost profile being reviewed for further contractor engagement.</p>
<p>Delivery of the Education Capital Programme including: Myton Gardens new primary school (Warwick District)</p>	<p>Compromised</p>	<p>Project now at RIBA (Construction phase 4 of 7). Cost profile being reviewed for further contractor engagement.</p>

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



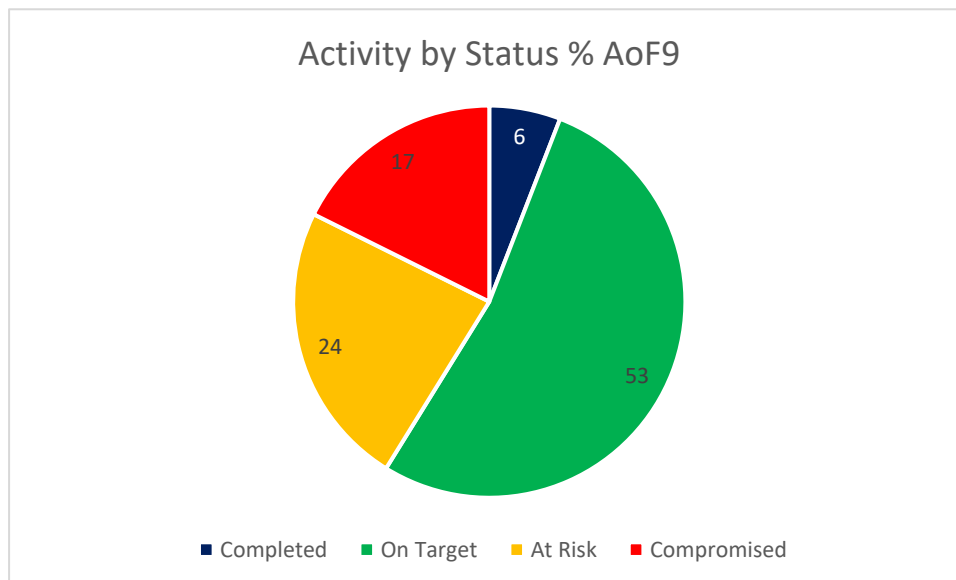
There are no exceptions to report on at Quarter 2.

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



Activity	Status	Commentary
Finalise and roll-out with partners and communities a community powered approach (Warwickshire Stepping Forward) including: Holding a 2023 'Big Conversation' event	Not Started	A planned event for June 2023 was cancelled/postponed because of low sign-up. Investigating alternative engagement means.

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



Activity	Status	Commentary
Improve data maturity and embed a performance culture, by implementing data sharing and multi-agency dashboards to enable early help.	At Risk	The team are undertaking a Current State Assessment & Gap Analysis to add to existing discovery - Auditing current data feeds, internal & external dataset availability & systems, existing governance & DSA and requirements for Early Help/Strengthening Families workflows to quantify outcomes (Early Help Mosaic Workflows). This will then advise more fully on next steps and time.
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 - Social Media: Make recommendations on how we can best use social media to gain insight	Compromised	The Director of Enabling Services will own this going forwards. Activity paused pending consideration of whether this remains a priority for the service.

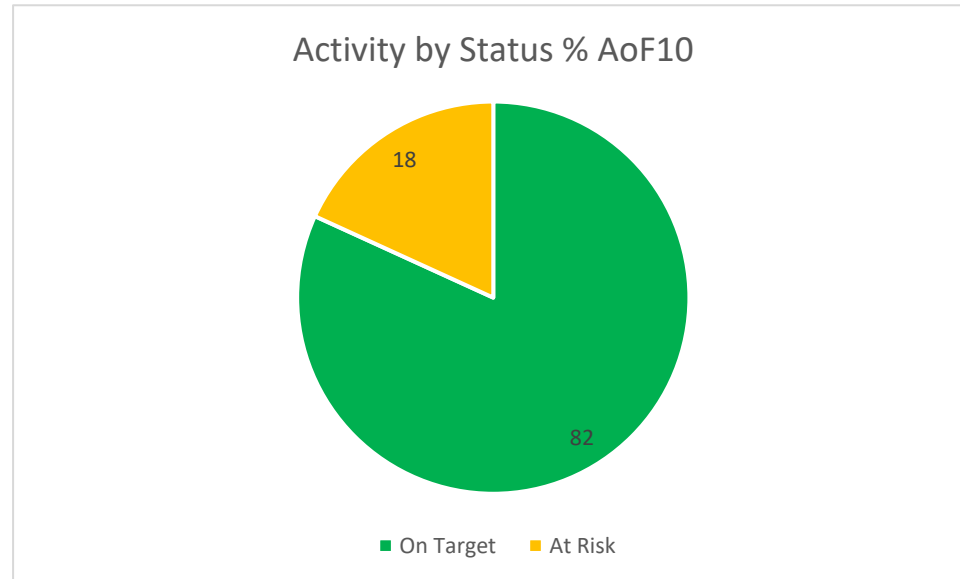
<p>and feedback about issues or concerns raised about Council services.</p>		
<p>Deliver the first horizon of our digital Roadmap to improve customer service and reduce cost through the redesign of services and automation, specifically by: Implementing a new Customer Platform system to handle all of our initial contact with those who contact the Council</p>	At Risk	Release 1 development completed on time. Testing is in progress and we await security tests before establishing release date.
<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: Working with Assistant Directors and the Commissioning Support Unit to identify opportunities that could benefit from process automation and recommending a programme to achieve the associated MTFs savings from 2024/25 onwards</p>	At Risk	Situation remains static. A new Process and Digital Change Programme is established but no identified automation opportunities. Programme will take responsibility after Corporate Board have prioritised activity in Q3.
<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>	Compromised	Pilot exercise, matching Youth Justice data with Children's Social Care data, is being evaluated before the new tool (Splink) is fully implemented. As previously identified, this will provide the organisation with the ability to (where appropriate) match client level data across systems and suggest where previously unidentified matches might exist.
<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>	At Risk	The Education System Board has not yet articulated what support is required to tackle the known issues with the Synergy system. BI and other Resources services will continue to offer support, and other activities being completed within the Data Roadmap (such as establishing new corporate data standards) will enable Education to make progress in this area.

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

Compromised

Initial discussions with HR&OD have taken place and an outline brief has been produced. Further meetings will explore the delivery options, including the possibility of utilising a third party.

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/training materials are all ready and the How to Manual includes a section on social value signposting to this guidance. Relevant procurement exercises being led/supported by the Procurement Teams now include social value in line with the policy and guidance. However, this is a very soft launch and a more formal roll out programme needs to be agreed. This should form part of the Strategy Launch.
Strategic Development of Procurement, Contract Management and Quality Assurance: Deliver savings in 3rd party spend set out in the medium-term financial strategy	At Risk	Recruitment to these posts continues to be challenging and this is putting delivery at risk. However, robust plans are being put into place to secure the savings and this is mitigating the risk to delivery. The delivery leads supporting these efforts recognise where resources can be saved quickly in the short term and are planning what

strategies are required to save more on a long term, ongoing basis.

HR People Metrics - Q2 July 2023 to September 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?



WCC Reporting - Q2 July 2023 to September 2023

Target (+/- 1 day)	Days per FTE	Long term days per FTE	Short term days per FTE
8.00	9.13	5.72	3.41

Top 3 sickness absence reasons		
1st by days lost	2nd by days lost	3rd by days lost
Stress and Mental Health	Other	Musculo-Skeletal

Stress and Mental Health (% Days Lost)			
Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24
28.6%	30.3%	32.4%	32.7%

Stress and Mental Health (Days per FTE)			
Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24
2.57	2.72	2.97	2.98

Headcount FTE		
	Headcount	FTE
Communities Directorate	1141	1022.18
People Directorate	2226	1880.80
Resources Directorate	1728	1423.88
Warwickshire County Council	5100	4331.26

Appraisals		
	% of appraisals Financial YTD	% of appraisals Rolling Year
Communities Directorate	23.0%	45.9%
People Directorate	15.1%	40.2%
Resources Directorate	19.2%	54.2%
Warwickshire County Council	18.3%	46.2%

Retention, New Starters, and Leaving Reasons			
	Starters	Retention Rate * Rolling year	Leavers
Communities Directorate	45	91.0%	37
People Directorate	112	86.0%	76
Resources Directorate	45	90.5%	44
Warwickshire County Council	202	88.6%	157

Top Leaving Reason	Percentage
Resignation	60%
2 Retirement	17%
3 End of Contract	7%
4 By Mutual Agreement	6%
5 Failed Probation	3%
6 Transfer	3%
7 Deceased	1%
8 Did Not Start	1%
9 Dismissal	1%
10 Provider	1%
11 Voluntary	<1%
12 Retirement - Fire	<1%
13 Health	<1%
14 #N/A	<1%

30% Male
70% Female

54.7%
Between the ages of 25 and 50 in Warwickshire County Council

31.3%
Have not Declared a Sexual Orientation in Warwickshire County Council

Ethnicity (WCC)

White British	72.4%
White (non-british)	4.6%
Asian or Asian British	6.9%
Black or Black British	2.2%
Mixed	1.5%
Other Ethnic Groups	0.3%

Notes

COVID-19 – The authority continues to assess the impact of the Covid-19 pandemic and is monitoring sickness and isolation due to the virus and staff wellbeing.

Transformation – Structure changes on Your HR have 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.

Appraisals – these were due to take place between June – September, which is slightly later than usual due to Covid-19. A light touch appraisal process will be in place for this year as

30/09/2023

Insights

Please note that for Q3 and 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 for Q2 reporting, but have since changed for Q3 reporting and therefore there will be no data for these teams for Q3.
- Team names in red are new team names for Q3. If this is replacing an old team/s name, this will be indicated in *italics* next to the team name. Reporting will start from Q3.
- Please note the following caveats:
 - For Q1 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.
 - For Q2, reporting will reflect the organisations structure as at the 30th September 2023. Where team names have changed prior to 30th September, Q2 reports will reflect the new team names. The structure changes that come into effect from 1st October will be reflected in Q3 reporting.

Sickness absence

- WCC target is to reduce sickness absence to 8 days per fte (+/- 1 day). At the end of Q2, WCC actual was 9.13 days per FTE which is above the target range set for 23/24 reporting.
- The Communities Directorate (6.9 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 (10.7 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 Q2, Coronavirus is the fifth cause of sickness absence for WCC, the Resources Directorate and Communities Directorate. For the People Directorate it is the seventh cause of sickness absence.
- The percentage of days lost to Stress and Mental Health for sickness absence has increased from Q2 22/23 (27.9%) to Q2 23/24 (32.7%). There has been an increase in the % days lost to Stress and Mental Health from Q1 23/24 (32.4%) to Q2 23/24 (32.7%). The days per FTE figure for Stress and Mental Health has increased in this time, ending Q2 23/24 with 2.98 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 (5100) and is higher than the same period last year (Q2 22/23 - 4942). FTE has also increased in line with the increase in headcount.
- The People Directorate and Communities Directorate report an increase in headcount in Q2 23/24, the highest increase within the People Directorate, which relates to Education Services. The Resources Directorate reports a decrease in headcount in this quarter, which relates to Business & Customer Services.

Appraisals

- As of the end of September, all Directorates have had an increase in the percentage of appraisals entered in Your HR compared to the previous quarter.
- WCC percentage of appraisals financial year to date has increased from Q1 23/24 (32.5%) to Q2 23/24 (46.2%).
- Please note appraisal percentages are calculated by taking the number of completed appraisals logged on YourHR within the period and dividing this by the total headcount for that area. Headcount figures include the number of employees only excluding casuals and agency staff.

Retention, New starters and Leaving Reasons

- Resignation was the top leaving reason for WCC in Q2 23/24 (60%) which has slightly decreased from the previous quarter (61%).
- For WCC, there were more starters than leavers in Q2, which is consistent across all three Directorates.
- Retention rate in the People Directorate (86.0%) is lower than what is reported at the WCC level, however has increased since Q1 23/24 (85.3%). All other Directorates have a retention rate above what is reported at WCC level. There has been an increase in the retention rate within the People Directorate and Resources Directorate in Q2 23/24, and a slight decrease in the Communities Directorate.

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 (54.7%).

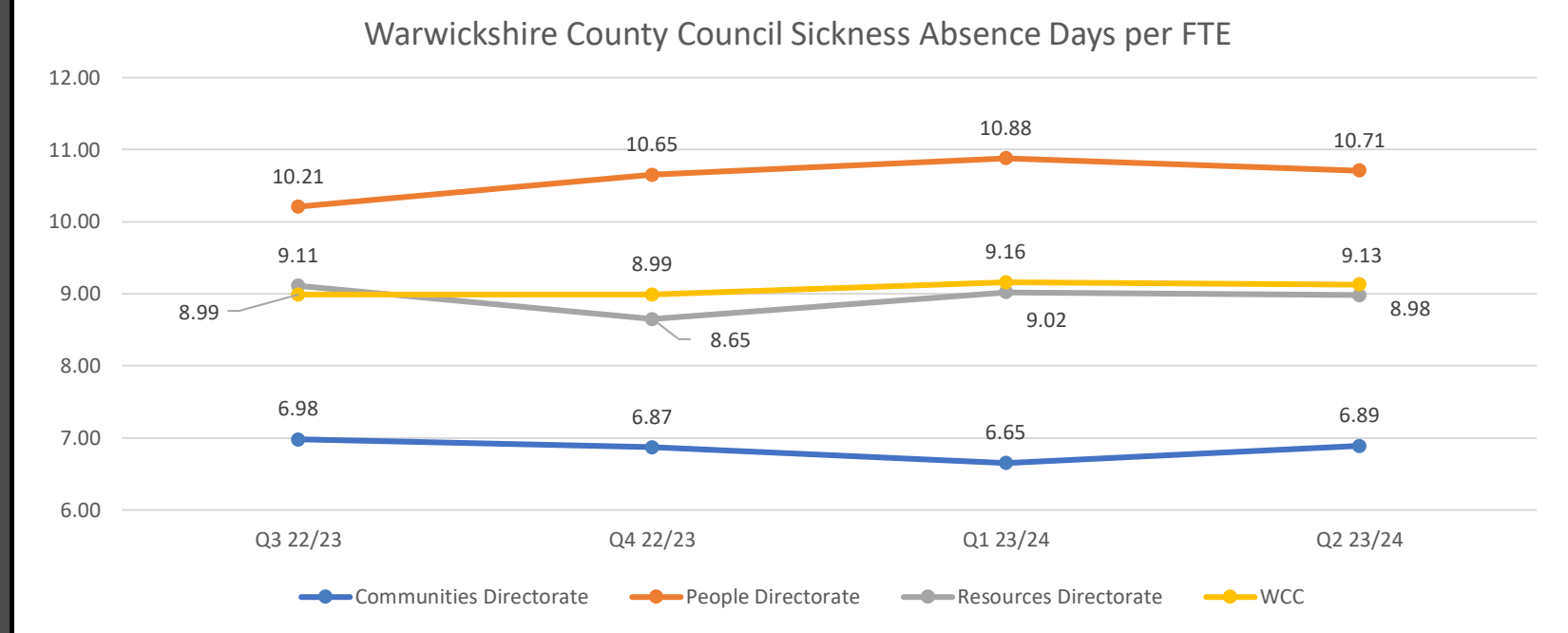
Sickness Absence - Q2 July 2023 to September 2023



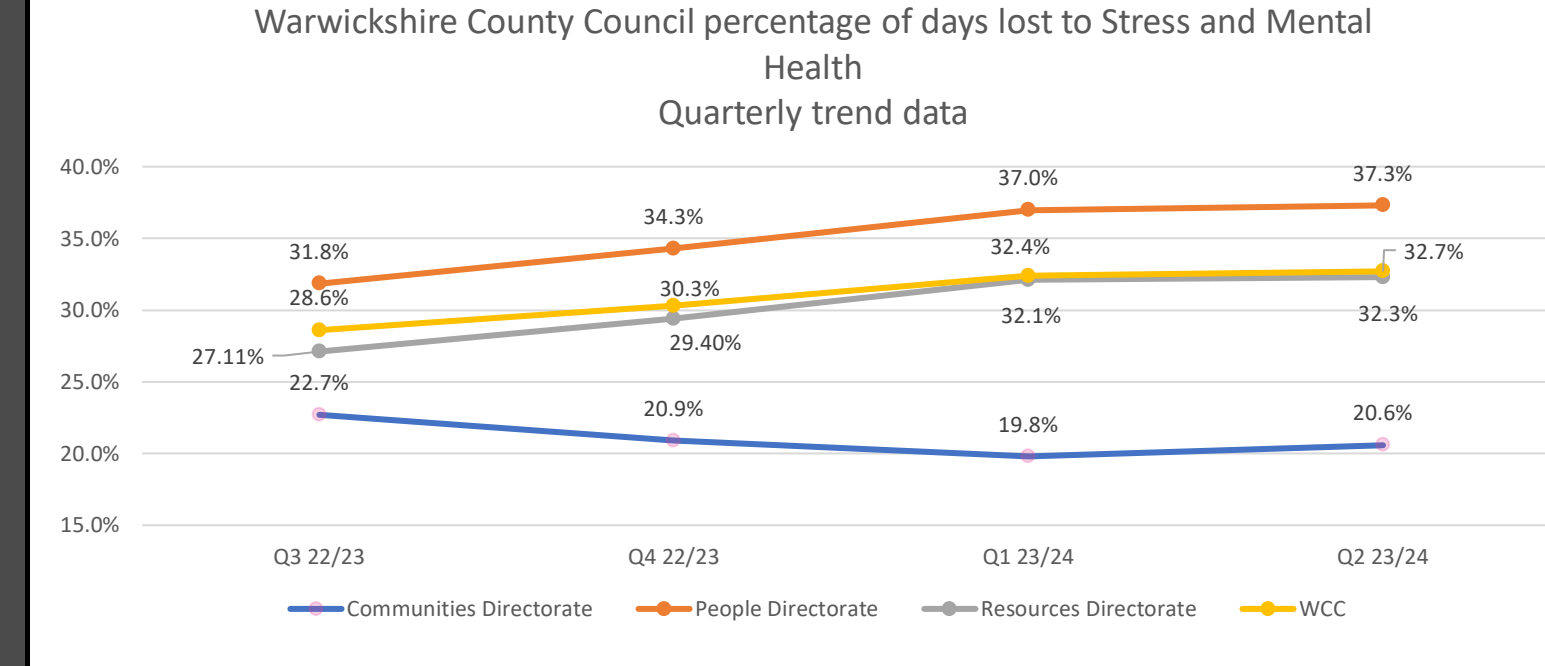
People Dir

Insights

Sickness Absence -Warwickshire County Council Days per FTE



Stress and Mental Health Service level with Directorate



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 12802 days lost and accounts for 33% 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 1142 episodes of absence. This is 22% 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 14%, which is a total of 145 return to work interviews recorded from a potential 1043.
- The Resources Directorate (21%) is above the WCC reported percentage of 14%.
- The Communities Directorate (14%) is the same as the WCC reported percentage.
- The People Directorate (9%) is below the WCC percentage for this quarter.

Sickness Absence Reasons by Service (days lost)

Warwickshire County Council		
Stress and Mental Health 33%	Other 13%	Musculo-Skeletal 13%
Communities Directorate		
Musculo-Skeletal 25%	Stress and Mental Health 21%	Other 16%
People Directorate		
Stress and Mental Health 37%	Other 12%	Musculo-Skeletal 10%
Resources Directorate		
Stress and Mental Health 32%	Other 13%	Musculo-Skeletal 12%

Sickness Absence Reasons by Service (episodes of absence)

Warwickshire County Council		
Chest or Respiratory 22%	Digestive System 14%	Stress and Mental Health 11%
Communities Directorate		
Chest or Respiratory 23%	Digestive System 16%	Musculo-Skeletal 12%
People Directorate		
Chest or Respiratory 21%	Digestive System 14%	Stress and Mental Health 13%
Resources Directorate		
Chest or Respiratory 22%	Digestive System 13%	Coronavirus 11%

Other* Absences Includes:
 Haemorrhoids
 Hernia
 Other
 Prostate Disorder
 Thyroid Condition
 Varicose Veins

This page is intentionally left blank

Strategic Risk Register Net Risk Scores (after mitigating controls)

4a At the end of Quarter 2, the following are the strategic risks and plotted within a heatmap that demonstrates those with a red, high, status after allowing for mitigating controls:

Impact	Catastrophic	2. Failing to keep vulnerable children & adults safe				
	Major		5. Failure to operate and / or improve	4. Lack of movement towards Sustainable Future 6. Insufficient skilled & experienced workforce 7. Successful cyber attack	3. Mismatch between demand and resources	
	Moderate				1. Slow economic growth & increase in inequalities across communities	
	Minor					
	Insignificant					
		Highly Unlikely	Unlikely	Possible	Probable	Very Likely
		Likelihood				

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 2, 21 risks out of 84 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"> • 58 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 • (Environment) Inability to meet statutory requirement to transport eligible children to school • (Childrens) Insufficient social workers. • (Childrens) Insufficient suitable homes for Children in Care. • (Education) Loss of Music Hub Funding • (Education) Increase in Electively Home Educated Children, capacity to assure quality of education. • (Education) Long term disruption to Education and access • (Education) Sustained shortfall of Education Capital Funds • (Enabling Services) Cyber attack is successful • (Enabling Services) Capital Costs for Education Construction exceed basic need funding • (Fire & Rescue Services) DBS checks return unfavourable results impact service • (Fire & Rescue Services) Known weaknesses in Light Rescue Pumps, service reductions
<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"> • (Children and Young People) Children and Young people and vulnerable adults suffer avoidable injury or death. • (Communities) Insufficient resources to deliver the Council Plan. • (Finance) Finance workforce capacity and resilience, wellbeing and workload concerns. • (Environmental Services) Unable to deliver flood risk management. • (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) Being unable to deliver Local Area SEND Inspection Written Statement of Action within timescales • (Education) Loss of grant income for Adult and Community Learning • (Finance) Insufficient resources to deliver the Council Plan and priorities • (Fire and Rescue Services) Cyber attacks • (Fire and Rescue Services) Reduced On all availability. • (Governance & Policy) Increase in data breach and Subject Access Request backlog. • (Strategic Commissioning) Workforce shortages

Cabinet

9 November 2023

2023-24 Financial Monitoring – Forecast Position as at Quarter 2

Recommendations

That Cabinet:

1. notes the forecast overspend of £4.856m (1.3%) 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 £6.609m, and the consequent shortfall against the target;
3. notes the action plan developed by Corporate Board, to address service overspends in 2023/24 and mitigate their medium-term impact;
4. notes the forecast capital spend for 2023/24 of £162.117m; and
5. notes and approves the movement in the forecast spend on the capital programme of £28.664m from 2023/24 into future years and notes the carry forward of Corporate schemes of £0.150m and S278 contributions of £6.830m.

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 second 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

	Q2 Forecast £m	Q1 Forecast £m	Change Q1 to Q2 £m
Approved Budget	384.423	380.360	4.063
Net forecast as at Quarter 2	400.770	396.545	4.225
Net overspend	16.347	16.185	0.162
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 	3.139	2.994	0.145
<ul style="list-style-type: none"> Movement to/from Earmarked Reserves: spend to be financed from other Earmarked Reserves 	2.263	6.219	(3.956)
<ul style="list-style-type: none"> DSG total variance at Q2: deficit of £13.397m, of which the High Needs element is £13.687m to be offset against the DSG contingency reserve, with £7.598 required to top-up the DSG deficit reserve from the 'Available for Use' reserve. 	6.089	6.089	-
Residual service variance:	Q2 split:		
<ul style="list-style-type: none"> Overspend to be funded from Directorate Risk Reserve 	£26.485	4.856	0.883
<ul style="list-style-type: none"> Underspend to transfer from the 'Available for Use' Reserve 	(£21.629)		3.973
Net overspend	16.347	16.185	0.162

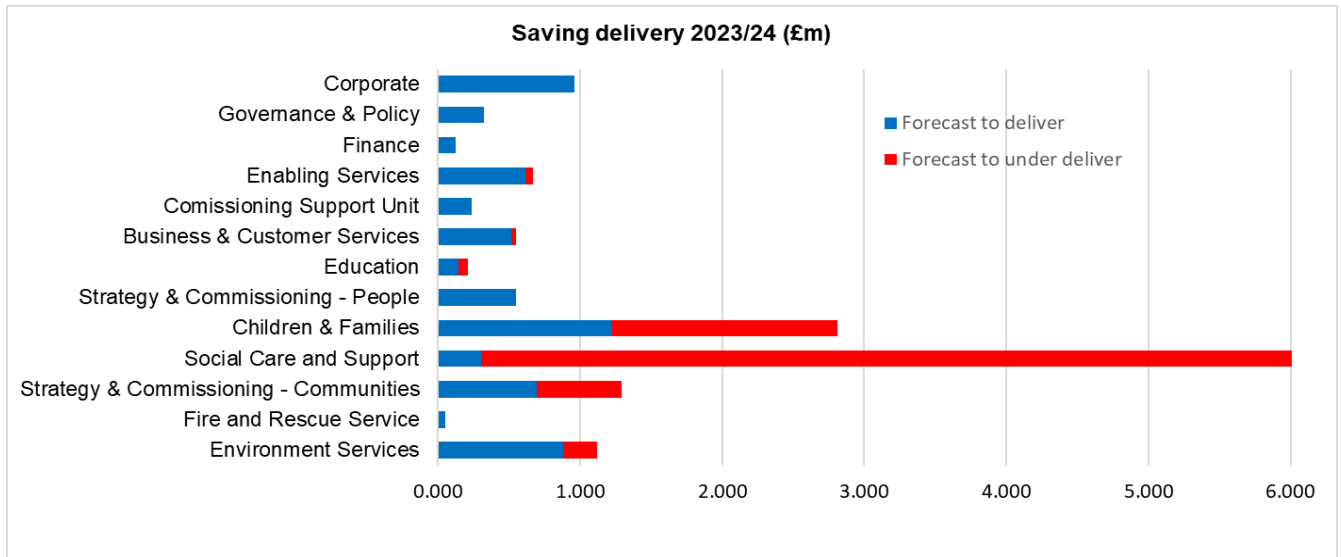
The headline forecast overspend is £16.347m in 2023/24. However, one-off, specific funding has been set aside in the Medium-Term Financial Strategy (MTFS) to meet the majority of these costs. Once this funding is taken into account the adjusted position is a net overspend of £4.856m (1.3% of the net 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 1.3% is within the +/- 2% target set as part of the performance management framework and is within acceptable parameters.

The Council is continuing to face sharp and 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. The change in net overspend from Q1 to Q2 is only £0.162m. However, the remaining service overspend has increased by £3.973m since Q1 and will need to be funded from one-off resources, including the 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.

The current Dedicated Schools Grant (DSG) forecast is a £13.397m overspend. Within this there is a £13.687m High Needs block deficit in 2023/24, giving a forecast cumulative High Needs DSG deficit of £34.103m by the end of this financial year. The DSG Offset Reserve is currently £26.505m, which leaves a shortfall and additional budget pressure of £7.598m in year. If the cumulative DSG deficit remains above the

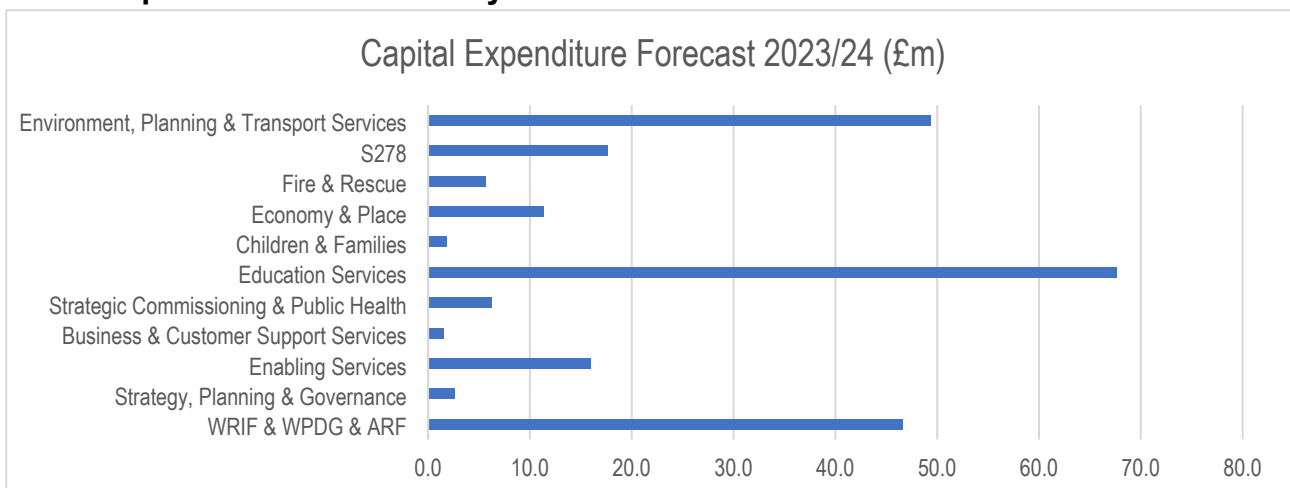
Offset Reserve, at the end of the financial year the Authority will need to top up the reserve from the Available for Use reserves, reducing the funding available to support the MTFs in future years. For further details on the forecast revenue spend please refer to Section 4.

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 Q2 £6.609m (44%) is forecast to be delivered in line with the plan, with £8.549m (56%) forecast not to be delivered. For details on saving performance please refer to Section 5.

2.3 Capital Forecast Summary

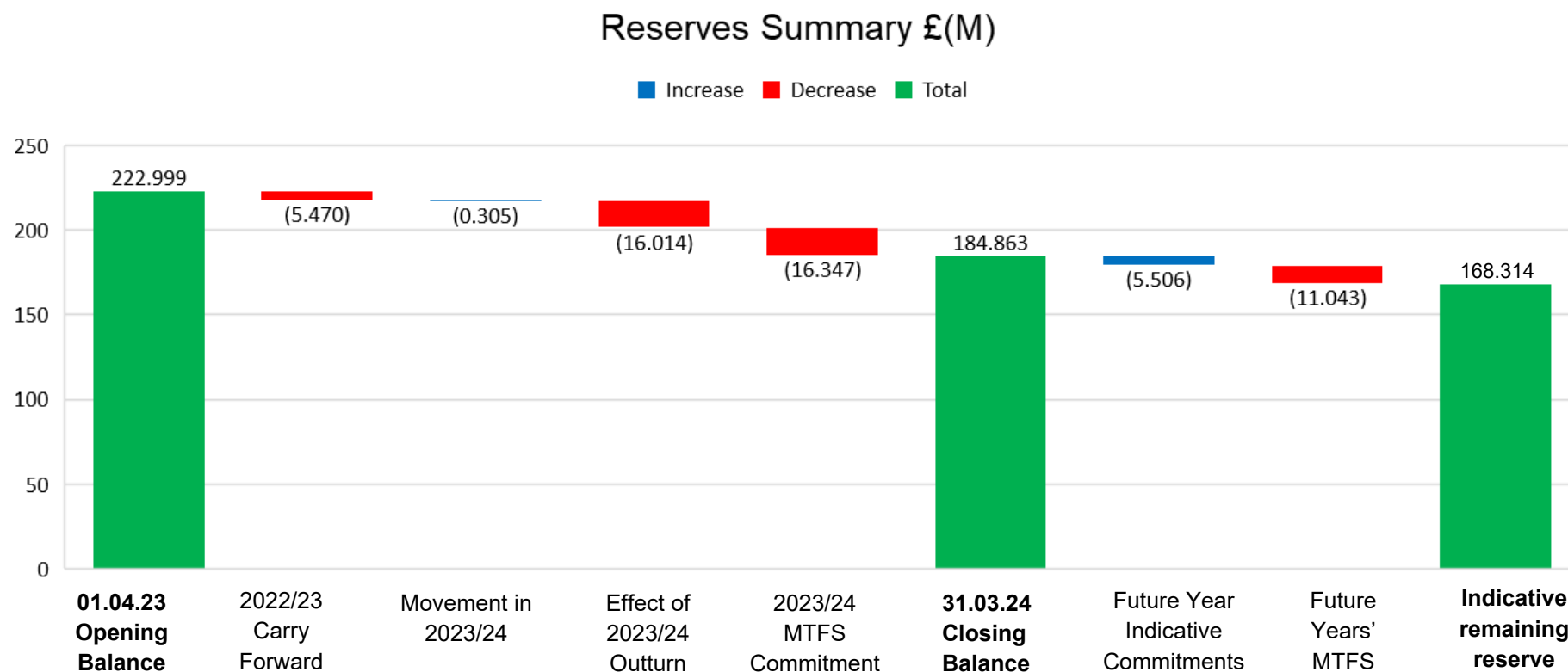


*WRIF (Warwickshire Recovery Investment fund), WPDG (Warwickshire Property Development Group), ARF (Asset Replacement Fund)

The total controllable forecast capital spend for 2023/24 is £162.117m. A further £17.674m 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 £46.623m will be spent on economic growth-related activity through the Warwickshire Recovery and Investment Fund (WRIF) and Warwickshire Property and Development Group (WPDG).

2.4 Reserves Summary¹

Page 76



The level of reserves at the start of 2023/24 was £222.999m. The forecast spend in this report and indicative future use of reserves to support the MTFS indicate reserves will reduce by £54.685m over the period of the MTFS to £168.314m. 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.
4 of 43

3. Revenue Forecast by Service

Service Area	Approved Budget £m	Service Forecast £m	(Under)/Over spend £m	% Change from Budget	Change from Q1 forecast £m	Represented by:			% change from Approved Budget	Remaining Service
						Investment Funds £m	Impact on Earmarked Reserves £m	Remaining Service Variance £m		Change from Q1 forecast £m
Communities										
Environment & Planning	60.584	65.730	5.146	8.5%	2.098	0.000	0.063	5.083	8.4%	2.077
Fire & Rescue	25.086	25.303	0.217	0.9%	0.242	0.000	0.228	(0.011)	(0.0%)	(0.002)
Economy & Place	25.731	26.423	0.692	2.7%	0.321	(0.127)	(0.027)	0.846	3.3%	0.387
Subtotal Communities	111.401	117.456	6.055	5.4%	2.661	(0.127)	0.264	5.918	5.3%	2.462
People										
Social Care & Support	208.932	220.842	11.910	5.7%	(2.637)	-	3.398	8.512	4.1%	(1.189)
Children & Families	81.765	94.391	12.626	15.4%	0.921	1.377	0.416	10.833	13.2%	0.160
Strategic Commissioner for People	36.424	37.384	0.960	2.6%	(0.203)	0.000	1.355	(0.395)	(1.1%)	(0.202)
Education Services - Non-DSG	10.202	10.809	0.607	5.9%	0.241	(0.023)	0.110	0.520	5.1%	0.232
Subtotal People	337.323	363.426	26.103	7.7%	(1.678)	1.354	5.279	19.470	5.8%	(0.999)
Resources										
Business and Customer Services	19.976	20.150	0.174	0.9%	(0.146)	0.258	(0.115)	0.031	0.2%	(0.143)
Commissioning Support Unit	6.431	6.232	(0.199)	(3.1%)	(0.309)	(0.065)	0.000	(0.134)	(2.1%)	(0.307)
Enabling Services	25.700	28.415	2.715	10.6%	(1.055)	1.356	0.376	0.983	3.8%	(0.864)
Finance	6.374	6.567	0.193	3.0%	0.132	0.374	(0.092)	(0.089)	(1.4%)	(0.124)
Strategy, Planning & Governance	3.013	3.327	0.314	10.4%	(0.108)	(0.011)	0.019	0.306	10.2%	(0.116)
Subtotal Resources	61.494	64.691	3.197	5.2%	(1.486)	1.912	0.188	1.097	1.8%	(1.554)
Subtotal Directorates	510.218	545.573	35.355	6.9%	(0.503)	3.139	5.731	26.485	5.2%	(0.091)
Corporate Services and DSG										
Corporate Services & Resourcing	(125.795)	(158.200)	(32.405)	25.8%	(4.009)	-	(10.776)	(21.629)	(17.2%)	4.064
DSG expenditure (Education Spending)	263.363	276.760	13.397	5.1%	4.674	-	13.397	-	-	-
DSG income	(263.363)	(263.363)	-	-	-	-	-	-	-	-
Subtotal Corporate Services and DSG	(125.795)	(144.803)	(19.008)	15.1%	0.665	-	2.621	(21.629)	17.2%	4.064
Total	384.423	400.770	16.347	4.3%	0.162	3.139	8.352	4.856	1.3%	3.973

4. Revenue overview

- 4.1. The forecast outturn position is set out in the table in Section 3 above and shows a total forecast overspend of £16.347m representing 4.3% of the Council's net revenue budget.
- 4.2. 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 remaining higher for longer than anticipated so continuing to increase the cost of services;
 - a lack of capacity in the market whether for supply of specialist placements or staffing;
 - a continuation of the substantial gap between the fixed levels of grants provided and the growing spending need in the services the grants are supposed to fund, 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.
- 4.3. 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 £13.397m overspend consists of the following variances:

DSG block	Current year forecast variance as at Q2 2023/24 £m	Cumulative forecast variance as at Q2 £m
Schools Block	(0.011)	(0.505)
Early Years Block	(0.396)	(3.737)
High Needs Block	13.687	34.103
Central Services Block	0.117	(0.367)
Total	13.397	29.494

The most significant element is the forecast overspend of £13.687m on the High Needs Block (HNB). The material forecast overspends include £3.433m in mainstream school Education, Health and Care Plan (EHCP) top-ups, a £7.978m overspend on independent school places, a £1.094m overspend on specialist resource provision and a £1.484m overspend on Post 16 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.

The Council is part of tranche 3 of the DfE Delivering Better Value scheme 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 to address the High Needs challenges. No further SEND (Special Educational Needs and Disabilities) change projects are being approved until the Delivering Better Value activity is completed. New leadership is reviewing the balance between transformational change activities and business as usual.

Live projects within the current SEND & Inclusion Change Programme include 'Inclusion Framework', Emotionally Based School Avoidance, EHC plan top-up funding, and Supported Internships which are all expected to have positive long term financial impact by reducing the pressure for specialist provision through best practice.

ii.) **Environment Services remaining service overspend of £5.083 (+8.4% of approved budget)**

The primary reason for this forecast overspend is Home to School SEND transport forecasting to overspend by £2.804m and mainstream transport forecasting to overspend by £1.929m. This is a combined total forecast overspend of £4.733m which is a considerable increase on the Quarter 1 combined forecast of £2.772m. It is the result of further increases in demand, the distance individuals are being transported due to sufficiency, interim transport costs for excluded pupils and price increases on re-negotiated contracts.

The cross-party Member Working Group set up as part of the 2023/24 budget continues to review the actions being taken by the service to address the financial position. Further details of this are within Appendix A.

iii.) **Social Care and Support remaining service overspend of £8.512m, (+4.1% of approved budget)**

The majority of the Service's forecast overspend is within the Older People's Service, which is forecast to overspend by £7.238m, 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 the number of residents requiring support as well as complexity of need.

This is a product of both the growth in the number of clients and the use of costly placements due to difficulties in sourcing packages of care at the Council's framework rates and some providers handing back contracts and demanding higher rates. These placements currently account over 70% of all residential placements and are on average 35% more expensive than framework rates.

Management action continues to be taken to mitigate the forecast overspend and further details can be found in 'Commentary on Service Revenue Forecasts' in Appendix A.

iv.) **Children and Families remaining service overspend of £10.833m (+13.2% of approved budget)**

This forecast overspend is primarily driven and related to children's placements, including extra care placements (using emergency placements for hard-to-place children, including placement breakdowns), our internal children's homes and staffing.

Residential Placements & Extra Care Placements - £3.212m overspend & £4.028m 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 £4.028m) 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 matching the right mix of children within the provision, whilst also meeting individual needs. The service is proactively taking action to increase the internal/external foster care mix.

Warwickshire Children's Homes - £0.879m overspend - This is a mixture of post-opening cost increases and pre-opening costs for other homes as the programme is expanded. Our 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 winter 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 (£1.094m overspend) & Agency staff (£3.069m overspend) - There are particular pressures on staffing budgets within the service due to external (statutory/child safeguarding) work demands with caseloads high due to the demand spike from the start of the first half of year.

Children-in-Care Transport - £0.564m overspend - The forecast overspend has increased as more information became available closer to the end of the school summer term and the beginning of the autumn term of the number of passengers. The forecast will be further refined as the year progresses to reflect passengers no longer using the service and the number of additional passengers to be transported.

Following the Quarter 1 financial forecast, a Children & Families Finance Recovery Plan has been developed. It has 24 (and growing) proposals/actions concentrating (though not exclusively) on the major overspends mentioned above.

iv.) **Enabling Services remaining service overspend of £0.983m (+3.8% of approved budget)**

There is a £1.367m overspend within Property Services which relates to increased gas costs of 271% compared to last year, as a result of leaving a fixed price contract

and now being on a variable rate coupled with an increase in business rates following revaluations. This overspend is in part offset by some underspends across other parts of the service.

v.) **Economy & Place remaining service overspend of £0.846m (+3.3% of approved budget)**

There is an overspend of £1.005m forecast within Transport & Highways largely as a result of the income target on car parking being forecast as unachievable, which is partly due to increased costs associated with the parking enforcement contractors. This overspend is in part offset by some underspends across other parts of the service. In addition to the service looking at options to minimise spend to further offset this overspend, with further traffic and parking proposals due to be brought to Cabinet in December 2023.

vi.) **Corporate Services remaining service underspend of £21.629m (17.2% of approved budget)**

Of this forecast underspend, £17.462m 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 £13.8m due to savings in capital financing costs and higher returns on our investments. This is offset by the DSG overspend which is £7.598m 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 partially offset the overspends being forecast by services this year, reducing the remaining service variance to a net overspend of £4.856m.

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 2023. This means this funding is not available to support the on-going impact of the service overspends in 2024/25 or beyond.

5. Savings Performance

- 5.1. Performance against individual saving targets can be found in Annexes A to M of Appendix C. The table below provides a summary. The savings target for 2023/24 is £15.158m, at Q2 £6.609m (44%) is forecast as on target to be delivered this financial year, leaving a significant shortfall of £8.549m (56%). The forecast improved since the first quarter by £0.295m (2%).
- 5.2. The Council has a successful track record of delivering savings. In 2022/23, despite challenges, the Council delivered 93% of its savings plan, totalling £9.579m. With continued high levels of inflation, recruitment difficulties and increased demand for our services this year is looking to make maintain this level of delivery 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.

Service	2023/24 Savings Target	Forecast delivery	N° of Schemes	Forecast under-delivery	N° of Schemes
	£m	£m		£m	
Environment & Planning	1.119	0.882	4	0.237	1
Fire and Rescue Service	0.050	0.050	1		
Economy & Place	1.294	0.694	4	0.600	5
Communities Directorate	2.463	1.626	9	0.837	6
Social Care and Support	6.269	0.300	1	5.969	7
Children & Families	2.814	1.217	5	1.597	5
Strategy & Commissioning - People	0.551	0.551	3		
Education	0.209	0.143	3	0.066	2
People Directorate	9.843	2.211	12	7.632	14
Business & Customer Services	0.546	0.516	7	0.030	1
Commissioning Support Unit	0.234	0.234	3		
Enabling Services	0.666	0.616	5	0.050	1
Finance	0.121	0.121	3		
Strategy, Planning & Governance	0.325	0.325	6		
Resources Directorate	1.892	1.812	24	0.080	2
Corporate	0.960	0.960	6		
Total	15.158	6.609	51	8.549	22

- 5.3. Of the savings forecast not to deliver, 88% is attributable to schemes where services are struggling to deliver the planned reductions in demand through service re-design. The other 12% is attributable to schemes where income streams have not increased as planned or due to insufficient cost reduction from vacancy management.
- 5.4. Social Care and Support and Children and Families are responsible for £7.566m (89%) 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, particularly since the last quarter of 2022/23. This is directly impacting on their capacity to deliver the planned savings with limited scope within these services to identify alternative saving options.
- 5.5. 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.

MTFS Impact

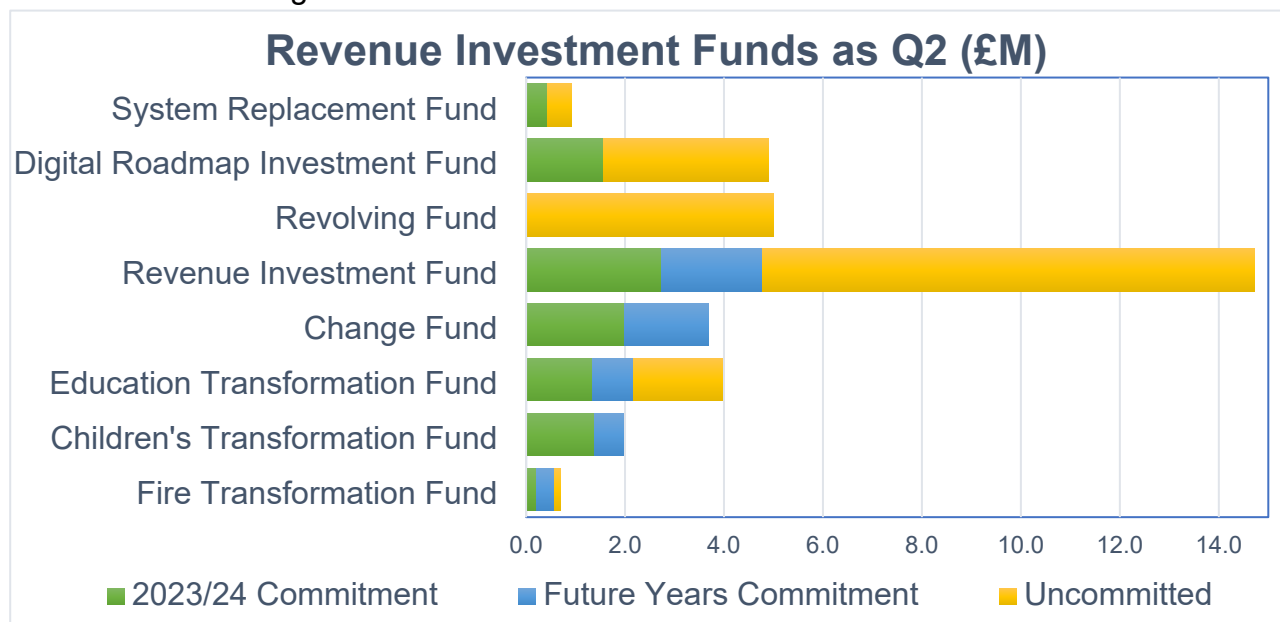
- 5.6. The majority of the savings this year and in future years are within People Directorate and predicated on reducing demand and cost. The table below shows at a high level the savings forecast not to deliver this year and level of saving in the MTFS at risk in future years.

Service	Forecast under delivery in 2023/24 £m	Savings not forecast to deliver with growth targets in MTFS		
		2024/25	MTFS 2024-28	N ^o of Schemes
		£m	£m	
Communities Directorate	0.8	0.5	0.7	6
People Directorate	7.6	7.8	27.3	10
Resources Directorate	0.1	0.1	1.2	5
Total At Risk	8.5	8.4	29.2	21
Savings Required in the MTFS	15.2	16.3	52.5	70
% at Risk	56%	51%	56%	

- 5.7. The pressures being faced this year mean that the MTFS will need to be recalibrated and refocused to ensure that 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.

6. Revenue Investment Funds

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



- 6.2. 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 was 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.

- 6.3. To date Cabinet has 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.
- 6.4. 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 including the £0.500m agreed in the budget resolution, £0.374m has been allocated to deliver the Unit 4 Capital and Cloud Migration project, leaving £0.494m available to spend in the remainder of the financial year. Any unused funding will be carried forward to meet investment need in future years.
- 6.5. 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 underutilised there will be a need to consider how this is repurposed/rescaled. This review will be undertaken as part of the ongoing MTFS refresh.
- 6.6. Following the service overspend forecast reported at the end of Q1 Corporate Board's strategic approach requires new investment/change spending to deliver savings/cost avoidance based on a standstill service rather than investment in service improvement. This approach prioritises the long terms sustainability of the services provided and aims to maintain the Council's robust financial position over the medium term, despite the current challenges.

7. Reserves

Reserve	Opening Balance 01/04/2023	23/24 MTFS Commitment	Movement in year	Outturn Impact	Indicative Closing Balance 31/03/2024	Impact of Q2: Adjustment to balance Risk Reserves	MTFS Allocation 2024-2028	Indicative Balance at 31/03/2029
	£m	£m	£m	£m	£m	£m	£m	£m
DSG Deficit (inc Early Years, Schools, High Needs)	(16.097)	-	-	(13.397)	(29.494)	-	-	(29.494)
DSG High Needs Offset Reserve	21.650	-	4.855	7.598	34.103	-	-	34.103
Other Schools Reserves	21.213	-	-	0.092	21.305	-	-	21.305
Externally Earmarked Reserves	12.029	(0.375)	(2.819)	(0.871)	7.964	-	-	7.964
Internal policy/projects	15.421	(0.248)	(0.734)	(1.546)	12.893	-	-	12.893
Corporate Investment Funds	26.192	5.000	(1.842)	(3.139)	26.211	-	(5.506)	20.704
Volatility reserves	57.271	2.300	(1.492)	(0.228)	57.851	-	-	57.851
Management of Financial Risk	34.791	-	1.458	(26.485)	9.992	16.045	-	26.037
Available to Use Reserve	50.530	(22.691)	(5.200)	21.629	44.039	(16.045)	(11.043)	16.951
Total	222.999	(16.014)	(5.775)	(16.347)	184.863	-	(16.549)	168.314

- 7.1. As at Q2 we are using £38.136m of reserves to support spending in 2023/24, this is £16.604m 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 Council, 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 approved as part of the budget in February 2023. Using this level of reserves on top of the £21.532m used in 2022/23 is not sustainable. Whilst currently our reserves remain healthy, long-term sustainable solutions need to be found by either increasing our ongoing resource or making further savings to balance the budget on an ongoing basis to ensure any one-off funding can continue to be directed to deliver on the Council's wider aims and objectives.

- 7.2. The movement in reserves has decreased by £4.063m since Q1. As approved by Cabinet in the Q1 monitoring report, the budget has increased by a corresponding £4.063m, due to the following changes:
- £2.3m from the Winter Pressure reserve and £2.5m from the Better Care Fund (BCF) System Development Fund reserve to Social Care and Support;
 - £0.8m from business rate income relating to 2022/23 has been transferred to top-up the Tax Base Volatility Reserve, this reserve is used to manage and mitigate the impact of changes to the Business Rate tax base; and
 - £0.029m was drawn down from the Revenue Investment Fund (RIF), further details on this can be found in Section 6.
- 7.3. Based on the Q2 forecast, Directorate Risk Reserves will be overdrawn by £16.045m at the end of the financial year. 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.
- 7.4. The impact of the current forecast revenue position will be a reduction in reserves by a net £16.347m. The key drivers of this change are the DSG overspend that will further increase the deficit, children's and adults social care services, and home to school transport.
- 7.5. 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.

8. Financial Recovery Strategy

- 8.1. In response to the forecast overspend that emerged at Q1 Corporate Board developed an action plan aiming to contain and minimise the 2023/24 overspend, ensure the nature and impact of pressures is understood and key staff members as well as elected members are engaged in identifying solutions and developing long term transformation plans.
- 8.2. As part of the Financial Recovery Strategy all Directors with a forecast overspend have been asked to develop a Financial Recovery Plan with primary focus on the areas of Social Care and Support, Children and Families, SEND (linked to the Delivering Best Value plan), Home to School Transport and Enabling Services (utilities).
- 8.3. As part of the strategy a review of short-term budget balancing options is taking place as well as a review of all transformation activity.
- 8.4. The impact of the Financial Recovery Strategy on both one-off and permanent cost will be reflected in the MTFs when it is presented to Cabinet in December 2023.

9. Capital

- 9.1. As part of the budget resolution in February 2023 Council approved a capital budget of £193.189m for 2023/24 and a total capital programme of £848.566m for the medium term. The latest forecast for 2023/24 capital payments directly controllable by the Council is £162.117m and a total capital programme of £606.556m.
- 9.2. A reconciliation of the latest approved budget for 2023/24 and the capital programme is provided below between the budget resolution and this report:

	Capital Budget 2023/24
	£m
Total programme as per Council Resolution February 2023	316.945
Unallocated Capital Investment Fund	-20.899
Warwickshire Recovery and Investment Fund (WRIF), and Warwickshire Property and Development Group (WPDG) and Asset Replacement Fund (ARF)	-45.621
Education basic needs funding (unallocated)	-25.019
S278	-32.217
Controllable capital programme for 2023/24 at February 2023	193.189
New approvals, reprofiling since the budget was approved in February 2023, including the impact of delays at 2022/23 outturn	-8.646
Opening controllable capital programme for 2023/24	184.543

- 9.3. The table below shows the effect of the Q1 changes had on the original approved budget.

	2023/24			2024/25 to 2027/28		
	Original Budget £m	New schemes and Virements £m	Current Approved Budget £m	Original Budget £m	New schemes and Virements £m	Current Approved Budget £m
Environment, Planning & Transport Services	60.910	2.272	63.183	69.887	(0.741)	69.146
Fire and Rescue	3.095	2.807	5.901	1.292	(0.899)	0.392
Economy & Place	14.531	(1.354)	13.177	34.179	1.612	35.791
Communities	78.536	3.725	82.261	105.358	(0.028)	105.330
Children and Families	1.140	0.719	1.859	1.186	(0.719)	0.467
Education Services	79.256	1.056	80.312	50.180	3.498	53.678
Social Care & Support	-	-	-	0.313	-	0.313
Sc for People & Public Health	5.870	-	5.870	-	-	-
People	86.265	1.775	88.041	51.679	2.779	54.458
Business and Customer Support	0.511	0.750	1.261	0.336	0.750	1.086
Enabling Services	16.074	(0.021)	16.053	5.198	0.022	5.220
Strategy, Planning & Governance	3.155	0.008	3.163	0.895	0.000	0.895
Resources	19.740	0.737	20.477	6.428	0.772	7.200
Controllable capital programme	184.543	6.238	190.781	163.465	3.523	166.988
Corporate: WPDG / WRIF / ARF	45.973	0.800	46.773	161.614	3.200	164.814
Council Capital Programme	230.516	7.038	237.554	325.079	6.723	331.802
S278 funded schemes	27.170	(2.666)	24.504	26.205	(0.751)	25.454
Total Capital Expenditure	257.686	4.372	262.056	351.284	5.972	357.256

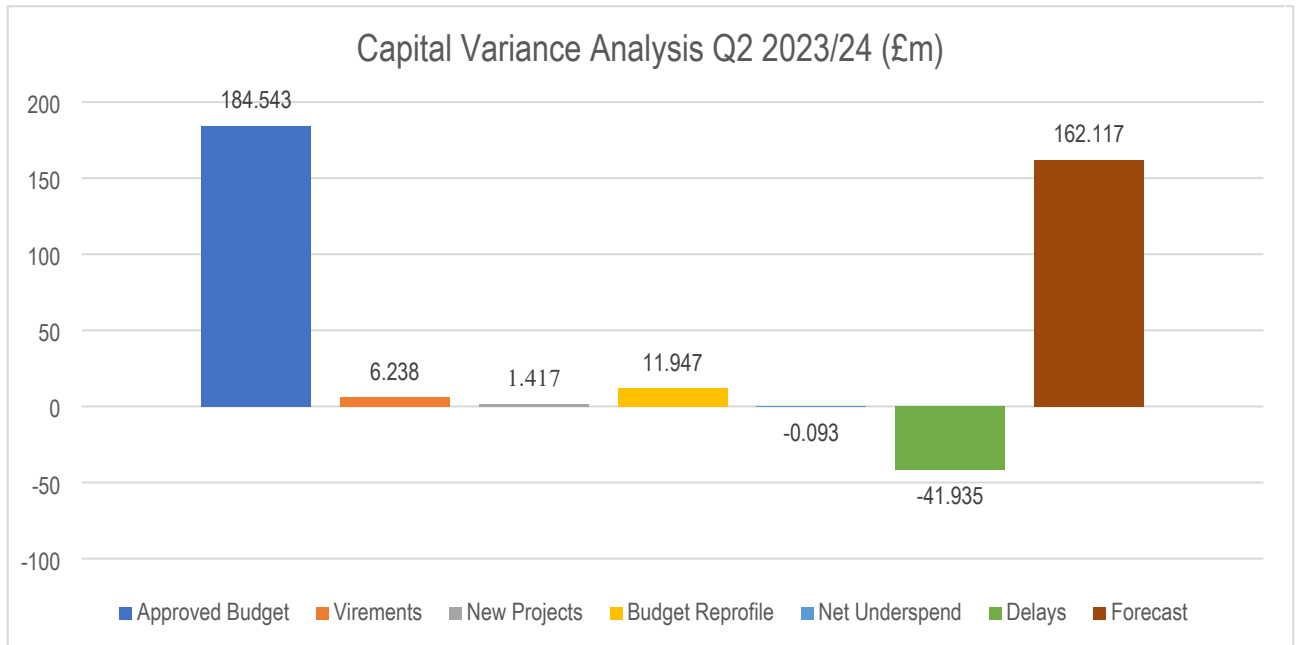
9.4. The Capital Investment Fund (CIF) balance which is not included in the above figures is £87.409m available across the five years of the MTFS. Of the original £15m Capital Inflation Contingency, £7.716m is currently uncommitted but £6.723m of this is earmarked for specific schemes with only £0.993m available for any new pressures. It is expected all funds will be fully allocated by the end of the MTFS period.

Capital Forecast by Service

9.5. The forecast of 2023/24 capital payments directly controllable by the Authority of £162.117m excludes the forecast spend on S278 developer schemes of £17.674m and corporate allocations for WPDG, WRIF and ARF (Asset Replacement Fund) of £46.623m. 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 £226.414m.

Capital Variance Analysis

9.6. The original 2023/24 controllable capital budget of £184.543m was approved by Cabinet in June 2023. The chart below explains the changes between the approved budget and the forecast spend of £162.117m.



9.7. The table below shows the variances in year and in future years. For details of how the total variance in the table below is funded please refer to the **Annexes A to M**.

	2023/24			2024/25 to 2027/28			Total Variance £m
	Approved Budget £m	Forecast £m	Variance £m	Approved Budget £m	Forecast £m	Variance £m	
Environment, Planning & Transport Services	63.183	49.314	(13.868)	69.146	83.473	14.327	0.458
Fire and Rescue	5.901	5.695	(0.206)	0.392	0.598	0.206	-
Economy & Place	13.177	11.372	(1.805)	35.791	41.282	5.491	3.686
Communities	82.261	66.382	(15.879)	105.330	125.353	20.023	4.144
Children and Families	1.859	1.792	(0.067)	0.467	1.661	1.194	1.126
Education Services	80.312	67.666	(12.646)	53.678	69.388	15.710	3.064
Social Care & Support	-	-	-	0.313	0.313	-	-
SC for People & Public Health	5.870	6.246	0.376	-	0.071	0.071	0.447
People	88.041	75.704	(12.337)	54.458	71.433	16.975	4.638
Business and Customer Support	1.261	1.477	0.216	1.086	0.870	(0.216)	0.000
Enabling Services	16.053	15.996	(0.057)	5.220	5.864	0.644	0.587
Strategy, Planning & Governance	3.163	2.558	(0.605)	0.895	1.500	0.605	0.000
Resources	20.477	20.031	(0.446)	7.200	8.233	1.033	0.587
Controllable capital programme	190.781	162.117	(28.664)	166.988	205.020	38.031	9.369
Corporate: WPDG / WRIF / ARF	46.773	46.623	(0.150)	164.814	164.964	0.150	-
WCC Capital Programme	237.554	208.740	(28.814)	331.802	369.984	38.182	9.370
S278 funded schemes	24.504	17.674	(6.830)	25.454	10.158	(15.295)	(22.125)
Total Capital Expenditure	262.058	226.414	(35.644)	357.256	380.142	22.886	(12.755)

9.8. 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 the capital programmes since:

Service	Approved budget 2023-24	New projects at Q2	Net over / underspend forecast	Budget Reprofile in year	Delays expected	Forecast In year capital spend Q2	% of delays
	£m	£m	£m	£m	£m	£m	
	A	B	C	D	E	F=Sum(A:E)	G= E/Sum(A:C)
Environment, Planning & Transport Services	63.182	0.024	0.395	1.473	(15.758)	49.316	24.8%
Fire and Rescue	5.902	-	-	0.196	(0.402)	5.696	6.8%
Economy & Place	13.095	-	(0.069)	0.301	(2.037)	11.290	15.6%
Children & Families	1.859	0.519	(0.414)	-	(0.172)	1.792	8.8%
Education Services	80.312	0.427	0.002	9.538	(22.612)	67.667	28.0%
Strategic Commissioning for People & Public Health	5.870	0.447	-	-	(0.071)	6.246	1.1%
Business and Customer Support	1.261	-	-	0.216	-	1.477	-
Enabling Services	16.053	-	-	0.223	(0.278)	15.998	1.7%
Strategy, Planning & Governance	3.247	-	-	-	(0.605)	2.642	18.6%
Services Capital Programme	190.781	1.417	(0.086)	11.947	(41.935)	162.117	21.8%
Corporate (WPDG & WRIF & ARF)	46.773	-	-	-	(0.150)	46.623	0.3%
WCC Capital Programme	237.554	1.417	(0.086)	11.947	(42.085)	208.740	17.6%
S278 Developer Funded Schemes	24.334	(7.178)	1.027	1.152	(1.832)	17.503	10.1%
Total Capital Expenditure	262.056	(5.761)	0.941	13.099	(43.917)	226.414	17.1%

9.9. The changes to the capital programme are made up of:

- New projects (B)– 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. Adding £1.417m new projects to the capital programme in 2023/24 requires that an equivalent amount of additional funding has also been identified.
- Projects with Increased Spend (C) – 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 (C) – 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.
- Reprofiled forecasts and delayed projects (D & E)– these are schemes where the project timeline has been reprofiled or there has been a delay in the timescale 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 £29.988m 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.

9.10. Detailed explanation at a Service level of all changes to the capital programme is provided in **Annexes A to M**.

9.11. The capital forecast is based on expenditure where formal approval has been granted and the source of funding is identified. However, at Q2 capital project managers reported a number of schemes where cost increases are expected above the level of the currently approved funding. Work is underway to identify mitigations to reduce the expected cost and if unavoidable, these schemes will seek Cabinet approval for additional capital funding. Spend on the effected projects will pause until a resolution is found so the approved budget is not exceeded. Any overspend on completion of the projects would be charged to revenue and consequently increase the current

revenue overspend. The table below shows a high-level summary by Service with details provided in **Appendix B**.

Service	2023/24 Forecast above approved capital allocation (£m)	2024/25 Forecast above approved capital allocation (£m)	Total Forecast above approved capital allocation (£m)
Education Services	0.573	4.044	4.617
Environment Planning and Transport	1.830	-	1.830
Total	2.403	4.044	6.447

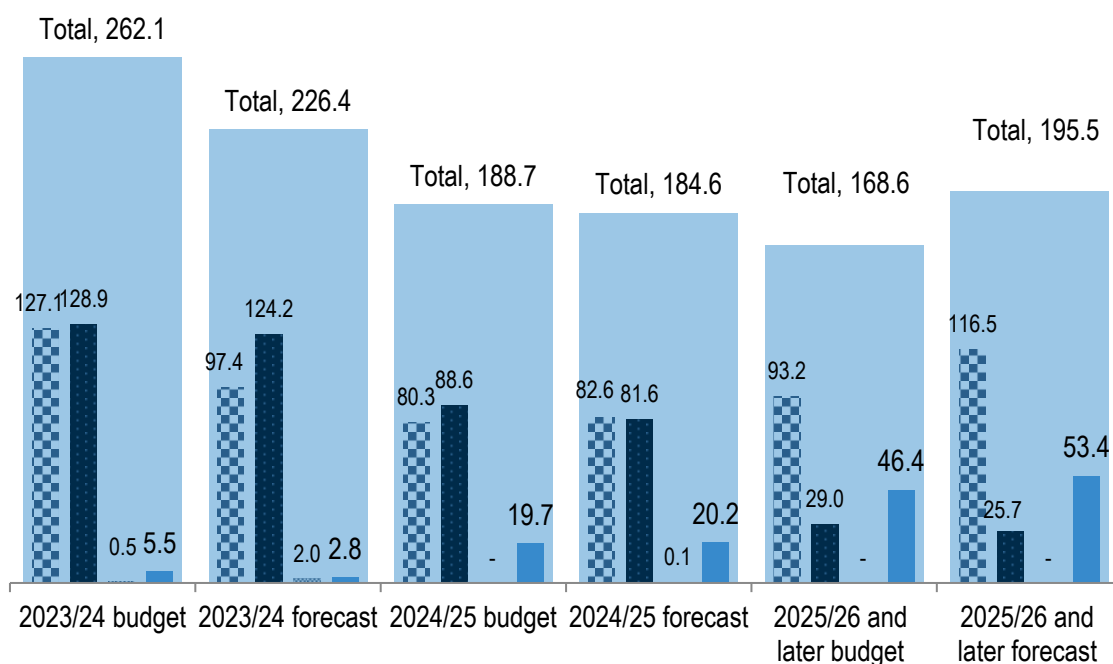
9.12. Where schemes are in the early stages of design and costing there is a risk that project costs will significantly rise prior to completion due to inflation. This issue has been dealt with as part of the 2023/24 MTFs Refresh with the establishment of the Investigation Design Fund (IDF) with £4m funding from the CIF.

Capital Financing

- 9.13. 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 the increase in the need to borrow. For forecasting purposes, we accurately reflect how individual schemes are being financed so that the CFR (Capital Financing Requirement) and MRP (Minimum Revenue Provision) prudently reflect and provide for the repayment of debt.
- 9.14. 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.
- 9.15. 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.
- 9.16. The chart and table below provide further detail on how the approved 2023/24 capital programme and 2023-28 Capital MTFs are currently planned to be financed. The figures are exclusive of capital forecasts above the currently approved capital budget.

Estimated Financing to 2025/26 & Later Years (£m)

■ Borrowing
 ■ Grants and Contributions
 ■ Revenue & Self Financing
 ■ Capital Receipts



	2023/24 budget £m	2023/24 forecast £m	2024/25 budget £m	2024/25 forecast £m	2025/26 and later budget £m	2025/26 and later forecast £m
Corporate Borrowing	127.091	97.389	80.327	82.626	93.217	116.478
Self-financed Borrowing	0.119	1.326	-	0.038	-	-
Grants and Contributions	128.948	124.195	88.628	81.600	29.009	25.692
Capital Receipts	0.685	0.409	2.650	2.256	-	0.336
Capital Receipts - WRIF	0.532	0.433	2.470	1.021	31.030	37.714
Capital Receipts - WPDG	4.295	1.941	14.600	16.954	15.326	15.326
Revenue	0.382	0.721	-	0.101	-	-
Total	262.056	226.414	188.675	184.596	168.581	195.547

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

Note: 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. Our borrowing is compliant with the Prudential Code, and we assess our level of borrowing against comparator councils in formulating the annual capital strategy.

9. Financial Implications

- 8.1. The report outlines the financial performance of the Authority in 2023/24. There are no additional financial implications 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 £4.856m in 2023/24. It also forewarns of £6.447m unfunded capital expenditure over the next two financial years. These projects will be paused until the cost increase is mitigated or suitable funding is identified. If an overspend occurs on completion of a capital scheme it would be charged to revenue and increase the forecast overspend.
- 8.2. The key financial issue remains that the MTFs should reflect the need to put sustainable solutions in place for those services reporting material demand-led overspends; the need to ensure the ambitions of the capital strategy are aligned to the capacity to deliver; and that any plans developed to balance the budget going forward are robust so any decisions can be taken promptly.

9. Environmental Implications

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

10. Background Papers

- 10.1. None.

Appendices

Appendix A – Commentary on service revenue forecasts

Appendix B – Commentary on service capital forecasts

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

	Name	Contact Information
Report Author	Becky Robinson, Lead Commissioner (Acting) – Finance Strategy; Purnima Sherwood, Head of Operational Finance; Lisa Fynn, Senior Accountant – Finance Strategy;	beckyrobinson@warwickshire.gov.uk purnimasherwood@warwickshire.gov.uk lisafynn@warwickshire.gov.uk
Director	Andy Felton, Director of Finance	andrewfelton@warwickshire.gov.uk
Executive Director	Rob Powell, Executive Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Peter Butlin, Deputy Leader and Portfolio Holder for Finance and Property	cllrbutlin@warwickshire.gov.uk

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, Planning and Transport - (£5.146m overspend; +8.5%)
Explanation of the Investment Funds (£0.000m)
There is no variance forecast on investment funds
Explanation of the Earmarked Reserves (£0.063m)
There are 2 drawdowns from reserves anticipated: <ul style="list-style-type: none"> • £0.041m from Contain Outbreak Management funding for Preventing Serious Violence for a project mentoring young people. • £0.022m from the Domestic Homicide Review reserve
Explanation of the Remaining Service net overspend (£5.083m, +8.4%)
<p>The remaining net service overspend predominantly comprises of:</p> <ul style="list-style-type: none"> • A forecast Home to School Transport overspend of £4.733m which is made up of £1.929m on Mainstream Transport and £2.804m SEND. The cause of the overspends in both areas is the increasing demand for services, the distance individuals are being transported due to the lack of school places in local areas, interim transport costs for excluded pupils driven initially by schools directly approaching transport providers and increasing contract prices when they have been re-negotiated. • There is a forecast overspend within Traffic Signals of £0.361m which arises from the increased cost of energy. • A forecast underachievement of income of £0.097m within Forestry, largely due to increased targets as a result of MTFs savings. This position will be monitored with the service. <p>These overspends are partially offset by an underspend in year of £0.121m from staff vacancies within Transport Delivery.</p> <p>There is a cross party Member Working Group that reviews the actions being taken under each of the workstream headings identified as part of the SEND transport project in 2022/23. Additionally, they have challenged officers to review emerging best practice from ADEPT and the LGA to ensure that Warwickshire is taking forward all appropriate actions to improve efficiencies within the service.</p> <p>The actions are grouped under the following workstreams:</p> <ul style="list-style-type: none"> • Data & Financial – working towards improving the availability of data and financial forecasting • Digital – looking at what technology can be used to improve efficiencies • Demand – exploring ways to reduce future numbers of students requiring transport. • Innovation – applying best practice from other authorities to find efficiencies including the development of a business case for investment in additional minibus fleet for SEND transport. • Commercial Operations – Re-tendering of current DPS framework contracts, exploring future procurement options and undertaking wholesale school network reviews <p>The first report from the Member Working Group is due to come to Cabinet in December.</p>

Change in the Remaining Service position since the position reported at Quarter 1 (increased overspend of £2.077m)
<p>The increase in forecast overspend since Quarter 1 is as a predominantly as a result of:</p> <ul style="list-style-type: none"> • An increase in forecast within SEND transport provision of £1.427m due to a significant increase in the cost of the 16-25 provision of £1.214m. These contracts are negotiated annually and historically this is carried out later on in the financial year due to placements of individuals not being known until after exam results are received in August. The higher cost is a result of 19 more individuals being transported compared to last year but an increase in average contract cost of approx. £1,000 per individual. The remaining movement in the forecast overspend within SEN transport is largely due to the increase in demand (75 additional individuals in taxis since April 2023 as well as an additional 29 SEN passengers in the same time period) coupled with the higher prices which are approx. £200 per day higher than last year. • The forecast for Mainstream transport also increased by £0.534m due to interim transport costs for excluded pupils. • The increased cost of energy Traffic Signals of £0.361m. <p>These increased overspends are offset by forecast reductions in spending of £0.219m within County Highways and Trading Standards and Community safety as a result of increased income being forecast within Network Management, and reviews being undertaken of when vacant posts may be filled to generate in year salary underspends.</p>
Impact of MTFS
<p>Forestry is highlighting potential pressures as a result of higher income targets through the MTFS. Work will be done with the service to keep this position under review as there is potential for things to change throughout the year. 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 continued overspend within Home to School Transport could impact the future MTFS savings. If the spending cannot be brought more into line with budget this year is unlikely that the future savings can be met. Pressure bids for the MTFS refresh process have been submitted in relation to this.</p>

Fire and Rescue - (£0.217m overspend; +0.9%)
Explanation of the Investment Funds (£0.000m)
There is no variance forecast on investment funds
Explanation of the Earmarked Reserves (£0.228m)
<p>There are overspends forecast which will be drawn from reserves for the following:</p> <ul style="list-style-type: none"> • £0.004m for Hospital to Home • £0.099m for the Local Resilience Forum • £0.113m for Pensions due to two ill-health retirements • £0.012m from Community Fire Safety to cover printing and equipment
Explanation of the Remaining Service net underspend (£0.011m, 0.0%)
There is no significant variance.
Change in the Remaining Service position since the position reported at Quarter 1 (increased underspend of £0.002m)
There is no significant change to the position reported at Quarter 1.
Impact of MTFS
There are no issues highlighted that impact the MTFS.

Economy & Place – (£0.692m overspend; +2.7%)

Explanation of the Investment Funds (£0.127m underspend)

There are underspends forecast on investment funds of £0.127m across 2 projects:

- £0.117m 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. Due to the fact that since making the RIF allocation funding has been secured from the new UK Shared Prosperity fund (UKSPF) meaning that the RIF element will have an in year underspend which will be required for carry forward into 2024/25 to extend the programme for another year supported by the UKSPF.
- £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 for 2024/25.

Explanation of the Earmarked Reserves (£0.027m)

- The forecast contribution to reserves is the surplus income from Speed Awareness workshops.

Explanation of the Remaining Service net overspend (£0.846m, +3.3%)

The remaining service overspend is largely made up of the following:

- There is overspend of £1.005m forecast within Transport & Highways largely as a result of the income target on car parking being unachievable. This is in part due to increased costs associated with the parking enforcement contractors.

To try and mitigate the overspend in Traffic and Parking proposals will be brought to Cabinet in December 2023. This includes reviews of Pay and Display charges, which can be enacted within 21 days of approval, as well as proposing changes to evening car parking charges. In addition the service is looking at options to minimise spend across the service to offset the position.

This overspend is partially offset by a forecast underspend within Waste and Environment of £0.167m. This is the net position and is made up a forecast underspend of £0.508m in Waste due to a review of the forecasts reducing anticipated tonnages for the remainder of the year given in year underspends. This is partly offset with a forecast overspend of £0.353m in Country Parks due to the Car Parking income target not being met. The service are exploring with Legal Services whether a change of status can be made which would make the car parks tax exempt and therefore mitigate the VAT charges giving approximately £0.100m per annum additional income. In addition, the use of Automatic Number Plate Recognition is being explored to reduce the number of individuals not paying parking fees.

Change in the Remaining Service position since the position reported at Quarter 1 (increased overspend of £0.387m)

The movement in the remaining service overspend is largely made up of the following:

- There were increases in the underachievement of income forecast of £0.973m within Traffic and Parking and Road Safety. This is because within both areas more in depth reviews have taken place of income received to date and this has been used to forecast the remainder of the year. The majority of the movement, £0.876m, is in Traffic and Parking where the reduced demand for car parking coupled with increased contractor costs have meant that the income forecast has been reduced.

This increase in overspend is partially offset by a reduction in spend being forecast as follows:

- Waste and Environment have reduced their forecast spend by £0.225m as they now have more data on the tonnages of wate being disposed of for the year to date, rather than just a comparison to last year. As a result, they have been able to reduce their anticipated spend accordingly where they have seen reductions compared to last year.
- Within Transport Strategy a reduced overspend of £0.238m has been forecast due to some in year salary underspends being generated where costs are being offset by grants and a reduced amount of consultancy and third party payments to be made in year.

- The remaining reduction in spend of £0.123m is largely a result of more detailed reviews of salary forecasts being undertaken and adjustments being made to dates when vacant posts may be filled to try and mitigate the forecast in year overspend.

Impact of MTFS

Waste and Environment have consumed within their budget for 2023/24 any inflationary increases from suppliers, some of which have been in the region of 12% - 14% per unit. This has meant that an MTFS time limited allocation of £0.450m is no longer required in 2024/25.

2. People Directorate

Social Care & Support Service – (£11.910m overspend, +5.7%)

Explanation of the Investment Funds (£0.000m)

There is no variance forecast on Investment Funds.

Explanation of the net transfer from Earmarked Reserves (£3.398m)

£3.398m is the Market Sustainability & Improvement Fund – Workforce grant to be internally transferred at year end.

Explanation of the Remaining Service net overspend (£8.512m, +4.1%)

The 2022/23 financial pressure on Social Care & Support continues in to 2023/24. This pressure is being attributed to the increase in the unit cost of support, the increase in the number of residents requiring support and the increased complexity of residents requiring support funded by the Council.

Older People

Older People Services has an overspend of £7.238m, 18% above budget, driven by rising unit costs across residential and nursing care and volumes in domiciliary care, this is after being substantially offset by closely correlated increased client contributions.

The overspend can be explained in its entirety by residential costs which are 29% over budget. This is due to the use of costly placements due to difficulties in sourcing packages of care at the Council's framework rates with providers citing the complexity of care needs as the rationale. 72% of all residential placements are more expensive than framework rates.

Nursing presents a similar picture with 89% of all placements being above framework rates.

The domiciliary care overspend within Older People is due to the volume, with the number of packages of care increasing by 194 which is an increase of 13% since the start of 2023/24. Factors driving the increased volumes include the Community Recovery Service and the continuation of the Discharge to Assess process.

There has been a steep increase of 80 packages of care within Older People in the second half of September which is a factor in the forecast overspend of an estimated value of £0.5-0.7m.

Disabilities

Disabilities 25+ are forecasting an overspend of £3.222m, 3.6% above budget, this is across supported living, residential, nursing, night support and residential colleges.

The pressures in supported living and residential are due to:

- An increase in budgeted client numbers in supported living of 69 which is 11% higher than the number budgeted, and unit costs rising 2% above the rate of inflation provided for supported living.

- An increase in client numbers for residential care of 10 which is 4% higher than the number budgeted, and unit costs rising 4% above the rate of inflation provided for residential care.

The average duration of care is increasing and linked to this, the needs for care increase with age, therefore the drivers are a combination of the complexity of care as well as the cost per unit and the volume of clients.

Overspends in nursing, night support and residential colleges are driven by an increased number of clients. A factor in the increased client numbers is the number of discharges from hospital; with block provision fully utilised, more spot purchasing is required.

Whilst there are partially offsetting underspends in staffing and client contribution income there is also an emerging issue of reduced Continued Healthcare income (this is the contribution from health towards an individual's cost). The expectation this year is c£0.5m lower than the average of the last three years and £0.674m less than budget, this is due to focused activity by the Integrated Care Board on conducting reviews in this area.

Mental Health

Mental Health are forecasting an overspend of £2.327m, 14% above budget, this is across residential care and supported living partially offset by an underspend in staffing.

The pressures in residential and supported living are due to:

- An increase in client numbers of 37 which is 35% higher than the number budgeted for and unit costs rising 2% above the rate of inflation provided for residential care.
- An increase in client numbers of 67 which is 41% higher than the number budgeted for supported living.

High cost transition packages are contributing to the overspend with a number of younger people requiring intensive care; the average number of hours support required has increased by 2 hours per week in just six months from 36 to 38. Another contributing factor is an increased proportion of new packages of care that do not have funding from a Section 117 (this is when an individual has been detained by Health under the Mental Health Act) meaning the Council is bearing the full cost due to ICB restricting their health contribution. Opportunity to agree joint funding is also limited whereas previously high-cost packages, where there is a presence of a health need, have been successfully negotiated.

Other budget areas

Adults Practice & Safeguarding has an overspend of £0.409m due to continuing high costs of adults' transport.

The underspend of £3.302m for Director - Social Care & Support is explained by income held in the Director area for centralised budgets with the incurred expenditure elsewhere. This is in relation to funding assigned to manage the impact of the Working Age Adults tender and the balance of the Adult Social Care Discharge funding – both the Council's and ICB contribution towards the ongoing financial impact on the Council of the ongoing Discharge to Assess process. The impact is predominantly in the Older People's Service. This is marginally offset by an overspend on the legal budget and Improved Better Care Fund projects.

Integrated Care Services has an underspend of £0.891m of which approximately half is staffing related due to the ongoing difficulties in recruitment and approximately half as a result of reduced demand for community and assistive technology equipment.

Disabilities 0-25 have an underspend of £0.491m in residential, however it is critical to note given the low numbers of individuals and the high cost per child, an addition or change in package of care of just one or two individuals could reverse the underspend.

The management actions noted in the Q1 report to Cabinet continue in order to mitigate the pressures identified. These include, but are not limited to:

- Heads of Service 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.
- Targeted review of out-of-county placements.
- Improved use and management of existing block bed arrangements.
- Introduction of cross Directorate support and engagement for spot contract negotiations between social worker and provider.
- Improved understanding of the acuity that has created increases in average weekly costs of residential care 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. Also, consideration of investment to recruit one post tasked with better focus and understanding of Continuing Health Care (CHC) income for Disabilities across all age ranges.
- Children with disabilities service to focus on achieving better value for money for costly extra care placements.

Change in the Remaining Service position since the position reported at Quarter 1 (reduced overspend of £1.189m)

This is a decrease in the overspend since Q1 of £1.189m. This is due to the Market Sustainability & Improvement Fund Grant of £3.398m now being accounted for in Social Care & Support Older People Services, offset by increases in forecast overspend in Disabilities (both 0-25 and 25+), Mental Health and Older People.

Aside from the grant, Older People have increased their forecast overspend by £0.932m (1.6% of budget) to £7.238m substantially due to increasing average weekly costs and client numbers in residential and nursing care. Within this, the steep increase of 80 packages of care in the second half of September is a factor, with an estimated value of £0.5-0.7m.

Disabilities 25+ have increased their forecast overspend by £0.810m (0.9% of budget) to £3.222m. This is due to agreed amendments to existing supported living packages of care and direct payments and three additional residential college placements.

Disabilities 0-25 have reduced their forecast underspend by £0.753m (4.4% of budget) to £0.491m underspend due to one additional child in extra care.

Elsewhere changes amount to a £0.285m improvement in the position, most significantly in Mental Health.

Impact on the MTFS
Existing in year MTFS savings, which were agreed prior to high levels of inflation and unforeseen increases in demand, are forecast to not be achieved. Whilst the forecast overspend is not contributed to by Disabilities 0-25 this remains a key area of focus in terms of reducing the incidence and duration of high-cost extra care placements. Impact on the MTFS beyond 2023/24 is an ongoing focus. Demand and inflation for the MTFS refresh have been calculated, however there is focused consideration of inflationary awards to social care providers in particular.

People Strategy and Commissioning Service – (£0.960m overspend, +2.6%)
Explanation of the Investment Funds (£0.000m)
There is no variance forecast on Investment Funds.
Explanation of the net transfer from Earmarked Reserves (£1.355m)
£0.650m to be drawn down from Social Care and Health Partnerships Reserve in relation predominantly to partnership funded delivery of Learning Disability and Autism projects including Voiceability, Grapevine coproduction, the 'Experts by Experience' hub, health liaison resources, respite care and diabetes. £0.700m of COMF related activity to be drawn down from the Covid reserve: <ul style="list-style-type: none"> • £0.566m School air quality assessment and ventilation improvements • £0.073m Covid related staffing • £0.045m towards the costs of a suicide prevention role and strategy implementation • £0.016m is for Covid Case Management System and PPE £0.005m to be drawn down from Domestic Abuse and Diabetes Reserves for salary costs.
Explanation of the Remaining Service net underspend (£0.393m, -1.1%)
<ul style="list-style-type: none"> • £0.232m unspent water fluoridation budget as this is a Dept. of Health responsibility • £0.139m underspend due to early delivery of savings in relation to the Meals on Wheels service • £0.229m Underspend on salary costs due to current vacancies, adjustments for posts no longer part of the establishment and early delivery of 2024/25 savings Offset by: <ul style="list-style-type: none"> • £0.203m overspend on the following demand led services: sexual health, health checks and Fitter Futures • £0.004m net overspend on small immaterial balances An increased underspend in future months may occur due to a focused review of Drug and Alcohol Services, this may be in the region of £0.200m. This will in part be offset by an increase in forecast legal costs in Public Health to be forecast in the next period.
Change in the Remaining Service position since the position reported at Q1 (increased underspend of £0.202m)
There is an increase in underspend of £0.202m from the Q1 reported position. This relates to various aspects of staffing including adjustments for posts no longer part of the establishment and early delivery of 2024/25 savings.
Impact on the MTFS
No adverse impact on MTFS. The underspend is explained by early delivery of savings built into the MTFS for Meals on Wheels and tier 4 staffing savings in addition to a proposed saving in the MTFS relating to the refresh of the water fluoridation budget.

Children & Families – (£12.626m overspend; +15.4%)

Explanation of the Investment Funds overspend (£1.377m)

There is an estimated £1.377m Continuous Improvement Plan (CIP) expenditure funded by an investment (and earmarked) reserve. The plan is in draft and being reviewed post Quarter 2 forecast and also needs to be signed off by Corporate Board, so the forecast spend is provisional at this stage. The CIP is provisionally a 24-month plan which will stretch over 3 financial years and due to the nature of proposals may be subject to change and inevitable timing changes.

Explanation of the Earmarked Reserves overspend (£0.416m)

The Priority Families (Supporting Families Grant funded service) is forecasting additional planned allocations/spend of £0.118m above the original 2023/24 plan (to be funded by Earmarked Reserve). These are short-term initiatives / packages of work to aid families as well as improve reporting outcomes to maximise the payment by results grant in the medium term.

Within the Adoption Central England (ACE) service, there is a forecasted gross overspend of £0.246m for the 5 partner local authorities. The overspend predicted is due to increased demand and the need to utilise some external agency adoptions, although this is an erratic, demand-led budget where predicting with any degree of certainty is difficult and subject to availability in the market. There have been several court instructed searches for placements which may or may not materialise in costs, but to be prudent and, in line with the court instruction, these have been forecast. Each purchase costs £0.037m. This overspend is mitigated by several staffing vacancies as difficulty in recruiting social workers is impacting this sector.

As this earmarked reserve is a true pooled budget, the 5 partners will be asked to contribute at year end to the overspend. Warwickshire's share of this will be circa 23%, approx. £0.056m and this has been forecasted within the remaining service variance.

With regard to Youth Justice Remand placements, there is an overspend forecast of £0.070m from under achievement of the MTFs savings. The MTFs saving was predicated on the fact that over the last few years the budget had underspent at year end. However, the current year's expenditure is projected to exceed the budget. Through the year activity could potentially decrease (achieving target) or increase (growing the under achievement), due to the high degree of volatility of this demand-driven expenditure. The under achievement is the equivalent to 15 weeks of remand costs for a single remand bed.

Explanation of the Remaining Service net overspend (£10.833m, +13.2%,)

This overspend consists mainly of:

Residential Placements & Extra Care – (£3.212m overspend & £4.028m overspend). This is predominantly due to unprecedented market price rises and increased needs of the children. The weeks forecasted to be purchased are 77.5 fewer than 2022/23 but the average weekly cost has risen by £1,013, giving rise to a 2023/24 full year equivalent for one placement of £0.311m. As well as residential placements there are a small cohort of children (forecast overspend of £4.028m, an increase of £2.6250m since Q1) 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), although one package of care has cost £57,000 a week. The service is having to use residential care more than they would like because of a shortage of foster placements for some age groups (particularly 14+). The service has also not been able to move as many children as they would have hoped, as quickly as they have wanted, to the 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 care are higher than last year, and if this trend continues will put downward pressure on numbers. Court timescales are also improving so 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). The Council also has a high number of children placed with parents, most where we are preparing to discharge their care orders.

The residential & extra care package overspends have been slightly offset by forecast underspends of £0.724m on internal & external fostercare packages with 986 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 fostercare. The average unit cost for external fostercare has risen since 2022/23 by £73 per week, and now stands at £925 per week. There are further offsets of the overspend from savings (of £0.730m) that have been identified in this financial year that are required as part of next financial year's MTFs savings requirements. In addition, the Unaccompanied Asylum Seeking Children (UASC) grant is being maximised by £0.480m (Q1 £0.280m) which covers some gross costs of support over many service areas.

Establishment staff (£1.094m overspend) & Agency staff (£3.069m overspend) - There are particular pressures on staffing budgets within the service due to external (statutory/child safeguarding) work demands with caseloads high due to the spike from the start of the first quarter continuing. Some teams are struggling to discharge their statutory obligations and assurance duties. Cover has also had to be arranged where there are pockets of long-term sickness, suspension, and maternity leave (the service is approx. 85% female staffed). There are also roles which nationally are difficult to recruit to and we have seen a significant turnover both in permanent and agency workers moving on where different pay practices by some other local authorities have made their roles more attractive. With those staff that do stay, there a large number of staff at the top of scale while budget is set across the C&F service at mid-point along with a historic 7% vacancy factor. The multiple factors impacting staffing is now causing budgetary overspends in those more stable teams where turnover is low.

This position is replicated across the service and similar to 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 – on average the full cost is over £21,000 more for an agency children's social worker). As a result of a regional and national shortage of agency social workers there is continued upward pressure on agency hourly rates. The introduction of the new social work career pathway will, it is believed, help with recruitment and retention, but this will need to be monitored.

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

- (a) a pilot initiative to reduce agency overspend;
- (b) new working practices which, it is hoped, will see a positive impact on retention (albeit over a short period), but these are likely to have a negative impact on compliance with the 7% vacancy factor and mid-point budgeting;
- (c) Heads of Service are investigating the consequences of a freeze on recruitment other than for social workers; and
- (d) investigation is taking place on the possibility of replacing some vacant social worker posts with senior family support workers.

Warwickshire Childrens Homes (£0.879m 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 a

<p>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 (b), (c) & (c(a)) planning permission has been delayed and building work is still to be completed but it is hoped that these will be operational by the December 2023 (subject to OFSTED approval). Movements of children into these homes will (based on current external residential costs) help to reduce forecast residential and extra care costs. With these package costs increasing dramatically, the key for the financial success of this programme is the speedy and continuous occupation of the homes.</p>
<p>CiC Transport - £0.564m overspend. The forecast is currently based upon an estimation of the number of passengers at Q2 and a comparison to last year. The forecast has increased as more information became available closer to the end of the school summer term and the beginning of the autumn term.</p>
<p>Change in the Remaining Service position since the position reported at Q1 (increase of £0.160m)</p>
<p>Since the collation of the Quarter 1 forecasts revealing the scale of the forecasted position there has been a significant discussion and action following an emergency Children and Families Senior Leadership Team (SLT). A C&F Finance Recovery Plan has been developed by the SLT, Finance & Strategic Commissioning, shared with the Executive Director, with 24 actions concentrating (though not exclusively) on the major overspends mentioned above.</p>
<p>Impact of MTFS</p>
<p>Unless lasting 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.</p>

Education Services Non DSG – (£0.607m overspend; +5.9%)

<p>Explanation of the Investment Funds underspend (£0.023m)</p>
<p>This variance reflects a hold on some of the SEND & Inclusion Change Programme (SICP). 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. A plan for the “wider” Education Transformation (ETF) work is in progress but yet to be costed. This is not included in the forecast.</p>
<p>Explanation of the Earmarked Reserves overspend (£0.110m)</p>
<p>There is a predicted spend for Schools in Financial Difficulty (£0.110m) which is double the spend in 2022/23 and relates to the required capacity for school improvement activity and reviews within schools. The spend is covered by an earmarked reserve as the required expenditure each year can be unpredictable.</p>
<p>Explanation of the Remaining Service net overspend (£0.520m, +5.1%)</p>
<p>A large part of the forecast overspend is £0.374m on SENDAR is due to staffing (agency cover for long term sickness) and high mediation / legal costs for tribunals. Both of these expenditure types received MTFS (permanent & one-off funding for 2023/24). Mitigation was planned with recruitment having taken place for staff to start in September to reduce reliance on agency cover staff sickness. This strategy was part successful, but further filling of vacancies on a permanent basis is still required. 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).</p>
<p>Change in the Remaining Service position since the position reported at Q1 (increase of £0.232m)</p>
<p>The main change since Q1 is the increase in forecast on Education Psychology of £0.296m which is due to costs of backfilling vacancy gaps and maternity leaves with higher costing contractors.</p>
<p>Impact on the MTFS</p>

There are risks that unless the material overspend in SENDAR is not brought under control then overspends will continue into 2024/25. The 2024/25 budget will decrease as the legal and mediation funding allocated in 2023/24 was one year only.

Education Services DSG – (£13.397m overspend; +5.1% of gross grant)

Explanation of the DSG net overspend

The main material forecasted variances are within the High Needs Block, with an overall forecasted overspend of £13.687m.

Material forecasted variances include £3.433m in Mainstream school EHCP top ups, a £7.978m overspend on Independent School places, £1.094m overspend on Specialist Resource Provision and a £1.484m overspend forecasted on Post 16 provision. There is a £1.252m 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 from 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, which are 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.

Although there is underspend on AP, further investigation is taking place as this expenditure is across multiple cost centres and when utilised carries high unit costs. The 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.

DfE Delivering Better Value scheme.

The Council is part of tranche 3 of the DfE Delivering Better Value scheme 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 to address the High Needs challenges.

The response to the current challenge is the SEND & Inclusion Change Programme. Live projects currently include 'Inclusion Framework', Emotionally Based School Avoidance, EHC plan top-up funding, and Supported Internships which are all expected to have 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).

No further SEND Change projects are being 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.

An interim manager is helping to gain an understanding of AP budgets due to changes in personnel and handover arrangements. Further work is taking place to ensure that audit trails

Education Services DSG – (£13.397m overspend; +5.1% of gross grant

and tracking is 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.

The remaining 3 blocks of the DSG are overall forecasting a £0.290m underspend, due in the main to lower than expected take up of 3–4-year-old provision, but on a £30m+ budget this is immaterial, and the figures are likely to alter once the October and January Census resets for universal provision are accounted for, but there are no current concerns of these areas overspending.

Change in the Remaining Service position since the position reported at Q1 (increase of £4.674m)

Overall, the forecasts have seen a concerning, large (upward) change since Q1. This is the result of better data availability (in part due to the new Academic year) but mainly due to demand changes across the various changes in demand from lower cost education placements (EHCP top-up funds for mainstream and special schools) to more costly packages in the independent sector as well as growth in the number of children being assessed and needing an EHCP. The service is working with the DfE (as part of the DfE SEND Developing Best Value programme) to review the current mitigations by the service but also new mitigations. The plans will also be assured by CIPFA.

The major changes in the forecast position relate to the large overspends of mainstream school EHCP top ups, independent school places, specialist resource provision and post-16 provision.

Impact on the MTFS

The 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 £34.103m. The DSG offset reserve currently totals £26.5050m. The current MTFS 2023-2028 provides for a 2024/25 contribution to the DSG offset reserve of £5.992m, and this reduces to £2.394m in 2025/26 and then £1.394m each year from 2026/27. The current upward trajectory of the High Needs overspend is not in alignment with these planned contributions.

Once the DBV analysis is completed and new mitigations signed off by the Executive Director for Resources and Executive Director for People, then an increase in MTFS provision is likely to be needed, and it is envisaged to be greater than the current MTFS assumptions.

Resources Directorate

Business and Customer Services (£0.174m overspend; +0.9%)

Explanation of the Investment Funds (£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, a draw down will be made from the Investment Fund once the spend has been incurred.

Explanation of the Earmarked Reserves (£0.115m)

The forecast contribution to reserves arises from the underspend on the Welfare scheme.

Explanation of the Remaining Service net overspend (£0.031m, +0.2%)

There are in-year overspends on salaries within the Community Hub and the Social Care and Support areas of Business Support of £0.305m which are being offset by salary underspends

elsewhere due to vacancies and external funding of £0.274m giving the net overspend of £0.031m.
Change in the Remaining Service position since the position reported at Quarter 1 (reduced overspend of £0.143m)
The reduction in the forecast overspend since that was reported at Quarter 1 is as a result of further in year salary underspends of £0.093m being forecast within Business Support largely as a result of staff vacancies being held and a reduction in the use of agency staff to backfill positions.
Impact on the MTFS
The inability to meet the vacancy turnover allowance within the Community Hub is being monitored, alongside the turnover in other areas of the service which are in part an offset to this. 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 - (£0.199m underspend; -3.1%)
Explanation of the Investment Funds (£0.065m)
The underspend forecast of £0.065m 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 Earmarked Reserves (£0.000m)
There is no movement on Earmarked Reserves forecast.
Explanation of the Remaining Service net underspend (£0.134m, -2.1%)
The remaining underspend of £0.134m is mainly as a result of an underspend of £0.178m from a one off carry forward received to fund temporary posts required to support the achievement of savings not being spent due to recruitment difficulties in addition to in year salary underspends due to vacancies.
This is being partially offset by an overspend of £0.073m on salary costs mainly due to the timing of the new structural changes taking place.
Change in the Remaining Service position since the position reported at Quarter 1 (increased underspend of £0.307m)
The forecast has reduced by £0.307m since Q1 due to the revision of the salary forecasts in Contract Management and Quality Assurance to more accurately reflect the recruitment issues.
Impact on the MTFS
No impacts on MTFS identified.

Enabling Services - (£2.715m overspend; +10.6%)
Explanation of the Investment Funds (£1.356m)
The investment funding net overspend is made up of: <ul style="list-style-type: none"> An overspend of £1.550m - Digital Roadmap project where spend has already been granted approval. There is £1.708m available to be drawn down for this stage of the project. This overspend is offset by the following project underspends: <ul style="list-style-type: none"> £0.082m - Reusable Components - project dependant on the output of the automation investigation and clarity is expected in September. £0.064m - Cloud Migration (Data Centre) - underspend expected on the transfer of the contact centre telephony systems to the cloud.

<ul style="list-style-type: none"> • £0.039m – Business Analyst Support – underspend due to reduced consultancy use in year. • £0.014m - Modern Government - funding no longer required and will be returned.
Explanation of the Earmarked Reserves (£0.376m)
<p>The expected drawdowns on reserves are as follows:</p> <ul style="list-style-type: none"> • £0.332m - This overspend has occurred as a result of a planned increase of the number of apprenticeships employed - The Going for Growth Apprenticeship Scheme will be used in its entirety and the remaining balance will be met from the Corporate Apprenticeship Fund. • £0.044m - Synergy Application Support team recently transferred from Education Services - this will be funded by a specific reserve and a joint pressure bid will be submitted as part of the MTFS process.
Explanation of the Remaining Service net overspend (£0.983m, +3.8%)
<p>The remaining service overspend is predominantly as a result of the following:</p> <ul style="list-style-type: none"> • £1.367m overspend forecast within Property Services. This largely arises from a 271% increase in gas unit costs on contracts procured through ESPO, coupled with increased costs from the business rates revaluation. <p>This forecast overspend is mostly offset by the following underspends:</p> <ul style="list-style-type: none"> • £0.231m within the Director area. This funding was being held for one off service projects, however since the Quarter 1 reported position this will be used to offset the overspend within Enabling Services. • £0.108m in HR Enabling due to in year staff vacancy underspends. The positions have now been recruited to so this is not expected to be recurrent.
Change in the Remaining Service position since the position reported at Quarter 1 (reduced overspend of £0.864m)
<p>The forecast overspend has reduced by £0.864m since Quarter 1 due to the following:</p> <ul style="list-style-type: none"> • A reduction in the forecast overspend within Property Services of £0.093m largely due to increased rental income/service charge income, coupled with a reduction in the forecast liability insurance premium of £0.305m being offset with a reduction in capital fee income of £0.224m due to ensuring that internal capital fees only cover costs and don't generate a revenue surplus. • The Director area is now forecasting an underspend of £0.231m due to funds previously held for service area projects now being released to offset areas of overspend within the service. • The overspend within HR of £0.097m that was forecast at Quarter 1 has reduced by £0.205m to give an underspend at Quarter 2. This is mainly because an in depth review of salary forecasts has taken place and anticipated start dates for new posts updated. In addition to this there has been a reduction in the amount required for training and long service awards in year as well as additional income from schools forecast. • Within the ICT areas the forecast overspend has reduced by £0.334m due to new staff vacancies not being forecast to be backfilled, a reduction in the use of agency staff and adjustments being made to contract assumptions where higher inflation rates had been assumed but have not been experienced.
Impact on the MTFS
<p>The biggest impact on the MTFS is the ongoing position in relation to increased utility costs. Bids have been submitted as part of the MTFS refresh.</p>

Finance Service – (£0.193m overspend; +3.0%)

Explanation of the Investment Funds (£0.374m)

System Replacement Funding agreed to support Unit4 project resulting in the cloud migration of the financial system,.

Explanation of the Earmarked Reserves (£0.092m)

The drawdown from the reserve of £0.092m is in relation to the Schools Absence Insurance Scheme and is based on the in year utilisation of the scheme by schools, combined with the trends and experience of the previous two years.
Explanation of the Remaining Service net underspend (£0.089m, -1.4%)
The underspend forecast is largely as a result of in year staff underspends due to vacancies and maternity leave.
Change in the Remaining Service position since the position reported at Quarter 1 (increased underspend of £0.124m)
The underspend forecast is largely as a result of in year staff underspends due to vacancies and maternity leave.
Impact on the MTFS
None

Strategy, Planning & Governance – (£0.314m overspend; +10.4%)
Explanation of the Investment Funds (£0.011m)
The underspend relates to the Policy Review Project. The forecast expenditure reduced due to the policy review being undertaken by Delivery Team and the emphasis changing from pay to strategic workforce.
Explanation of the Earmarked Reserves (£0.019m)
The is an expected draw from reserves to cover the cost of the George Eliot Hospital One Public Estate (OPE) project.
Explanation of the Remaining Service net overspend (£0.306m, +10.2%)
The forecast service overspend is mainly as a result of: <ul style="list-style-type: none"> £0.200m overspend within Records Management due to the exit fees at the end of the current contract. Negotiations are ongoing to reduce this fee. £0.145m overspend in Property Services mainly as a result of increased energy costs for properties with guardians and the backfilling of vacancies with agency staff. £0.143m overspend in Information Governance due to temporary staff being extended due to a backlog of subject access requests as well as anticipated increased costs of Data Governance Software which is currently out to tender. <p>These overspends are mostly offset by the following underspends:</p> <ul style="list-style-type: none"> In year salary savings within Corporate Policy of £0.127m due to vacancies within the graduate trainee cohort. A net underspend across Legal Services of £0.039m due to external income marginally offsetting the additional costs of demand for Corporate, HR, Property and Legal work for the Council including: management of complaints and data breaches; Covid enquiry; rewrite of the constitution and subject access requests.
Change in the Remaining Service position since the position reported at Quarter 1 (reduced overspend of £0.116m)
The main reason for the reduction in the forecast overspend since Quarter 1 is a revision to the income forecast within Legal Services. There has been an increase in the levels of work in Childrens Safeguarding and SEND appeals as well as more work being undertaken for Transport, Highways and Waste.
Impact on the MTFS
The income 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 with the service, as any incoming new contracts may change the position, as has happened in previous years.

3. Corporate Services and Resourcing

Corporate Services and Resourcing – (£32.405m underspend; +25.8%)
Explanation of the Earmarked Reserves (£10.776m)
<ul style="list-style-type: none"> • £7.598m to be transferred to top up the DSG offset reserves based on the Q2 DSG forecast overspend. • £3.398m of Market Sustainability & Improvement Fund income will be transferred to earmarked reserves to fund the related expenditure in adult social care. • An underspend of £0.250m will be transferred to the earmarked reserve as the annual contribution to the cost for the quadrennial local elections. • £0.197m will be transferred from the Apprenticeship Levy to fund the forecast overspend arising from the impact of cumulative pay awards. • £0.273m will be transferred from the Commercial Risk Reserve to meet the net deficit of the Warwickshire Recovery and Investment Fund and the Warwickshire Property and Development Group.
Explanation of the Remaining Service net underspend (-£21.629m, -17.2%)
<ul style="list-style-type: none"> • £17.462m 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. • £10m additional income due to improved returns on our investments linked to the recent increases in interest rates. • £2.1m saving on interest payments by using our cash balances to repay some loans early. • £1.2m reduction in Minimum Revenue Provision for the repayment of principal on our loans 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 £1.6m will only partially meet the extra cost and this overspend represents the remaining in-year cost. • A £7.598m 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
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

Commentary on Service Capital Forecasts

The main reasons for the £41.935m 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 £41.935m above there is an additional £1.832m 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 – £15.758m:

- A444 Corridor Improvements - Phase 2 (£1.840m) - 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 (£4.863m) - 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 (£2.764m) - This scheme has been reprofiled due to the start date moving back to winter 2023.
- A47 Hinckley Road Corridor Scheme (£0.762m) - 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 its 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 which are detailed in the annexes A to M.

Fire & Rescue - £0.402m:

- Fire & Rescue HQ Leamington Spa - £1.987m - Leamington Headquarters Refurbishment is currently on hold whilst discussions take place and strategic decisions are made. The Service will be requesting a budget virement of £1.8m (exact figure to be confirmed at Q3 reporting) from this project to the Minerva Paynes Lane project. A further report will be taken to Cabinet for formal approval of this required forecast position.

Economy and Place - £2.037m:

- Warwick Town Centre (£1.175m) - delays for Warwick TC are due to delays in getting roadspace for construction due to pressure from other schemes in the area.
- All electric bus initiative (£0.583m) - uncertainty over the future bus service provision caused a delay in determining the electric bus requirements of the service. The requirements have now been defined.
- There are a number of other schemes with delays of less than £0.200m each which are detailed in the Annexes A to M.

Children & Families - £0.172m:

- Children's Homes (£0.171m) - The works to create the children's homes have been reviewed and pushed back into 2024-25 due to logistical issues around the availability of contractors and various permissions.

Education Services - £22.612m:

- Long Lawford permanent expansion (£0.400m) - Project delivery (car park/drop-off facility) delayed by S278 approval and expired planning permission. Forecast revised based on estimated January 2024 start date.
- Oakley School primary phase temporary solutions (£0.208m) - Work has been delayed at St Margaret's due to costs increasing. The project is being value engineered and a requote from the Contractor is anticipated. An overspend is now being forecast.
- Stratford Upon Avon School 2 form entry expansion (£10.697m) - Project delivery delayed by planning permission delays & budget pressures. Project not started in July 2023 as planned at Q1. Estimated start date now April 2024. Additional funding subject to future Cabinet report & approval.
- 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 M.

Strategic Commissioning for People and Public Health - £0.071m:

- Adult Social Care modernisation (£0.071m) Organisation awarded funds to install Changing Places facility has declined due to timescales. Alternative venues are unable to commit to deliver within year 23/24. Anticipated that expenditure will take place in 2024/25.

Enabling Services - £0.278m:

- Lillington Academy Conversion to Academy Works (£0.278m) - Delays have been caused by the need to fit a new electrical power unit on site. Works are now delayed until 2024-25.

Strategy, Planning & Governance - £0.605m:

- Acquisition of land in Warwick (£0.028m) - The budget phasing has been adjusted to allow for post-occupation works.
- Strategic Site planning applications (£0.100m) Projected costs in meeting legal obligation to provide a serviced site to the DfE. Capital works include demolition (underway) and bovine remediation where the detail is to be determined. Works projected to be completed 2023/24. Professional fees supporting works being invoiced as the scheme progresses.
- Land at Leicester Lane Cubbington (£0.475m) The land has been returned back to the owner and the Council are now awaiting a dilapidation report to agree the way forward.

Expected cost increases above currently approved capital funding

Service	Project	2023/24 Forecast above approved capital allocation (£m)	2024/25 Forecast above approved capital allocation (£m)	Total Forecast above approved capital allocation (£m)
Education Services	New School, The Gateway, Rugby	0.573		0.573
Education Services	Stratford upon Avon Secondary School		4.005	4.005
Education Services	Oakley Grove Reception Contingency 23 Bulge Class		0.039	0.039
Environment Planning and Transport	A46 Stoneleigh Junction Improvement	1.830		1.830
Fire and Rescue	F&R Training Programme: Paynes Lane Minnerva & Response Point	1.800		1.800
Fire and Rescue	Fire & Rescue HQ Leamington Spa	(1.800)		(1.800)
Total		2.403	4.044	6.447

- There will be a Cabinet report seeking approval in relation to the Fire schemes where the ambition is to switch already approved funding between projects.
- Further work is required for Environment Services and Education to either mitigate the cost increases identified or identify funding for the projects which currently expecting shortfalls. For Education schemes the further utilisation of Basic Needs funding could be considered however, this may lead to future gaps on other necessary schemes which need funding in a market of rising costs.
- The team working on the A46 Stoneleigh scheme are currently exploring various options. Corporate Board will consider the risks associated with the scheme in early November.

This page is intentionally left blank

Annex A- Environment, Planning & Transport

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Environment Services Management	691	0	691	4			4	
Trading Standards & Community Safety	2,996	(1,144)	1,852	86		63	23	Continued pressure on the G&T budget with works to repair sites and to resolve long standing Corley View issues.
County Highways	24,327	(7,706)	16,621	(8)			(8)	Inflationary funding has been moved here to reduce Q1 overspend forecast. Emerging risks since Q1 of more than anticipated electricity costs. Previous forecasts based on 12% increase from October. Current estimates on increases from corporate energy team indicate 15 - 20% increases. Exact increase will not be known until November. Potential for £161,000 overspend on energy if prices increase 20%.
Planning Delivery	5,470	(5,036)	434	16			16	The overspend in Ecology, Historic Environment and Landscape has reduced to £45.5k. However, the underspend in the Planning team, has also been reduced due to the revised forecast to reflect the continued use of agency staff due to the number of vacancies currently being carried. This results in the £16k overspend across Planning Delivery as a whole at Q2. The EH&L team will continue to look for other grant funding/income opportunities to reduce their overspend.
Transport Delivery	50,992	(10,874)	40,118	4,652			4,652	Within Transport Delivery, there is a forecast for Home to School Transport overspend of £4.733m which is made up of £1.929m on mainstream transport and £2.804m on SEND. In both areas there has been a significant increase in average costs per journey since the end of 2022/23 fuelled by RPI on operator costs when contracts have been tendered. This, when combined with increasing numbers in both areas, gives a cumulative overspend of £0.995m for mainstream and £1.517m for SEND. Contract prices in previous years have been kept at below inflation levels, however now operators are substantially increasing their charges. In addition to this an analysis of the number of contracts started since April for 1:1, no existing contract to add travellers to or not the priority school has increased costs by £0.200m for mainstream and £0.300m for SEND. Also included in these figures is £1.721m for mainstream relating to the transport of excluded pupils that is predominately controlled by schools going directly to transport operators for service provision. Small savings in other cost centres within the service net of to the £4.652m total Transport Delivery overspend.
Engineering Design Services	9,923	(9,268)	655	385			385	Within EDS a recalculation of time cost has been completed and factored into the outturn. The result of new staff rates through the MHA+ has yet to be realised but has been anticipated in the calculations. These have also been submitted as MTFS bids and the bulk of the cost at this time relates to the increases in electricity cost.
Emergency Management	213	0	213	11			11	
Net Service Spending	94,612	(34,028)	60,584	5,146	0	63	5,083	

Annex A- Environment, Planning & Transport

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)	(48)	237	Both Forestry and Network Management currently forecasting not to hit additional £100k income target. Senior management team are looking at alternative solutions.
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)	(45)	0	
Total	(1,119)	(882)	237	

Annex A- Environment Planning and Transport

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	106	2		0	Mar-24
Forestry - Tree Nursery	103	103	0		0	Mar-24
Total	207	209	2			

Annex A- Environment, Planning & Transport Services

Director - Scott Tompkins

Executive Director - Mark Ryder

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

Capital Programme - 2023/24 to 2024/25 Onwards

Project	Description	Approved Budget					Forecast					Variation		
		Earlier Years	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	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,145	50	50	0	59,245	59,145	1	99	0	59,245	-49	0	£9000 of compensation claims put back to 2023/24 due to lack of resource to undertake the remaining land compensation claim
11221000	M40 Junction 12	11,908	15	0	0	11,922	11,908	15	0	0	11,922	0	0	
11272000	Rugby Gyrotory Improvement Scheme	1,564	24	0	0	1,588	1,564	0	24	0	1,588	-24	0	Lack of resources to carry out investigation this financial year
11339000	Bermuda Connectivity Project	10,118	3,324	1,500	0	14,941	10,118	3,554	1,500	0	15,171	230	230	Incorporated works from County Highways (12072000). CH transferred funds to cover these works, as per email from Ian Nicholls 13/7/23
11510000	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	
11604000	A444 Corridor Improvements - Phase 2	600	1,890	1,845	0	4,334	600	50	2,295	1,390	4,334	-1,840	0	Reprofiling of financial forecast due to commencement date movement reflecting the need to consider stakeholder comments on advertised Traffic Regulation Orders
11605000	A3400 Bham Road Stratford Corridor Improvements	1,296	5,663	500	0	7,459	1,296	800	1,363	4,000	7,459	-4,863	0	Re-profiling of spend from 23/24 to 24/25 due to interventions being focused on phase 3 rather than phase 2 of the Birmingham Road Corridor
11649000	A46 Stoneleigh Junction Improvement	28,088	9,173	0	0	37,262	28,088	11,003	0	0	39,092	1,830	1,830	Forecast construction and associated staff costs are currently within budget but there is a potential forecast overspend due to unresolved risks.

11694000	A47 Hinckley Road Corridor Scheme	803	834	3,194	200	5,031	803	72	4,057	99	5,031	-762	0	Reprofiled in accordance with a change in programme and expected delivery of works.
11849000	Improvements to the A446 Stonebridge junction (Coleshill)	99	852	1,052	0	2,003	99	300	1,352	252	2,003	-552	0	This is not a new variance it was reprofiled in Q1 due to programme changes.
11853000	Transforming Nuneaton - Highway Improvements (CIF)	741	575	5,480	12,769	19,565	741	575	5,480	12,769	19,565	0	0	
11857000	Emscote Road Corridor Improvements Scheme	359	491	9,172	250	10,272	359	471	5,627	3,815	10,272	-20	-0	
11904000	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														
11279000	Pump Priming allocation for LED street lighting	5,288	0	0	0	5,288	5,288	21	0	0	5,309	21	21	Revenue Contribution from EB031 street lighting
11992000	Street Lighting Annual Main 2022/23	663	0	0	0	663	663	0	0	0	663	0	0	
12077000	Street Lighting Annual Main 2023/24	0	962	24	0	986	0	962	24	0	986	0	0	
Structural Bridge Maintenance														
11587000	Minor Bridge Maintenance schemes 2017/2018	2,707	107	0	0	2,814	2,707	45	63	0	2,815	-62	1	Lack of resource and existing resource diverted onto accident repair works
11658000	Minor Bridge Maintenance schemes 2018/2019	1,912	0	0	0	1,912	1,912	0	0	0	1,912	0	0	
11717000	Bridges Base Budget 2019 2020	923	8	0	0	931	923	8	0	0	931	0	0	Lack of resource and existing resource diverted onto accident repair works
11816000	Bridges Base Budget 2020 2021	815	115	0	0	930	815	107	0	0	922	-8	-8	Construction & supervision costs slightly below estimate
11833000	Historic Bridge Maintenance	2,795	1,697	2,054	0	6,546	2,795	1,772	1,979	0	6,546	75	0	Forecast revised against active projects to reflect increased costs and bridges deteriorating since provision of budget
11882000	Bridges annual maintenance 2021-22	660	264	0	0	924	660	216	55	0	931	-48	7	Costs of weight restriction monitoring increased on Coton; St John's actual works cost actual below estimate; Birdingbury environmental restrictions rule out works taking place during winter months, scheme deferred until early next year

11990000	Bridge Annual Main 2022/23	522	536	0	0	1,058	522	530	0	0	1,052	-6	-6	Construction estimates now changed to actuals
12075000	Bridge Annual Main 2023/24	0	524	200	0	724	0	246	114	0	360	-278	-364	Greater extent of accident repairs at Stoneleigh; Cold comfort added to current maintenance programme
12110000	D1705 - Bridge Maintenance Capital Programme	0	0	0	0	0	0	15	0	0	15	15	15	
12111000	D1706 - Bridge Maintenance Capital Scour Works	0	0	0	0	0	0	40	0	0	40	40	40	
12112000	D1706 - Bridge Maintenance Capital Scour Works	0	0	0	0	0	0	0	20	0	20	0	20	
12113000	D1706 - Bridge Maintenance Capital Scour Works	0	0	0	0	0	0	195	0	0	195	195	195	
12114000	D1707 - Bridge Assessment Programme	0	0	0	0	0	0	99	0	0	99	99	99	
Structural Maintenance of Roads														
11785000	County Highways base budget 20-21	21,964	0	0	0	21,964	21,964	0	0	0	21,964	0	0	
11808000	D1707 - Bridge Assessment Programme	0	582	0	0	582	0	582	0	0	582	0	0	
11871000	D1633 - Principal Bridge Inspections	1,615	0	0	0	1,615	1,615	0	0	0	1,615	0	0	
11874000	Highways 2021-22 Patching Surface Dressing	465	0	0	0	465	465	0	0	0	465	0	0	
11926000	Forestry 35 X Yard Skips	8	0	0	0	8	8	0	0	0	8	0	0	
11979000	Highways 2022/23 Surface Dressing	1,824	0	0	0	1,824	1,824	0	0	0	1,824	0	0	
11980000	Highways 2022/23 Slurry Seal	306	0	0	0	306	306	0	0	0	306	0	0	
11981000	Highways 2022/23 Routine Patching	1,465	17	0	0	1,482	1,465	58	0	0	1,524	41	41	Budget updated to match the activity in year - this increase has been funded from the 12072000 Annual Maintenance budget
11982000	Highways 2022/23 Patching Surface Dressing	573	0	0	0	573	573	0	0	0	573	0	0	
11983000	Highways 2022/23 Patching Slurry Sealing	14	0	0	0	14	14	0	0	0	14	0	0	
11984000	Highways 2022/23 1ST TIME FIND AND FIX	242	22	0	0	264	242	25	0	0	267	3	3	Budget updated to match the activity in year - this increase has been funded from the 12072000 Annual Maintenance budget
11985000	Highways 2022/23 Structural Patching	894	16	0	0	910	894	16	0	0	910	0	0	
11986000	Highways 2022/23 Road Marking SD	327	0	0	0	327	327	0	0	0	327	0	0	

11987000	Highways 2022/23 Structural Maintenance Annual Programme	8,214	67	0	0	8,281	8,214	1	0	0	8,215	-66	-66	Budget updated to match the activity in year - the decrease has been moved back to the 12072000 Annual Maintenance budget
11988000	Highways 2022/23 Structural Maintenance Annual Footways Programme	2,185	0	0	0	2,185	2,185	0	0	0	2,185	0	0	
11989000	Staff Recharges Annual 2022/23	906	0	0	0	906	906	0	0	0	906	0	0	
11994000	Forestry: Vermeer chipper	23	0	0	0	23	23	0	0	0	23	0	0	
12019000	Highways 2022-23 HS2 Road deterioration fund	251	0	0	0	251	251	0	0	0	251	0	0	
12032000	Sawbridge. Bridge replacement on P	20	0	0	0	20	20	0	0	0	20	0	0	
12033000	Brailles. Drainage works on Public Br	31	0	0	0	31	31	0	0	0	31	0	0	
12064000	Highways 2023/24 Surface Dressing	0	4,238	0	0	4,238	0	4,238	0	0	4,238	0	0	
12065000	Highways 2023/24 Slurry Seal	0	0	0	0	0	0	0	0	0	0	0	0	
12066000	Highways 2023/24 Routine Patching	0	1,736	0	0	1,736	0	1,736	0	0	1,736	0	0	
12069000	Highways 2023/24 1st Time Find And	0	292	0	0	292	0	292	0	0	292	0	0	
12070000	Highways 2023/24 Structural Patchin	0	1,736	0	0	1,736	0	1,736	0	0	1,736	0	0	
12071000	Highways 2023/24 Road Marking Sd	0	0	0	0	0	0	0	0	0	0	0	0	
12072000	Highways 2023/24 Structural Mainte	0	7,192	0	0	7,192	0	6,946	0	0	6,946	-246	-246	The reductions in budget include transfers to other projects across the service - £230k to code 11339000 and £39k transfer to 11764000 and the differences in codes 11981*
12073000	Highways 2023/24 Structural Mainte	0	3,038	0	0	3,038	0	3,038	0	0	3,038	0	0	
12074000	Staff Recharges Annual 2023/24	0	913	0	0	913	0	913	0	0	913	0	0	
Traffic Signals														
11381000	Traffic Signals 2015-16	181	11	0	0	192	181	11	0	0	192	0	0	
11718000	Traffic Base Budget 2019 2020	235	41	0	0	275	235	41	0	0	275	0	0	
11848000	CIF - Replacement Bollards in Stratford, Nuneaton & Bedworth	334	0	140	0	474	334	0	140	0	474	0	-0	
11883000	Traffic Signals Annual Main 2021-22	213	0	0	0	213	213	0	0	0	213	0	0	All schemes now complete, no more expenditure will be incurred
11945000	D1356 - DfT - Traffic Signals Maintenance Grant Award	475	117	0	0	593	475	117	0	0	593	0	0	
11991000	Traffic Signals Annual Main 2022/23	178	78	0	0	256	178	78	0	0	256	0	0	Delivered planned schemes as forecast and carried forward remaining budget to deliver next tranche of maintenance schemes

12076000	Traffic Signals Annual Main 2023/24	0	352	0	0	352	0	178	174	0	352	-174	0	On course to deliver planned works, but, due to lack of resources are unable to complete additional required works. Therefore balance has been re-profiled to next financial year. Currently investigating where additional resources can be made available to deliver required works.
Flood management														
11801000	Flood alleviation schemes CIF - Pailton	91	0	25	25	141	91	30	20	0	141	30	0	The forecast spend was previously shown incorrectly as 24-26, the scheme is proposed to deliver 23-25. The initial scheme was delayed due to the contractor entering administration. A new contractor has been appointed with delivery programmed to be largely complete this year. Costs may increase if existing products need to be replaced, this will be met with the remaining budget allocated to this scheme.
11802000	Flood alleviation schemes CIF - Fenny Compton	63	573	0	0	636	63	520	53	0	636	-53	0	An error with miscoding money claimed from the EA has resulted in the incorrect amount showing on forecast. Costs may still increase due to listed building consent requirements and additional modelling required for one property. To date 9 properties are complete.
11803000	Flood alleviation schemes CIF - Welford on Avon	0	0	0	0	0	0	0	0	0	0	0	0	
11804000	Flood alleviation schemes CIF - Galley Common	0	10	44	0	54	0	7	47	0	54	-3	0	Fewer residents have confirmed participation in the scheme so fewer property surveys have been undertaken (8 to date). Budget moved to next year should they come forward.
11805000	Flood alleviation schemes CIF - Bermuda	0	0	0	0	0	0	0	0	0	0	0	0	
11806000	Flood alleviation schemes CIF - Brailes	10	70	45	0	125	10	70	45	0	125	0	-0	

11892000	Flood defence - Fillongley	57	0	99	0	156	57	49	50	0	156	49	0	The contractor for this scheme has gone into liquidation with some properties partially complete. A new contractor has now been appointed, but scheme may have to be completely re-done by new contractor subject to the condition of existing measures fitted. Delivery of scheme will depend on reprocurement and re-establishment of relationship with eligible residents. May span 23/24 and 24/25.
11928000	Bilton Road Property Flood Resilience Scheme	15	0	0	0	15	15	0	0	0	15	0	0	
11943000	Clifford Chambers Property Flood Resilience Scheme	113	50	56	0	219	113	50	56	0	218	0	-0	
11978000	Flood Defence Maintenance 22-23	135	0	0	0	135	135	0	0	0	135	0	0	
12005000	Broadwell property flood resilience scheme	6	103	10	0	119	6	103	10	0	118	-0	-0	
12063000	Flood Defence Maintenance 23-24	0	211	241	0	452	0	211	241	0	451	-0	-1	
Community Safety														
11855000	Development and upgrade of three WCC owned Gypsy and Traveller sites	36	0	624	0	660	36	130	494	0	660	130	0	We have just gone out to tender for the Capital programme on the Griff and have 4 companies who we are interviewing in late September. it is now highly likely that the project will commence in 2023/4 and we have adjusted the budget to reflect this. We will be in a better position at the end of Q3 to fully reflect the profile of the spend once the tender has been awarded. The adjustments relate to the earlier award of the contract
11869000	Gypsy & Traveller Services 21-22	-19	0	50	0	31	-19	0	50	0	31	0	0	
11977000	Gypsy & Traveller Services 22-23	0	0	21	0	21	0	0	21	0	21	0	0	
12062000	Gypsy & Traveller Services 23-24	0	22	0	0	22	0	22	0	0	22	0	0	
Integrated Transport - Delivery														
11453000	Casualty Reduction Schemes 18-19	748	1096	-20	0	1,824	748	466	609	0	1,824	-630	0	
11762000	Nuneaton To Coventry Cycle Route - Cif	41	130	490	350	1,011	41	80	540	350	1,012	-50	0	

11764000	Green Man Coleshill Signalised Junction - Cif	129	702	30	0	861	129	741	30	0	900	39	39	Scope increased at request of County Highways. Additional resurfacing carried out within these works to save County Highways coming back at later date. Budget to be transferred into this project.
11765000	Hinckley To Nuneaton Cycle Route - Cif	98	704	0	0	802	98	704	0	0	802	0	0	
11778000	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	
11911000	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														
11276000	Rugby Area Committee	416	0	0	36	452	416	0	0	36	452	0	0	
11354000	Area Delegated Funded Schemes 2017/18	23	0	650	0	673	23	0	650	0	673	0	0	
11452000	Area delegated funding 18-19	0	0	783	0	783	0	0	783	0	783	0	0	
11835000	North Warks Area Delegated	464	269	383	0	1,116	464	366	286	0	1,116	97	0	Schemes to be completed in future years
11836000	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
11837000	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
11838000	Stratford Area Delegated	686	499	882	0	2,067	686	636	746	0	2,067	136	0	Schemes to be completed in future years
11839000	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
Archaeology & Ecology														
11995000	Local Authority Treescapes fund	137	27	0	0	164	137	27	0	0	164	0	0	
Developer Funded Transport - s106 schemes														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	75	5	369	0	448	75	5	369	0	448	0	0	
11099000	Upgrade Traffic Signals Blackhorse Rd	141	9	0	0	150	141	9	0	0	150	0	0	
11194002	New bus stop on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	1	0	0	13	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	130	40	0	0	170	130	32	8	0	170	-8	0	Majority of works now complete & awaiting final cost
11194006	Install Variable Message Signs A444 (Prologis)	0	0	90	0	90	0	0	82	7	90	0	0	Proposal unknown currently, to address the issue
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	19	0	0	0	19	19	0	0	0	19	0	0	

11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	21	0	0	0	21	21	0	0	0	21	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	2	0	0	29	27	2	0	0	29	0	0	
11417000	A426 /A4071 Avon Mill Rdbt Rugby Improvement Scheme	1,403	411	0	0	1,814	1,403	820	0	0	2,223	409	409	This is an ongoing project - further funds from DfT and CIF have been applied for - awaiting decision
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	71	0	112	0	183	71	0	112	0	183	0	0	
11692000	Upgrade existing shared ped / cycle path Bermuda	3	0	0	0	3	3	0	0	0	3	0	0	
Developer Funded Transport - Europa Way														
11580000	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	
11602000	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	
11636000	A452 Myton Road And Shire Park Roundabouts S106 WCC3	1,073	2,860	2,773	116	6,822	1,073	96	4,879	804	6,851	-2,764	29	Reprofiled due to revised programme. Scheme was due to start on site in Autumn / Winter 2023 but is now expected to start in Spring 2024. Additional funding from developer to complete footway works which weren't completed as part of their S278 scheme.
11637000	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	35	1,265	5,859	7,500	30	-0	Reprofiled due to change in design approach
11638000	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	
11706000	A452 Europa Way (North Of Gallows Hill) Highway Impt S278 - Galliford Try	50	5	395	0	450	50	5	395	0	450	0	0	
11814000	C9878 A452 Europa Way Dualling, The Asps S278	1	149	0	0	150	1	149	0	0	150	0	0	
11937000	D1301 - A452 Europa Way, (The Asps), Banbury Road MINOR S278 Temp access	42	0	0	0	42	42	0	0	0	42	0	0	

12043000	D1527 - A452 Europa Way, Warwick (The Asps) - Ph 1 Interim Site Access LILO S278	7	53	0	0	60	7	53	0	0	60	0	0	
Developer Funded Transport - s278 schemes														
10010001	Unallocated section 278 developer funds	19	0	1,596	0	1,616	19	0	1,596	0	1,616	0	0	
11327000	B4113 Gipsy Lane Junction	5	1	0	0	6	5	0	1	0	6	-1	0	Scheme currently on hold. Spend moved back to next financial year
11336000	Ansty Business Park Phase 3 Junction Improvements	2,810	202	0	0	3,012	2,810	130	0	0	2,940	-72	-72	Previous forecast over estimated
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	0	0	0	431	431	0	0	0	431	0	0	
11423000	A423 Coventry Road Southam New Priority Junction S278	512	0	0	0	512	512	0	0	0	512	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,871	0	78	0	2,949	2,871	1	53	0	2,925	1	-25	Remedial works identified not previously forecast
11435000	A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	308	0	0	0	308	308	0	0	0	308	0	0	
11436000	B4087 Oakley Wood Road, Bishops Tachbrook - New Ghost Island Right Turn Lane S278	366	0	0	0	366	366	0	0	0	366	0	0	
11437000	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	
11438000	B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	582	0	0	0	582	582	0	0	0	582	0	0	
11441001	S278 Zebra Upgrade on Tachbrook Rd Leamington	60	0	0	0	60	60	0	0	0	60	0	0	
11460000	C204 Birmingham Road, Alcester New Right Turn Lane S278	115	43	0	0	158	115	43	0	0	158	0	0	Project in maintenance- no further costs anticipated
11461000	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	Scheme complete - no more costs anticipated
11462000	B4035 Camden Road, Shipston On Stour New Right Turn Lane S278	336	0	0	0	336	336	21	0	0	357	21	21	Project in maintenance- no further costs anticipated
11463000	B4451 Kineton Road Southam New Roundabout S278	609	0	0	0	609	609	0	0	0	609	0	0	
11467000	C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	556	0	0	0	556	556	0	0	0	556	0	0	
11505000	A422 Alcester Road SoA access to development and relocation of puffin crossing	251	0	0	0	251	251	0	0	0	251	0	0	

11506000	A426 Southam Rd Southam access to quarry at Griffins Farm	307	0	0	0	307	307	0	0	0	307	0	0	
11507000	A428 Lawford Road Rugby right turn lane and access to development site	417	1	0	0	418	417	0	0	0	417	-1	-1	Scheme complete - minimal additional costs anticipated
11508000	B4429 Ashlawn Rd Rugby new puffin crossing	58	0	0	0	58	58	0	0	0	58	0	0	
11511000	A429 Ettington Rd Wellesbourne new rdbt and puffin crossing	1,222	0	0	0	1,222	1,222	0	0	0	1,222	0	0	
11515000	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	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	699	0	0	0	699	699	0	22	0	721	0	22	Remedials identified not previously forecast
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	93	0	0	0	93	93	0	0	0	93	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	459	1	0	0	460	459	0	22	0	481	-1	21	Remedials identified not previously forecast
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	443	0	0	0	443	443	0	0	0	443	0	0	
11528000	A444 Weddington Road , Nuneaton New Puffin Crossing S278	198	0	0	0	198	198	0	0	0	198	0	0	
11529000	B4642 Coventry Road Cawston - New Right Turn Lane S278	784	0	0	0	784	784	20	0	0	804	20	20	Remedial work identified in RSA3 not previously known
11530000	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	Scheme in maintenance period, minimum further expenditure anticipated
11531000	D1643 Park Road , Bedworth New Car Park Egress S278	140	2	0	0	142	140	0	17	0	157	-2	15	Remedials identified not previously forecast
11551000	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	
11576000	A3400 Banbury Road / Tiddington Rd Stratford Traffic Signals	38	1	0	0	39	38	15	0	0	53	14	14	Scheme currently going through technical approval - original scheme now changed - see notes for 11577000
11577000	A3400 Bridgefoot / Bridegeway Stratford Junction Improvements	98	1	0	0	99	98	1	0	0	99	0	0	Code no longer required - issues around who will be developing site now amalgamated into one scheme
11578000	C98 Loxley Rd , Tiddington - Site Accesses & Improved Footways	883	834	0	0	1,716	883	826	239	0	1,948	-8	231	Scheme split in two - second scheme now at TA stage. Site work will be recosted

11579000	D7050 Common Lane Kenilworth Traffic Signal Junction	3,300	40	0	0	3,340	3,300	2	0	0	3,303	-38	-38	Scheme complete, no further costs anticipated
11581000	Butlers Leap Link Road - Traffic Signal Impts	3,747	0	0	0	3,747	3,747	86	0	0	3,833	86	86	Scheme now complete. No more expenditure will be incurred
11582000	Shottery Link Road Stratford Puffin Crossing 7 & New Roundabout	5,661	808	0	0	6,470	5,661	1,528	0	0	7,190	720	720	Construction costs now more than originally tendered
11595000	A422 Banbury Road Ettington Ghost Island Right Turn Lane	293	0	0	0	293	293	2	0	0	295	2	2	Scheme now complete. No more expenditure will be incurred
11597000	B4451 Station Rd Bishops Itchington Ghost Island Right Turn Lane S278	783	7	0	0	790	783	2	0	0	785	-5	-5	Construction costs lower than originally budgeted, but remedials potentially still to forecast
11598000	A426 Leicester Road Rugby Highway Impt S278	2,743	1	0	0	2,744	2,743	2	0	0	2,745	1	1	Slight increase to professional fees & RSA3 potentially still to forecast
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	89	3	0	0	92	89	3	0	0	92	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	62	0	0	0	63	62	0	0	0	63	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	280	3	0	0	284	280	1	0	0	281	-3	-3	Scheme now complete. Minimum expenditure anticipated
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fwy works	234	1	0	0	235	234	1	0	0	235	0	0	Scheme in maintenance period, minimum further expenditure anticipated
11662000	A3400 London Road Shipston S278 Ghost Island Right Turn Lane Junction	473	48	0	0	520	473	48	0	0	520	0	0	Bond due for release - no further costs anticipated
11663000	A425 Daventry Road Southam S278 Construct Access	423	3	0	0	426	423	3	0	0	426	0	0	Scheme now complete. Minimum expenditure anticipated
11664000	C8 Trinity Road Kingsbury S278 Traffic Signal Junction	3,020	53	0	0	3,072	3,020	53	0	0	3,072	0	0	Scheme in maintenance - no remedials identified - forecast reduced
11665000	D538 Station Road Coleshill S278 Puffin Crossing	10	2	0	0	12	10	2	0	0	12	0	0	Minor remedial works now anticipated
11666000	Cctv /Utc Integration Scheme On A3400 Bham Rd Stratford S278	2	83	0	0	85	2	0	83	0	85	-83	0	Due to technology changing, still trying to determine optimum solution
11667000	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	Scheme in maintenance - no remedials identified - forecast reduced
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	15	0	584	0	600	15	0	0	0	15	0	-584	Scheme currently on hold, not able to forecast costs currently
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	40	460	0	0	500	40	1	0	0	41	-459	-459	Scheme on hold costs not able to forecast at present
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	429	2,520	478	0	3,427	429	1,847	921	8	3,206	-672	-222	Now on site, more certainty around anticipated costs

11675000	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	Scheme in maintenance, minimum further costs anticipated
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	139	1,640	180	21	1,980	139	1,740	0	0	1,879	100	-101	Scheme costs increased due to unforeseen site conditions
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	3,235	11	0	0	3,246	3,235	181	0	0	3,416	170	170	Scheme completed - commuted sums omitted from Q1 forecast
11688000	S278 Highway Impts Rugby Free School	821	24	0	0	845	821	24	0	0	845	0	0	
11695000	A4023 Coventry Highway Mappleborough Green S278	3,938	12	100	0	4,050	3,938	0	17	0	3,955	-12	-95	Remedials identified not previously forecast
11696000	A428 Crick Road Rugby S278	1,300	12	0	0	1,311	1,300	0	3	0	1,302	-12	-9	Scheme complete, minimum additional expenditure anticipated
11697000	A428 Hillmorton Road /B4429 Ashlawn Rd Rugby S278	358	9	0	0	367	358	0	0	3	360	-9	-6	Scheme complete, minimum additional expenditure anticipated
11698000	B4632 Campden Road Clifford Chambers S278	1,445	0	0	0	1,445	1,445	296	0	0	1,740	296	296	Scheme scope changed incurring higher construction costs
11699000	B5000 Grendon Road Polesworth S278	374	0	0	0	374	374	0	0	0	374	0	0	
11705000	A425 Banbury Rd Warwick Highway Impt S278 Wk Ind Schools	504	6	0	0	510	504	1	0	0	504	-6	-6	Scheme complete, minimum additional expenditure anticipated
11707000	A47 Long Shoot Nuneaton Highways Impt S278 Jelson Ltd	1,949	0	0	0	1,949	1,949	5	0	0	1,954	5	5	Remedials identified not previously forecast
11708000	B4035 Campden Rd Shipston Highway Impt S278 - Taylor Wimpey	1,703	0	0	0	1,703	1,703	7	0	0	1,710	7	7	Additional TRO costs not previously identified: total still unknown at present
11709000	C11 Higham Lane Nuneaton Highway Impt S278 - Persimmon	1,180	47	59	0	1,286	1,180	86	0	0	1,265	39	-21	Contractor final invoice less than anticipated
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	1,531	58	0	0	1,588	1,531	19	0	0	1,549	-39	-39	Scheme complete although in dispute with developer so costs may increase further than currently forecast
11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	95	1	0	0	96	95	1	0	0	96	0	0	Currently in maintenance, minimal further costs anticipated
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	4,101	0	0	0	4,101	4,101	24	0	0	4,125	24	24	Change in scope of scheme causing increased costs
11743000	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	Scheme been on hold, not yet tendered so not able to enter forecast yet. Will not go to tender until June 2024 approx - no costs anticipated until next financial year
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	2,336	19	0	0	2,355	2,336	1	0	0	2,337	-18	-18	Minor scheme in maintenance, no further costs anticipated

11745000	Highways Impt Gallows Hill C9042 Gallagher S278	549	1,557	1,394	0	3,500	549	2,750	550	0	3,849	1,193	349	Scheme delayed, increasing costs: now due for completion Feb 2024
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop (C9836)	12	0	0	0	12	12	1	0	0	13	1	1	Scheme in maintenance, minimum expenditure now anticipated
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes (C9712)	2	2	246	0	250	2	2	246	0	250	0	0	
11749000	C93 Bishopton Lane SOA S278 Miller & T.Wimpey (C9163)	1,754	0	0	0	1,754	1,754	3	0	0	1,757	3	3	Remedial works identified not previously forecast
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	48	1,052	0	0	1,100	48	1,271	409	0	1,728	218	628	Contraction costs increased form original forecast
11753000	B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	5,074	150	450	0	5,674	5,074	5	0	0	5,079	-145	-595	Retention due for release, contractor remedials outstanding, no further construction costs anticipated
11754000	C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	118	3	0	0	121	118	3	0	0	121	0	0	Currently in maintenance, minimal further costs anticipated
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	47	150	10	0	207	47	150	10	0	207	0	0	Construction costs anticipated to be lower than originally budgeted
11757000	A425 Banbury Rd Warwick S278 Highways Impt C9591	51	1,000	2,449	0	3,500	51	5	0	0	56	-995	-3,444	Taylor Wimpey now able to appoint own contractor, construction costs & income no longer required
11758000	B4632 Campden Rd Long Marston S278 Highways Impt C9392	6,243	276	0	0	6,519	6,243	4	7	0	6,254	-272	-265	Remedials identified not previously forecast
11759000	A4177 Bham Rd Hatton S278 Highways Impt C9816	44	556	0	0	600	44	20	20	0	84	-536	-516	Scheme start delayed, less supervision costs required
11760000	A423 Southam Bypass S278 Highways Impt C9664	10	1,000	790	0	1,800	10	5	0	0	15	-995	-1,785	About to enter TA, still to go to tender, construction costs not able to forecast currently
11767000	A45 Stonebridge / D2201 Rowley Rd Baginton S278 Highway Imp C9185	562	38	0	0	600	562	38	0	0	600	0	0	Scheme complete - maintenance period
11768000	B4029 Severn Rd Bulkington S278 Highway Impt C9913	602	2	0	0	604	602	11	0	0	613	9	9	Additional construction works not previously identified
11769000	B4632 Campden Rd Quinton S278 Highway Impt C9930	1,662	94	0	0	1,757	1,662	5	0	0	1,667	-89	-89	Scheme in maintenance, minimum further costs anticipated
11770000	C33 Bubbenhall Rd Baginton S278 Highway Impt C9803	477	30	23	0	530	477	5	0	0	482	-25	-48	Previous forecast over-estimated on staff time required
11771000	D6216 Upper Henley St Soa S278 Highways Impt C9793	20	2	0	0	22	20	2	0	0	22	0	0	Scheme in maintenance period, minimum further expenditure anticipated
11772000	M6 Junction 1 / A426 Leicester Rd Rugby S278 Highway Impt C9471	365	0	0	0	365	365	3	0	0	368	3	3	Minimal extra staff time anticipated
11774000	C32 Bham Rd (Farmers Market Rdbt.) S278 Highways Impt - C9670	3	2	245	0	250	3	2	245	0	250	0	0	Scheme on hold costs not able to forecast at present

11815000	C9802 A46 Stoneleigh Rd (Whitley South) S278	28	0	0	0	28	28	0	0	0	28	0	0	
11823000	C9962 - A46 Alcester Road, Stratford-upon-Avon	31	19	0	0	50	31	6	0	0	36	-14	-14	Scheme in maintenance. Less staff time required than previously forecast
11824000	C9964 - B4632 Campden Rd (Freshfields Nursery), Clifford Chambers	16	735	8	0	760	16	30	0	0	46	-705	-713	Developer now likely to engage own contractor reducing WCC costs and additional income
11825000	C9946 - C43 Gallows Hill (Strawberry Fields), Warwick	38	1,517	1,434	11	3,000	38	10	0	0	48	-1,507	-2,952	Developer now likely to engage own contractor reducing WCC costs and additional income
11826000	C9973 - D7069 Glasshouse Lane, Kenilworth	121	0	0	0	121	121	0	0	0	121	0	0	Minor scheme complete - no further expenditure anticipated
11827000	D1020 - A46/A428 Rugby Road, Binley Woods	104	0	0	0	104	104	15	0	0	119	15	15	Final inspections not previously forecast
11828000	C9990 - A426 Rugby Road/D3616 The Square (Dun Cow Crossroads), Dunchurch	943	10	28	0	981	943	1	0	0	944	-10	-37	Scheme in maintenance, minimum further costs anticipated
11829000	C9991 - A426 Dunchurch Rd/NB4429 Ashlawn Rd (Cock Robin Island), Rugby	52	198	0	0	250	52	15	0	0	67	-183	-183	Not able to forecast construction costs due to waiting for tender results
11830000	C9992 - B4429 Ashlawn Rd/D3394 Barby Rd, Dunchurch	82	518	0	0	600	82	12	0	0	94	-506	-506	Currently in TA, construction costs unknown at this stage
11831000	C9983 - C93 Bishopton Lane (canal bridge traffic signals), Stratford-upon-Avon	347	63	70	0	480	347	12	0	0	359	-51	-121	Retention not accrued in previous years & final inspections due not previously forecast
11832000	C9981 - D3948 Falkland Place, Temple Herdewyke	199	0	1	0	200	199	0	1	0	200	0	0	Scheme in maintenance, minimum expenditure now anticipated
11905000	D1152 - S278 Brinklow Road, Binley Heath (Temporary Access)	41	21	4	0	66	41	2	0	0	43	-19	-23	Scheme complete - final checks costing less. Scheme not delivered by WCC so costs less than originally forecast
11915000	D1175 B4429 Coventry Road Section 4&8 HE - Symmetry Park Coventry Road, Rugby South	87	373	0	0	460	87	30	0	0	117	-343	-343	S4&8 with HE so site fees removed, investigation costs only
11916000	D1251 - D11 C204 Birmingham Rd, Alcester, Right Turn Lane (Major)	1,033	20	42	0	1,095	1,033	2	22	0	1,057	-18	-38	Only HMC works remain, so reduction in costs anticipated
11918000	D1151 - A4390 Seven Meadows Rd (Shakespeare Marina), Stratford upon Avon (New Access)	38	206	0	0	244	38	5	90	0	133	-201	-111	Construction costs now less than anticipated
11919000	C9973 - Glasshouse Lane, Kenilworth School (MAJOR) Scheme	6	1,433	300	61	1,800	6	1,447	164	0	1,617	14	-183	Scheme now onsite, tender costs not previously known
11920000	D1216 - Gipsy Lane, Yew Tree Farm, Nuneaton	103	1,627	200	0	1,930	103	3,422	0	0	3,526	1,796	1,596	Delays to scheme caused increased costs
11932000	D1269 - Pickard Street, Emscote Rd, Warwick - Lidl Access S278	102	0	1	0	103	102	2	0	0	104	2	1	Scheme in maintenance, minimum expenditure now anticipated

11933000	D1225 - B4429 Coventry Rd, Symmetry Park, Rugby Sth. Construction Access MINOR S278	17	33	0	0	50	17	0	0	0	17	-33	-33	Minor scheme now complete, no further costs anticipated
11934000	D1242 - A4254, Eastboro Way, Nuneaton, Toucan Crossing S278	12	130	5	0	147	12	130	5	0	147	0	0	Construction costs previously underestimated
11935000	D1220 - Coventry Road, Faultlands Farm, Nuneaton S278	146	10	0	0	156	146	7	0	0	153	-3	-3	Contractor has own developer. Site monitoring fees now anticipated to be lower than originally budgeted
11936000	D1272 - A444 Lichfield Road, Curdworth (Dunton Wharf) S278	15	45	0	0	60	15	40	5	0	60	-5	-0	Small increase in previously estimated costs
11938000	D1264 - C43 Gallows Hill (Strawberry Fields) Warwick - MINOR S278 Temp Access	23	52	0	0	75	23	7	0	0	29	-46	-46	Developer requested all works to be suspended, unable to forecast constructoin costs at this stage
11939000	C9629 - D5496 School Road, Salford Priors, Stratford upon Avon MINOR S278	8	5	0	0	13	8	5	0	0	13	0	0	Professional fees previously overestimated
11940000	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	Construction costs now estimated to be less than originally forecast
11941000	D1268 - D2045 Coombe Fields Road, Ansty, Rugby S278 (Signal Jnct)	44	406	0	0	450	44	14	0	0	58	-392	-392	Previous forecast overcautious on time required for inspection
11942000	D1265 - C43 Gallows Hill (Lower Heathcote Farm) Warwick, MINOR S278	18	0	0	0	18	18	0	0	0	18	0	0	Minor scheme complete - no further expenditure anticipated
11946000	D1341 - A428 Coventry Rd, Long Lawford (Temp Access) S278	4	31	0	0	35	4	31	0	0	35	0	0	Minor scheme now complete, no further costs anticipated (developer undertook)
11948000	D1302 - D1736 School Lane, Exhall (Toucan Crossing) MINOR S278	13	60	5	0	78	13	60	5	0	78	0	0	Construction costs now estimated to be less than originally budgeted
11949000	D1326 - D7069 Glasshouse Lane, Kenilworth S278	29	866	0	0	895	29	230	600	0	859	-636	-36	Waiting for developer to nominate contractor before this can go to tender. Construction costs ballpark £1m with potential Jan
11950000	D1339 - D7069 Glasshouse Lane (Crewe Lane) Kenilworth MINOR S278	14	10	1	0	25	14	10	1	0	25	0	0	Professional fees previously overestimated
11951000	D1300 - D4102 Millers Road, Warwick MINOR S278	114	0	0	1	115	114	0	0	1	115	0	0	Scheme in maintenance, minimum expenditure now anticipated
11966000	D1409 - A46 Alcester Rd, Stratford - Billesley Crossroads S278	1	20	0	0	21	1	0	0	0	1	-19	-19	Scheme delayed - not starting anytime soon
11967000	D1408-A46 Alcester Road Stratford Footway & Cycleway S278	9	0	0	0	9	9	1	0	0	10	1	1	Scheme now complete. Additional staff time incurred not previously forecast

11996000	A46 Alcester Road Stratford (Drayton manor drive)	4	46	0	0	50	4	1	0	0	4	-46	-46	Previous forecast overcautious on time required for inspection. Scheme complete
11997000	C43 Gallows Hill - bell mouth at car dealership	5	0	0	0	5	5	0	0	0	5	0	0	Professional fees previously overestimated
11998000	S5721 Stockley Road, Exhall - priority junction	12	177	0	0	189	12	77	100	0	189	-100	0	Scheme transferred to Development Management - no longer EDS
12008000	A428/A45 Rugby Road, Binley Woods	14	60	4	0	78	14	60	4	0	78	0	0	Construction costs now estimated to be less than originally budgeted
12035000	D1425 - A452 Leamington Rd, Kenilworth - Thickthorn (MINOR) S278	5	55	0	0	60	5	1	0	0	6	-54	-54	Scheme costs lower than originally budgeted
12036000	D1467 - A452 Leamington Rd, Kenilworth - Thickthorn LILO S278	17	290	0	0	307	17	15	0	0	32	-275	-275	Developer now likely to engage own contractor reducing WCC costs and additional income
12037000	D1468 - A452 Leamington Rd, Kenilworth - Thickthorn Signalised Jct S278	17	200	1,313	0	1,530	17	15	0	0	32	-185	-1,498	Developer now likely to engage own contractor reducing WCC costs and additional income
12038000	D1466 - D7069 Glasshouse Lane, Kenilworth - Thickthorn Priority Jct S278	16	800	413	0	1,228	16	15	0	0	31	-785	-1,198	Developer now likely to engage own contractor reducing WCC costs and additional income
12039000	D1478 - A422 Banbury Rd, Stratford - Stratford Business & Technology Park S278	1	200	299	0	500	1	2	0	0	3	-198	-497	Scheme cancelled by developer - will be removed to Revenue as below diminimus
12040000	D1430 - B4100 Gaydon Service Station, Banbury Rd, Gaydon S278	6	71	0	0	77	6	71	0	0	77	0	0	
12041000	D1388 - B4114 Lutterworth Rd/ Golf Dv, Whitestone, Nuneaton Traffic Signals S278	5	800	495	0	1,300	5	3	0	0	8	-798	-1,292	Scheme heavily delayed, design still tbc. Costs unknown at this stage
12044000	D1529 - B4429 Coventry Road, Symmetry Park Windmill Lane - Cycle Link	10	15	2	0	27	10	10	0	0	20	-5	-7	Construction not yet gone to tender, unable to estimate costs currently
12045000	D1521 - C1 Austrey Road, Warton, Tamworth - Widening & Junction Improvement	8	0	100	0	108	8	0	100	0	108	0	0	Construction costs now estimated to be less than originally budgeted
12046000	A3400 Mill Lane, Newbold on Stour, Oldacre Gardens - Passing Bays	2	20	5	0	27	2	20	5	0	27	0	0	Professional fees previously overestimated
12047000	The Belfry Hotel and Resort, Sutton Coldfield – junction improvement	3	25	25	0	53	3	25	25	0	53	0	0	Professional fees previously overestimated
12054000	C7 Tamworth Road, Wood End Land East of Islington Farm - construction of new access, footpath and road	2	15	5	0	22	2	15	5	0	22	0	0	Professional fees previously overestimated

12055000	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	Scheme transferred into EDS - majority of works now taking place in 2023/24
12081000	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	15	0	0	17	15	-824	Scheme currently in TA, not yet gone to tender, construction costs not known at present
12082000	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	10	0	0	14	10	-199	Scheme currently in TA, unable to estimate construction costs at present
12083000	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	3	0	0	14	3	-26	Temp Access, still in TA, construction costs unknown at present
12085000	D1562 -A4254 Eastboro Way - Signalised Junctions Heart of England Way S278	5	0	2,405	2,000	4,410	5	23	35	0	63	23	-4,347	Not due to start on site until next year. Not able to forecast construction costs at this stage
12091000	D1636 -A4254 Eastboro Way - Signalised Junctions Crowhill Road S278	0	0	2,000	0	2,000	0	28	45	0	73	28	-1,927	Not due to start on site until next year. Not able to forecast construction costs at this stage
12095000	D1563 - A4254 Eastboro Way - Highfield Road Roundabout Improvements S278	0	20	14	0	34	0	25	14	0	39	5	5	Not due to start on site until next year. Not able to forecast construction costs at this stage
Grand Total		287,953	87,687	65,592	29,008	470,240	287,953	68,819	53,787	39,844	450,403	-18,868	-19,837	
Europa Way S278		8,135	304	395	0	8,834	8,135	304	395	0	8,834	0	0	
S278 Schemes		90,196	24,200	20,083	4,975	139,455	90,196	17,371	6,870	2,893	117,330	-6,830	-22,125	
Total S278		98,331	24,504	20,479	4,975	148,289	98,331	17,674	7,265	2,893	126,164	-6,830	-22,125	
Non S278 Environment Services schemes		189,622	63,183	45,113	24,033	321,951	189,622	51,144	46,521	36,951	324,239	-12,038	2,288	

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Fire Leadership Team	275	(202)	73	112		99	13	Small overspend is the result of an unbudgeted expense for the Cultural Review that was undertaken.
AM Response	1,624	(31)	1,593	228			228	After the removal of salary budgets from Response, the cost of crewing pool remains within AM Response. This overspend of around £130k is offset by the underspend within the Fire Workforce (the two go hand in hand). The additional overspend is showing the non-salary spend on stations which had previously been unbudgeted for but was masked by the salaries budgets. There are also inflationary pressures within Technical and Transport. Action is being taken to redistribute budget to cover non-salary spend on Wholetime stations.
AM Protection	923	(531)	391	(46)			(46)	Additional income is being forecast within Training Course Delivery, the commercialisation of this area is a focus within the Service.
AM Prevention	1,655	(304)	1,351	26		16	10	AM Prevention is currently showing a small remaining overspend due to changes in policy about DBS checks, which is currently unbudgeted for.
Fire Workforce	20,403	(268)	20,135	(221)			(221)	As expected, the On-Call salary budget is showing a significant underspend due to vacancies, and the underspend across Operational and Non-Operational staff is offsetting the crewing pool overspend within AM Response. A Workforce Tactical group is being set up to monitor staffing levels and capture all information needed for better salary forecasting. Due to this new way of working, this will be intensely reviewed and closely monitored throughout the year.
Fire Business Support	1,543	0	1,543	118		113	5	The use of the pensions volatility reserve has been required due to processing of two years' of ill-health retirement contributions being actioned in 2023/24.
Net Service Spending	26,423	(1,336)	25,086	217	0	228	(11)	

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	
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	This budget has been moved into the Improvement Plan, which is being closely monitored to ensure it is appropriately and effeciently spent on Service Improvement in this financial year.	0	Mar-24
Fire Control Room	156	156	0	The £156k is expected to be spent on resourcing/staffing costs for this financial year and it is not expected any further draw downs from the available funding will be required until next year.	1409	TBC
Water Hydrant Project	22	22	0	This is expected to be spent in this financial year.	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, Climate & Culture)

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	Total £'000	Earlier Years £'000	2023/24 £'000	2024/25 £'000	2025/26 onwards £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11895000	Vehicle Replacement Programme 2021/22	837	0	0	0	837	837	0	0	0	837	0	0	
11974000	Vehicle Replacement Programme 2022/23	541	1,207	0	0	1,748	541	1,207	0	0	1,748	0	0	
Sub Total - F&R Self Financing Projects		1,378	1,207	0	0	2,585	1,378	1,207	0	0	2,585	0	0	
11797000	Equipment for fire engines 20-21	224	0	0	0	224	224	0	0	0	224	0	0	
11894000	Equipment for new Fire Appliances 2021/22	91	0	0	0	91	91	0	0	0	91	0	0	
11973000	Equipment for new Fire Appliances 2022/23	24	0	0	0	24	24	0	0	0	24	0	0	
12057000	Equipment for new Fire Appliances 2023/24	0	131	196	0	327	0	327	0	0	327	196	0	
Sub Total - Projects Funded from Corporate Resources		339	131	196	0	666	339	327	0	0	666	196	0	
11601000	Fire & Rescue HQ Leamington Spa	135	1,987	171	0	2,293	135	0	358	0	493	-1,987	-1,800	The Service will be requesting a budget virement of £1.8m (exact figure to be confirmed at Q3 reporting) from this project to the Minerva Paynes Lane project. A further report will be taken to Cabinet for formal approval of this required forecast position.
Sub Total - F&R Future Estate Project		135	1,987	171	0	2,293	135	0	358	0	493	-1,987	-1,800	
11700000	F&R Training Programme: Lea Marston now Paynes Lane (Minerva and response point)	172	2,274	0	0	2,446	172	3,859	215	0	4,246	1,585	1,800	Expected additional costs for Minerva project - seeking approval for budget virement of £1.8m from Leam HQ project (exact figure to be confirmed at Q3, following completion of the tender process). A further report will be taken to Cabinet for formal approval of this required forecast position.
11702000	F&R Training Programme: Kingsbury	1,499	0	0	0	1,499	1,499	0	0	0	1,499	0	0	
11703000	F&R Training Programme: EA Water site	27	24	0	0	51	27	24	0	0	51	-0	-0	
Sub Total - F&R Training Programme		1,698	2,298	0	0	3,996	1,698	3,883	215	0	5,796	1,585	1,800	
11766000	Fire Emergency Services Network (ESN) Preparedness	525	278	25	0	829	525	278	25	0	829	0	0	
Sub Total - F&R Emergency Services Network		525	278	25	0	829	525	278	25	0	829	0	0	
Grand Total		4,075	5,901	392	0	10,369	4,075	5,695	598	0	10,368	-206	-0	

Annex C - Economy & Place

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 Reserves	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Communities Management	747	0	747	(67)			(67)	
Transport & Highways	9,563	(9,707)	(144)	978		(27)	1,005	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. Reduction in levels of parking income and increased service costs resulting in a significant reduction in overall surplus
Place & Infrastructure	1,934	(459)	1,476	5	(10)		15	
Waste & Environment	26,504	(4,773)	21,732	(167)			(167)	
Economy & Skills	6,208	(4,288)	1,920	(57)	(117)		60	
Net Service Spending	44,956	(19,227)	25,731	692	(127)	(27)	846	

Annex C - Economy & Place

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	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 on what information is known at this stage.
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(90)	0	90	This was allocated to Parking income based on potential savings with RingGo. The service is currently forecasting a significant overspend and it is therefore unlikely that this saving will be achieved.
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	This is unlikely to be achieved, management are reviewing alternative options.
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 unlikely the saving will be achieved.
Inward Investment - Reduction in the cost of promoting inward investment in Warwickshire.	(50)	(50)	0	
Total	(1,294)	(694)	600	

Annex C - Economy & Place

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	156	(100)		78	Mar-25
5G and Connectivity	70	70	0		0	Mar-24
Zeller for Businesses	27	10	(17)		0	Mar-24
Total	923	796	-127		88	

Annex C - Economy & Place

Director - David Ayton Hill

Executive Director - Mark Ryder

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

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	
Countryside														
11788000	Country Parks maintenance 20-21	114	0	0	0	114	114	0	0	0	114	0	0	
11834000	Country Parks Car Parking Facilities - upgrade to Ticket Machines	101	84	0	0	185	101	84	0	0	185	-0	-0	
11866000	Country Parks - Annual Maintenance 2021-22	192	24	0	0	216	192	24	0	0	216	0	0	
11963000	Country Parks - Annual Maintenance 2022-23	90	78	0	0	168	90	78	0	0	168	0	0	
12051000	Country Parks - Annual Maintenance 2023-24	0	219	91	0	310	0	190	120	0	310	-29	0	
Developer Funded Transport S106														
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	284	0	23	224	531	284	0	23	224	531	0	-0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	0	20	0	20	-20	0	
11441014	Highways Improvements To Bus Stops At Land Off The Longshoot S106	12	0		19	31	12	0	0	19	31	0	-0	
11607000	Southbound Bus Stop On A426 Leicester Rd, Rugby S106	15	64	0	0	79	15	64	0	0	79	0	0	
11614000	Bus Stop Enhancement Works In Alderminster	14	0	0	7	21	14	0	0	7	21	0	0	
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	10	0	0	6	16	10	0	0	6	16	0	-0	
11640000	Upgrading of Existing Bus Stop Infrastructure Alcester Road Shottery in SOA	14	0	0	0	14	14	0	0	0	14	0	0	
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	13	0	0	7	20	13	0	0	7	20	0	0	
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	25	0	0	58	83	25	0	0	58	83	0	-0	
11704000	Barford Junction Safety And Capacity Improvement Works S106	61	0	0	0	61	61	0	0	0	61	0	0	
11782000	Campden Road (B4035), Shipston-on-Stour New Bus Stops	6	31	0	0	37	6	32	0	0	38	0	0	
11783000	Mancetter Road / Camp Hill Road, Nuneaton Bus Stop Improvements	11	5	0	0	16	11	5	0	0	16	0	0	
11821000	Nuneaton/Plough Hill/Puffin crossing and improvements to Bus shelters	2	72	0	0	74	2	72	0	0	74	0	0	
11822000	Bidford on Avon/ Waterloo Road/Provision of a Bus Stop and shelter	11	16	0	0	27	11	16	0	0	27	0	0	

11906000	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	
11907000	Upgrading the existing bus stop infrastructure on Knights Lane (5 bus stops) in Tiddington	2	17	0	0	19	2	0	17	0	19	-17	0	
11909000	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	
11921000	Warwickshire cycling links - Weddington Road, Nuneaton	2	30	689	689	1,410	2	30	689	689	1,410	0	0	
11922000	Warwickshire cycling links - Radford Road, Leamington Spa	21	0	74	252	347	21	272	0	54	347	272	0	
11923000	Warwickshire cycling links - Daventry Road, Southam	0	15	10	131	156	0	15	10	131	156	0	0	
11924000	Warwickshire cycling links - Heathcote, Leamington Spa	18	60	1,165	296	1,539	18	60	1,165	296	1,539	0	0	
11925000	Warwickshire cycling links - Whitley South, Baginton	12	10	139	0	161	12	10	139	0	161	0	0	
12098000	S106 Active Travel Burbages Lane Footpath & Cycle Path, Ash Green	0	0	11	0	11	0	0	11	0	11	0	0	
12099000	S106 Active Travel Ashlawn Road/ Dunchurch Road Footway and Cycleway, Rugby	0	0	50	236	286	0	0	50	236	286	0	0	
12100000	S106 Active Travel Houlton to Town Centre Cycle Infrastructure, Rugby	0	0	21	0	21	0	0	21	0	21	0	0	
12101000	S106 Active Travel Coton Park East Cycle Infrastructure, Rugby	0	0	0	66	66	0	0	0	66	66	0	0	
12102000	S106 Active Travel Gaydon Lighthorne Heath/Jaguar Landrover to Warwick	0	10	10	31	51	0	10	10	31	51	0	0	
12103000	S106 Active Travel Bishopton Lane to Town Centre Cycle Link, Stratford Upon Avon	0	0	54	0	54	0	0	54	0	54	0	0	
12104000	S106 Active Travel Red Lane/ Hob Lane to Kenilworth Greenway Footway and Cycleway, Burton Green	0	0	0	90	90	0	0	0	90	90	0	0	
12105000	S106 Active Travel Red Lane/ Hob Lane Routes to Kenilworth, Burton Green to Kenilworth	0	0	0	333	333	0	0	0	333	333	0	0	
12106000	S106 Active Travel Hampton Magna to Warwick Town Centre Cycle Route	0	0	58	350	408	0	0	58	350	408	0	0	
Economic Development														
11425000	Capital Growth Fund - Access to Finance	2,014	195	150	141	2,500	2,014	223	150	114	2,500	27	-0	Modest increase in 23/24 due to profile of projects approved and management of portfolio across 1161300 and 11425002.
11612000	Capital Investment Fund/ Duplex Fund	2,000	0	0	0	2,000	2,000	0	0	0	2,000	0	0	

11613000	Capital Investment Fund/ Small Business Grants	1,490	200	200	74	1,964	1,490	150	225	99	1,964	-50	0	Slippage from 23/24 to later years due to profile of projects approved and management of portfolio across 1161300 and 11425002.
11858000	Creation of office space at Holly Walk Leamington	1,328	85			1,413	1,328	84	0	0	1,412	-1	-1	
11893000	Art Challenge Fund	340	3	9	0	352	340	5	7	0	352	2	0	
12028000	Tree Nursery Grants	0	19	0	0	19	0	19	0	0	19	0	0	
Economic Development - Transforming Nuneaton														
11611000	Transforming Nuneaton	7,400	2,940	482	0	10,822	7,400	2,940	482	0	10,822	0	-0	
11746000	Transforming Nuneaton - Co-op Building Purchase (CIF)	1,500	0	0	0	1,500	1,500	0	0	0	1,500	0	0	
11775000	Library & Business Centre Nuneaton (CIF)	332	350	13,500	5,241	19,423	332	350	850	17,891	19,423	0	0	
Integrated Transport - Casualty Reduction Schemes														
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme CIF	609	992	0	0	1,601	609	992	0	0	1,601	0	0	
11763000	A439- Southern Casualty Reduction - Cif	203	147	150	0	500	203	147	150	0	500	0	0	
11865000	Casualty Reduction - Annual Maintenance 2021-22	276	69	0	0	345	276	69	0	0	345	0	0	
11993000	Casualty Reduction - Annual Maintenance 2022-23	150	106	0	0	256	150	106	0	0	256	0	0	
12078000	Casualty Reduction - Annual Maintenance 2023-24	0	1,067	0	0	1,067	0	998	0	0	998	-69	-69	
12124000	A439 DFT Bid Stratford upon Avon	0	0	0	0	0	0	0	1,320	0	1,320	0	1,320	New scheme approved since Q1
Integrated Transport - Cycle Schemes														
10385000	Warwick, Myton Rd Cycle Link (Myton & Warwick School)	160	2	0	0	162	160	0	0	2	162	-2	0	
12125000	Connecting Communities:Leamington Spa to Rugby (Lias Line eastern section)	0	0	0	0	0	0	0	2,435	0	2,435	0	2,435	New scheme approved since Q1
Integrated Transport - Other Schemes														
11650000	Electric Vehicle Charging Points	614	38	0	0	652	614	38	0	0	652	0	0	
11710000	Land At Crick Road Rugby - CIF	1,815	822	252	0	2,889	1,815	822	252	0	2,889	0	0	
11885000	All Electric Bus Initiative 2021-22	7	898	461	0	1,366	7	315	1,044	0	1,366	-583	0	The slippage is due to wider project delays in determining the electric bus requirements of the bus services due to some uncertainty over the future bus service provision. This has now been resolved, but has slightly delayed the overall programme
11886000	Stoneleigh Park Link Road	0	0	209	200	409	0	0	209	200	409	0	0	
12018000	Commissioning and Major Inspections	1	0	120	0	121	1	0	120	0	121	0	0	
Integrated Transport - Public Transport														
11958000	Provision of hardstanding and bus stops in Hampton Magna	0	9	0	0	9	0	0	9	0	9	-9	0	

11959000	Provision of gateway facilities at Shipston on Stour and bus stops	3	42	0	0	45	3	42	0	0	45	0	0	
11960000	Provision of bus stops on Meadow Road in Alcester	0	8	0	0	8	0	0	8	0	8	-8	0	
11961000	Provision of bus stops on the B4114 Coleshill Road to serve Hartshill development	0	8	0	0	8	0	0	8	0	8	-8	0	
11964000	JLR / British Motor Museum bus stop	1	29	0	0	30	1	29	0	0	30	0	0	
12023000	Southam Road Radford Semele bus stops with infrastructure and traffic management	0	49	0	0	49	0	49	0	0	49	0	0	
12024000	Bishops Tachbrook bus stops enhancements	0	15	0	0	15	0	0	15	0	15	-15	0	
12025000	Rugby Road B4453 Cubbington bus stop improvements	0	12	0	0	12	0	0	12	0	12	-12	0	
12026000	Damson Road Hampton Magna bus stop improvements	0	9	0	0	9	0	0	9	0	9	-9	0	
12027000	Temple Herdewyke new bus stops	0	12	0	0	12	0	0	12	0	12	-12	0	
Integrated Transport Safety Cameras														
11761000	Average Speed Cameras - Cif	787	957	0	0	1,744	787	957	0	0	1,744	0	0	
Major Projects														
10362000	Kenilworth Station	13,080	0	0	827	13,907	13,080	0	0	827	13,907	0	0	
11669000	Lawford Road /Addison Road Casualty Reduction	257	695	694	0	1,646	257	695	694	0	1,646	0	0	
11841000	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	
11845000	Improvements to the A429 Coventry Road corridor (Warwick)	1	455	350	3,876	4,682	1	455	350	3,876	4,682	0	-0	
11846000	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	
11930000	Rural Mobility Fund	0	0	0	0	0	0	0	0	0	0	0	0	
Warwick Town Centre														
11552000	Warwick Town Centre transport proposals	1,112	0	107	0	1,219	1,112	0	107	0	1,219	0	0	
11809000	Warwick Town Centre	210	1,400	2,798	0	4,408	210	225	3,973	0	4,408	-1,175	-0	Delays for Warwick TC are due to delays in getting roadspace for construction due to pressure from other schemes in the area
Waste Management														
10207000	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	
11864000	Household Waste Recycling Centres - Annual Maintenance 2021-22	27	104	0	0	131	27	104	0	0	131	0	0	
11931000	Purchase of 3 haulage vehicles for HWRC (CIF Funded)	260	0	153	0	413	260	0	153	0	413	0	0	
11962000	HWRC Maintenance 2022/23	6	78	0	0	84	6	78	0	0	84	0	0	
12052000	HWRC Maintenance 2023/24	0	88	0	0	88	0	0	88	0	88	-88	0	Re-profiled to 2024/25 as maintenance requirements for sites are reviewed.
Grand Total		41,517	13,177	22,637	13,155	90,486	41,517	11,372	15,675	25,607	94,172	(1,805)	3,686	

Annex A- 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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Director of Social Care & Support	14,976	0	14,976	(3,302)			(3,302)	The £3.302m underspend is explained by income held in the AD area for centralised budgets with the expenditure incurred elsewhere as follows. Spend against funding of £1.158m assigned to manage the impact of the Working Age Adults tender will be incorporated into the relevant Services forecast within SC&S. Due to the need to undertake a further refresh of the tender, the full impact is not yet known. A further £2.357m which is the balance of WCC Adult Social Care Discharge Funding (including £1.237m from the ICB allocation) 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. This is marginally offset by an overspend on the legal budget and IBCF projects.
Head of Disabilities 25+	101,227	(12,414)	88,813	3,222			3,222	Disabilities 25+ are forecasting an overspend of £3.222m, 3.6% above budget. The main pressures are within supported living and residential. Supported living has an overspend of £1.653m due to increased client numbers of 69 which is 11% higher than the number budgeted for, unit costs have also increased by 2% above the rate of inflation provided. Residential care has an overspend of £0.876m due to increased client numbers of 10 which is 4% higher than the number budgeted for, unit costs have also increased by 4% above the rate of inflation provided, with a factor in the increased client numbers being the number of discharges from hospital; with block provision fully utilised, more spot purchasing is required. There is an overspend of £1.183m across nursing care, night support and residential colleges with the driver being the number of clients. Whilst there are partially offsetting underspends in staffing and client contribution income there is also a key issue of Continued Healthcare Income being £0.674m less than budgeted. 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 £9.1m, this is a £7.3m increase on the outturn for 2022/23. As a result the forecast overspend is in part due to a change in trends that occurred late in 2022/23 and which lead to an increased overspend in both the prior and current year.

Head of Adult Mental Health	17,736	(1,274)	16,463	2,327			2,327	An overspend of £2.327m, 14% above budget, is forecast for Mental Health. Residential care has an overspend of £1.553m. The number of placements have risen by 6% since the final quarter of 2022/23, with the full year impact in the current year. Supported living has an overspend of £0.913m which equates to 24% of the budget. There was a gradual increase month on month in client numbers during 2022/23 which has continued into 2023/24, with a 8% increase from April 2023. High cost transition packages are contributing to the overspend with a number of younger people with complex needs requiring intensive care.
Head of Older People	100,781	(42,595)	58,187	10,636		3,398	7,238	Older People Services are forecasting a service overspend of £7.238m, this is after the allocation of £3.398m Market Sustainability & Improvement funding. The overspend is due to increasing unit costs across residential and nursing and increased volumes of clients receiving domiciliary care, being partially offset by increased client contributions. The main area of overspend is in residential, with costs forecast to be 28.6% over budget. This is as a result of the use of costly placements due to difficulties in sourcing packages of care at WCC framework rates to meet more complex needs. These placements account for 72% of all residential placements and are on average 35% more expensive than framework rates. Nursing presents a similar picture. Domiciliary care is forecast to overspend by £4.039m, 18% over budget. This is purely due to the volume, with the number of packages increasing by 13% since April this year. Driving the increased volumes will include the Community Recovery Service and the continuation of the discharge to assess process, contributions to these costs are held in the Director's area for centralised budgets. Close monitoring of the Community Recovery Service is ongoing to ensure spending does not exceed financial resources.
Head of Integrated Care	11,367	(1,071)	10,296	(891)			(891)	Integrated Care are forecasting an underspend of £0.891m, of which c50% (£0.460m) is staffing related due to the on-going difficulties in recruitment and the majority of the balance due to reduced demand for community and assistive technology equipment as the system wide focus is on hospital discharge.
Head of Adults Practice & Safeguarding	4,095	(1,183)	2,913	409			409	Continuation and extension of prior year overspend due to rising contract costs for transporting adults in an environment of high inflation.
Head of 0-25 Disability	18,844	(1,560)	17,284	(491)			(491)	Due to ongoing difficulties in placing some young people in residential homes there is an underspend of £2.415 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 are also less material underspends in foster care, direct payments and staffing.
Net Service Spending	269,026	(60,097)	208,932	11,910	0	3,398	8,512	

Annex A- 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	Unachieved - no longer able to be mitigated elsewhere in the service
Management of cost of adults service provision - Management of the budgeted cost increases of externally commissioned care.	(1,499)	0	1,499	Unachieved - no longer able to be mitigated elsewhere in the service
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	Unachieved - no longer able to be mitigated elsewhere in the service
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	Unachieved - no longer able to be mitigated elsewhere in the service.
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 Q2 2023/24 the budget is forecast to be overrecovered by £11.379m.
Total	(6,269)	(300)	5,969	

Annex A- 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		92	Mar-25
Total	150	150	0			

Annex A- Social Care and Support

Director - Pete Sidgwick

Executive Director - Nigel Minns

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

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		Net Expenditure		Net Variance Represented by			Reason for Net Variation and Management Action
	Expenditure Budget	Income Budget	Budget	Variation Over/ (Under)	Revenue Investment Funding	Contra to/from Earmarked Reserves	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Director of Children & Families	4,387	(400)	3,987	4,188	1377	0	2,811	There is an estimated £1.377m (Q1 £1.275m) Continuous Improvement Plan (CIP) expenditure funded by Earmarked reserve. The plan is currently being reviewed and needs to be signed off by Corporate Board, so this forecasted spend is a "holding figure". 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 with timings. Within the remaining Service Variance of £2.811m, there is an £4.028m over-spend on "Extra Care" packages. This is a £2.628m increase since Q1 and represents the cost for hard to place / high support needs of some children. These children are temporarily unable to be accommodated by the external market and so this budget is having to incur high costs to meet their short-term needs with packages costing up to £30,000 a week per child. This overspend has been offset by future year placement savings £0.730m, as well as additional maximised UASC grant £0.480m (Q1 £0.280m) which covers some gross costs of support over many service areas. Also, to note is for this quarter there has also been a slight movement in legal fees to now showing a £0.064m overspend.
Safeguarding Communities	10,668	(1,510)	9,158	1,498	0	70	1,428	There are particular pressures on staffing budgets within this service due to external (Statutory /Child Safeguarding) work demands. The Initial Response team (IRT) is forecasted to overspend by £0.908m (Q1 £0.885m) predominantly £1.114m on Agency staff offset by £0.220m (Q1 £0.185m) underspend on employed staff. There are currently 17 (Q1 20) 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 turn-over both in permanent and agency workers (seeking greater pay that other LA's /Agencies can pay) moving on. The Front Door is forecasting a £0.337m (Q1 £0.369m) overspend mostly on employed staff. The Front Door also has a number of vacancies which needed filling by more expensive agency workers. Different practices by some other LA's have made their roles more enticing to some or arguably not safer. The Emergency Duty Team are forecasting a £0.218m (Q1 £0.129m) overspend mainly due to Staff absences including long term suspension and sickness having to be covered including overtime payments contributing £0.082m of the over-spend. With need to cover all posts the 7% vacancy factor (reduction) applied to the staffing budget is difficult to comply with and balance the budget. 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 just 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 a negative impact on compliance with the 7% Vacancy factor imposed. 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 nature of the service and its streamlined staffing it cannot carry gaps if sickness or vacancies occur.
Early Help	15,842	(10,099)	5,743	454	0	118	336	The Priority Families (Supporting Families Grant funded service) is forecasting additional planned allocations/spend of £0.118m (Q1 0.239m) over the original 23/24 plan (to be funded by Earmarked Reserve). These are particular 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. The Targeted and Family support Service is forecasting an overspend of £0.282m (Q1 £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. Following a review and firming up of funding streams The Education Safeguarding Training service is now forecasting a small overspend of £0.001m (Q1 £0.126m). The Head of Service is considering a series of plans to address the various overspends, this service area has not had any major over-spend history to note.
Children's Safeguarding	29,683	0	29,683	722	0		722	The overspend is a mix of underspends on all types of placement budgets for this service cohort (up to 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. Like other children's services across the region and nation we are struggling to recruit social workers to front line children's teams which 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. Q2 forecast on agency workers currently is £1.389m which is a rise of £0.510m since Q1. Some teams are fully staffed up to establishment with both experienced staff (at top of scale) and with little turnover, this makes it difficult to stay within staffing budgets which are generically set at midpoint and with a 7% vacancy factor. Q2 forecasts show an underspend of £0.112m. 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. The residential budget is currently £0.312m underspent but there are also pressures here and has seen a rise since Q1 of £0.257m. 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 first open internal home due to 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 (care proceedings are taking 10 weeks less than this time last year and discharging of orders is much quicker). External Foster care, although started the new financial year in a good position with fewer children than last year, month on month the weeks of purchased care is rising. At Q1 we reported an underspend of £0.461m. This has now reduced to £0.168m at Q2. Parent and Child placements are unpredictable and the trend for this financial year is a downwards one. The forecast therefore has been reflected accordingly and is showing an underspend of £0.425m compared with the Q1 underspend of £0.050m. There is a Teams section 17 overspend of £0.062m and is in the main 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. Spend in this area has been reduced due to more challenge and robust forecasting.
Corporate Parenting	35,910	(6,725)	29,185	5,270	0	-18	5,288	This overspend consists of mainly Residential 14+ Placements £3.524m (decrease from Q1 £6.373m), costs (mainly staff) associated with WCC Internal Homes before children enter the Homes of £0.879m (Q1 £1.178m) as well as staffing /Agency overspends across the service of £0.257m. The latest information regarding the LAC Transport budget is forecasting an overspend of £0.564m compared to the estimate at Q1 of £0.378m. 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. The Residential Placements overspend is related to both unprecedented unit cost increases (an average increase of one full year placement of £0.051m per year) as well as increases in the number of predicted weeks to be purchased (the equivalent of an increase of nearly 4 full year placements compared to 2022-23. The average forecasted one year placement cost now exceeds £0.319m. External Foster care is currently £0.509m underspending, which is an increase of £0.185m since Q1 with numbers stable compared to 22/23. Internal Foster care is currently £0.149m underspending compared with Q1 of £0.203m with numbers and weeks down significantly on 22/23 by 6.11FE. 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 winter (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).
Children's Social Work Practice	4,150	(141)	4,009	248	0		248	The main 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.
Adoption Central England (ACE)	5,193	(5,193)	0	246	0	246	0	This is the GROSS position of the Service for the 5 partners LA's. The overall forecast has shifted with an increase from Q1 by £0.737m leaving it in an overspend position of £0.246m. This rise is due to the increase in possible placements purchases although, this is an erratic / demand led budget which is not possible to predict with any degree of certainty. There are several vacancies as difficulty in recruiting social workers is even affecting this sector, which historically has not been difficult to fill vacancies. Establishment staff is currently showing an underspend of £0.141m at Q2 with the anticipated 23/24 pay award built into the forecast.
Net Service Spending	105,833	(24,068)	81,765	12,626	1,377	416	10,833	

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)	(45)	47	Staff travel alone is currently £150k over-spending at P6
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)		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	Currently predicting an overspend based on six months spend to date.
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 belived 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)	(30)	70	Non 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 15 weeks of remand costs for a single remand bed.
Total	(2,814)	(1,217)	1,597	

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	1,377	1,377	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.	600	2025/26
Total	0	1,377	1377			

Annex E - Children and Families

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holders - Councillor Sue Markham (Children and Fa

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	
11295000	CF property adaptations, purchases and vehicles	408	90	0	0	498	408	90	0	0	498	0	0	
11792000	Adaptations to support child placements 20-21	0	0	0	0	0	0	0	0	0	0	0	0	
11901000	Children's Home 1	291	0	0	0	291	291	26	100	0	417	26	126	Additional CIF bid successful at Cabinet 14/9/23 therefore additional works forecasted £136k approved via the CIF inflation pot to finance this project. £126k applied to this project and £10k applied to project 12002000.
11902000	Adaptations to support child placements	0	125	130	170	425	0	110	145	171	426	-15	1	Due to delay in building contractors being available for one project we have moved funds to following year.
12002000	Children's Home 2	77	720	14	0	811	77	713	14	0	804	-7	-7	CIF additional funding bid successfully agreed by cabinet and therefore reflected in Q2 although budgets not changed.
12003000	Children's Home 3	473	753	0	0	1,226	473	339	7	0	819	-414	-407	Additional CIF bid funding agreed by Cabinet 14/9/2023 therefore more spend and funding increase
12004000	Children's Home 4	0	150	3	0	153	0	0	1,016	0	1,016	-150	863	New CIF bid agreed at Cabinet 14/9/2023.
12015000	Family Village - Pears Site	0	0	150	0	150	0	0	150	0	150	0	0	
12087000	Pool car - Peugeot for CIC team	0	21	0	0	21	0	21	0	0	21	0	0	
12117000	Internal Children's Home 3A	0	0	0	0	0	0	374	20	0	394	374	394	CIF bid additional funding agreed by cabinet 14/9/2023 so therefore additional funding and works reflected for Q2
12121000	Internal Children's Homes - Cars for Home 2,3,3a,4	0	0	0	0	0	0	119	38	0	157	119	157	Self funded borrowing identified to purchase cars for homes 2,3,3a in 23/24 as quoted in cabinet report CIF bid that was approved 14/9/23
Children & Families		1,249	1,859	297	170	3,575	1,249	1,792	1,490	171	4,702	-67	1,126	

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Director of People Strategy & Commissioning	497	(68)	429	0			0	
Director of Public Health	2,573	(176)	2,396	291		700	(409)	COMF is reflected in the Reserves Column - Covid costs of £0.566m for school air quality assessment and ventilation improvements, £0.073m covid related staffing, £0.045m towards the costs of a suicide prevention role and strategy implementation in addition to £0.045m budget awarded with a small balance of £0.016m for Covid Case Management System and PPE. Remaining underspend is due to £0.232m unrequired water fluoridisation budget as this is now a Dept. of Health responsibility, £0.140m Salary underspends, and the remaining balance due to £0.054m salary underspend on Covid budget awarded, offset by 2 minor overspends of £0.018m.
Head of Health & Wellbeing Commissioning	19,975	(390)	19,585	113		1	112	£0.001m drawdown from Diabetes Reserve. Overspend on the following demand led services of Sexual Health, Health Checks and Fitter Futures, partially offset by the closure of the Community Meals Service.
Head of Targeted Support Commissioning	13,234	(4,689)	8,545	647		654	(7)	£0.650m 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. £0.004m small drawdown against the Domestic Abuse reserve for Salary costs.
Head of Specialist Provision Commissioning	5,815	(346)	5,469	(91)			(91)	£0.091m due to Salary underspends
Net Service Spending	42,094	(5,669)	36,424	960	0	1,355	(395)	

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 in prior years and 4 to be completed within 2023/24	0	Mar-24
Total	515	515	0			

Annex F- People Strategy and Commissioning

Director - Becky Hale

Executive Director - Nigel Minns

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

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	
10608000	Mental Health Grant 2010/11	223	3	0	0	226	223	3	0	0	226	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	352	91	0	0	443	352	20	71	0	443	-71	0	Installation of Changing Places facility postponed
11420000	Disabled Facilities Capital Grant	33,362	5,125	0	0	38,487	33,362	5,572	0	0	38,934	447	447	Additional Disabled Facilities Grant as notified Sep 2023
12050000	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	6,246	71	0	40,254	376	447	

Annex F- Education Services

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holders - Cllr Kam Kaur (Education)

23/24 DSG Revenue Budget

Service	Gross Expenditure Budget	Gross Income Budget	Net Expenditure		Net Variance Represented by		Reason for Net Variation and Management Action
			Budget	Variation Over/ (Under)	Contra to/from Earmarked Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	
Schools Block	4,314	(115)	4,199	(11)	(11)	0	Forecast for Growth Funding has significantly changed since Q1 which is now showing an underspend of £0.006m this has been driven by a recent review on the current pupil numbers. There is also an underspend now being forecast on Teaching union cover of £0.018m which is caused by an increase in income from academies. Offsetting these underspends are small overspends on DBS Checks due to increase in charges so far this year (this has increased by £0.016m since Q1) and EMTAS (Ethnic minority & traveller achievement service) which is due to the service being unable to fill a £0.011m budget funding gap.
Early Years Block	38,303	0	38,303	(786)	(786)	0	Currently Education element of the EY block is showing an underspend of £0.786m mainly due to £1.090m underspend on 3-4 years funding and there is overspend of £0.323m on 2 Yrs budget. This has significantly increased since Q1 due to an update to the EY DSG Allocation published in July. It should be noted that the forecast will be updated at Q3 following the updated October Pupil Census data is published. There is an overspend of £0.036m on EY Sufficiency & Business support due to expected new government reform within Yearly years provision, in preparation & planning, more staff are required to support the transitions and capacity in the planned increase in free early years provision from 2024/25. CCM has an approval for 2 additional post to recruit from September 2023. There is £0.006m underspend on EY Strategy and an increase (£0.039m) to the underspend on SEND Integrated Services (Low Incidence SEND) - Early Years due to staff vacancies.
High Needs block	71,717	(1,322)	70,395	13,687	13,687	0	Main variances are due to following: a) £3.433m overspend on Mainstream School EHCP Top up funding. The budget was constructed with the knowledge that there would be a £0.767m gap due to insufficient available funds, with other Pressures on this budget include: £0.159m on therapies and support, £2.320m from price increases and £0.546m due to volume pressures and other minor differences are due to non-volumized changes. b) £0.081m overspend on Special Schools. The budget construction included £0.070m worth of contingency funds. These are 'released' in the forecast and contributing to the broader position. The current assumptions are that any school place vacated by an OLA CYP, will be replaced by a WCC CYP. Data still needs to be refreshed to include the agreed tariff for new CYP in schools. c) £8.978m overspend on SEN - Independent Schools. The budget was built with a £6.3m shortfall in funding, based on known placements known at the time. The budget was built on 355 ISPs at £0.062m but forecast is 384 ISPs at £0.065m per place. Forecast anticipates a minimum of 6 new places taken every month from October until March. This service will be regularly monitored and variances reported due to the high financial impact of each placement. d) £1.094m overspend on Specialist Resource Provision. This forecast pressure includes a funding shortfall in the budget of £0.708m. The budget assumed 189 FYE places at £9,145 per place The forecast is 181 FYE at £11,900, so although "units" are slightly lower, the average cost is greater. e) £1.494m overspend on Post 16 service. The overspend is forecast is on uncertain numbers of students and costs at this point of the year (new academic year just started). More reliable figures will not become known until after the half term in October. f) (£0.092m) underspend on CAMHS - Hospital Tuition. This is volatile area and metrics are not available at this stage of the year. g) (£1.252m) underspend on Alternative provisions & ABP. £0.377m of this is generated by budgeted training activity that will not now take place and ££0.446m is a reduction in the expected level of exclusions. £0.537m underspend declared represents the element of the budget which has been earmarked for top up funding costs at a new AP school that is awaiting creation. Overall the forecasts have seen a large (upward) change since Q1. This is the result of better data availability (in part due to new Academic year) but mainly due to demand changes across the various changes in demand from lower cost education placements (EHCP top up funds for mainstream and Special Schools) to more costly packages in the Independent sector as well as unprecedented increases in children being assessed and need an EHC Plan. The service is working with the DfE (as part of the DfE SEND Developing Best Value programme) to review the current mitigations by the service but also new mitigations. The plans will also be assured by CIPFA.
Central Services block	2,288	0	2,288	117	117	0	Overspend of £0.117m due to annual reduction to DSG Central services budget that is causing budgetary pressures on the block. This will be covered by reserves, and other minor underspends if they occur before the end of the year. This should not be an on-going issue as a full review of the services funded by DSG CSSB block should be contained within the allocation published for 24/25.
Net Education Service DSG Spending	116,622	(1,437)	115,185	13,007	13,007	0	
Schools Block	137,192	0	137,192	0	0	0	
Early Years Block	314	0	314	390	390	0	Previously planned spend on MNS supplemental funding and the final pay-outs of Post Covid recovery grants to EY providers. This is the final tranche of these planned payments and there is no on-going effect.
High Needs block	7,421	0	7,421	0	0	0	
Central Services block	1,814	0	1,814	0	0	0	
Net Non Education DSG Spending	146,741	0	146,741	390	390	0	
Schools Block	0	(141,392)	(141,392)	0	0	0	
Early Years Block	0	(38,617)	(38,617)	0	0	0	
High Needs block	0	(77,817)	(77,817)	0	0	0	
Central Services block	0	(4,102)	(4,102)	0	0	0	
Net DSG Income	0	(261,928)	(261,928)	0	0	0	
NET DSG	263,363	(263,365)	(2)	13,397	13,397	0	

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Director of Education	2,254	(777)	1,478	58	0	0	58	Currently Showing an overspend of £0.058m. This is primarily due to overspends of £0.064m on the Head of service Budget, £0.020m that relate to a correction of a historical data error in Nursery Rent between 2017-2020 and £0.024m of Schools Pensions due to inflation rises. These are being offset by underspends on occupations Health of £0.033m and other underspends of £0.019m which may change following a review by a new CCM. The main changes since Q1 are the overspends on School Pensions and the Nursery rent correction and underspends on the Head of Service Budget relating to funding that had original been kept for the decentralisation for admissions service that has been released.
Access to Education	853	(267)	586	48	0	0	48	This service is showing an overspend of £0.048m mainly due to, a) £0.026m on Child Employment & Performance due to £0.021m shortfall on budget (This shortfall has been on going due to loss of income in past years and the service yet addressing the issue) and £0.005m on budgeted staffing cost. b) There is also an oversepnd of £0.025m on Education Sufficiency and Capital team mainly due to increase in legal cost and staffing cost as budget is set up on mid-point and staff are currently on top of the scale. The main change since Q1 has been the transfer of the Synergy Application Support project to Enabling Services reducing this T3 areas overspend by £0.044m.
SEND and Inclusion	8,054	(2,641)	5,413	425	-23	0	448	This service is showing an overspend of £0.425m. The majority of the overspend is due to £0.374m overspends on SENDAR due to agency staffing cost and high mediation cost. There is also an overspend of £0.065m on SEND Disability, £0.038m on the specialist teaching service due to savings that are not being achieved. These overspends are being offset by underspends of £0.015m on Education Psychologist area, £0.023m underspend on staffing and £0.023m on the SEND and Inclusion Change programme. The main change since Q1 is the increase in forecast on Education Psychology of £0.296m which is due to costs of backfilling vacancy gaps and maternity leaves with higher costing contractors.
School Services & Post 16 Education	6,035	(4,559)	1,476	(37)	0	0	(37)	The service is showing an underspend of £0.037m. This is mainly due to £0.045m underspend on Attendance service, this is a significant change to the position reported at Q1 and is driven by a large increase in fix penalty income from parents as well as additional internal income from services and underspends on staffing. Offsetting the underspend in the Attendance service is an overspend in Access to Education of £0.014 due to a temporary contract agreed by the previous HoS, This overspend has been improved by £0.018m since Q1 due to savings on staff vacancies and reducing overtime payment.
Early Years & School Effectiveness	3,609	(2,360)	1,249	113	0	110	3	This service is showing an overspend of £0.113m mainly due to £0.110m on School in Financial Difficulties, this will be funded from Earmarked Reserves. There is £0.012m overspend on School improvement management costs, £0.006m on Virtual schools and £0.009m on Early years strategy. This is being offset by a £0.025m underspend on School Governance. The main difference since Q1 is an increase of £0.055m on Schools in Financial difficulties (This will be funded by earmarked reserves), reduced overspends of £0.013m across the service as well as the transfer of Governance Services from Schools Services & Post 16 Education.
Net Service Spending	20,805	(10,604)	10,202	607	(23)	110	520	

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)	(43)	55	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)	0	11	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
Traded income - Increased traded income from Governor 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)	(143)	66	

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	1,325	(23)	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	1,325	-23			

Annex F- Education Services

Director - Johnny Kyriacou
 Executive Director - Nigel Minns
 Portfolio Holders - Cllr Kam Kaur (Education)

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	
Learning - Non Schools														
11399000	CMS Music Instruments Purchases 2015/16 - 2017/18	105	0	0	0	105	105	0	0	0	105	0	0	
12107000	Education Design Development Fund	0	200	750	450	1,400	0	200	750	450	1,400	0	0	
Learning - Other														
10008000	Education - S106 Financing	1	0	0	0	1	1	0	0	0	1	0	0	
11573000	Planning & Development block header E&L	57	100	232	0	389	57	127	205	0	389	27	0	
11630000	Minor Works E&L	266	3	0	0	269	266	3	0	0	269	0	0	
11683000	Healthy Pupil Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0	
11807000	Maintained Nursery Schools Capital Funding to Ensure Access for Children with SEND & Inclusion	106	95	0	0	201	106	95	0	0	200	-0	-0	
11965000	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	319	0	319	0	0	319	0	319	0	0	
Primary - expansion														
11386000	Long Lawford permanent expansion	2,742	400	0	0	3,142	2,742	0	400	0	3,142	-400	0	Car Park / Drop Off Facility delayed by S278 Approval and expired planning permission. Q2 Forecast based on estimated April 2024 start date.
11390000	Nathaniel Newton Infants	64	0	0	0	64	64	0	0	0	64	0	0	
11470000	Nathaniel Newton Infants refurbishment re bulge class	182	0	0	0	182	182	0	0	0	182	0	0	
11628000	Michael Drayton Primary - Expansion	2,459	0	0	0	2,459	2,459	0	0	0	2,459	0	0	
11736000	Weddington Primary School - Bulge Class	126	7	0	0	133	126	7	0	0	134	0	0	
11779000	Whitnash Primary, Expansion of 2 additional Classrooms	1,247	101	0	0	1,349	1,247	101	0	0	1,349	-0	-0	
11843000	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 due to inflation pressures.
11851000	Burton Green Primary School	0	290	0	0	290	0	290	0	0	290	0	0	
11863000	Lighthorne Heath Primary School, Lighthorne	0	0	146	0	146	0	0	146	0	146	0	0	
12001000	Former Radio mast site (Houlton)	0	0	960	0	960	0	0	960	0	960	0	0	
12011000	Bridgetown Primary School - H	26	3	0	0	29	26	3	0	0	29	0	0	
12013000	Souham St James	0	30	0	0	30	0	30	0	0	30	0	0	
12020000	Oakley School - Primary phase temporary solutions at Bishops Tachbrook, Briar Hill and St Margarets	166	1,957	300	0	2,423	166	1,749	548	0	2,462	-208	39	Delay in the works on work order 12020000-103 St Margaret's - Reception Contingency. Project value engineered waiting on re-quote from Arden. Works not started overspend now being forecast on the project by the PM, Works will need to be done to discuss how this is to be funded as well as the risk of further overspends as the project still has works that need to start and be completed.
12030000	Long Itchington	0	254	0	0	254	0	254	0	0	254	0	0	
12042000	Brownsover Expansion from 2FE Infant to 1FE Primary	31	934	0	0	965	31	934	0	0	965	0	0	
12084000	Bishops Itchington	0	0	195	0	195	0	0	195	0	195	0	0	
Primary - new														
11384000	New School, The Gateway, Rugby (Griffin School)	4,807	2,405	0	0	7,213	4,807	2,978	0	0	7,785	573	573	Expenditure forecast updated by PM, This puts the project overspend in as £0.5m. Work needs to be done to discuss how this can be funded. Expenditure forecast updated by PM, This puts the project overspend in as £0.5m. Work needs to be done to discuss how this can be funded.
11391000	New school, Warwick	3,965	0	0	0	3,965	3,965	0	0	0	3,965	0	0	
12034000	Myton Gardens Primary School (new)	221	10,000	3,179	0	13,400	221	1,100	8,900	3,179	13,400	-8,900	0	
Primary - other														
11847000	Kingsway site changes to aid Academy conversion	359	4,000	905	0	5,265	359	4,000	3,540	0	7,900	0	2,635	Capital budget increased in July 2023 cabinet by £2.633 million plus previous £100K top up.
12021000	Lighthorne Heath Primary School refurbishment	100	64	0	0	164	100	64	0	0	164	0	0	
12029000	Rokeby Primary School - levelling the playing field	28	2	0	0	30	28	4	0	0	32	2	2	Additional remedial works required
12092000	Eastlands Primary temporary classroom	0	0	190	0	190	0	0	190	0	190	0	0	

12118000	Bawnmore Infant School-To Extend Current Pre-school Provision					0	0	36	0	0	36	36	36	S106 approved Port Holder 4/9/23 - Pre-School expansionS106 approved Port Holder 4/9/23 - Pre-School expansion
School access														
12010000	Disability & Access Block Header	521	111	0	0	632	521	146	0	0	667	34	34	Unallocated funding moved to 12053000 2023-24 Block HeaderUnallocated funding moved to 12053000 2023-24 Block Header
12053000	Disability Access Block Header 2023/24	0	793		0	793	0	758	0	0	758	-35	-35	Unallocated funding moved to 12053000 2023-24 Block Header from 12010000Unallocated funding moved to 12053000 2023-24 Block Header from 12010000
Secondary - expansion														
11776000	Campion School Expansion Phase 2	8,161	819	0	0	8,979	8,161	819	0	0	8,979	0	0	
11842000	Stratford Upon Avon School - Dining Facilities	1,376	0	0	0	1,376	1,376	0	0	0	1,376	0	0	
11859000	Stratford Upon Avon School - 2fe expansion	1,467	10,697	5,944	0	18,109	1,467	0	20,646	0	22,113	-10,697	4,005	Project delivery delayed by planning permission delays & budget pressures. Project not started in July 2023 as planned at Q1. Estimated start date now April 2024. Additional funding to be agreed with Education Department and subject to future Cabinet Report & Approval.
11860000	Etone College - 1fe expansion	84	4,669	0	0	4,753	84	4,669	0	0	4,753	0	0	
12014000	The Queen Elizabeth Academy Atherstone	0	3,293	0	0	3,293	0	2,793	500	0	3,293	-500	0	
12022000	Shipston High School - expansion	322	6,000	4,209	0	10,531	322	6,000	4,209	0	10,531	0	0	
Secondary - new														
11730000	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	Spend has been brought forward into 2023-24 due to the pace of the project
Secondary - other														
12009000	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	
12031000	Aylesford School washroom facilities	0	102	0	0	102	0	102	0	0	102	0	0	
12115000	Bilton School - Internal Works to Accommodate 30 Extra Pupils	0	0	0	0	0	0	83	0	0	83	83	83	New funding approved Portfolio Holder 14/7/23New funding approved Portfolio Holder 14/7/23
12116000	Stratford School - Resurfacing of All-Weather Pitches & Enhancing Gym Facilities	0	0	0	0	0	0	308	0	0	308	308	308	New funding approved Portfolio Holder 14/7/23New funding approved Portfolio Holder 14/7/23
SEN - other														
11589000	Stratford School - Resurfacing of All-Weather Pitches & Enhancing Gym Facilities	297	7	13	0	317	297	7	13	0	317	0	0	
11631000	Specialist Nurture Provision at Special School	0	235	20	0	255	0	235	20	0	255	-0	-0	
SEN - expansion														
11624000	Evergreen school - Reconfiguration of classrooms	65	0	0	0	65	65	0	0	0	65	0	0	
11641000	Keeping SEND pupils local	84	1	104	0	190	84	33	73	0	190	32	0	
11850000	Henley in Arden Resourced Provision	544	6	0	0	550	544	6	0	0	550	0	0	
12088000	Evergreen School expansion	23	303	3,840	3,839	8,005	23	303	3,840	3,840	8,005	0	0	
12089000	Oak Wood Primary Nuneaton expansion	13	2,020	277	0	2,310	13	300	1,997	0	2,310	-1,720	0	
12093000	Oak Wood Secondary Nuneaton expansion - new centre at Bernuda Park	0	300	2,414	0	2,714	0	300	2,414	0	2,714	0	0	
SEN - new														
11750000	Old Pears Site / Warwickshire Academy	17,014	152	0	0	17,166	17,014	152	0	0	17,166	0	0	
12086000	Alternative Provision Free School Warwick	0	0	100	0	100	0	0	100	0	100	0	0	
Learning - Devolved														
1054000	Devolved/School Level Budgets	0	0	0	0	0	0	0	0	0	0	0	0	
11899000	S106 Contribution to the DFE for L	0	0	1,300	0	1,300	0	0	1,300	0	1,300	0	0	
Grand Total		60,308	80,312	49,389	4,289	194,298	60,308	68,239	65,963	7,469	201,978	-12,073	7,680	

Annex H Business and Customer Services

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 Reserves	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Director of Business & Customer Services	374	0	374	0			0	
Business Support	9,112	(95)	9,017	(48)			(48)	The forecast underspend relates mainly to employee expenditure. There is a significant overspend in GF002 - People 1 (£136k over) but this has been offset by savings across the rest of Business Support. Discussions will take place with Adult Social Care in the People Directorate to look at what actions can be taken to manage the demand.
Customer Contact - Connect	3,226	(325)	2,901	(167)		-115	(52)	The forecast underspend mainly relates to employee expenditure and the utilisation of The Household Support Fund.
Community Hub	10,370	(2,686)	7,684	389	258		131	The forecast overspend relates to employee expenditure across H&C and Libraries, and underachievement of income in both services due to cost of living. There has also been unexpected one-off expenditure incurred in relation to both St John's museum and Pageant House.
Net Service Spending	23,082	(3,106)	19,976	174	258	(115)	31	

Annex H Business and Customer Services

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)	(166)	30	In the main - Libraries and Heritage & Culture are forecasting that they will not deliver the vacancy factor savings. 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)	(516)	30	

Annex H Business and Customer Services

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	To be drawn down at outturn as agreed with corporate finance.	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 Services

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer and Transformation)

Capital Programme - 2023/24 to 2024/25 Onwards

Project	Description	Current 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	
10623000	County Records Office Service - Digital Asset Management	95	0	0	0	95	95	0	0	0	95	0	0	
11415000	Warwick - Market Hall Museum - "Our Warwickshire Projects"	910	0	0	0	910	910	0	0	0	910	0	0	
10155000	Improve Customer Experience In County Council Buildings & DDA Works 2009/10	204	0	0	0	204	204	0	0	0	204	0	0	
11040000	Improving Customer Experience / One Front Door Improvements	1,786	511	336	0	2,633	1,786	727	120	0	2,633	216	0	Re-profiling of expenditure between financial years to reflect an accurate profile of expenditure. This underspend was previously forecast against the "Block Header" to be used to support the LMS (Library Management System) project.
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	373	0	0	0	373	373	0	0	0	373	0	0	
12109000	Social Fabric Fund	0	750	750	0	1,500	0	750	750	0	1,500	0	0	
Grand Total		3,368	1,261	1,086	0	5,715	3,368	1,477	870	0	5,715	216	0	

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Director of Commissioning Support Unit	278	0	278	0			0	
Business Intelligence	2,508	(160)	2,348	(77)	-65		(12)	The forecast underspend is due to unexpected income being received from the DFE relating to delivering the Better Value programme.
Portfolio Management Office	3,083	(1,463)	1,620	(17)			(17)	The forecast underspend relates to a reduction in employee expenditure.
Contract Management and Quality Assurance	2,770	(1,182)	1,588	(126)			(126)	The forecast underspend relates to employee expenditure. One-off carried forward funding intended to be used to fund vacancies that the service has been unable to fill.
Change Management	396	(72)	325	73			73	The forecast overspend relates to employee expenditure as a result of an internal service restructure.
Climate Change and Sustainability Management	272	0	272	(52)			(52)	The forecast underspend relates to employee expenditure - vacant post/s within the team.
Net Service Spending	9,307	(2,877)	6,431	(199)	(65)	0	(134)	

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	51	(34)	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	489	-65			

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Director of Enabling Services	388	0	388	(231)			(231)	
Property Services	17,461	(8,136)	9,325	1,367			1,367	Utility cost inflation of 271% on contracts procured through ESPO. These will reduce in future years as energy markets (hopefully) stabilise. The team are reducing other costs as far as possible but considering its size, the overspend is unavoidable
HR Enabling	6,540	(2,610)	3,929	224		332	(108)	The team have removed as much one-off spend as possible to support the service financial recovery plan. This has been delivered by pausing recruitment processes in-year, and delaying the implementation of non-critical project reviews
Digital and ICT	13,558	(4,810)	8,749	40		44	(4)	The team have removed as much one-off spend as possible to support the service financial recovery plan. This has been delivered by pausing recruitment in-year, and removing licence and agency costs
ICT Strategy & Commissioning	3,309	0	3,309	1,315	1356		(41)	The team have removed as much one-off spend as possible to support the service financial recovery plan. This has been delivered by pausing recruitment in-year.
Net Service Spending	41,256	(15,556)	25,700	2,715	1,356	376	983	

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)	(187)	0	
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)	0	50	Rates review has indicated rates on current estate have increased £350k over budget
ICT Service delivery review - Review past ICT budget growth and focus on efficiencies through development projects.	(144)	(144)	0	
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)	(150)	0	
Total	(666)	(616)	50	

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	52	(39)	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.	0	Mar-24
Disaster recovery & Cloud migration - Azure data centre annual	691	627	(64)	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.	0	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	1,555	1,555	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'.	1,708	Ongoing
Total	878	2,234	1356			

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

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	
Structural Maintenance														
11290000	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	
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	102	0	0	-	102	102	0	0	0	102	0	0	
11787000	Non schools building maintenance 2021	2,527	4	0	-	2,531	2,527	4	0	0	2,531	-0	-0	
11791000	Schools asbestos and safe water 2021	840	0	0	0	840	840	0	0	0	840	0	0	
11795000	Schools building maintenance 20-21	7,125	0	0	0	7,125	7,125	0	0	0	7,125	0	0	
11887000	Non-Schools Building Maintenance 2021-22	2,045	21	0	0	2,066	2,045	21	0	0	2,066	-0	-0	
11888000	Schools Building Maintenance 2021-22	6,856	33	0	0	6,889	6,856	42	0	0	6,898	9	9	Small amount of funding required from 11971000
11889000	Non-Schools Asbestos & Safe Water 2021-22	454	0	0	0	454	454	0	0	0	454	0	0	
11890000	Schools Asbestos & Safe Water 2021-22	741	21	0	0	762	741	21	0	0	761	-0	-0	
11896000	Lillington Academy CTA Works	232	278	0	0	510	232	0	278	0	510	-278	0	New Projects now planned for delivery in 2024-25
11969000	Non-Schools Building Maintenance 2022-23	1,770	450	0	0	2,220	1,770	393	0	0	2,163	-57	-57	Unallocated funding transferred to 2023-24 block header 12058000
11970000	Non-Schools Asbestos & Safe Water 2022-23	99	14	0	0	113	99	14	0	0	112	-0	-0	
11971000	Schools Building Maintenance 2022-23	6,778	468	0	0	7,246	6,778	258	0	0	7,036	-210	-210	Unallocated funding transferred to 2023-24 block header 12060000, and 11888000
11972000	Schools Asbestos & Safe Water 2022-23	940	11	0	0	951	940	15	0	0	955	4	4	Funding transferred from 12061000 to complete prior year projects
12058000	Non-Schools Building Maintenance 2023-24	-	2294	0	0	2,294	0	2,351	0	0	2,351	57	57	New Projects added - funding transferred from prior year block header
12059000	Non-Schools Asbestos & Safe Water 2023-24	-	342	0	0	342	0	342	0	0	342	0	0	
12060000	Schools Building Maintenance 2023-24	-	7561	0	0	7,561	0	7,763	0	0	7,763	202	202	New Projects added - funding transferred from prior year block header 11971000
12061000	Schools Asbestos & Safe Water 2023-24	-	785	0	0	785	0	781	0	0	781	-4	-4	Small amount of funding required to complete prior year projects 11972000
12090000	Estate Master Plan - Furniture Capitalisation	329				329	329	0	0	0	329	0	0	
11121000	Development of Rural Broadband	33,623	3765	1,430	3,790	42,608	33,623	3,988	1,449	4,137	43,196	223	588	BT/Openreach recalculated the Broadband Investment return for June 2023 resulting in an increase in gainshare income for reinvestment in 2023/24, with a corresponding increase in expenditure to support and extend infrastructure connectivity build into 2025/26.
11891000	IT Infrastructure 2021-22	432	6	0	0	438	432	6	0	0	438	0	0	
		71,903	16,053	1,430	3,790	93,176	71,903	15,996	1,727	4,137	93,763	-57	587	

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 Reserves	Remaining Service Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Director of Finance	271	(29)	242	9			9	
Finance Delivery	4,880	(2,909)	1,972	(167)		(92)	(75)	Mainly unanticipated additional income in Schools Finance traded team and some excess vacancies above vacancy provision.
Investments, Treasury and Audit	1,766	(1,011)	755	(42)			(42)	Excess vacancies, partly held for longer in light of recovery plan. Not sustainable to hold vacant long term.
Commercialism	238	0	238	39			39	Additional cost through extension of contractors, who have now left.
Strategic Finance	778	(82)	697	(15)			(15)	Vacancy savings partially offset by impact of inflation on subscription costs.
Finance Transformation	4,346	(1,876)	2,470	369	374		(5)	Excess vacancies, partly held for longer in light of recovery plan. Not sustainable to hold vacant long term.
Net Service Spending	12,279	(5,907)	6,374	193	374	(92)	(89)	

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
Cloud Hosting Project (Capital & Unit 4 Development Plan)	0	374	374	Funding to be drawn down by the system replacement fund.	374	Tbc
Total	294	668	374			

Annex L - Strategy, Planning & Governance

Director - Sarah Duxbury

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Director of Governance & Policy	(117)	0	(117)	2			2	
Communications	1,732	(1,290)	442	12			12	Under recovery of WES subscriptions income. We are actively seeking additional income to mitigate against overspend.
HR Organisational Development	740	0	740	7	(11)		18	
Property Management	2,436	(1,615)	820	164		19	145	Internal income fee runs have identified a reduced position and a reduction of c.£300k. Reductions in interim staff positions and vacancy factors have been identified to mitigate fee position and will be in place for P7 to reduce overall impact. Further mitigations for fees are being explored in conjunction with Investment Services and phasing of income.
Legal and Democratic	9,741	(9,212)	529	256			256	Additional salary costs within Legal Services to cover maternity absences and recruitment challenges have driven higher locum costs to meet demand of internal and external clients, resulting in a projected reduction of surplus of circa £200k. A significant surplus is still predicted of circa £1m contributing to the Councils financial outturn. Figures also include unanticipated exit costs following reprourement of our historical records management storage contract and pressures driven by increase in information rights requests (SARs) leading to under recovery against budget for the service overall. Business Development work is ongoing within Legal Services to grow additional revenue to mitigate the position.
Corporate Policy	599	0	599	(127)			(127)	Underspend due to early appointment of (graduates) to permanent roles and inability to recruit within year. Vacant T4 post recruited at T5 salary level (to start on 01/12) and reduced hours for 1 member of staff also contribute to underspend.
Net Service Spending	15,131	(12,117)	3,013	314	(11)	19	306	

Annex L - Strategy, Planning & Governance

Director - Sarah Duxbury

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 vacancy factor/turnover allowance where not already applied.	(208)	(208)	0	
Electronic record keeping - Reduced storage requirements as a result of the move to electronic record keeping.	(5)	(5)	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	
Legal services trading income - Additional surplus from external trading with other local authorities and public sector bodies.	(40)	(40)	0	
Paper free meetings - Reduction in the cost of printing as a result of moving to paper free meetings.	(5)	(5)	0	
Consultancy - Reduction in commissioning budget held for external consultancy and external support.	(20)	(20)	0	
Total	(325)	(325)	0	

Annex L - Strategy, Planning & Governance

Director - Sarah Duxbury

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	Shortfall/ (Overachievement) £'000	Progress Update	Future Year Budget Allocation	Estimated Project Completion
Social Fabric Fund	0	0	0		1320	TBC
HR Policy Review	41	30	11	A reduction in the HR Policy Review project forecast to spend £30k out of the £41k approved RIF carry forward. Forecast expenditure reduced due to the policy review being undertaken by Delivery. The emphasis has changed from pay to strategic workforce planning.	0	Mar-24
Bin/Scan & Store project	1	1	0		0	Mar-24
Total	42	31	11			

Annex L - Strategy, Planning & Governance

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holders - Cllr Yousef Dahmash (Customer & Transformation)

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	
11292000	Rural Services Capital Maintenance 2017/18	671	15	0	0	686	671	15	0	0	686	0	0	11292000-143 Nuneaton/Galley Farm - Barn cladding reinstatement works to be undertaken in Q4
11335000	Rationalisation of County Storage Facilities	9,482	89	0	0	9,571	9,482	87	2	0	9,571	-2	0	Project under review and refresh of costs, no change in overall position for County Records, with minimal change at Hawkes Point - less works internally
11440000	Strategic Site Planning Applications	2,939	988	0	0	3,926	2,939	888	100	0	3,926	-100	0	Projected costs in meeting legal obligation to provide a serviced site to the DfE. Capital works inc demolition (underway) and bovine remediation detail to be determined. Works projected to be completed 23/24.
11542000	Rural Services Capital Maintenance 2019/20	314	61	0	0	375	314	128	0	0	442	67	67	11542000-106 1 Heath End Structural Works - Project overspend due to extensive timber repairs and BAT issues. To be funded from block header
11689000	Maintaining the Smallholdings land bank	0	391	0	0	391	0	391	0	0	391	0	0	
11790000	Smallholdings Capital Maintenance 20-21	206	55	0	0	261	206	71	0	0	276	16	16	11790000-108 Lower Farm, School Rd, Salford Priors - New oil boiler and storage tank. £16k overspend to be funded from 11975000 Smallholdings Maintenance 2022/23.
11867000	Smallholdings Maintenance 2021/22	0	0	0	0	0	0	0	0	0	0	0	0	
11910000	Public Sector Decarbonisation Scheme	537	0	0	0	537	537	0	0	0	537	0	0	
11929000	Bedworth/Croxhall Street Centre/ Renovation	0	0	0	0	0	0	0	0	0	0	0	0	
11953000	Land at Leicester Lane Cubbington	197	500	895	0	1,592	197	25	1,370	0	1,592	-475	0	Land returned back to land owner WCC are now waiting for a dilapidation report to agree a way forward.
11975000	Smallholdings Maintenance 2022-23	0	577	0	0	577	0	562	0	0	562	-15	-15	£15,574 to be vired to 11790000-108
12017000	Acquisition of land in Warwick	887	48	0	0	935	887	20	28	0	935	-28	0	No change following completion of lease position.
12049000	Water Orton Primary School - demolition works	471	49	0	0	520	471	49	0	0	520	0	0	
12079000	Rural Services Capital Maintenance 2023/24	0	390	0	0	390	0	323	0	0	323	-67	-67	£67,417 to be vired to 11542000-106 1 Heath End Structural Works.
Grand Total		15,704	3,163	895	0	19,762	15,704	2,558	1,500	0	19,762	-605	0	

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 Reserves	Remaining Service Variance	
			£'000	£'000	£'000	£'000	£'000	
Government Grants & Business Rates	0	(175,457)	(175,457)	(20,860)		(3,398)	(17,462)	Corporate grant income is forecast to be £20.9m 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	(13,875)			(13,875)	Of this £13.8m underspend, £10m is due to improved returns on our investments, linked to the increase in interest rates, a further £2.1m 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. The remaining £0.5m capital contingency is offsetting the £0.5m adverse variance as a result of not opting to pre-pay pension contributions.
Strategic Management Team	1,292	0	1,292	(27)			(27)	
County Coroner	1,083	(349)	734	(11)			(11)	
County Council Elections	268	0	268	(250)		(250)	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	500			500	In light of the latest economic forecasts the decision have been taken to not pre-pay pension contributions. This adverse variance is offset entirely by capital contingency.
Members Allowances and Expenses	1,164	0	1,164	(62)			(62)	Underspend relates to an overall reduction in Members travel and subsistence.
Other Administrative Expenses and Income	11,231	(2,663)	8,567	1,775			1,775	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 £1,925 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	197		197	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)	19		19	0	Shortfall in net income will be compensated by a drawdown from the Commercial Risk Reserve.
Warwickshire Recovery and Investment Fund	2,465	(2,465)	0	254		254	0	Net deficit will be managed using the Commercial Risk Reserve.
Provision for DSG Deficit	0	0	0	0		-7598	7,598	Provision required to top-up the DSG offset reserve based on the Q2 forecast
Net Service Spending	60,687	(186,482)	(125,795)	(32,405)	0	(10,776)	(21,629)	

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 pro-active 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	Expected to deliver fully in future years, in the current year a forecast £19k shortfall is planned to be funded from earmarked reserves.
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	In light of the latest economic forecast we opted to not pre-pay pension contributions but alternative savings have been identified.
			0	
Total	(960)	(960)	0	

Annex M- Corporate Services and Resourcing

Director - Andrew Felton

Executive Director - Rob Powell

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	
11868000	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	
11917000	Warwickshire Recovery & Investment Fund	400	23,100	20,000	46,500	90,000	400	23,100	20,000	46,500	90,000	0	0	
12007000	Asset Replacement Fund	64	3,771	4,082	10,082	18,000	64	3,621	4,082	10,232	18,000	-150	0	Adjustment to anticipated spend based on new information on procurement timescales.
12108000	Investigation Design Fund	0	800	800	2,400	4,000	0	800	800	2,400	4,000	0	0	
Corporate		1,869	46,773	46,645	118,169	213,456	1,869	46,623	46,645	118,319	213,456	-150	0	

Reserves Schedule as at Q2 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	Impact of Outturn Q2	Reserves as at 31 March 2024	Q2 Adjustments: Risk Reserves	Future MTFS commitment	Uncommitted Reserves
			£	£	£	£	£	£	£	£	£	£
Earmarked - Schools Reserves												
Schools	Education Services	DSG Reserve - County Council spend	(16,097)						(29,494)	0	0	(29,494)
	Finance	School Absence Insurance Equalisation Reserve	805						897	0	0	897
	Other Services	School Balances	20,408						20,408	0	0	20,408
		Contingency to cover DSG Overspend	21,650				4,855		34,103	0	0	34,103
Total Earmarked Schools Reserves			26,766	0	0	0	4,855	(5,707)	25,914	0	0	25,914
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					27	978		0	978	
	Rural Growth Network	190						190		0	190	
People	Children and Families	Adoption Central England	57						(189)		0	(189)
		Controlling Migration Fund	118				(118)	18	18		0	18
	Social Care and Support	BCF System Development Fund	2,921		(375)		(2,546)		0		0	0
Resources	Strategic Commissioning People	Social Care & Health Partnership	1,610				(155)		804		0	804
		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						203		0	203
		NNDR Pool Surplus Reserve	2,785						2,785		0	2,785
Total Earmarked External Reserves			12,029	0	(375)	0	(2,819)	(871)	7,964	0	0	7,964
Reserves Subject to Annual Review - Internal Policy												
People	Strategic Commissioning People	Domestic Abuse Grant	1,629						1,625		0	1,625
	Children and Families	Priority Families Reserve	1,349		(178)				1,053		0	1,053
Resources	Business and Customer Services	Warwickshire Local Welfare Scheme	924						1,039		0	1,039
	Enabling Services	Going for Growth Apprenticeship Scheme	173						(0)		0	(0)
Corporate	Other Services	Local Resilience Forum - Brexit funding	468						369		0	369
		Corporate Apprenticeship Fund	665						309		0	309
		Redundancy Fund	5,004						5,004		0	5,004
		Schools in Financial Difficulty	1,517		(70)				1,337		0	1,337
Total Annual Review - Internal Policy			11,729	0	(248)	0	0	(745)	10,736	0	0	10,736
Reserves Subject to Annual Review - Volatility												
Communities	Environment Services	Domestic Homicide Reviews	25						3		0	3
	Fire and Rescue	Pensions Reserve	216						103		0	103
People	Children and Families	Youth Justice Remand Equalisation	802						732		0	732
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
		NNDR Appeals Reserve	28,228				808		29,036		0	29,036
		Quadrennial Elections	876						1,126		0	1,126
		Audit Fee Reserve	289						289		0	289
		IT Sinking Fund	2,773						2,773		0	2,773
		Commercial Risk Reserve	9,359					(273)	9,086		0	9,086
		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	(1,492)	(228)	57,851	0	0	57,851
Invest to Save Funds												
Corporate	Other Services	Fire Transformation Fund	704				(215)		489		(369)	120
		Children's Transformation Fund	1,976				0	0	599		(599)	(0)

		Council Change Fund	3,406			(1,579)	(418)		1,684		(1,684)	(0)
		Revenue Investment Funds (upto Mar 22)	2,412			(1,952)	(214)		356		(356)	(0)
	Other Services	New Revenue Investment Funds (From 22/23)	8,466			(337)	3,727		11,615		(1,677)	9,938
	Other Services	Revolving Fund	5,000						5,000			5,000
	Other Services	Digital Roadmap Investment Fund	1,708		3,200				3,353			3,353
	Other Services	System Replacement Fund	424			(56)	500		494		0	494
People	Education Services	Education Transformation Fund	2,096		1,800	50	(1,348)		2,621		(821)	1,800
		Total Invest to Save Funds	26,192	0	5,000	(4,089)	2,247	(3,139)	26,211	0	(5,506)	20,704
Reserves Subject to Annual Review - Specific Investment Projects												
		Education management information system	114					(44)	70	0	0	70
	Environment Services	Flood Management Reserve	603						603	0	0	603
	Fire and Rescue	Vulnerable People Earmarked Reserve	169						153	0	0	153
	Communities	Kenilworth Station	552						552	0	0	552
	Strategic Commissioning for Communities	Skills Delivery for Economic Growth	76						76	0	0	76
		European Match Funding	133						133	0	0	133
	Resources	Business and Customer Services	(0)						(0)	0	0	(0)
		Enabling Services	60						60	0	0	60
		Covid Grants Ringfenced	751						10	0	0	10
		Covid Grants Unringfenced	1,234			(734)			500	0	0	500
		Total Annual Review Specific Investment Projects	3,692	0	0	(734)	0	(801)	2,157	0	0	2,157
Management of Financial Risk												
Communities		Directorate Risk Reserve	(1,824)	2,000		(176)	2,105		(3,813)	3,813	0	0
People	includes winter pressure	Directorate Risk Reserve	7,401			(163)			(12,232)	12,232	0	0
Resources		Directorate Risk Reserve	3,213	(1,771)		(308)			37	0	0	37
Corporate		General Reserves	26,000						26,000	0	0	26,000
		Total Management of Financial Risk	34,791	229	0	(647)	2,105	(26,485)	9,992	16,045	0	26,037
Available for Use Reserves												
Corporate		Medium Term Financial Contingency	50,530	(229)	(22,691)		(5,200)		44,039	(16,045)	(11,043)	16,951
		Total Available for Use Reserves	50,530	(229)	(22,691)	0	(5,200)	21,629	44,039	(16,045)	(11,043)	16,951
Z0001 Corporate Budget Control												
		Total	222,999	0	(16,014)	(5,470)	(305)	(16,347)	184,863	0	(16,549)	168,314

This page is intentionally left blank

Cabinet

9 November 2023

Treasury Management Half Year Monitoring Report

Recommendation

That Cabinet receives and comments upon the update on Treasury Management activity and performance in respect of the first 6 months of the 2023/24 financial year.

1. Executive Summary

- 1.1 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly.
- 1.2 Treasury activity has previously been reported half-yearly and at year end to Cabinet, and this will continue. Quarterly reporting to Resources and Fire and Rescue Overview and Scrutiny Committee has also been introduced this year and provides additional opportunity for oversight and assurance regarding this aspect of the Council's financial activities. In this way the Council meets best practice in accordance with the Code.
- 1.3 The Treasury Management Strategy sets out that Council delegates to Cabinet responsibility for receiving and reviewing monitoring reports and acting on recommendations in respect of treasury management activity.
- 1.4 The first quarterly report for this financial year was considered at the quarterly Resources and Fire & Rescue Overview and Scrutiny Committee meeting held on 13 September 2023. This half year report will, following this Cabinet meeting, be taken to the Overview and Scrutiny Committee's next meeting in December.
- 1.5 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and includes coverage of the following:
 - i.) A review of the Treasury Management Strategy Statement
 - ii.) A review of the Council's investment portfolio for 2023/24 (Section 2);
 - iii.) A review of the Council's borrowing strategy for 2023/24, including comments on any debt rescheduling undertaken during 2023/24 (Section 3);

- iv.) The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators (Appendix 2 of this report);
- v.) An economic update for the first half of the 2023/24 financial year (Appendix 3).

1.6 The following highlights are detailed in this report:

- i.) Total borrowings reduced by £49 million following a decision to repay six Public Works Loan Board (PWLB) loans early. This early repayment makes the borrowing position more efficient.
- ii.) A debt early settlement discount of £1.9 million was gained on the early settlement of the six PWLB loans. In line with accounting standards the gain will be spread over the next 10 years with £193,000 being recognized in the revenue account each year and is included as part of the emerging 2024/25 budget position.
- iii.) Total treasury investments were £391m on 30 September 2023 compared to the opening balance on 1 April 2023 of £457m, a reduction of £66m largely due to the early repayment of the £49m PWLB debt towards the end of the first quarter.
- iv.) Liquid funds (*funds that can be accessed very quickly*) decreased by £50m. Again, the reduction was largely due to the debt early settlement.
- v.) Investments on fixed maturity terms increased by £30m reflecting our first ever investments in the Housing Association sector, and divestments from a Santander bank deposit fund and a BlackRock variable net asset value investment.
- vi.) Interest rates continued to move upwards during the greater part of the half year in response to high inflation and an increasing Bank of England (BOE) base rate which rose by 100bps from 4.25% to 5.25%. The Bank had consecutively raised the rate in the past fourteen monetary policy meetings, with the exception of the 20 September meeting where they left the rate unchanged at 5.25%.
- vii.) Interest income on treasury investments of £8.89m was recorded during the six months, against a budget of £1.8m. Whilst these significant additional returns are welcomed in the context of the wider council budget, there needs to be a degree of caution around how this influences the budget setting for returns, which are influenced by the level of cash available, interest rates and need for external borrowing.
- viii.) The option in the approved Treasury Management Strategy to explore paying a three year £104m pension prepayment was not taken in light of the outlook for interest rates in March 2023.
- ix.) The Treasury team have continued to ensure they are up to date with developments in the sector, including undertaking formal technical training from CIPFA, and receiving market updates and briefings from third parties.

2. Annual Investment Strategy

2.1 The Treasury Management Strategy Statement (TMSS) for 2023/24, which includes the Annual Investment Strategy, was approved by the Council on 7 February 2023. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- security of capital;
- liquidity; and
- yield.

2.2 The Council's aim is to achieve the optimum return (yield) on its investments commensurate with proper and prudent levels of security and liquidity, aligned with the Council's risk appetite. This is in-line with the CIPFA Prudential Code, which governs our Treasury Management activity. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, we are looking to achieve this by seeking out the value available from investing in periods up to 36 months with high credit rated financial institutions.

2.3 The Council has an investment portfolio funded by reserves and cash arising from daily receipts being more than payments on a short-term basis.

Investment balances

2.4 The average level of funds available for investment purposes during the half year was **£430m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme.

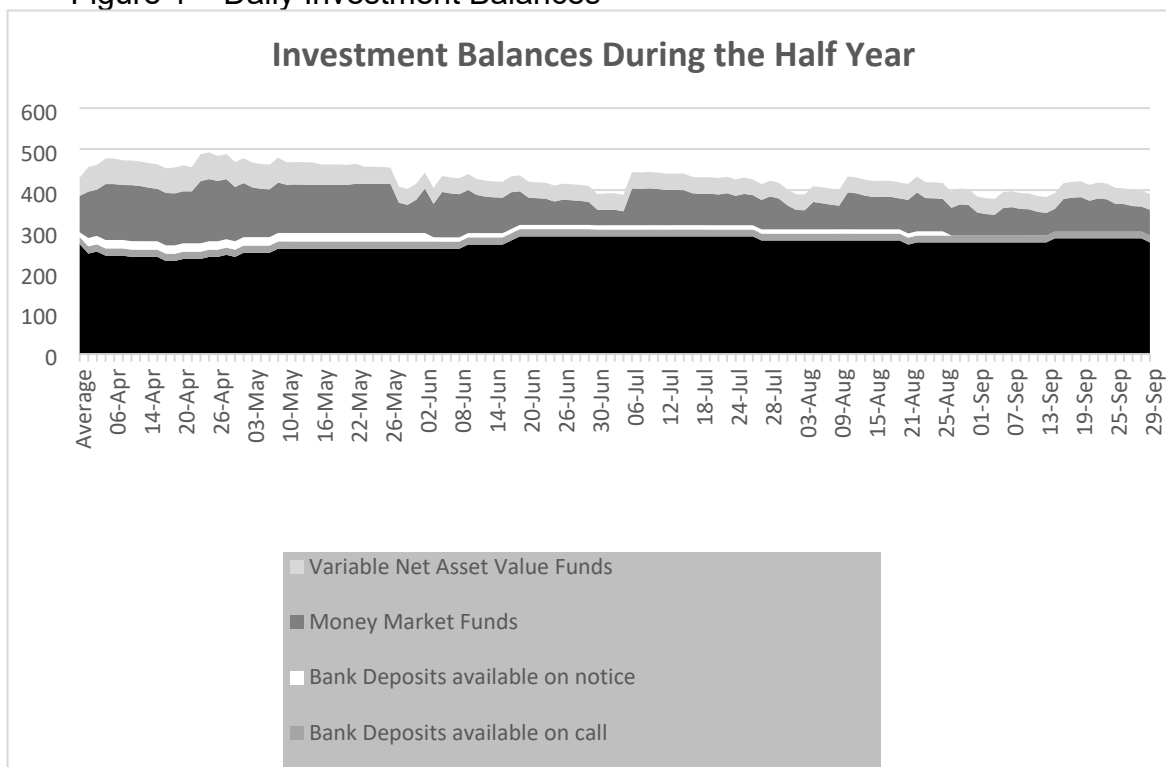
2.5 Total investments balance reduced by £67m from the £457m at the end of the last financial year to £391m on 30 September 2023, mainly because of the amount applied towards the early settlement of the £49m PWLB loans. Over 70% (£272m) of the total treasury investments were managed in-house through fixed term lending to local authorities, housing associations and local building societies, while 26% (£102m) was externally managed through money market funds and special purpose variable net asset value funds. The remainder, 4% (£17m) was held in a call account with the Council's main bank as a reserve liquidity fund.

Table 1 Investment Balances movements during the half year

Investment Type in £ Millions	Balance at 31 March 2023	Movement during H1	Balance at 30 September 2023
Building Society Loans	50	0	50
Housing Association Loans	0	30	30
Local Authority Loans	200	-8	192
Bank Deposits	38	-21	17
Managed In House	288	1	289
Money Market Funds	112	-50	63
VNAV Funds	57	-18	39
Externally Managed	169	-68	102
Total Funds	457	-67	391

- 2.6 **Total liquid funds** (bank balances plus money market funds) reduced from £150m at the beginning of the financial year to £80m on 30 September 2023. The high liquidity at the beginning of the financial year had been planned to cover the potential pension fund prepayment which, was not ultimately proceeded with (see paragraphs 2.23 and 2.24).
- 2.7 As depicted in the chart below, all other investment types slightly reduced except for the investments in fixed deposits with local authorities, housing associations and building societies which increased from £250m at the end of last financial year to £272m at the end of the half year. The decision to increase the fixed deposits category was anchored on locking in the current high interest rates longer to limit the investment portfolio's exposure to downward repricing of interest rates expected when inflation and the base rate begin to fall in near medium term.
- 2.8 Throughout the half year we have maintained about £17m in a call account with the Council's main bank as a reserve instant access account in case we experience any technical issues with withdrawals from the liquid money market funds or emergency payments that need to be made after the cut off time for withdrawing from money market fund pools. This ensures the Council will always have cash to meet its statutory duties regardless of system malfunctioning or delays at the money market trading platform.
- 2.9 Also salient on this investment balances chart is the discontinuation of the white area in the middle of the chart representing bank deposits available on notice following the divestment from two notice deposit accounts due to the lower-than-average interest rates the bank was paying.

Figure 1 – Daily Investment Balances



Creditworthiness

- 2.10 There have been few changes to credit ratings of investment counterparties over the quarter under review. However, officers continue to monitor these, and other measures of creditworthiness to ensure that only appropriate counterparties are considered for investment purposes.
- 2.11 The Council uses Fitch, Standard & Poors (S&P) and Moodys ratings to assess the creditworthiness of Treasury investment counterparties. A creditworthiness ratings table can be found in Appendix 4.
- 2.12 As stipulated in the Treasury Management Strategy, investments have been made in either UK based banks, rated building societies with a minimum of A-Fitch credit rating, and UK local authorities. As at 31 August all the four building societies we have investment balances with were rated A- while four money market funds were rated AAA and two were rated AA- and A1, respectively.
- 2.13 While a number of local authorities have issued Section 114 notices and many others are reported to be facing serious financial challenges, the sector generally remains a relatively safe investment destination due to statutory protection. Where a loan is made to a UK local authority, the lender is provided with a statutory protection via the Local Government Act 2003. It means that all money borrowed by a local authority, together with any interest on the money borrowed, shall be charged, on all the revenues of the authority. There are only a small number of local authorities that have a formal credit rating, so all lenders will rely on this statutory protection when they arrange any loans with a UK based local authority. The CIPFA Code of Practice on Local Authority

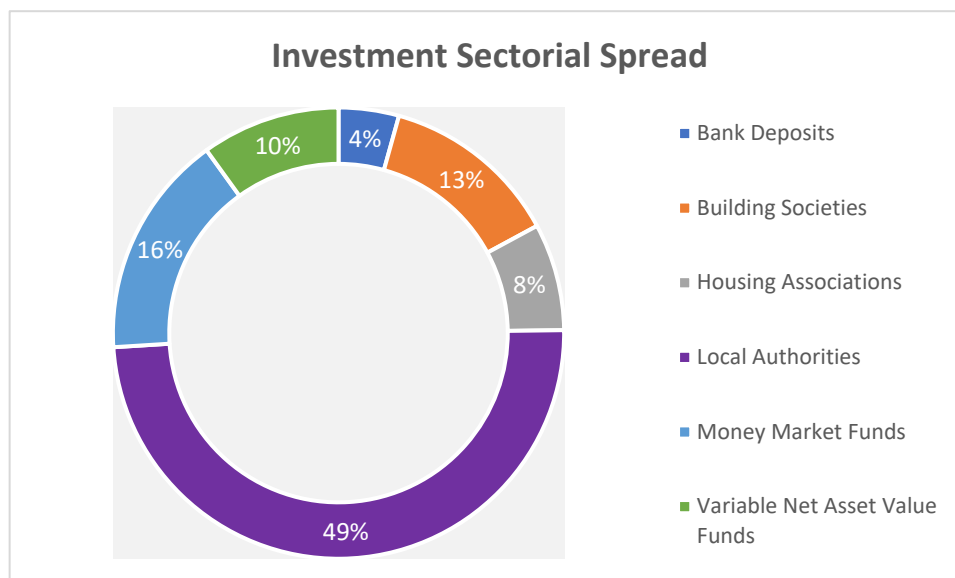
Accounting also includes wording to support this view, as they say “Local authorities shall not recognise a loss allowance for expected credit losses on a financial asset where the counterparty for a financial asset is central government or a local authority for which relevant statutory provision prevents default.”

- 2.14 Despite the cover provided in paragraph 2.13, the Council still endeavours to invest with local authorities that have good financial standing. Several financial checks are completed before entering into a loan agreement. The Council does not lend to other local authorities that have recently issued Section 114 notices, capitalisation notices or have been identified publicly as financially struggling. The current local authority investment portfolio does not include any Councils who have issued these notices.

Investment Counterparty Criteria

- 2.15 As set out in the approved 2023/24 Treasury Management Strategy, we have continued to prioritize security and liquidity with yields being considered within these two parameters. The approach resulted in the Council’s treasury investments being spread across diverse sectors which exhibit strong security and liquidity features. The graph below (*Figure 1*) illustrates which sectors and in what proportions where the treasury funds were invested as of 30 September 2023:

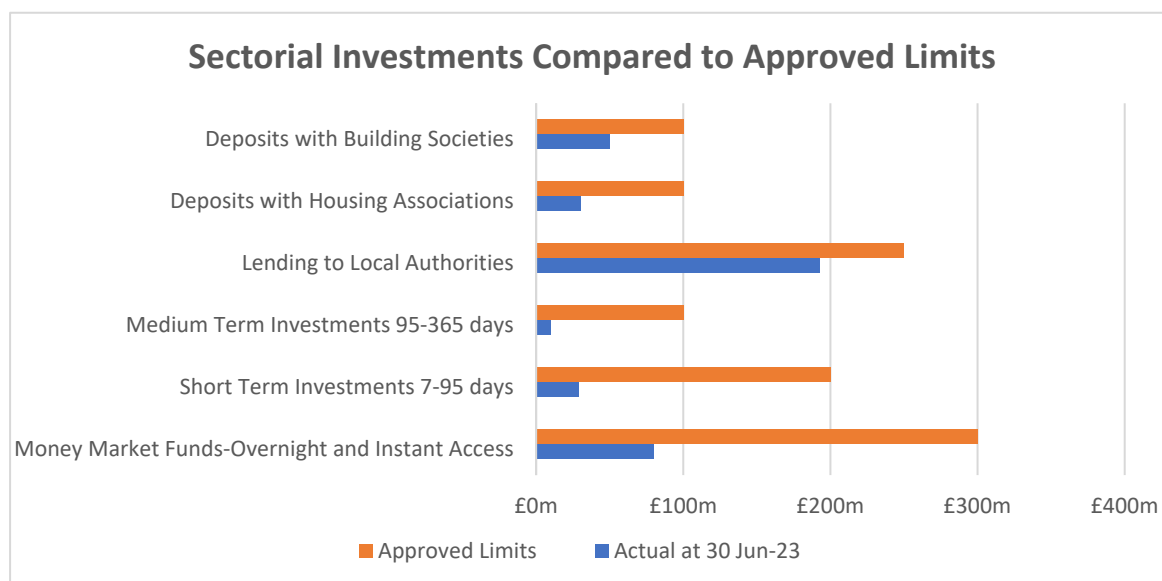
Figure 2 – Investments Sectorial Spread



- 2.16 Local authorities, housing associations and building societies together held 70% of the Council’s treasury funds on fixed term loans with varying durations of up to January 2026. Investments held with local authorities alone amounted to £192m equivalent to 49% of the total investment portfolio. As pointed out above, investments in local authorities remain the safest investments, regardless of the increasing financial pressures in the sector, due to the statutory protection.

- 2.17 While the investment counterparty criteria selection included Housing Associations, we had not invested in any housing association until the first quarter when we placed three fixed term loan investments with three different housing associations worth £30m. This expansion is increasing the range of viable investment options open to us and reduces the investment concentration risk profile.
- 2.18 The counterparty and sectoral total investments were all within the limits set in the Treasury Management Strategy approved by the Council. The graph below (*Figure 3*) illustrates how the sectorial exposures compared to the approved sector limits:

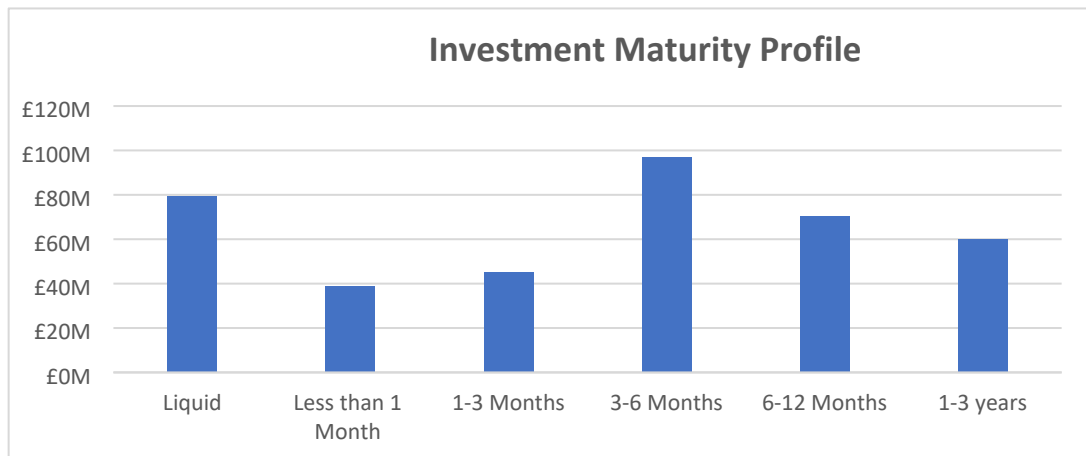
Figure 3 – Sectorial Investments Compared to Approved Limits



Investments Maturity Profile

- 2.19 With the bulk of the investment funds being held for financing the Council’s capital programme, the maturity profile of the investments depicted in the chart below tended to lean mostly to the short-term, with 85% of maturing within twelve months and only 15% maturing over 12 months. This is also in line with the prevailing market where borrowers and funds are reluctant to commit to long term securities as they will be tied to expensive debt/deposits when the long-term market expectation is that interest rates will begin to fall in the medium-term as inflation declines. The chart below illustrates the maturity profile of the investments at the end of the quarter:

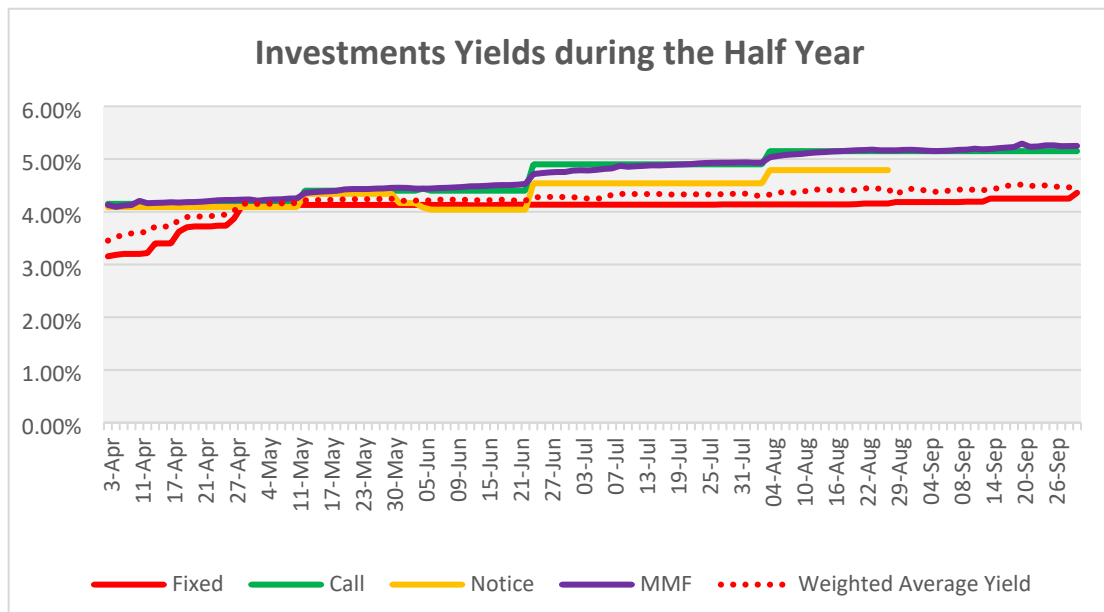
Figure 4 – Investment Maturity Profile



Investment Yield

2.20 During the period market interest rates continued with the upward trend that started during the last months of the pandemic and continued to rise further due to subsequent global and national political and economic events. The Council’s treasury investment yields followed this pattern with the maturing and liquid funds being reinvested at improving interest rates. However, a few long-dated fixed deposits that were placed during the low interest era and are yet to mature, slowed down the upward trend of the portfolio yield as illustrated in the following graph where the solid red line reflects the lagging average yield from fixed deposits. All of these fixed term investments had repriced by the end of the first quarter leading to an average fixed investment interest rate of 4.36% compared to 3.15% at end of last financial year and 0.46% at June 2022.

Figure 5 – Investment Yield during the Half Year



- 2.21 The increasing interest rates referred to above, together with adjustments to the mix of investments, resulted in treasury activities outperforming the budget after recording total income of £8.89m compared to a half-year budget of £1.8m. The interest income budget for the year was set up before the increase in interest rates.
- 2.22 The recorded £8.89m interest income represents an annualized yield of 4.13% on an average investment portfolio of £430m. The Treasury activities income was earned on investments that are managed inhouse and externally managed as shown in the table below:

First Half Year Investment Yields	Yield in £'000s	Budget HY	Yield in %	Relevant Benchmark
Managed In House	6,089	1,479	4.10%	3.74%
Money Market Funds	2,168		4.89%	4.37%
Variable Net Asset Value Funds	632		2.86%	2.83%
Externally Managed	2,800	861	4.22%	
Total Funds	8,889	2,341	4.13%	

- 2.23 It is positive to highlight that all the yields surpassed the relevant benchmarks.

Pension Early Payment

- 2.24 The 2023/24 Treasury Management Strategy included an option to pay the Council's 3year pension fund contributions for the valuation period 2023/24 to 2025/26 in one lump sum at the start of the valuation period, with the preference being to do this in April 2023. This would have resulted in the Council being given a discount of £6m compared to cash payments made at normal monthly intervals. In anticipation of this potential decision, and in order to act in a timely fashion, the Treasury Management Team maintained a larger amount of investments in more liquid money market funds a few weeks before year end through to early April.
- 2.25 Following exploration of the business case for the prepayment, the section 151 officer (Executive Director for Resources), in consultation with the Pensions and Finance teams, took a decision to not make the prepayment. Given interest rates on mainstream investments had continued to rise, the business case highlighted that an equivalent return could be delivered through core Treasury Management activity, with the added benefit of funds being more accessible than being locked away for three years by the pensions prepayment approach.
- 2.26 The business case indicated that not making the early payment would result in an expected net yield of 4.4% over three years compared to the 4% yield for the early payment option. Following the decision, the cash has been invested with local authorities, housing associations, and building societies at rates that are actually earning more than the prepayment discount would have delivered, further justifying the decision.

- 2.27 The annual saving of £500,000 included in the Medium-Term Financial Strategy predicated on making the Pension Fund early payment is therefore still being delivered, albeit through Treasury.

3. Borrowing

- 3.1 Total borrowing stood at £272m at 30 September 2023, compared to £321m at the start of the financial year on 1 April 2023. The reduction was due to the early repayment of six loans. No new borrowing was undertaken during the half year ended 30th September 2023. It is anticipated that no new borrowing will be undertaken during the remainder of this fiscal year.
- 3.2 While no new loans were drawn, due to market conditions around interest rates and gilt yield the Council was able to take the opportunity to repay prematurely some of our debt. Normally the Council faces repayment penalties that prevents repayment, however, conditions shifted to enable a £1.9m repayment discount. The discount arises due to the Public Works Loan Board (PWLB) being able to re-lend the funds at interest rates higher than the loans the Council holds, so the discount incentivises Councils to repay early.
- 3.3 The table below summarizes the loan early settlement transaction:

PWLB Early Repayment	GBP
Total Principal to be repaid	49,000,000
Discount	1,925,404
Net Payment after discount	47,074,596
Accrued interest to be repaid	315,956
Total Repayment	47,390,552

- 3.4 Another factor in the debt early repayment decision was that this reduced our over-borrowed position, moving the debt more towards our liability benchmark. The decision also reduced peak exposure to debt in loan repayments in future years (this can be seen in Appendix 1, Graph 3), which will allow the Council to re-profile this exposure more effectively as we take out future debt to finance our capital programme, thereby delivering on one of the borrowing objectives set out in the 2023/24 Treasury Management Strategy.
- 3.5 The only other borrowing activities related to interest payments made to PWLB which is done every half year and we can confirm that the interest payments that fell due at the end of the half year were paid on time. The early settlement of the £49m debt resulted in the September debt interest bill reducing to £6.97m compared to £8m that was incurred last financial year during the first half of that year.

Debt Rescheduling

- 3.6 Debt rescheduling opportunities have increased significantly in the period where gilt yields, which underpin PWLB rates and market loans, have risen materially. However, during the half year under review, no viable opportunity was identified to reschedule the Council's PWLB debt.

PWLB maturity certainty rates (gilts plus 80bps) year to date to 29 September 2023

- 3.7 Gilt yields and PWLB certainty rates were on a generally rising trend throughout the first half of 2023/24. At the beginning of April, the 5-year rate was the cheapest and touched 4.14% whilst the 25-year rate was relatively expensive at 4.58%.
- 3.8 July saw short-dated rates peak at their most expensive. The 1-year rate spiked to 6.36% and the 5-year rate to 5.93%. Although, in due course, short-dated rate expectations fell, the medium dates shifted higher through August and the 10-year rate pushed higher to 5.51% and the 25-year rate to 5.73%. The 50-year rate was 4.27% on 5 April but rose to 5.45% on 28th September. It is expected that rates will fall back over the next two to three years as inflation dampens. The CPI (Consumer Price Index) measure of inflation is expected to fall below 2% in the second half of 2024, and we forecast 50-year rates to stand at 3.90% by the end of September 2025.

HIGH / LOW / AVERAGE PWLB RATES FOR 01/04/23 – 29/09/23

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.14%	4.20%	4.58%	4.27%
Date	06/04/2023	06/04/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.51%	5.73%	5.45%
Date	06/07/2023	07/07/2023	22/08/2023	17/08/2023	28/09/2023
Average	5.62%	5.16%	5.01%	5.29%	5.00%
Spread	1.71%	1.79%	1.31%	1.15%	1.18%

- 3.9 The current PWLB rates are set as margins over gilt yields as follows: -
- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB Certainty Rate (GF)** is gilt plus 80 basis points (G+80bps)
 - **PWLB Local Infrastructure Rate** is gilt plus 60 basis points (G+60bps)
 - **PWLB Certainty Rate (HRA)** is gilt plus 40bps (G+40bps)
- 3.10 The **UK Infrastructure Bank** will lend to local authorities that meet its scheme criteria at a rate currently set at gilt plus 40bps (G+40bps).

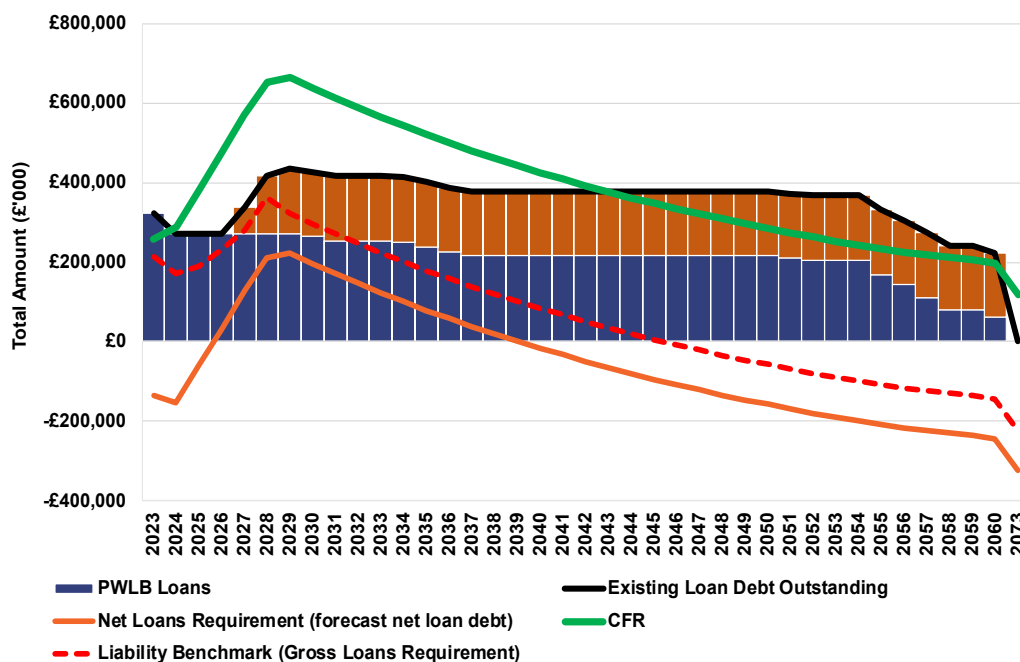
4. Liability Benchmark

- 4.1 The purpose of this prudential indicator is to compare the authority's existing loans outstanding against a standardised assessment of need for external loan

debt, called the liability benchmark. The benchmark reflects the borrowing required to finance capital spending but taking into account any ability to make use of cash balances instead of borrowing externally and taking account of the need to hold a certain amount of cash liquidity. If the existing external loans outstanding are below the debt required, the authority will potentially need to borrow to meet the shortfall. If the existing external loans outstanding are more than it needs, the resulting excess cash may need to be invested. The chart therefore provides insight to an authority on how much it needs to borrow, when, and to what maturities to match its planned borrowing needs.

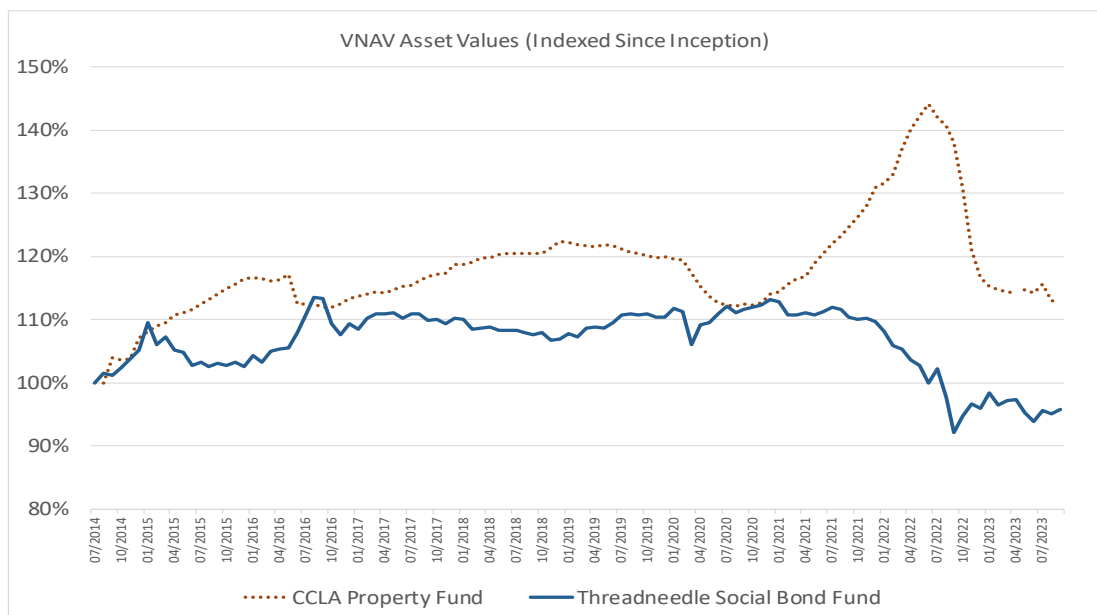
- 4.2 The liability benchmark makes no assumptions about the level of future prudential borrowing beyond the horizon of the 5year Medium Term Financial Strategy and so the Capital Financing Requirement (CFR) and the liability benchmark tail off in the chart below, when in reality a rolling programme of new capital expenditure will be approved over time and the CFR will not reduce.
- 4.3 The liability benchmark is the lowest level of borrowing compared to the CFR borrowing requirement – borrowing only when reserves reach a set minimum level. This assumes that internal resources such as reserves and working capital are utilised and that cash and investment balances are reduced gradually over time.
- 4.4 The chart below shows how the recent repayment of debt has reduced external debt (the black line) and brought it closer to the benchmark (the dotted red line). Then as capital spending increases over the next few years and the Council utilises its reserves rather than borrowing more, the gap reduces further until the Council does start borrowing externally again (where the brown bars appear in 2027).
- 4.5 The cash liquidity buffer is reflected in the gap between the dotted red line (the liability benchmark) and the solid orange line (the net loans requirement). This buffer is set at £350m in the current year hence the large gap, but the buffer is planned to be brought down to £100m over time, representing a more efficient use of balance sheet resources, and this shows as a reduced gap between these two lines.

Liability Benchmark



5. Variable Net Asset Value (VNAV) Investments

- 5.1 As noted earlier in the report, included in the treasury investments is £39m invested in variable net asset value investments as at 30 September 2023. These are investments that are traded in a way like listed stock where the value of the assets held vary up and down dependent on the performance of the funds. At the beginning of the 2023/24 financial year the Council had investments in three separate funds namely, the Threadneedle Social Bond Fund, CCLA Local Authority Property Fund and the BlackRock ICS Sterling Liquid Environmentally Aware Fund. During the first quarter, a decision was made to divest from the BlackRock fund and divert funds to fixed deposits where higher returns were prevailing. The remaining two funds have consistently paid good dividends.
- 5.2 During the half year, the three funds earned £0.632m in income, equivalent to 2.86% yield on the average investment balance of £44m held during the period.
- 5.3 The two remaining funds gained in value during the period of prevailing low interest rates, as shown in the graph below. However, both funds have experienced volatility driven by Covid followed by a period of stabilization.
- 5.4 Treasury officers are reviewing the balances on these funds in light of prevailing market conditions.



6. Non-Treasury Investments

- 6.1 In addition to managing the Council's treasury investments and borrowings, the Treasury officers are also responsible for managing other non-treasury investments, undertaken in pursuit of achieving the Council's economic, commercial, and social objectives. Among the ongoing non-treasury investments that the Treasury team is involved in are loans through the Warwickshire Recovery and Investment Fund, and loans to the Warwickshire Property and Development Group, and Educaterers, the schools catering local authority trading company.
- 6.2 The non-treasury investments activities are reported and monitored at other Council governance forums and are not included in this report.

7. Financial Implications

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

8. Environmental Implications

- 8.1 As stated in the Council approved Treasury Management Strategy Statement (TMSS), the Council is committed to considering environmental, social, and governance (ESG) issues, and has a particular interest in terms of climate change and pursuing activities that have a positive social impact.
- 8.2 In the TMSS, the Council undertook to ensure an understanding of the degree to which investments may contribute towards climate change and where appropriate, move cash balances to funds that have are ESG driven targets, or

“green funds”, to ensure our investment is contributing towards tackling ESG issues, among other undertakings, with security and liquidity of investments taking precedence.

- 8.3 **Environmental:** The majority (70%) of the treasury investments outstanding at the end of this half year (30th September 2023) were fixed-term deposits with other local authorities, housing associations and building societies. Of these deposits, 66% by value were with local authorities, housing associations or building societies with a climate action plan. However, as security and liquidity take priority over ESG impact, the Council divested from the Blackrock Liquid Environmentally Aware Fund. This was because the fund was deemed a Variable Net Asset Value fund (VNAV) which means that there was capital at risk.
- 8.4 **Governance:** Officers rely on credit rating for assessing governance alignment. Governance considerations are included as part of the credit rating process, such as whether the money market fund asset manager is suitably qualified, competent, and capable, and whether there is an experienced and credible senior management team and sufficient resources. Therefore, the high credit ratings suggest that there are robust governance procedures within the banks, building societies and money market funds in which the Council invested in the quarter.
- 8.5 **Social alignment:** It is assumed that other local authorities will largely align with the Council’s objectives. They are likely to provide similar services to the communities within their area, and have similar objectives, such as promoting a thriving economy and supporting people to live their best lives. Similarly, the primary objective of most housing associations is to provide affordable housing, which aligns with the Council Plan objectives.

9. Timescales Associated with Next Steps

- 9.1 This report will be presented to Resources and Fire & Rescue Overview and Scrutiny Committee on 14 December 2023.
- 9.2 A further Treasury Management report on Q3 activity will be presented to Resources and Fire & Rescue Overview and Scrutiny Committee in February 2024.
- 9.3 A Treasury Management Outturn report and Investment Outturn report will be presented to Cabinet after the yearend.

Appendix

- Appendix 1 – Investment and Borrowing Portfolio
- Appendix 3 – Prudential Indicators
- Appendix 3 – Economic Update
- Appendix 4 – Creditworthiness ratings table

Background Papers

None.

	Name	Contact Information
Report Author	Makion Chiwade Senior Accountant- Treasury and Investments	makionchiwade@warwickshire.gov.uk
Director	Andrew Felton Director of Finance	andrewfelton@warwickshire.gov.uk
Executive Director	Rob Powell Executive Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Peter Butlin Portfolio Holder for Finance and Property	cllrbutlin@warwickshire.gov.uk

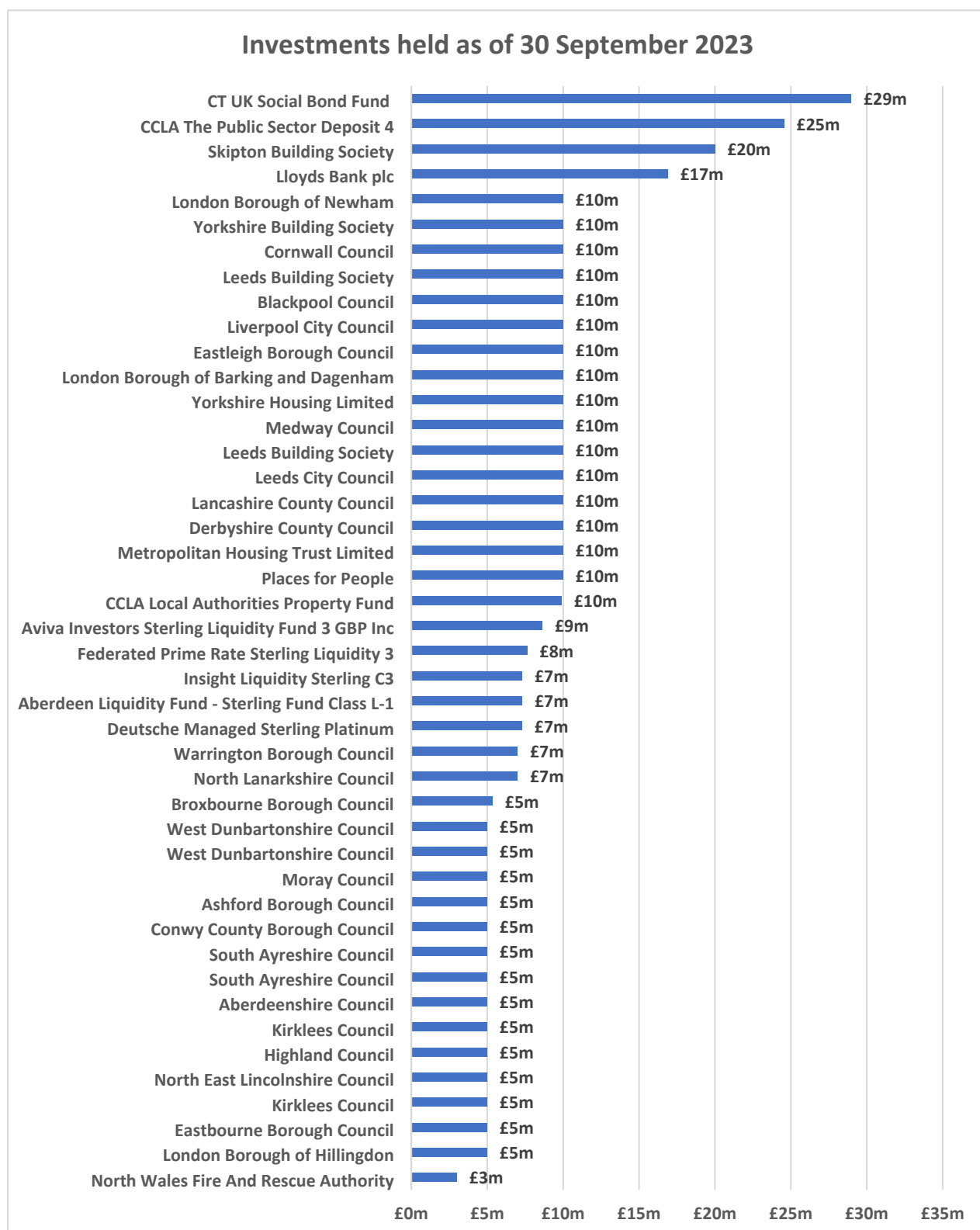
The report was circulated to the following members prior to publication:

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

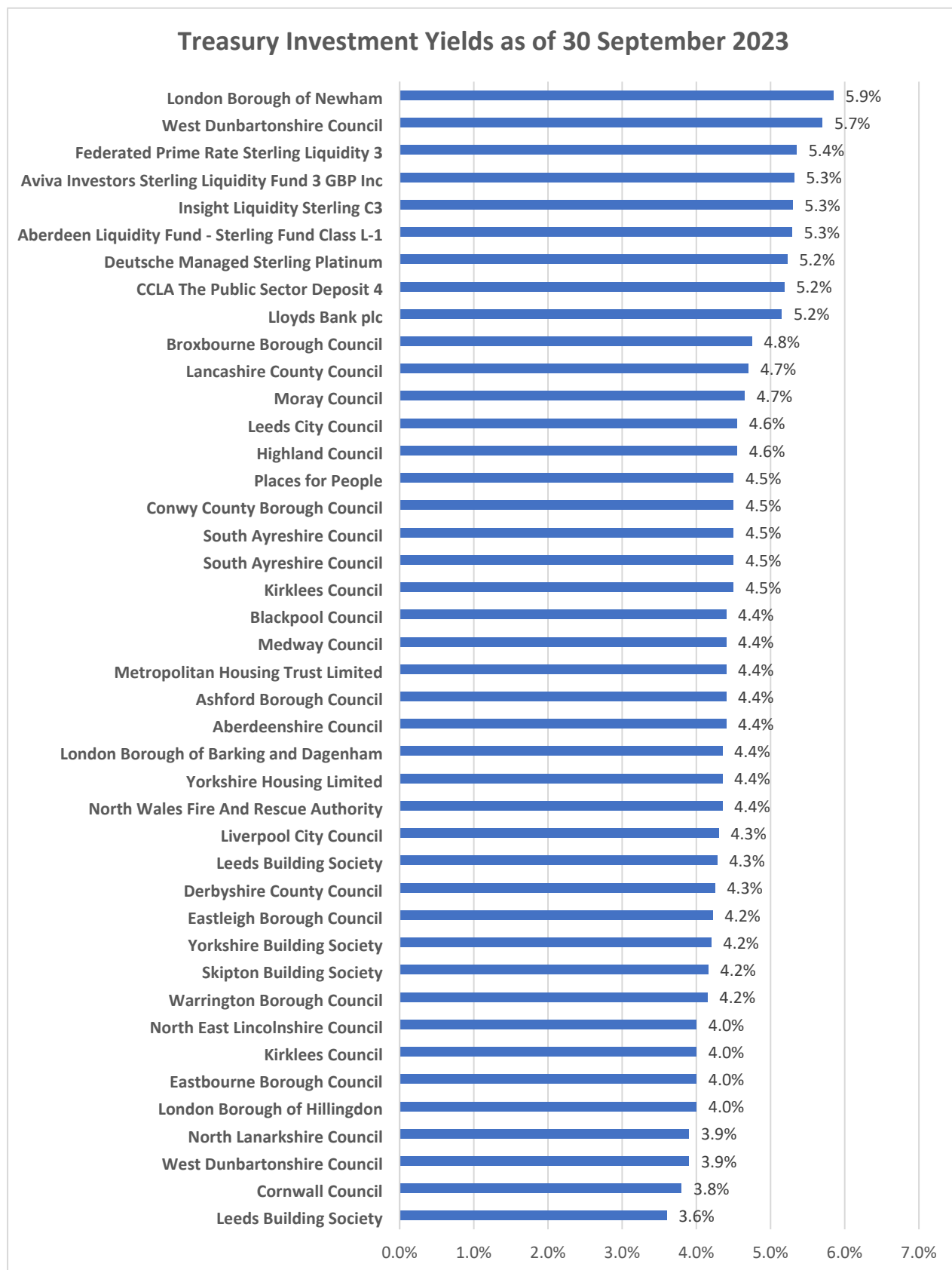
Other Members: Leaders of the Labour, Liberal Democrats and Green Groups
Chair and Spokespersons of the Resources and Fire & Rescue Overview & Scrutiny
Committee

APPENDIX 1: Investment and Borrowing Portfolios

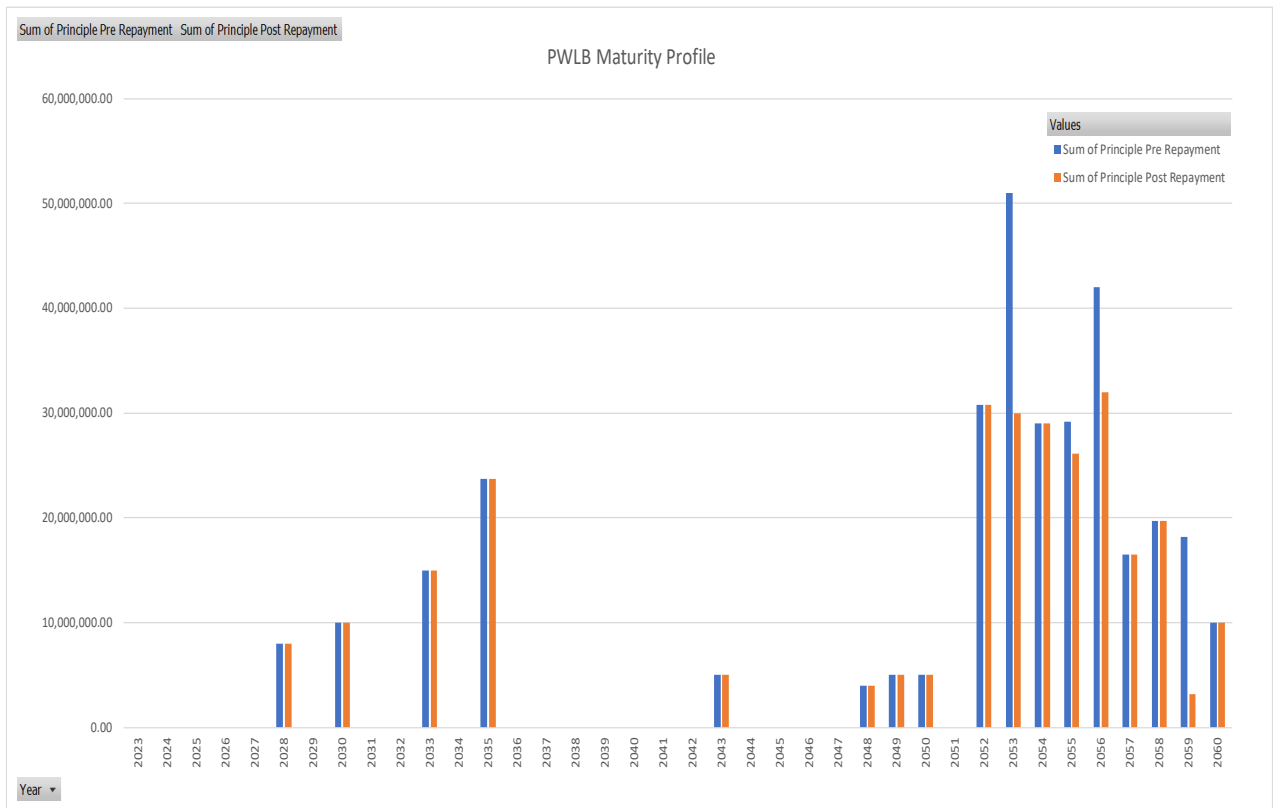
Investments held as of 30th September 2023



Investment yield as of the 30th September 2023



Borrowing profile as at the 30th of September 2023, compared to 31st March 2023.



APPENDIX 2: Prudential Indicators

PRUDENTIAL INDICATOR	2022/23	2023/24	2024/25
(1). AFFORDABILITY PRUDENTIAL INDICATORS	Actual	Estimate	Estimate
Capital Expenditure	£'000 117,352	£'000 160,094	£'000 179,508
Ratio of financing costs to net revenue stream	% 5.13%	% 4.33%	% 4.40%
Gross borrowing requirement	£'000	£'000	£'000
Gross Debt	321,413	272,413	272,413
Capital Financing Requirement as at 31 March	256,854	287,253	381,922
Under/(Over) Borrowing	(64,559)	14,840	109,509
In year Capital Financing Requirement	£'000 10,503	£'000 11,083	£'000 11,299
PRUDENTIAL INDICATOR	2022/23	2023/24	2024/25
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	Actual	Estimate	Estimate
Authorised limit for external debt -	£'000	£'000	£'000
Borrowing	386,000	490,000	625,000
TOTAL	386,000	490,000	625,000
Operational boundary for external debt -	£'000	£'000	£'000
Borrowing	321,413	467,851	597,155
TOTAL	321,413	326,320	311,976
Upper limit for fixed interest rate exposure			
Net principal re fixed rate borrowing / fixed term investments	100%	100%	100%
Upper limit for variable rate exposure			
Net principal re fixed rate borrowing / fixed term investments	25%	25%	25%
Upper limit for total principal sums invested for over 365	£'000	£'000	£'000
(per maturity date)	£150,000	£150,000	£150,000

Maturity structure of borrowing during year	upper limit	lower limit
under 12 months	20%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Maturity structure of new variable rate borrowing during	upper limit	lower limit
under 12 months	35%	0%
12 months and within 24 months	45%	0%
24 months and within 5 years	65%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

APPENDIX 3: Economic Update (provided by Link Group)

1. Economic Update

- The first half of 2023/24 saw:
 - Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
 - Short, medium, and long-dated gilts remain elevated as inflation continually surprised to the upside.
 - A 0.5% month on month decline in real GDP in July, mainly due to more strikes.
 - CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7.
 - Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
 - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3-month year on year growth of average earnings rose to 7.8% in August, excluding bonuses).
- The 0.5% m/m fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.
- The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% quarter on quarter rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023.
- The 0.4% month on month rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.
- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3 monthly year on year rate rose from 8.4% (revised

up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3myy in June to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.

- CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.
- In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was "finely balanced". Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.
- Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2 November, or even pause in November and raise rates in December.
- The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).
- The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.
- The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31 August to 7,608 on 29 September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21 April the FTSE 100 stood at 7,914.

2. Interest Rate Forecasts

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast on 25 September sets out a view that short, medium, and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.

Our PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1 November 2012.

Link Group Interest Rate View		25.09.23											
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

APPENDIX 4 – Creditworthiness Ratings Table

Moody's	S&P	Fitch	Description
Aaa	AAA	AAA	Highest credit quality, minimum credit risk
Aa1, Aa2 Aa3	AA+, AA, AA-	AA+, AA, AA-	Very high credit quality, very low credit risk
A1, A2, A3	A+, A, A-	A+, A, A-	High credit quality (upper-medium grade)
Baa1, Baa2, Baa3	BBB+, BBB, BBB-	BBB+, BBB, BBB-	Good credit quality, currently low credit risk
Ba1, Ba2, Ba3	BB+, BB, BB-	BB+, BB, BB-	Speculative elements, issue faces uncertainties and adverse conditions
B1, B2, B3	B+, B, B-	B+, B, B-	High credit risk, but issue still able to meet financial commitments
Caa1, Caa2, Caa3	CCC+, CCC, CCC-	CCC	Issuer currently vulnerable, default likely
Ca	CC	CC	Issuer currently highly vulnerable, near default
C	R, SD, D	C, RD, D	Lower rating typically in fault on some or all of its financial obligations

Cabinet

9 November 2023

Annual Education Sufficiency Update (Ages 0-25) 2023

Recommendation

That Cabinet endorses the Annual Education Sufficiency Update (Ages 0-25) 2023 at Appendix 1 and confirms its support for the development of design, feasibility and detailed costings for the proposed projects identified in the report.

1. Executive Summary

- 1.1 The Annual Education Sufficiency Update ('the Report') attached as Appendix 1 to this report provides information about the early years, childcare and education provided to Warwickshire children and young people aged 0-25. It provides the current context for the delivery of the WCC Education Sufficiency Strategy and the Warwickshire SEND and Inclusion Strategy.
- 1.2 Local authorities are required by legislation under the Childcare Act 2006 to assess the sufficiency of the childcare in their area and report annually to members. The Report fulfils this function.
- 1.3 The Report outlines the current situation in Warwickshire schools including pressures on school places in some areas and the impact of new housing. Forecasts of future pupil numbers and details of capital projects for new and expansions of schools are also provided. This report sets out high level conclusions drawn from the Report and Members are requested to refer to the Report for the detail in respect of each age group and provision (including detail by Borough and District).
- 1.4 In respect of 0-4 provision, the Report confirms that across the county as a whole, there is sufficient capacity to provide early years and childcare places to all that require it. Provision is a mixture of childminders, nurseries, and out of school clubs and holiday clubs. The demand for early years and childcare provision is expected to increase in some areas due to the county seeing significant growth due to housing development alongside recent Government initiatives to increase the funded entitlements from April 2024. The impact of these and other factors will be monitored and the detail of the provision available is set out in the Report.

In respect of ages 4-16, the Report highlights that Warwickshire is experiencing a period of significant growth, with large scale housing development across the county contributing to an additional 20,000 Primary and Secondary pupil spaces over the last 15 years with a further 10,000

additional Primary and Secondary pupil spaces currently anticipated over the next 15 years. To meet that demand 11 new schools have opened in Warwickshire since 2010, comprising six Primary, two Secondary, one all-through and three special schools. There have also been several permanent school expansions contributing to an overall increase of over 10,000 new permanent school places in the last 10 years.

- 1.5 It is also noted that during the next fifteen-year period we currently expect to deliver at least another seven new schools, alongside several expansion projects for both mainstream and specialist settings. In the longer term, if all proposed housing development across the county builds out as suggested, this figure could rise to as many as 24 new schools being required to meet the need for school places.
- 1.6 The detailed position with regard to Primary and Secondary provision is set out in the Report, which confirms that, when only currently approved new housing is taken into account, there is a slight reduction in Primary demand forecast at County level with overall reduction in population from NHS data being offset by housing growth in the County. In addition, the Report notes that 21 Primary planning areas are operating with significant (>15%) surplus places and are forecast for this to continue. As Central Government funding for schools is based on the number of pupils on roll this typically causes financial strain for schools in those areas. The majority of these are government designated rural schools and/or in receipt of sparsity funding and are limited in the organisational options to respond to the reduction in local populations.
- 1.7 Warwickshire has recently welcomed children and young people as part of Government initiatives to support asylum seekers, refugees and other migrants from countries including Afghanistan, Ukraine, Hong Kong and Syria. All school-age children are offered school places under the same process as existing Warwickshire residents. Predicting the additional volumes brought about through such schemes particularly in respect of increased pupil numbers during the school year is difficult and causes pressure in certain areas of the county.
- 1.8 At Secondary level, Warwickshire forecast to have a 7% increase in total pupils between 2023 and 2029, when only currently approved new housing is taken into account. An underlying reduction in population from NHS data (of around -9%) is offset by the impact of new housing across the county. All areas of the county are experiencing pressure on Secondary school places in some year groups, as a combined result of larger resident cohorts moving through these year groups and new housing development in the county bringing new families during the school year.
- 1.9 In order to meet the increasing need for places during the school year, Secondary schools will be required to take a small number of pupils over capacity in most year groups and most areas by the end of 2023.

- 1.10 Post-16 education in Warwickshire is also covered in the Report, with an assessment of its sufficiency to meet the needs of the County. Based on the forecast for the Post 16 cohort for 2023/24 and 2024/25 the Report states that there is a sufficient number of places for Post 16 students. Forecasts indicate that there will be an increase in the total number of Post 16 pupils in Warwickshire from 2023 onwards. Where the cohort forecast exceeds the current number of ESFA funded Post 16 places the Council will work alongside schools, colleges and partners to ensure the demand is met. The position is covered in more detail within the Report.
- 1.11 Provision of specialist education for Warwickshire's children and young people with Special Educational Needs/Disabilities (SEND) is described in more detail within the Report, along with an assessment of sufficiency and actions planned to increase provision.. In summary, the trend in Warwickshire is for increased demand for specialist education provision. The number of EHCPs in Warwickshire has increased annually by an average of 9% for the past 5 years, which is in line with national growth. When looked at overall, demand is less at Primary phase and Specialist Resourced Provisions (SRPs) in Primary schools help to meet need across the county. Demand for specialist places is generally greater at the Secondary phase. Provision in SRPs and special schools is being expanded and a 'deep dive' review is taking place, as part of the Delivering Better Value Programme, which will lead to recommendations on whether any further special school provision should also be commissioned.

2. Financial Implications

- 2.1 The financial cost of the additional provision requirements is yet to be quantified, but the capital cost is anticipated to be in excess of £100m and there will be capital financing costs that will impact the revenue budget if any of the funding has to be sourced from borrowing.
- 2.2 The initial cost estimates relating to additional provision, particularly the cost of new schools, have been produced utilising national benchmarking data. Work is ongoing to identify the expected capital requirements and funding profile for all future Education Capital projects over the short to medium term.
- 2.3 All proposed education capital projects are considered against independently published third-party data to benchmark the cost to the County Council of providing school places and ensuring effective allocation of resources. However, recent increases in the rate of inflation and supply chain and materials pressures will inevitably affect the cost of capital projects. While efforts are made to anticipate such fluctuations, due to the long timeframes of large projects, cost increases may occur subsequent to initial funding approvals. Any use of funding to meet additional costs will further increase the pressure on the resources available to fund all of the additional provision requirements.
- 2.4 The increased move towards Carbon Neutral build methods is not factored into existing benchmarks, and will potentially result in higher costs which will need to be assessed as each project moves forward.

- 2.5 Basic Need grant funding is provided by the DfE to deliver the expected requirement for mainstream places across the 4-16 age range. This grant is calculated on a per pupil basis for mainstream places but excludes those places likely to result from housing growth, which are expected to be funded via developer contributions.
- 2.6 Developer contributions will continue to be sought to provide the new provision needed as a result of housing growth and funds secured relevant to each individual scheme will be used to deliver the projects proposed.
- 2.7 The need to forward fund education infrastructure before receipt of developer contributions together with competing demands to use Basic Need capital resources for education provision such as Early Years sufficiency, SEND provision and condition of the school estate will put significant pressure on the funding available to provide sufficient school places.
- 2.8 Any funding gap which cannot be met by future developer contributions would require additional borrowing, with the associated revenue costs of financing that borrowing, or via top-slicing the Capital Investment Fund (CIF) leaving less funding available to investment in meeting the Council's wider investment ambitions.
- 2.9 In addition to the potential revenue costs of the additional borrowing needed to fund the investment in school places needed, the initial revenue costs for the new schools and additional classes at existing schools will be met from Pupil Growth Funding, which is allocated from the Dedicated Schools Grant (DSG) and on-going costs will be covered by DSG grant allocations through the National Funding Formula.

3. Environmental Implications

- 3.1 The design brief for all Education Capital projects will include the consideration of Carbon Neutral build methods to mitigate the environmental impacts of delivering and operating the new provision where possible.
- 3.2 Environmental risk assessments together with mitigation statements to reduce any potential environmental impacts are required for each capital project. Where a risk of environmental damage is identified, measures will be required to ensure these risks remain at a minimum throughout the construction process.
- 3.3 The approach within the Education Sufficiency Strategy 2018/2023 will where possible design in sustainable transport opportunities and reductions in home to school transport requirements for all new schools and expansions, while remaining conscious of the carbon requirements associated with the construction process and the opportunities for future reductions in emissions associated with home to school transport.

4. Supporting Information

- 4.1 Housing growth in line with current housing trajectories across the County is expected to increase the long-term demand for school places as new families move into the County. This is the biggest challenge in ensuring sufficiency of school places and the expected impact of this housing growth is included in the pupil forecast data presented in the report. However, as new families move into Warwickshire over the next academic year the level of short-term demand for places will vary depending on the age of the children and availability of places in the relevant year groups at local schools.
- 4.2 There can often be pressure for school places when families apply late or part way through the academic year and schools are already at capacity, particularly as a result of attracting pupils who live in other local authority areas. Maintaining a level of surplus capacity to manage in year applications will be difficult and is likely to be challenged by schools needing to maintain a sustainable budget and the capital funding and practical limitations of adding further places for the sole purpose of creating surplus capacity. The Admissions Code prevents the holding or reserving of places for in catchment area or in year applications. If a school has space, they are required to admit a pupil with a valid application. Ongoing engagement with schools is key to ensuring the sufficiency of school places in Warwickshire.
- 4.3 Warwickshire schools attract pupils who live in other local authority areas. At the October 2022 school census, 12% of secondary and 4% of primary pupils live in other local authority areas. Some Warwickshire residents attend schools in other local authorities but on a smaller scale than those moving into Warwickshire schools from outside the county:

Other LA	No. of Warks pupils at schools outside Warks	No. of non-Warks pupils at Warks schools	Net movement into Warks schools
Worcestershire	212	1,818	1,606
Solihull	525	1,270	745
Coventry	1,507	1,217	-290
Staffordshire	245	811	566
West Northamptonshire	159	671	512
Leicestershire	446	418	-28
Oxfordshire	148	281	133
Birmingham	313	226	-87
Gloucestershire	397	95	-302
Total	3,952	6,807	2,855

5. Timescales associated with the decision and next steps

- 5.1 Following endorsement by Cabinet, the Report will be shared with elected local members to update them regarding sufficiency issues and proposed projects. The Report will also be published on the WCC website.
- 5.2 Engagement with schools and early years settings regarding sufficiency and place pressures will continue through one-to-one discussions and consortia/area network meetings.
- 5.3 Proposed projects outlined in the Report will be worked up through the initial feasibility stages including due diligence from colleagues in Finance, Infrastructure Delivery, Strategic Asset Management, Design & Major Projects and other stakeholders as required.
- 5.4 Following confirmation of the availability of funding, the appropriate consultations, and feasibility studies all projects require agreement by the Education Capital Access and Organisation Board.
- 5.5 Once agreed by the Board all capital projects outlined will be subject to future reports to Cabinet, and Council as necessary, usually as part of a programme of works for funding approval.

Appendices

Appendix 1 – Annual Education Sufficiency Update (Ages 0-25) 2023

Appendix 2 – Appendices to the Annual Education Sufficiency Update (Ages 0-25) 2023

Background Papers

None

	Name	Contact Information
Report Author	Education Sufficiency Coordinator - Rosalind Currie	rosalindcurrie@warwickshire.gov.uk
Director	Director of Education - Johnny Kyriakou	johnnykyriacou@warwickshire.gov.uk
Executive Director	Executive Director for People – Nigel Minns	nigelminns@warwickshire.gov.uk
Portfolio Holder	Portfolio Holder for Education – Cllr Kaur	cllrkaur@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: Councillors Kam Kaur, John Holland, Jonathan Chilvers, Yousef Dahmash and Barbara Brown.

**Warwickshire County Council
Education Services**

Annual Education Sufficiency Update

Ages 0-25

November 2023

Contents

1. Executive Summary.....	3
Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)	4
Age 4-16 – Compulsory School Age.....	6
Age 16-25 – Post-16 Education.....	9
2. Introduction and explanatory notes	11
Age 0-4 – Early Years and Childcare (0-18).....	11
Age 4-16 – Compulsory School Age.....	12
Age 16-25 – Post-16 Education.....	13
Special Educational Needs & Disabilities (Age 0-25)	13
3. North Warwickshire	14
Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)	14
Age 4-16 – Compulsory School Age.....	14
Age 16-25 – Post-16 Education.....	16
4. Nuneaton & Bedworth	17
Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)	17
Age 4-16 – Compulsory School Age.....	17
Age 16-25 – Post-16 Education.....	19
5. Rugby/East Warwickshire.....	20
Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)	20
Age 4-16 – Compulsory School Age.....	20
Age 16-25 – Post-16 Education.....	22
6. Warwick/Central Warwickshire.....	24
Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)	24
Age 4-16 – Compulsory School Age.....	25
Age 16-25 – Post-16 Education.....	27
7. Stratford/South Warwickshire.....	29
Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)	29
Age 4-16 – Compulsory School Age.....	30
Age 16-25 – Post-16 Education.....	32

1. Executive Summary

This annual sufficiency update provides information about the early years, childcare and education provided to Warwickshire children and young people aged 0-25. The five constituent Districts and Boroughs of Warwickshire are addressed individually, with a summary of the county provided in this Executive Summary.

Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)

Across the county as a whole, there is sufficient capacity to provide early years and childcare places to all that require it. Provision is a mixture of childminders, nurseries, and out of school clubs and holiday clubs. The demand for early years and childcare provision is expected to increase due to the county seeing significant growth due to housing development alongside recent Government initiatives to increase the funded entitlements from April 2024. The impact of these and other factors will be monitored.

The county has fourteen Children & Family Centres, with at least one in every District/Borough offering flexible support for families with young people aged 0-19yrs (or 25yrs for young people with additional needs).

Almost everywhere in the county is within 3.5km of one or more service. Those regions that are more than 3.5km from services are small in number and size, and are typically located in rural areas or near the county border.

There are childcare services offering funded places for 2, 3 and 4 year olds in every area in the county. Of the total number of funded places offered, around 85% are currently occupied for each year group. Around 43% of schools offer 'wraparound care' (before and after school). Of the total number of these places, 83% are currently occupied.

Around half of the county's childcare services operate all year round or during the school holidays.

Of the county's childcare services that have undergone a full Early Years inspection from Ofsted, 94% received either "Good" or "Outstanding" judgements at their most recent inspection.

Over 70% of childcare services can fully support the needs of at least one category of Special Educational Need / Disability (SEND), with this being fairly consistent across the county.

As a whole the sector is experiencing ongoing staff recruitment and retention pressures which is impacting settings ability to offer all places, this is reflective of a for the early years sector

Warwickshire has worked closely over the last year to engage and work with refugee, migrant and asylum seeker families who are supported to find places to meet their needs.

Bespoke support continues to be offered to families that require support to find places by the Family Information Service who work with Early Years teams to monitor localised place pressures where identified. For children with SEND there is also the SEND Childcare co-ordinator to support individual families.

Ongoing development of provision continues to be managed proactively by working with the Private, Voluntary and Independent sector alongside school partners. This is managed via countywide rolling approach to place creation supporting new developments via a number of ways.

- New School Developments – include premises for early years provision
- Collaboration with schools to support development of direct delivered early years and childcare places along with expansion of existing services to increase places
- Use of developer funding to support place expansion where available for identified areas
- Proactive recruitment campaign to encourage new childminder registrations, including promotion of government start up grants
- Business support and advice to all sectors and signposting to gap areas

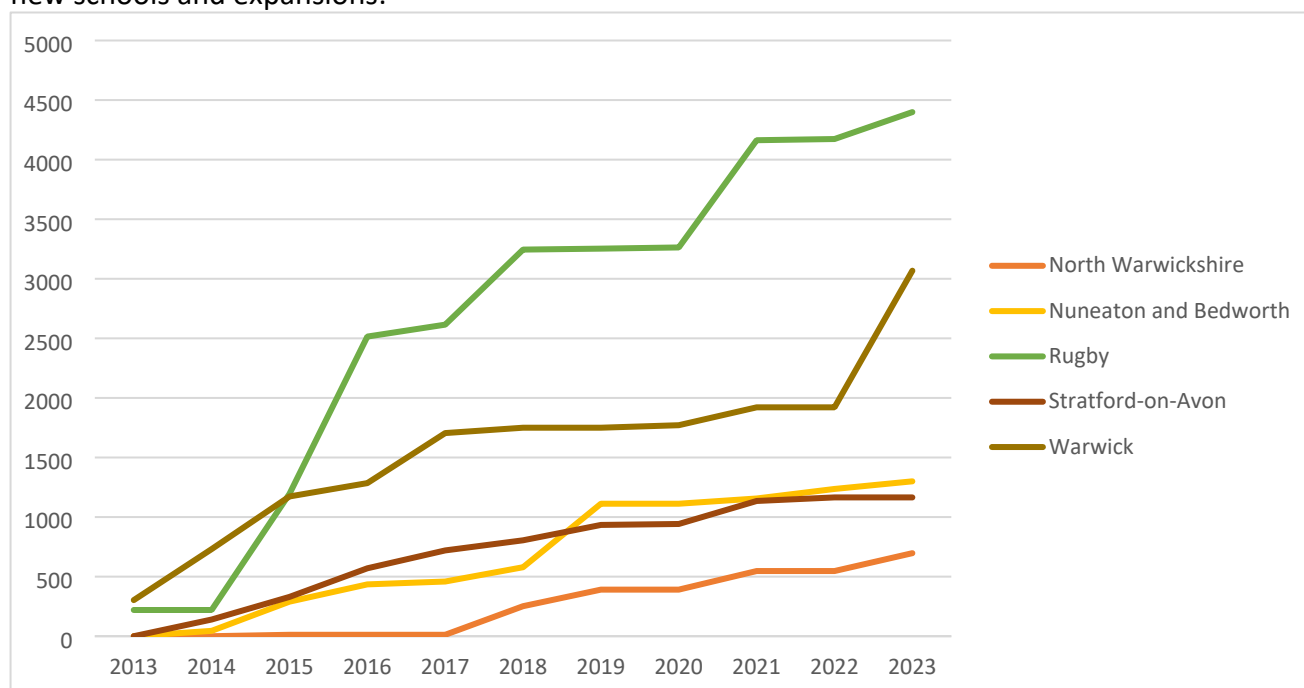
Warwickshire meets place needs for early years children with SEND via all delivery partners, with an additional allocation of those accredited as WinCKs settings via the county accreditation process (Warwickshire Inclusion Kitemarking Scheme, which recognises excellence in early years SEND provision). However, across the county pressure for Early Years places for children with SEND is increasing and is a focus under the SEND and inclusion change programme.

Age 4-16 – Compulsory School Age

Warwickshire is experiencing a period of significant growth, with large scale housing development across the county contributing to an additional 20,000 Primary and Secondary pupil spaces over the last 15 years with a further 10,000 additional Primary and Secondary pupil spaces currently anticipated over the next 15 years, assuming all strategic housing is delivered

To accommodate this growth, as well as numerous school expansions across the county, 11 new schools have opened in Warwickshire since 2010, comprising six Primary, two Secondary, one all-through and three special schools. Maps of housing development and new schools/expansions are provided as an Appendix.

In the last 10 years, **WCC has delivered over 10,000 new permanent school places** through these new schools and expansions:



Of these new places, 54% are Primary, 39% Secondary and 7% at Specialist settings.

During the next fifteen-year period we currently **expect to deliver at least another seven new schools, as well as several expansion projects** for both mainstream and specialist settings. Longer term if all proposed housing development across the county builds out as suggested this figure could rise to as many as 24 new schools to meet the need for school places the new housing will bring.

Primary

Warwickshire as a whole is forecast to have a 1% decrease in total Primary pupils between 2023 and 2027, when only currently approved housing is taken into account. An underlying reduction in population from NHS data (of around -10%) is largely offset by the impact of new housing across the county. This offset is not universal across the county, North Warwickshire does not have the same levels of new or approved housing development as other areas and is forecast to have a reduction in Primary cohorts of around -5% over the forecast period.

The County as a whole has slight deficit forecast (-1% increasing to -4%) of school places at Year 6 from 2023 onwards, and in Year 4 and Year 5 from 2025. This pressure on places in Key Stage 2 is mostly in Rugby and Warwick District as new families are expected to move into those areas during the school year

21 Primary planning areas are operating with significant (>15%) surplus places and are forecast for this to continue. As Central Government funding for schools is based on the number of pupils on roll this typically causes financial strain for schools in those areas. The majority of these are government designated rural schools and/or in receipt of sparsity funding and are limited in the organisational options to respond to the reduction in local populations.

Warwickshire has recently welcomed children and young people as part of Government initiatives to support asylum seekers, refugees and other migrants from countries including Afghanistan, Ukraine, Hong Kong and Syria. All school-age children are offered school places under the same process as existing Warwickshire residents. These additional pupils were not specifically planned for due the nature of such initiatives resulting in a sudden influx of families and have increased pupil numbers during the school year in certain areas of the county.

Warwickshire shares a boundary with nine other local authorities and there is significant cross-border movement of pupils to attend schools. At Primary phase, approximately the same number of Warwickshire pupils attend schools out of the county as “out of county” pupils access Warwickshire schools.

Secondary

Warwickshire as a whole is forecast to have a 7% increase in total Secondary pupils between 2023 and 2029, when only currently approved housing is taken into account. An underlying reduction in population from NHS data (of around -9%) is more than offset by the impact of new housing across the county. This growth is not universal across the county, with North Warwickshire forecasting very little growth and other areas forecasting between 8% and 15% over the forecast period.

All areas of the county are experiencing pressure on Secondary school places in some year groups, as a combined result of larger resident cohorts moving through these year groups and new housing development in the county bringing new families during the school year.

In addition to new schools opening and permanent expansion of existing schools as detailed later in this document, to meet the increasing need for places during the school year Secondary schools will be required to take a small number of pupils over capacity in most year groups and most areas by the end of 2023. The local authority is working with Secondary schools to support with the introduction of temporary expansions/additional places and Fair Access Protocol will continue to be used as appropriate.

Warwickshire shares a boundary with nine other local authorities and there is significant cross-border movement of pupils to attend schools. At Secondary phase, over 2000 more “out of county” pupils access Warwickshire schools than Warwickshire pupils attend schools over the border. This constitutes around 6% of Warwickshire’s Secondary school places and are predominantly allocated places as part of the Year 7 allocation process, which increases the pressure on Secondary schools particularly when new families move into Warwickshire later during the school year

North Warwickshire and Stratford District are most affected by 'out of county' pupils, with around 1500 of the pupils in schools in each of those areas travelling from a different local authority.

Summary of cross-border movement (Primary and Secondary) 2022:

Other LA	No. of Warks pupils at schools outside Warks	No. of non-Warks pupils at Warks schools	Net movement into Warks schools
Worcestershire	212	1818	1606
Solihull	525	1270	745
Coventry	1507	1217	-290
Staffordshire	245	811	566
West Northamptonshire	159	671	512
Leicestershire	446	418	-28
Oxfordshire	148	281	133
Birmingham	313	226	-87
Gloucestershire	397	95	-302
Total	3952	6807	2855

Longer-term, beyond the current forecast period of seven years to 2029, the reducing birth numbers that are now being experienced at early Primary phase could result in a reduction in Secondary cohorts in areas where this is not offset by the impact of housing.

Special Educational Needs and Disabilities

In September 2022 there were 3544 children and young people of compulsory school age with Education Health Care Plans (EHCPs) resident in Warwickshire, this is approximately 4% of the total population of that age, which is the same as the national average.

Around half of pupils with an EHCP attend mainstream schools, with the majority of the rest attending LA maintained/academy special schools. A small minority (8%) attend Independent Special Schools and 3% currently attend Specialist Resourced Provision. In total, 1852 Warwickshire pupils attended a specialist (non-mainstream) setting. An additional 175 pupils from outside Warwickshire took up places at Warwickshire specialist settings.

In September 2022 Warwickshire had 1603 places at state-maintained settings (R-Y11), of which 92% were at special schools. There is currently insufficient capacity in Warwickshire state-maintained specialist provision to accommodate demand. Independent Special Schools and settings outside of Warwickshire are also used to provide pupils with appropriate schooling.

The trend in Warwickshire is for increased demand for specialist education provision. The number of EHCPs in Warwickshire has increased annually by 9% for the past 5 years, which is in line with national growth.

Warwickshire is a 'net importer' of SEND pupils. Approximately 70 pupils resident in Warwickshire access specialist provision outside the county, and approximately 175 pupils from outside of Warwickshire access specialist places located in Warwickshire.

Overall, at Primary phase demand is less and Specialist Resourced Provisions in Primary schools help to meet need across the county.

Demand for specialist places is generally greater at the Secondary phase and all areas of the county would benefit from additional specialist provision. North Rugby, Stratford and Warwick districts/boroughs are a priority for additional Secondary specialist provision. The Council plans to expand resourced provision in the area. Provision in special schools is being expanded in line with population growth in the Warwick and Nuneaton areas. A 'deep dive' review is taking place, as part of the Delivering Better Value Programme, which will lead to recommendations on whether any further special school provision should also be commissioned.

Age 16-25 – Post-16 Education

The Post 16 sector within the county comprises three Further Education (FE) Colleges and one Sixth Form College, along with 31 school Sixth Forms (including specialist (SEND) provision). There are also a number of independent training providers (who mainly deliver apprenticeships) based within Warwickshire.

These providers all enrol students from across and outside the county. Often students will choose to travel outside of their district/borough to attend settings.

In 2023/24 there is a total of 13,632 funded Post 16 places in Warwickshire. There has been an increase in ESFA (Education and Skills Funding Agency) funded places in the Sixth Form College, an increase of 22 places since 2022/23.

In comparison there has been a decline in the number of funded places in Warwickshire's FE Colleges and school Sixth Forms (decrease of 214 places in school Sixth Forms and a decrease of 104 places in FE Colleges; since 2022/23). Despite a decrease in ESFA funded Post 16 places in Warwickshire FE colleges, they still account for 47.1% of the funded places in 2023/24.

Based on the forecast for the Post 16 cohort for 2023/24 and 2024/25 there is a sufficient number of places for Post 16 students. Forecasts indicate that there will be an increase in the total number of Post 16 pupils in Warwickshire from 2023 onwards. Where the cohort forecast exceeds the current number of ESFA funded Post 16 places Warwickshire County Council will work alongside schools, colleges and partners to ensure the demand is met.

The funding of new post-16 places rests with the ESFA. Where there is a gap in provision, the EFSA will either consider requests from existing providers that are rated Good or Outstanding by Ofsted or will seek new provision from independent learning providers (ILPs). The EFSA apply standard criteria to ensure that gaps are well evidenced prior to securing additional places and will only seek to fund new provision where it adds value and is a high-quality addition to the existing offer for young people.

As academies, the King Edward Sixth Form College and school sixth forms are required to submit a business case to the Education Funding Skills Association, via the Regional Schools Commissioner, if their numbers are to grow by 50 or more students.

Post 16 pupils with Special Educational Needs and Disabilities (SEND) are accommodated in mainstream schools and colleges as well as in specialist settings across the county. Colleges can support students that have an EHCP up to the age of 25.

2. Introduction and explanatory notes

This annual sufficiency update is published to provide the current context for the delivery of the Warwickshire County Council (WCC) Education Sufficiency Strategy 2018 – 2023 (Sufficiency Strategy). The Sufficiency Strategy is published online here: <https://www.warwickshire.gov.uk/schoolandlearningstrategies> and provides further details regarding the Local Authority's statutory responsibilities, pupil forecast methodology, key strategic priorities, and funding arrangements.

This update also supports the [Warwickshire SEND and Inclusion Strategy](https://api.warwickshire.gov.uk/documents/WCCC-1090-221) <https://api.warwickshire.gov.uk/documents/WCCC-1090-221>.

Age 0-4 – Early Years and Childcare (0-18)

Local authorities are required by legislation under the Childcare Act 2006 to:

- a. secure sufficient childcare, so far as is reasonably practicable, for working parents, or parents who are studying or training for employment, for children aged 0-14 (or up to 18 for disabled children)
- b. secure sufficient free early years provision for eligible young children
- c. assess the sufficiency of the childcare in their area and report annually (amended by The Children and Families Act 2014).

As part of the evaluation of Early Years and Childcare sufficiency in the county, characteristics are monitored at county, district/borough and ESEC Planning area level. A map showing Planning area boundaries can be viewed at <https://data.warwickshire.gov.uk/esec-planning-area-boundaries/>

Provision is evaluated for:

- Variety - the mixture of childminders, nurseries, out of school and holiday clubs providing early years and childcare services locally
- Availability – unfilled spaces currently available to parents
- Workforce – sufficiency of staff, issues with recruitment
- Quality – quality of provision as rated by OFSTED
- Capacity – ability of providers to increase the number of places offered
- Premises – opportunity available in existing facilities to increase the number of places offered
- Expertise – qualifications held by members of staff working directly with children
- Affordability – average hourly cost of a childcare place compared with wider West Midlands averages. Includes assessment of parental awareness of the Tax-Free Childcare scheme
- Proximity – county-wide assessment for areas that are over 3.5km from a childcare provider
- Take up of government-funded places – assessment of where funded places are offered, and the sufficiency of these places
- Childcare for school-age children – number of providers and available places at existing providers
- Holiday care – operation of childcare services during school holidays as well as formal schemes

- Areas of deprivation – specific focus on the 30% most disadvantaged areas nationally to assess availability of childcare
- SEND – assessment of availability of providers that can support children with one or more type of Special Educational Need/Disability in terms of (i) physical access and space, (ii) resources and specialist equipment, (iii) staffing levels and (iv) staff skills and experience.

The evaluation of these characteristics is primarily based on data collected in the Childcare Sufficiency survey. This survey is completed annually by Warwickshire’s childcare providers. Feedback from families has also been collected via the 2023 Parent / Carer Early Years & Childcare survey which saw 187 responses.

A forecast of the demand for places in forthcoming years in each Planning Area is presented in the appendices. The forecast is based on the current occupancy of places (as reported by Warwickshire’s childcare providers in the annual Childcare Sufficiency survey) and the future change in the numbers of children aged 0-14yrs and 15-18yrs with SEND in the corresponding district/borough (as projected by the Office for National Statistics).

A directory of registered childcare providers in Warwickshire is available online here: <https://admissions.warwickshire.gov.uk/synergy/childcareprovidersearch.aspx>

Age 4-16 – Compulsory School Age

WCC produces forecasts of school pupil numbers on an annual basis, using the latest available data.

WCC’s forecasts (along with all local authorities) are assessed for accuracy by the DfE annually. For 2022/23 forecasts were within the DfE’s acceptable margins of error at up to +3% for Primary and up to +5% for Secondary. This slight overestimation allows for a conservative margin of error in planning for required school places.

For the purposes of forecasting and planning school places, the county is divided into ‘planning areas’. Planning areas are geographical areas that contain at least one school, but typically several schools that can reasonably be considered to be options for the children that live in the planning area to attend based on historical attendance trends. Maps of all Warwickshire’s planning areas and schools are provided as an Appendix.

The latest pupil forecasts are also provided as an Appendix. Forecasts include the expected impact of new housing as well as typical patterns of pupils attending schools from different areas including outside of Warwickshire. WCC Education Services works collaboratively with the five District and Borough planning authorities and the progress of proposed and approved housing development across the county is continually monitored.

Primary schools admit new pupils annually at Reception (Year R) (except for Junior Schools which admit pupils at Year 3) and Secondary schools at Year 7. Admissions outside the annual intake rounds for Year R, Year 3 and Year 7 are referred to as “in-year” applications.

Particular attention is paid to Reception forecasts, as legislation does not allow class sizes to exceed 30 pupils in Years R to 2 (‘Key Stage 1’ or ‘Infant’), unless in excepted circumstances. Similar

guidelines do not apply to older pupil cohorts, so although Secondary schools generally organise for class sizes of 30, they have greater flexibility to admit pupils above this number where required. In the same way, there is the potential for Primary year groups from Year 3 and up ('Key Stage 2', or 'Juniors') to take a small number of additional pupils over the assumed 30 class size if necessary.

Additional school places are usually provided by expansions or new schools, in multiples of 30. This is so that schools can operate and staff full classes, allowing financial sustainability. A class of 30 is referred to as a 'Form of Entry' (FE) and schools can be referred to by their size in forms of entry, eg. The Griffin School has opened in 2023 as 1FE, it will have an intake of 30 at Reception and a total final capacity of 210.

Pupil forecasts include capacity from future new school places to be provided (from 2024 onwards) through approved expansions of existing schools or the opening of new schools.

The day to day organisation of classes within each school is the responsibility of that school's leadership and while academies are also responsible for setting the admission number for their school (PAN), we expect all schools to be mindful of the expected and current school place pressures and work collaboratively with Education Services to meet the need for places in their local area.

Age 16-25 – Post-16 Education

WCC has a duty to ensure sufficiency of Post 16 provision across the County. This includes securing sufficient suitable education and training provision for 16 to 18 year olds, and for young people aged 19 to 25 with special educational needs and disabilities for whom an EHCP is maintained.

This sufficiency update contains an assessment of the post 16 education available in Warwickshire.

Special Educational Needs & Disabilities (Age 0-25)

WCC's responsibility for education includes specialist provision for children and young people with Special Educational Needs and Disabilities (SEND). While the majority of pupils with SEND are most appropriately educated in mainstream settings, where this is not the case education can be provided in Special Schools, or Specialist Resource Provisions and Specialist Partnerships attached to mainstream schools.

The Warwickshire SEND & Inclusion Strategy 2019-2023 outlines the response to the challenge of specialist provision and includes for:

- Increased support for mainstream schools to enable inclusion of more pupils with EHCPs
- Expansion of existing special schools and Specialist Resourced Provisions where appropriate
- Establishment of more Specialist Resourced Provisions.

Details of all Warwickshire's specialist settings is available online here:

<https://www.warwickshire.gov.uk/school-admissions-appeals/send-admissions-specialist-settings>

3. North Warwickshire

Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)

In North Warwickshire, there is sufficient capacity to provide early years and childcare places to all that require it. The demand for early years and childcare provision is expected to remain stable over coming years.

Childcare services in the district typically have at least 5% of their total places still available. Kingsbury and Mancetter have less surplus capacity than average and are 97% and 99% occupied.

Of the total number of funded places offered, 85% are currently occupied for each year group. The Coleshill and Polesworth Planning areas are approaching full capacity. However, places remain available in adjacent areas.

Of the total number of child-care places offered to school age children (4-14) at out of school provision in the county, 78% are currently occupied.

Around 60% of North Warwickshire's childcare services operate all year round or during the school holidays. Formal holiday schemes are known to run in three of the district's five Planning areas. The Planning areas lacking holiday schemes are Kingsbury and Polesworth. Of the total number of places offered at known formal holiday schemes, 80% are usually occupied.

Over 70% of childcare services can fully support the needs of at least one category of SEND, which is approximately consistent with the rest of the county.

Several school-delivered nursery provisions in North Warwickshire have seen remodelling of services to achieve creation of additional 30 hour places for 3 and 4 year olds of working parents.

Age 4-16 – Compulsory School Age

North Warwickshire - Primary

See Appendix 4 for forecasts for all planning areas.

Apart from low-level pressure in Baddesley Grendon, there is no significant pressure forecast for Primary school places across North Warwickshire planning areas.

Several planning areas in North Warwickshire are operating with relatively low pupil numbers, which typically present a financial challenge for schools:

- Arley
- Coleshill
- Kingsbury
- North Polesworth
- Atherstone

Arley, Coleshill and Kingsbury are all 'designated rural school areas' (for which there is a DfE presumption against closure). All except Atherstone include schools that are in receipt of government 'sparsity funding' which recognises the limit of organisational options to respond to the reduction in local populations.

Schools in Kingsbury and North Polesworth have applied to the DfE for approval to reduce their admission capacities from 2024.

North Warwickshire - Secondary

See Appendix 4 for forecasts for all planning areas.

Atherstone planning area is forecasting slight pressure in all year groups, most notably for Year 7 in 2024. Otherwise, while schools in the area are at capacity, there is not forecast to be a significant deficit of places. The Queen Elizabeth Academy has expanded from 2023 by an additional 150 places. Options for further future expansion of the Queen Elizabeth Academy to accommodate demand from strategic housing are being explored.

The Polesworth School admits a significant proportion of pupils (approx. 25%) from over the county border with Staffordshire. Admissions arrangements are such that the number of places allocated to pupils living outside Warwickshire would reduce, should demand from Warwickshire pupils increase. Feasibility assessment regarding potential expansion of The Polesworth School is being undertaken, such that an increase in pupil numbers due to new housing can be mitigated when this development occurs.

The Coleshill School admits a significant proportion of pupils (approx. 46%) from over the county border with Solihull (approx. 18% of resident pupils conversely attend schools in Solihull). Kingsbury School admits a significant proportion of pupils (approx. 34%) from over the county border with Staffordshire. Admissions arrangements are such that the number of places allocated to pupils living outside Warwickshire would reduce, should demand from Warwickshire pupils increase.

Working with all Secondary schools in the area, options for the provision of additional places in all year groups through permanent and temporary expansion are being considered.

North Warwickshire – Specialist Places

North Warwickshire contains one special school and two Specialist Resourced Provisions (Primary), as well as two independent special schools. These are generally sufficient to meet the needs of the area when taken as a whole, however, many places are used to meet demand from elsewhere in and outside of the County.

Options for additional specialist resourced provision in the area are being explored.

The Coleshill School has a partnership with Woodlands School (a special school), that provides specialist places for secondary pupils with an EHCP.

Atherstone has a higher incidence of pupils taking up a specialist place, at 3.3% of population, than the average for Warwickshire of 2.1%.

Age 16-25 – Post-16 Education

North Warwickshire contains two Secondary schools with sixth forms, The Coleshill School offers 190 places (180 pupils attended in 2022/23) and The Polesworth School offers 300 places (244 pupils attended in 2022/23).

Post-16 students from North Warwickshire access places at colleges and schools across (and outside) the county. Details of Warwickshire's colleges are provided as an Appendix.

Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

Post-16 pupils with Special Educational Needs and Disabilities (SEND) are accommodated in mainstream schools and colleges as well as in specialist settings across the county. North Warwickshire contains Woodlands, a special school that accommodates pupils to the age of 19.

4. Nuneaton & Bedworth

Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)

In Nuneaton & Bedworth, there is sufficient capacity to provide early years and childcare places to all that require it. The demand for early years and childcare provision is expected to increase slightly over coming years.

Five out of the 10 Planning areas in the borough have one or more types of childcare service where occupancy of total places exceeds 95%, indicating that those service types are at, or are approaching, full capacity. This is most acute in the Abbey, Bulkington and Camp Hill areas.

Of the total number of funded places offered, 85% are currently occupied for each year group. The Abbey, Bedworth South West, Camp Hill, and Park Lane Planning areas are approaching full capacity for 2-year places and Park Lane Planning area is also approaching full capacity for 3-4-year places. However, places remain available in adjacent areas.

Of the total number of child-care places offered to school age children (4-14) at out of school provision in the county, 79% are currently occupied.

Around 55% of Nuneaton & Bedworth's childcare services operate all year round or during the school holidays. Formal holiday schemes are known to run in five of the district's 10 Planning areas. The Planning areas lacking holiday schemes are Abbey, Bedworth Heath, Bulkington, Park Lane and Riversley Park. Of the total number of places offered at known formal holiday schemes, 92% are usually occupied.

Over 70% of childcare services can fully support the needs of at least one category of SEND, which is approximately consistent with the rest of the county.

New nursery provision will be included within new school developments planned for the forthcoming years to assist with place expansion including at the new Callendar Farm development.

The Bulkington and Wolvey area has seen the development of new provision creating new places for 2, 3 and 4 year olds along with proposed expansion of existing provision to create additional 2 year old places.

Age 4-16 – Compulsory School Age

Nuneaton & Bedworth – Primary

See Appendix 4 for forecasts for all planning areas.

Nuneaton North East and Nuneaton South East are both forecasting a deficit of places across all year groups due to new housing development. This is largely offset by surplus capacity in other planning areas in the District.

Lower Farm Academy opened as a new free school in 2018 with a final capacity of 420, the school is opening classes gradually and in 2023 has an operating capacity of 270. Further new Primary provision, including up to three additional new schools, will be delivered in Nuneaton in future years to align with new housing development being delivered. This includes a new 2FE primary school on the Callendar Farm development in the North East Nuneaton planning area, with an estimated delivery date of September 2026.

Options for Key Stage 2 temporary classes will be explored with local schools to meet demand in the next two years in higher year groups.

Wolvey & Bulkington planning area is also forecasting pressure in Key Stage 2 year groups from 2025. This is offset by surplus capacity in other planning areas in the District.

Bedworth South West planning area is operating with relatively low pupil numbers, which typically present a financial challenge for schools. Pressure from elsewhere in the area will help to mitigate this surplus capacity. Approximately 18% of pupils in Bedworth South West attend schools over the border in Coventry.

Nuneaton & Bedworth – Secondary

See Appendix 4 for forecasts for all planning areas.

Bedworth is forecast to be full to capacity for several years. This includes a small number of pupils that attend from outside the county, in Coventry.

Nuneaton is forecasting some pressure on places until the new Higham Lane North Academy opens in 2025. Higham Lane North Academy will open as a new free school in 2025 with a final capacity of 900, and an initial intake of 120 at Year 7 only.

Temporary classes in existing schools in the planning area will be implemented if required prior to the opening of the new school.

Nuneaton & Bedworth – Specialist Places

Nuneaton & Bedworth contains five special schools and three Specialist Resourced Provisions (Primary), as well as four independent special schools.

These are generally sufficient to meet the current needs of the area when taken as a whole, however, many places are used to meet demand from elsewhere in and outside of the County. Forecasts indicate a need for additional Secondary specialist places in coming years. Options for additional specialist resourced provision in the area are being explored.

Nuneaton & Bedworth has a higher incidence of pupils taking up a specialist place, at 3% of population, than the average for Warwickshire of 2.1%.

From 2023, Oak Wood Primary School and Oak Wood Secondary School have expanded by an additional 20 places at each setting.

Exhall Grange School has expanded from 2023 by an additional 15 places.

New Specialist Resourced Provisions has been opened from 2023 at Abbey Infant School and Goodyers End Primary School. Specialist Resourced Provisions will be considered for future new Primary schools in Nuneaton.

Age 16-25 – Post-16 Education

North Warwickshire and South Leicestershire College (NWSLC) is a large general further education college. The college operates over six campuses based within Warwickshire and Leicestershire, one of which is in Nuneaton.

King Edward VI Sixth Form College is also based in Nuneaton.

Students enrolled in these colleges will often be from across the county. The campus in which a student attends will not always be the one that is in their resident district/borough. There may be students attending from all five Districts and Boroughs across Warwickshire.

The total numbers of students accommodated, including those with SEND, are detailed as an Appendix.

Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

School Sixth Forms:

	Capacity 2022/23	Pupils 2022/23
Ash Green School	200	117
Nicholas Chamberlaine School	93	113
Etone College	250	116
Higham Lane School	200	185
St Thomas More Catholic School and Sixth Form College	250	211

Post-16 pupils with Special Educational Needs and Disabilities (SEND) are accommodated in mainstream schools and colleges as well as in specialist settings across the county. Nuneaton & Bedworth contains four special schools that accommodates pupils to the age of 19.

5. Rugby/East Warwickshire

Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)

In Rugby/East Warwickshire, there is sufficient capacity to provide early years and childcare places to all that require it. The demand for early years and childcare provision is expected to increase slightly in coming years.

Six out of the nine Planning areas in the borough have one childcare service type where more than 95% of the total places they provide are currently occupied, namely: Boughton, Hillmorton, Claremont, Dunchurch and Long Lawford areas. However, more places are available in adjacent areas of the borough.

Of the total number of funded places offered, around 86% are currently occupied for each year group. The Hillmorton, Boughton and Claremont Planning areas are approaching full capacity. However, places remain available in adjacent areas.

Of the total number of child-care places offered to school age children (4-14) at out of school provision in the county, 82% are currently occupied.

Around 50% of Rugby's childcare services operate all year round or during the school holidays. Formal holiday schemes are known to run in seven of the district's nine Planning areas. The Planning areas lacking holiday schemes are Wolston and Wolvey. Of the total number of places offered at known formal holiday schemes, 92% are usually occupied.

Over 70% of childcare services can fully support the needs of at least one category of SEND, which is approximately consistent with the rest of the county.

The area has seen the recent opening of new nursery provision at The Griffin Primary School which sees an offer of places for 2, 3 and 4 year olds.

Age 4-16 – Compulsory School Age

Rugby/East Warwickshire – Primary

See Appendix 4 for forecasts for all planning areas.

There is pressure on places, particularly in Key Stage 2 in the east of Rugby District, as a result of families moving into new housing developments in the Rugby North Central planning area. This planning area includes the Mast Site (Houlton) housing development of 6000 new homes and will eventually include 3 new Primary schools. The first of these, St Gabriel's C of E Academy, opened in 2018 with a final capacity of 420 (and the scope to increase to 630), the school is opening classes gradually and in 2023 has an operating capacity of 330.

Eastlands Primary School has admitted a temporary class of 30 at Year 5 for 2023, moving through to Year 6 in 2024 to help alleviate in-year pressure.

Further options for Key Stage 2 temporary classes will be explored with local schools to meet demand in the next two years in higher year groups.

The Griffin Primary School has opened from 2023 with a final capacity of 210 to meet demand as a result of significant new housing in the Rugby North planning area. The school is opening classes gradually and in 2023 will have an operating capacity of 30.

Several planning areas in the more rural areas of Rugby borough are operating with relatively low pupil numbers, which typically present a financial challenge for schools:

- Dunchurch
- Rugby Rural
- The Revel
- Rugby South Central

Dunchurch, Rugby Rural and The Revel are all 'designated rural school areas' (for which there is a DfE presumption against closure). Dunchurch and Rugby Rural include schools that are in receipt of government 'sparsity funding' which recognises the limit of organisational options to respond to the reduction in local populations.

Rugby/East Warwickshire – Secondary

See Appendix 4 for forecasts for all planning areas.

There is a deficit of places in most year groups for 2023 and 2024. From 2025 pressure continues to increase, with all year groups forecasting deficits (<-7%) for the borough as a whole.

Rugby North planning area is currently expecting an ongoing deficit for year 7 entry of less than 30 places per year. Beyond the current forecast period further proposed housing development in the Rugby North area could increase this year 7 entry deficit to less than 45 places per year. To mitigate this shortfall feasibility work is being undertaken towards the permanent expansion of The Avon Valley School.

Rugby South is forecasting fluctuating pressure on places for year 7 entry along with continued pressure across all year groups due to the potential impact of new families moving into the area as housing developments build out.

To mitigate this pressure Houlton School opened in 2021 with a current final capacity of 900, the school is opening year groups gradually and in 2023 has an operating capacity of 540. Working with all Secondary schools in the area options for the provision of additional places in all year groups through permanent and temporary expansion are being considered.

Of the eight Secondary schools in Rugby District, two are grammar schools and a third operates a selective class. As such, the places at these schools are not necessarily available to all local pupils

and attract pupils from outside of the area. WCC will work with those schools to increase the accessibility of grammar schools to local pupils where possible.

Longer term a new secondary school, providing a minimum of 900 additional places, is proposed as part of the South West Rugby Strategic housing development. This new school is expected to meet the long term need for secondary school places in Rugby and will be required to open towards the end of the current forecast period should all proposed strategic housing build out as proposed.

Rugby/East Warwickshire – Specialist Places

Rugby/East Warwickshire contains two special schools, four Specialist Resourced Provisions (Primary), one Specialist Resourced Provision (Secondary) as well as two independent special schools.

These are generally sufficient to meet the needs of the area at Primary phase when taken as a whole, however, many places are used to meet demand from elsewhere in and outside of the County. There is a need for additional specialist provision at Secondary phase in Rugby, particularly in the North of the Borough – options are being explored.

Rugby has a higher incidence of pupils taking up a specialist place, at 4.7% of population, than the average for Warwickshire of 2.1%.

From 2023, new Specialist Resourced Provision has opened at St Matthew's Bloxam CofE Primary School and St Andrew's Benn CofE (Voluntary Aided) Primary School.

Age 16-25 – Post-16 Education

Warwickshire College Group (WCG) is a large general further education college. WCG operates from six sites across Warwickshire and Worcestershire, one of which is in Rugby. Students enrolled will often be from across the county. The campus in which a student attends will not always be the one that is in their resident district/borough. There may be students attending from all five Districts and Boroughs across Warwickshire.

Rugby College has a Specialist Partnership with Brooke School, the Junction, which offers post-16 college education to pupils with an EHCP.

The total numbers of students accommodated, including those with SEND, are detailed as an Appendix.

Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

School Sixth forms:

	Capacity 2022/23	Pupils 2022/23
Ashlawn School	400	388
Bilton School	200	107
Lawrence Sheriff School*	400	389

Rugby Free Secondary School	420	136
Rugby High School*	300	294

*grammar schools, selective entry

Post-16 pupils with Special Educational Needs and Disabilities (SEND) are accommodated in mainstream schools and colleges as well as in specialist settings across the county. Rugby contains two special schools that accommodates pupils to the age of 19 as does as a Specialist Resourced Provision operating at Rugby Free Secondary School.

6. Warwick/Central Warwickshire

Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)

In Warwick District/Central Warwickshire, there is sufficient capacity to provide early years and childcare places to all that require it. The demand for early years and childcare provision is expected to increase in coming years.

All but one of the Planning areas in the area have one or more childcare service type where more than 95% of the total places they provide are currently occupied. This is most acute in Kingsway, Kenilworth, Westgate and Whitnash planning areas. There are places available in St John's planning area and in the neighbouring Stratford District.

Of the total number of funded places offered, around 85% are currently occupied for each year group. Kingsway and Sydenham Planning areas are approaching full capacity for 2 year olds and 3-4 year olds respectively. However, places remain available in adjacent areas.

Warwickshire is currently undertaking a marketing campaign and follow on support for interested parties to increase the numbers of childminders operating across the county to develop place availability including in rural areas.

New school provision in the area due to open in September 2024 will see additional early year places offered responding to the increase demand in the area, this will be followed by additional nursery places being developed at the new Myton Gardens School due to open in 2025 / 26.

Targeted use of specific allocations of developer funding is being utilised in designated areas to assist place expansion.

Of the total number of child-care places offered to school age children (4-14) at out of school provision in the county, 86% are currently occupied.

Around 55% of Warwick/Central Warwickshire's childcare services operate all year round or during the school holidays. Formal holiday schemes are known to run in seven of the district's nine Planning areas. The Planning areas lacking holiday schemes are St. John's and Warwick. Of the total number of places offered at known formal holiday schemes, 82% are usually occupied.

68% of childcare services can fully support the needs of at least one category of SEND, which is slightly lower than the rest of the county.

School led expansion plans are being reviewed within the Kenilworth area to expand the provision of early years places in the coming year.

New early years provision will open on the site of the new Oakley Grove School in 2024 followed by additional nursery provision at Myton Gardens School in 2025. This sits alongside developer created provision in the area directly managed and contracted out to private sector parties.

Targeted use of developer funding has been allocated, as per specifications, to support increased place offer in the Radford Semele area with additional projects currently being work on in other outlying areas of Leamington Spa.

Relocation of a former school located nursery provision into a standalone premises in the Whitnash area has created opportunities for place development and growth as the service embeds.

New build premises being created as part of school site redevelopment in the Kingsway area will provide longevity and security of places going forwards.

Age 4-16 – Compulsory School Age

Warwick/Central Warwickshire – Primary

See Appendix 4 for forecasts for all planning areas.

There is pressure on places in Key Stage 2 in Warwick District, largely as a result of families moving into new housing developments in the Kenilworth and South of Leamington planning areas.

Expansion of an existing school, St John’s Primary School, in Kenilworth by 1FE is proposed to mitigate pressure in the town as a result of the build out of strategic housing allocations in the town. New Primary provision is planned as part of the large scale housing in Kenilworth, however, the trigger point for this new provision is likely to be towards the end of the forecast period.

There is some pressure on places in the South of Leamington planning area due to significant new housing, currently relieved by the opening of three new schools and two temporary classes – as well as capacity in neighbouring planning areas:

- Heathcote Primary School opened in 2017 with a final capacity of 420, the school is opening classes gradually and in 2023 has an operating capacity of 360.
- Oakley Grove School will open its Primary phase in 2024 with a final capacity of 420, and an initial intake of 30 at Reception only.
- Myton Gardens is planned to open in 2025 with a final capacity of 420, and an initial intake of 30 at Reception only.
- A fourth new 2FE Primary school is proposed as part of The Asps housing development, to open as needed in response to increased demand from the new housing.
- Temporary classes of 30 pupils at Reception have opened at both Bishops Tachbrook Primary School and Briar Hill Infant School in 2023, moving through subsequent year groups each year.
- Options for Key Stage 2 temporary classes will be explored with local schools to meet demand in the next two years in higher year groups.

Napton and Radford Semele are also experiencing some pressure for places, which will be mitigated by surplus capacity in neighbouring planning areas as required.

Warwick Rural and North Leamington planning areas are operating with relatively low pupil numbers, which typically present a financial challenge for schools. Warwick Rural is a 'designated rural school area' (for which there is a DfE presumption against closure). Surplus capacity in North Leamington is expected to be used to help meet demand from other planning areas in the area.

Warwick/Central Warwickshire – Secondary

See Appendix 4 for forecasts for all planning areas.

Kenilworth planning area is forecasting a significant deficit of places in some year groups. Kenilworth School has expanded into a new school site from 2023 by an additional 150 places. Final built capacity of the new site will allow for further expansion as required in future years.

Southam is forecasting pressure on places for several years, which include pupils from outside the county. These are at low numbers of pupils during the forecast period and will be monitored. It is expected that the low level of pressure for places will be accommodated at existing schools. Options to expand Southam College will be explored if future forecasts justify.

Southam College admits around 5% of pupils from over the county border with West Northamptonshire. Admissions arrangements are such that the number of places allocated to pupils living outside Warwickshire would reduce, should demand from Warwickshire pupils increase.

The new Oakley School in Warwick opened its Secondary phase in 2023 with an initial intake of 180 at Year 7 only. The new school will open an additional year group each academic year and will mitigate the need for additional Secondary school places in the area due to new housing. Pressure on places in higher year groups in the short-term will be mitigated by existing schools, including temporary expansions as required.

Warwick/Central Warwickshire – Specialist Places

Warwick/Central Warwickshire contains one special school, one Specialist Resourced Provision (Primary) and one Specialist Resourced Provision (Secondary), as well as three independent special schools.

These are generally sufficient to meet the needs of the area at Primary phase when taken as a whole, however, many places are used to meet demand from elsewhere in and outside of the County. There is a need for additional specialist provision at Secondary phase across Warwick/Central Warwickshire – including Kenilworth and Southam.

Options for additional specialist resourced provision in the area are being explored.

Warwick/Central Warwickshire has a lower incidence of pupils taking up a specialist place, at 1% of population, than the average for Warwickshire of 2.1%.

From 2023, Evergreen School (a special school) has expanded by an additional 50 places. From 2024, a new Primary Specialist Resourced Provision will be open at St John's Primary School in Kenilworth.

From 2024, the new all-through school at Warwick, Oakley School will provide Specialist Resourced Provisions at both Primary and Secondary phases. Myton Gardens Primary School is planned to open in 2025/2026 and will also offer Specialist Resourced Provision.

The TalentOn Academy Alternative Provision Free School is due to open with a capacity of 60 from 2025/26.

Age 16-25 – Post-16 Education

Warwickshire College Group (WCG) is a large general further education college. WCG operates from six sites across Warwickshire and Worcestershire, of which one is in Leamington Spa and another in Warwick. Students enrolled will often be from across the county. The campus in which a student attends will not always be the one that is in their resident district/borough. There may be students attending from all five Districts and Boroughs across Warwickshire.

The total numbers of students accommodated, including those with SEND, are detailed as an Appendix. Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

School Sixth Forms:

	Capacity 2022/23:	Pupils 2022/23:
Kenilworth School	440	450
Southam College	300	321
King Edward VI School	390	344
Stratford Girls' Grammar School	250	222
Stratford Upon Avon School	300	223
Campion School	100	121
Myton School	395	391
North Leamington School	300	224
Trinity Catholic School	120	56
Aylesford School Warwick	250	117

Post-16 pupils with Special Educational Needs and Disabilities (SEND) are accommodated in mainstream schools and colleges as well as in specialist settings across the county. Warwick District contains a special school that accommodates pupils to the age of 19 as does as a Specialist Resourced Provision operating at Trinity Catholic School.

WCC is working with WCG to explore options for enhancing specialist post 16 provision.

7. Stratford/South Warwickshire

Age 0-4 – Early Years and Childcare (0-14yrs & 0-18yrs with SEND)

In Stratford/South Warwickshire, there is sufficient capacity to provide early years and childcare places to all that require it. The demand for early years and childcare provision is expected to increase in coming years.

The district has three Children & Family Centres.

Childcare services in the district typically have at least 5% of their total places still available. Studley, Stratford and Shipston planning areas are experiencing some pressure on places.

Of the total number of funded places offered, around 83% are currently occupied for each year group.

Warwickshire is currently undertaking a marketing campaign and follow on support for interested parties to increase the numbers of childminders operating across the county to develop place availability including in rural areas.

Future planning for school locations is including the needs for early years places within the developments.

Of the total number of child-care places offered to school age children (4-14) at out of school provision in the county, 83% are currently occupied.

Around 48% of Stratford/South Warwickshire's childcare services operate all year round or during the school holidays. Formal holiday schemes are known to run in all eight of the district's nine Planning areas. Of the total number of places offered at known formal holiday schemes, 87% are usually occupied.

70% of childcare services can fully support the needs of at least one category of SEND, which is consistent with the rest of the county.

Allocation of site specific developer funding allocations has been used to support place expansion on two school sites in the Stratford Upon Avon town area along with current plans for development of places via the same route in the Bidford upon Avon area.

The proposed expansion and relocation of Lighthorne Heath Primary School will see the inclusion of increased nursery provision places in response to the demand from housing which will meet need alongside any additional private developed services.

Shottery area is currently under review with potential longer term plans for increased provision once proposals have been reviewed.

Age 4-16 – Compulsory School Age

Stratford/South Warwickshire – Primary

See Appendix 4 for forecasts for all planning areas.

There is some pressure on places in the Kineton Primary planning area due to significant new housing, currently relieved by capacity in neighbouring planning areas. Expansion and relocation of Lighthorne Heath Primary school is planned for delivery in line with new housing development. This will involve increase expansion to two forms of entry (420 places) from Autumn 2025 to allow growth in line with build out and occupation of houses from the Upper Lighthorne housing development.

There is some pressure on places in the Quinton Primary planning area due to significant new housing, currently relieved by capacity in neighbouring planning areas. Tudor Grange Academy Meon Vale opened as a new school in 2019 with a final capacity of 420 to meet demand as a result of significant new housing in the planning area. The school is opening classes gradually and in 2023 has an operating capacity of 150. This school will expand to 2FE from 2024, in response to this demand.

Compton and Brailes and Welford on Avon planning areas are forecasting some pressure, this will be mitigated by neighbouring planning areas as required.

Several planning areas in the more rural areas of Stratford district are operating with relatively low pupil numbers, which typically present a financial challenge for schools:

- Stratford Rural
- Alcester
- Claverdon
- Ettington
- The Dassett
- Henley
- Shipston
- Compton and Brailes
- Tysoe

Stratford Rural, Alcester, Claverdon, Ettington and The Dassett are all 'designated rural school areas' (for which there is a DfE presumption against closure). All except Claverdon and Ettington include schools that are in receipt of government 'sparsity funding' which recognises the limit of organisational options to respond to the reduction in local populations.

Schools in Henley and The Dassett have applied to the DfE for approval to reduce their admission capacities from 2024.

Stratford/South Warwickshire – Secondary

See Appendix 4 for forecasts for all planning areas.

Kineton is forecasting pressure on places for several years. These are at low numbers of pupils during the forecast period and will be monitored. Kineton High School admits a significant proportion of pupils (approx. 18%) from over the county border with Oxfordshire. Admissions arrangements are such that the number of places allocated to pupils living outside Warwickshire would reduce, should demand from Warwickshire pupils increase. Kineton High School will undergo expansion in line with housing development when required.

There are plans for new Secondary provision as part of large-scale development within this planning area, beyond the timeframe of these forecasts.

Stratford is forecasting pressure on places for several years. Stratford upon Avon School will expand from 2024 by an additional 150 places. Due to this expansion, pressure is at low numbers of pupils during the forecast period and will continue to be monitored.

Alcester and Studley is forecast to be full to capacity for several years. Studley High School and St Benedict's Catholic High School admit a significant proportion of pupils from over the county border with Worcestershire. Admissions arrangements are such that the number of places allocated to pupils living outside Warwickshire would reduce, should demand from Warwickshire pupils increase. Worcestershire is planning to open a new Secondary school in the vicinity in 2025 which may free up some demand in the planning area to Warwickshire resident pupils.

Shipston High School will expand from 2024 by an additional 150 places, providing increased capacity for the area.

Henley is forecast to be full to capacity for several years. This includes around 25% pupils that attend from outside the county border, in Worcestershire and Solihull. Admissions arrangements are such that the number of places allocated to pupils living outside Warwickshire would reduce, should demand from Warwickshire pupils increase.

Of the 10 Secondary schools in Stratford area, three are grammar school. As such, the places at these schools are not necessarily available to all local pupils and attract pupils from outside of the area. WCC will work with schools to improve the accessibility of grammar schools to local pupils where possible.

Stratford/South Warwickshire – Specialist Places

Stratford/South Warwickshire contains two special schools and three Specialist Resourced Provisions (Primary), as well as one independent special school.

There is a need for additional specialist provision at Primary and Secondary phases across Stratford/South Warwickshire with the exception of Stratford Town. Options for this will be explored.

Stratford/South Warwickshire has a lower incidence of pupils taking up a specialist place, at 1.3% of population, than the average for Warwickshire of 2.1%.

Age 16-25 – Post-16 Education

Stratford Upon Avon College (part of Solihull College & University Centre) is situated in Stratford, however the duty of sufficiency lies with Solihull Local Authority. The ESFA funded Post 16 places (Appendix) does not include Stratford Upon Avon College.

Warwickshire College Group (WCG) is a large general further education college. WCG operates from six sites across Warwickshire and Worcestershire, of which one is in Moreton Morrell. Students enrolled will often be from across the county. The campus in which a student attends will not always be the one that is in their resident district/borough. There may be students attending from all five Districts and Boroughs across Warwickshire.

The total numbers of students accommodated, including those with SEND, are detailed as an Appendix. Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

School Sixth Forms:

	Capacity 2022/23:	Pupils 2022/23:
Alcester Grammar School	540	548
St Benedict's Catholic High School	200	88
Kineton High School	190	134

Post-16 pupils with Special Educational Needs and Disabilities (SEND) are accommodated in mainstream schools and colleges as well as in specialist settings across the county. Stratford District contains two special schools that accommodates pupils to the age of 19.

This page is intentionally left blank

**Warwickshire County Council
Education Services**

Annual Education Sufficiency Update

Ages 0-25

Appendices

November 2023

Appendices

Appendix 1 – Early Years and childcare forecasts (0-14yrs & 0-18yrs with SEND)

Data is presented here for each ESEC Planning area. These are geographical areas used for monitoring Early Years and Childcare sufficiency across the county. A map showing the boundaries of these areas can be viewed at <https://data.warwickshire.gov.uk/esec-planning-area-boundaries/>

ESEC Planning area:	Abbey (<i>Nuneaton & Bedworth borough</i>)					
Childcare places capacity (2023):	141					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	137	137	137	136	136	
Total surplus places available:	4	4	4	5	5	

ESEC Planning area:	Alcester (<i>Stratford district</i>)					
Childcare places capacity (2023):	876					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	744	753	765	772	779	
Total surplus places available:	132	123	111	104	97	

ESEC Planning area:	Atherstone (<i>North Warwickshire district</i>)					
Childcare places capacity (2023):	750					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	593	597	600	601	604	
Total surplus places available:	157	153	150	149	146	

ESEC Planning area:	Bedworth Heath (<i>Nuneaton & Bedworth borough</i>)					
Childcare places capacity (2023):	344					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	305	305	305	303	303	
Total surplus places available:	39	39	39	41	41	

ESEC Planning area:	Bedworth South West (<i>Nuneaton & Bedworth borough</i>)					
Childcare places capacity (2023):	530					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	495	496	495	492	492	
Total surplus places available:	35	34	35	38	38	

ESEC Planning area:	Boughton (<i>Rugby borough</i>)					
Childcare places capacity (2023):	717					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	588	588	591	589	588	
Total surplus places available:	129	129	126	128	129	

ESEC Planning area:	Bulkington (<i>Nuneaton & Bedworth borough</i>)					
Childcare places capacity (2023):	123					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	110	110	110	109	109	
Total surplus places available:	13	13	13	14	14	

ESEC Planning
area:

Camp Hill (*Nuneaton & Bedworth borough*)

Childcare places
capacity (2023):

259

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

245 245 245 244 244

Total surplus
places available:

14 14 14 15 15

ESEC Planning
area:

Cawston (*Rugby borough*)

Childcare places
capacity (2023):

717

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

647 647 651 649 647

Total surplus
places available:

70 70 66 68 70

ESEC Planning
area:

Claremont (*Rugby borough*)

Childcare places
capacity (2023):

852

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

638 638 642 640 638

Total surplus
places available:

214 214 210 212 214

ESEC Planning
area:

Clopton (*Stratford district*)

Childcare places
capacity (2023):

1,023

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

852 863 876 884 892

Total surplus
places available:

171 160 147 139 131

ESEC Planning area:	Coleshill (<i>North Warwickshire district</i>)							
Childcare places capacity (2023):	969							
Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	754	759	763	765	769			
Total surplus places available:	215	210	206	204	200			

ESEC Planning area:	Dunchurch (<i>Rugby borough</i>)							
Childcare places capacity (2023):	922							
Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	778	779	782	780	778			
Total surplus places available:	144	143	140	142	144			

ESEC Planning area:	Hillmorton (<i>Rugby borough</i>)							
Childcare places capacity (2023):	800							
Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	759	760	763	761	759			
Total surplus places available:	41	40	37	39	41			

ESEC Planning area:	Kenilworth (<i>Warwick district</i>)							
Childcare places capacity (2023):	832							
Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	793	794	795	797	796			

Total surplus places available:	39	38	37	35	36
---------------------------------	----	----	----	----	----

ESEC Planning area:

Kingsbury (*North Warwickshire district*)

Childcare places capacity (2023):

238

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare places needed:

201 202 203 204 205

Total surplus places available:

37 36 35 34 33

ESEC Planning area:

Kingsway (*Warwick district*)

Childcare places capacity (2023):

1,735

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare places needed:

1527 1528 1531 1535 1534

Total surplus places available:

208 207 204 200 201

ESEC Planning area:

Ladybrook (*Nuneaton & Bedworth borough*)

Childcare places capacity (2023):

1,248

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare places needed:

907 908 906 902 902

Total surplus places available:

341 340 342 346 346

ESEC Planning area:

Lighthorne (*Stratford district*)

Childcare places capacity (2023):

455

Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	391	396	402	406	409			
Total surplus places available:	64	59	53	49	46			

ESEC Planning area:	Lillington (<i>Warwick district</i>)				24/25	25/26	26/27	27/28
Childcare places capacity (2023):	1,794							
Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	1609	1610	1614	1618	1616			
Total surplus places available:	185	184	180	176	178			

ESEC Planning area:	Long Lawford (<i>Rugby borough</i>)				24/25	25/26	26/27	27/28
Childcare places capacity (2023):	747							
Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	591	591	594	592	591			
Total surplus places available:	156	156	153	155	156			

ESEC Planning area:	Mancetter (<i>North Warwickshire district</i>)				24/25	25/26	26/27	27/28
Childcare places capacity (2023):	1,168							
Forecasts	23/24				24/25	25/26	26/27	27/28
Total childcare places needed:	1114	1122	1127	1130	1136			
Total surplus places available:	54	46	41	38	32			

ESEC Planning
area:

Newburgh (*Warwick district*)

Childcare places
capacity (2023):

458

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

346 346 347 348 347

Total surplus
places available:

112 112 111 110 111

ESEC Planning
area:

Oakfield (*Rugby borough*)

Childcare places
capacity (2023):

545

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

497 497 500 498 497

Total surplus
places available:

48 48 45 47 48

ESEC Planning
area:

Park Lane (*Nuneaton & Bedworth borough*)

Childcare places
capacity (2023):

284

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

255 255 255 254 254

Total surplus
places available:

29 29 29 30 30

ESEC Planning
area:

Polesworth (*North Warwickshire district*)

Childcare places
capacity (2023):

389

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

363 366 367 368 370

Total surplus
places available:

26 23 22 21 19

ESEC Planning
area:

Poplar and Bede (*Nuneaton & Bedworth borough*)

Childcare places
capacity (2023):

854

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

773 774 772 769 769

Total surplus
places available:

81 80 82 85 85

ESEC Planning
area:

Riversley Park (*Nuneaton & Bedworth borough*)

Childcare places
capacity (2023):

1,006

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

818 819 817 814 814

Total surplus
places available:

188 187 189 192 192

ESEC Planning
area:

Shipston (*Stratford district*)

Childcare places
capacity (2023):

589

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

556 563 571 577 582

Total surplus
places available:

33 26 18 12 7

ESEC Planning
area:

Southam (*Stratford district*)

Childcare places
capacity (2023):

1,106

Forecasts

23/24

24/25

25/26

26/27

27/28

Total childcare
places needed:

953 965 979 989 997

Total surplus
places available:

153 141 127 117 109

ESEC Planning area:	St. John's (<i>Warwick district</i>)								
Childcare places capacity (2023):	781								
Forecasts	23/24					24/25	25/26	26/27	27/28
Total childcare places needed:	626	626	628	629	629				
Total surplus places available:	155	155	153	152	152				

ESEC Planning area:	Stockingford (<i>Nuneaton & Bedworth borough</i>)								
Childcare places capacity (2023):	869								
Forecasts	23/24					24/25	25/26	26/27	27/28
Total childcare places needed:	732	733	731	728	728				
Total surplus places available:	137	136	138	141	141				

ESEC Planning area:	Stratford (<i>Stratford district</i>)								
Childcare places capacity (2023):	2,121								
Forecasts	23/24					24/25	25/26	26/27	27/28
Total childcare places needed:	1915	1939	1968	1987	2004				
Total surplus places available:	206	182	153	134	117				

ESEC Planning area:	Studley (<i>Stratford district</i>)								
Childcare places capacity (2023):	1,047								
Forecasts	23/24					24/25	25/26	26/27	27/28

Total childcare places needed:	904	915	929	938	946
Total surplus places available:	143	132	118	109	101

ESEC Planning area:	Sydenham (<i>Warwick district</i>)					
Childcare places capacity (2023):	727					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	627	627	629	630	630	
Total surplus places available:	100	100	98	97	97	

ESEC Planning area:	Warwick (<i>Warwick district</i>)					
Childcare places capacity (2023):	732					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	647	647	649	650	650	
Total surplus places available:	85	85	83	82	82	

ESEC Planning area:	Wellesbourne (<i>Stratford district</i>)					
Childcare places capacity (2023):	1,343					
Forecasts	23/24		24/25	25/26	26/27	27/28
Total childcare places needed:	1145	1159	1176	1188	1198	
Total surplus places available:	198	184	166	155	145	

ESEC Planning area:	Westgate (<i>Warwick district</i>)
---------------------	---

Childcare places capacity (2023):	1,043								
Forecasts	23/24					24/25	25/26	26/27	27/28
Total childcare places needed:	940	941	943	945	944				
Total surplus places available:	103	102	100	98	99				

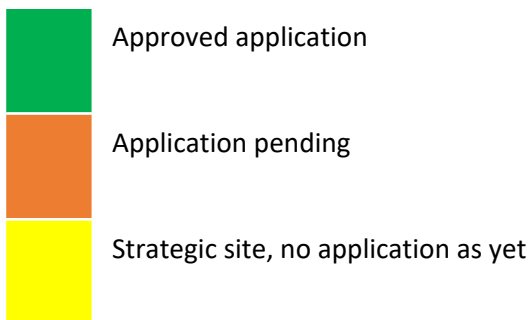
ESEC Planning area:	Whitnash (<i>Warwick district</i>)								
Childcare places capacity (2023):	432								
Forecasts	23/24					24/25	25/26	26/27	27/28
Total childcare places needed:	370	370	371	372	372				
Total surplus places available:	62	62	61	60	60				

ESEC Planning area:	Wolston (<i>Rugby borough</i>)								
Childcare places capacity (2023):	507								
Forecasts	23/24					24/25	25/26	26/27	27/28
Total childcare places needed:	435	435	437	436	435				
Total surplus places available:	72	72	70	71	72				

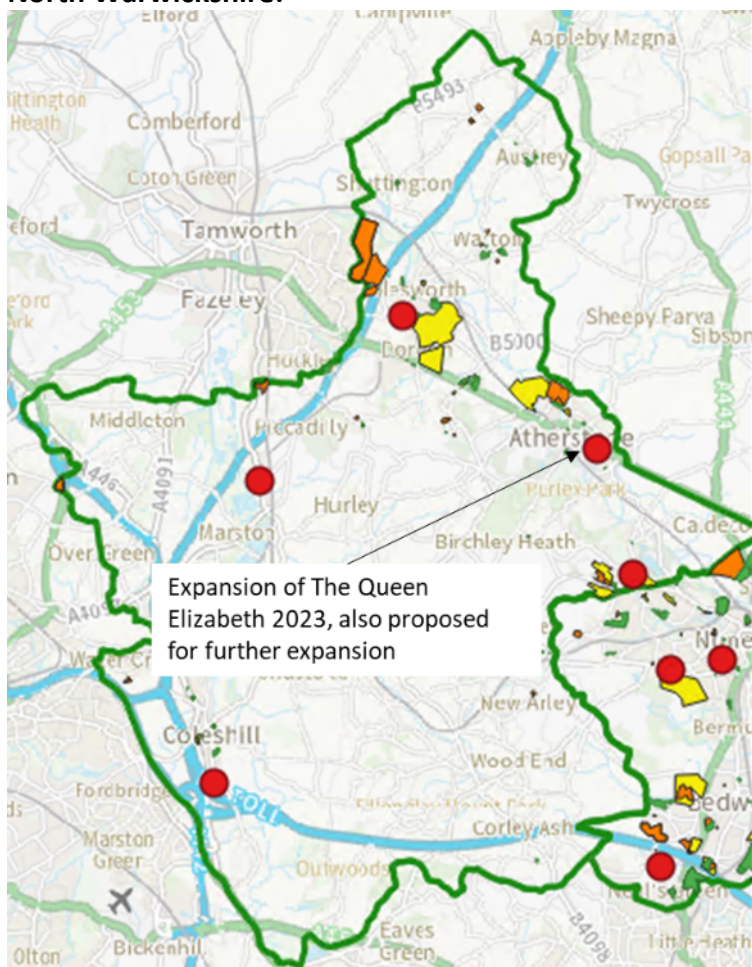
ESEC Planning area:	Wolvey (<i>Rugby borough</i>)								
Childcare places capacity (2023):	77								
Forecasts	23/24					24/25	25/26	26/27	27/28
Total childcare places needed:	50	50	50	50	50				
Total surplus places available:	27	27	27	27	27				

Appendix 2 – Maps of housing development and new mainstream schools/expansions

Housing development sites:

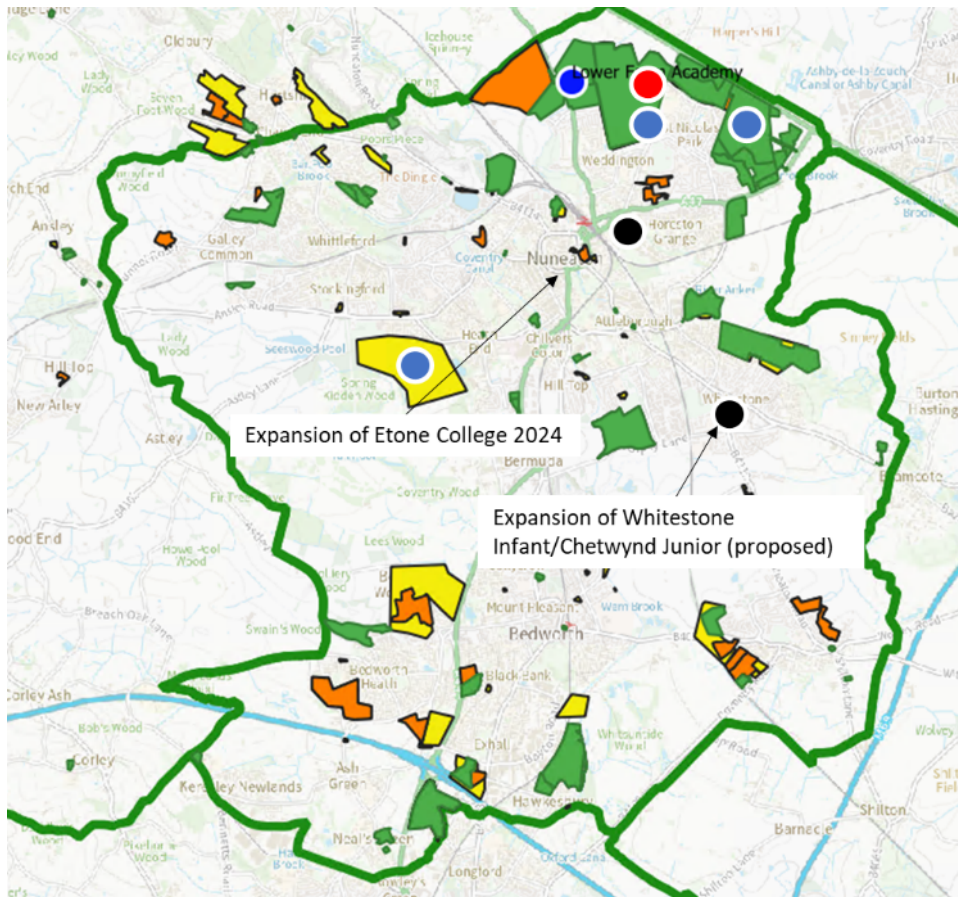


North Warwickshire:



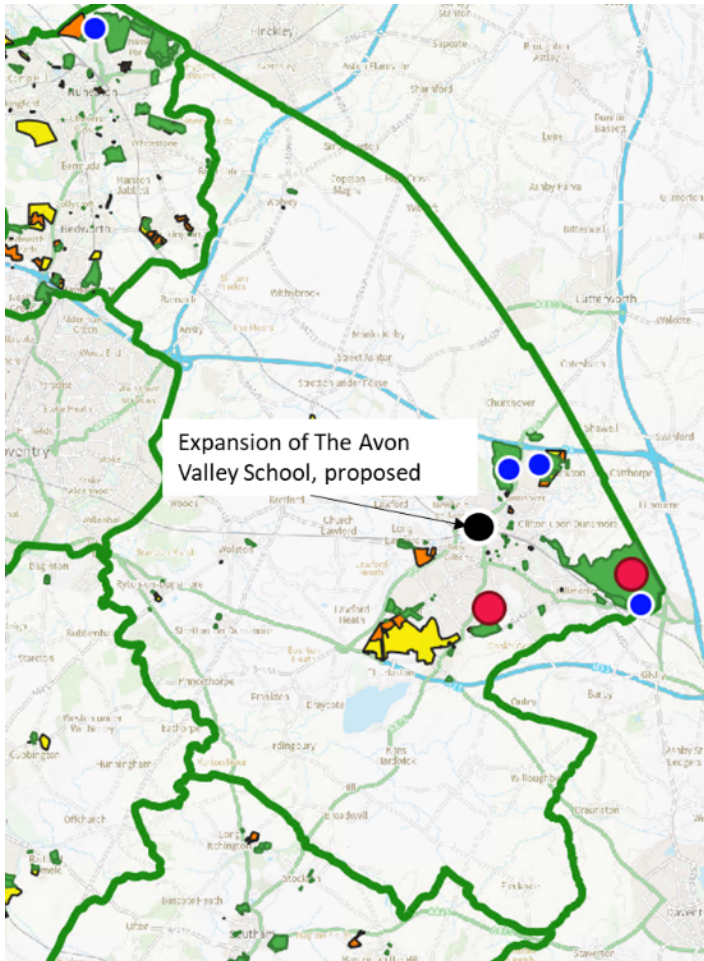
Nuneaton & Bedworth:

- New primary schools – Lower Farm
2018, proposed: Top Farm, Callendar
Farm and Arbury
- New secondary school – Higham
Lane North (Top Farm) 2025



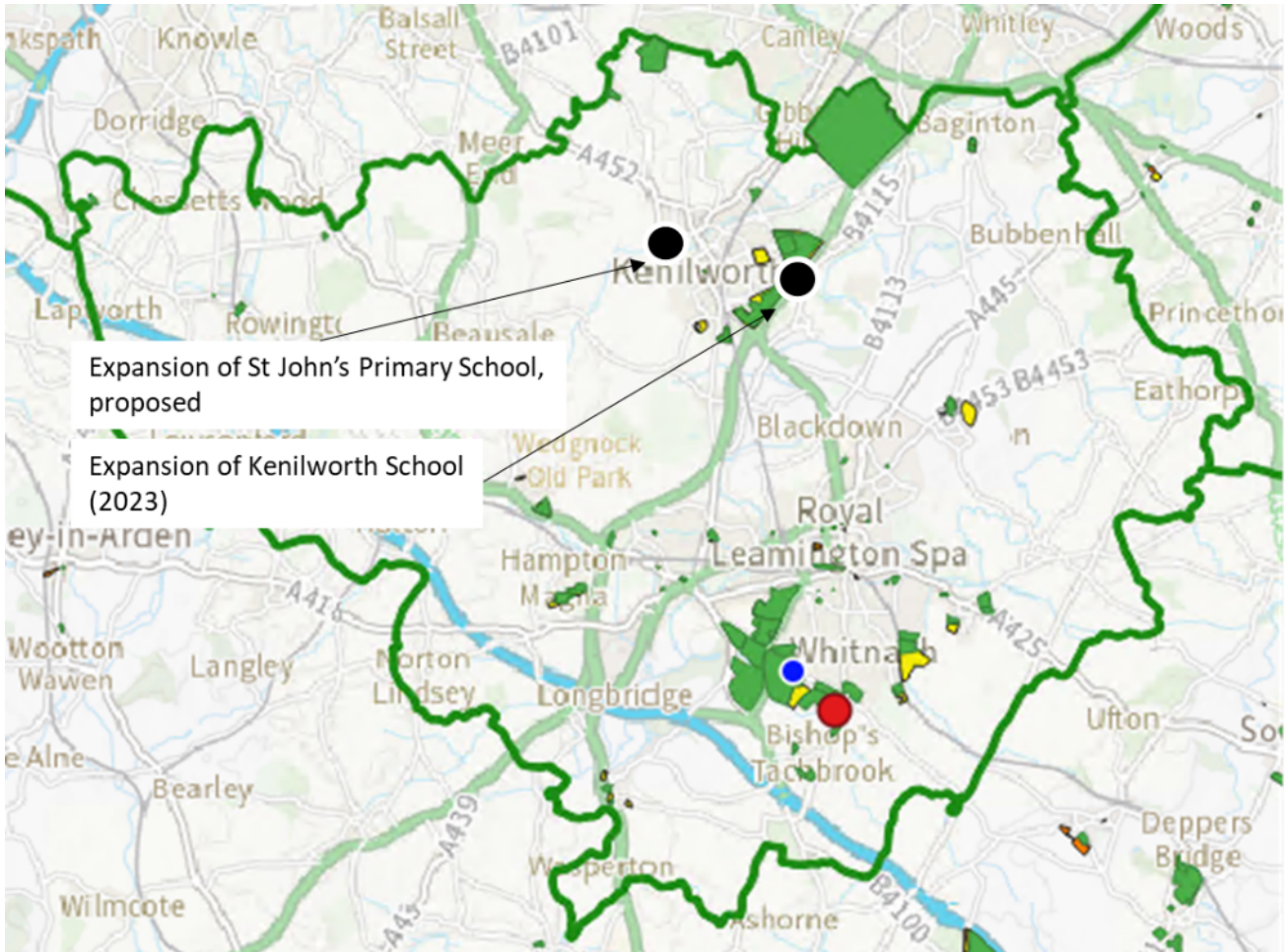
Rugby:

- New primary schools – Rugby Free (2015), St Gabriel’s (2018), The Griffin (2023). Two more proposed for Houlton development.
- New secondary schools – Rugby Free (2016), Houlton School (2021)



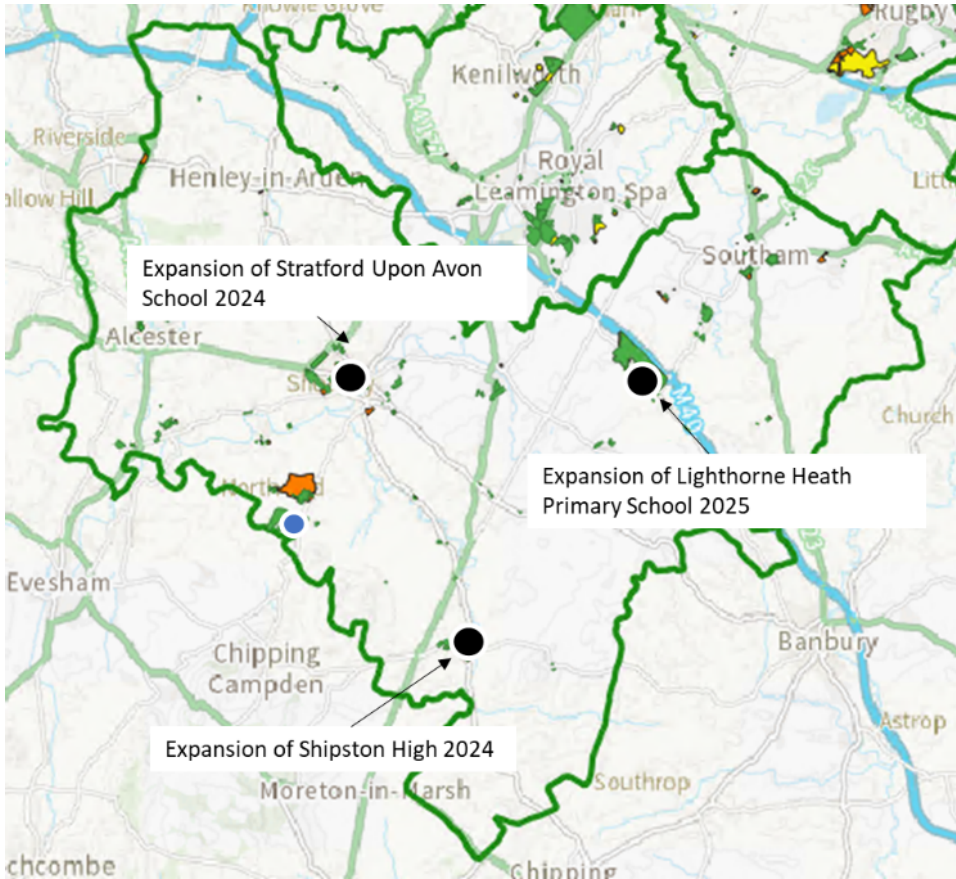
Warwick/Central Warwickshire:

- New primary schools – Heathcote (2017), Oakley Grove (2024), Myton Gardens (2025), the Asps (proposed)
- New secondary school – Oakley School (2023)



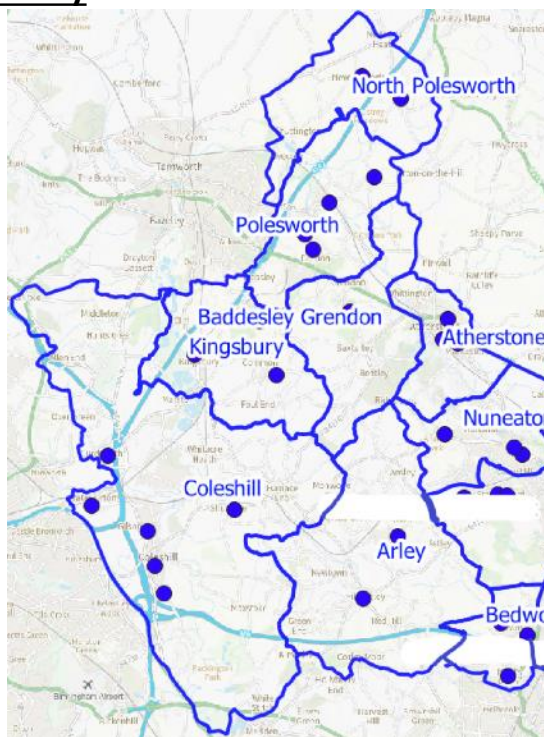
Stratford/South Warwickshire:

- New primary school – Tudor Grange Meon Vale (2019), expanding 2024



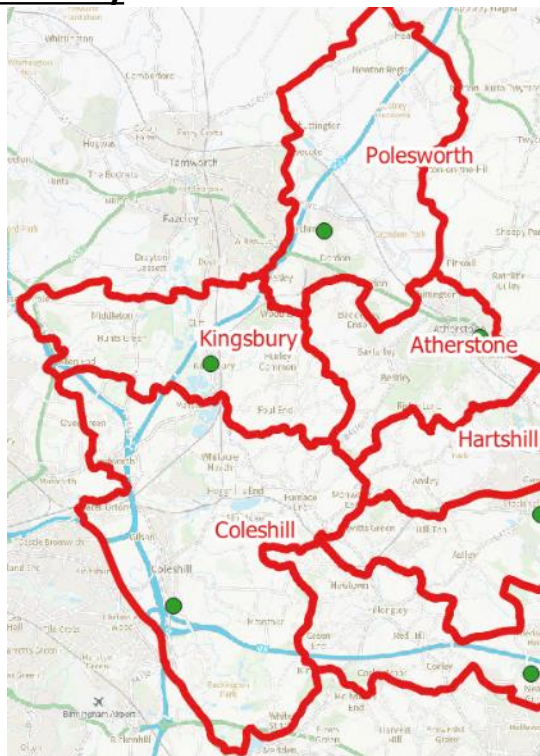
Appendix 3 – List of mainstream schools and planning areas

North Warwickshire - Primary



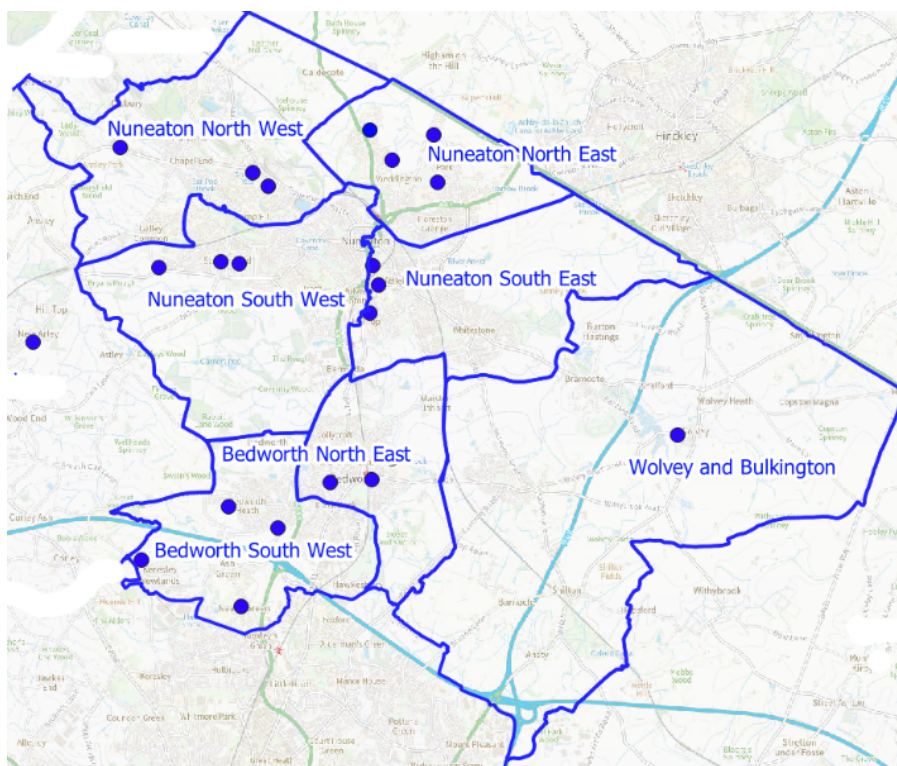
DfE no.	School name	Planning area
2012	Arley Primary School	Arley
3215	Bournebrook CofE Primary School	Arley
2083	Outwoods Primary School	Atherstone
2019	Racemeadow Primary Academy	Atherstone
3501	St Benedict's Catholic Primary Academy	Atherstone
2642	Woodside CofE Primary School	Baddesley Grendon
3586	Coleshill Church of England Primary School	Coleshill
2502	Curdworth Primary School	Coleshill
2569	High Meadow Community School	Coleshill
3207	Shustoke CofE Primary School	Coleshill
3503	St Edward's Catholic Primary School	Coleshill
2618	Water Orton Primary School	Coleshill
2032	Hurley Primary School	Kingsbury
3596	Kingsbury Primary School	Kingsbury
2023	Wood End Primary School	Kingsbury
3007	Austrey CofE Primary School	North Polesworth
3047	Newton Regis CofE Primary School	North Polesworth
2028	Michael Drayton Junior School	Nuneaton North West
2029	Nathaniel Newton Infant School	Nuneaton North West
2001	Nursery Hill Primary School	Nuneaton North West
2619	Birchwood Primary School	Polesworth
2010	Dordon Primary School	Polesworth
2011	The Nethersole CofE Academy	Polesworth
3072	Warton Nethersole's CofE Primary School	Polesworth

North Warwickshire - Secondary



DfE no.	School name	Planning area
4005	The Queen Elizabeth Academy	Atherstone (Sec)
4233	The Coleshill School	Coleshill (Sec)
4012	Kingsbury School	Kingsbury (Sec)
4112	The Polesworth School	Polesworth (Sec)

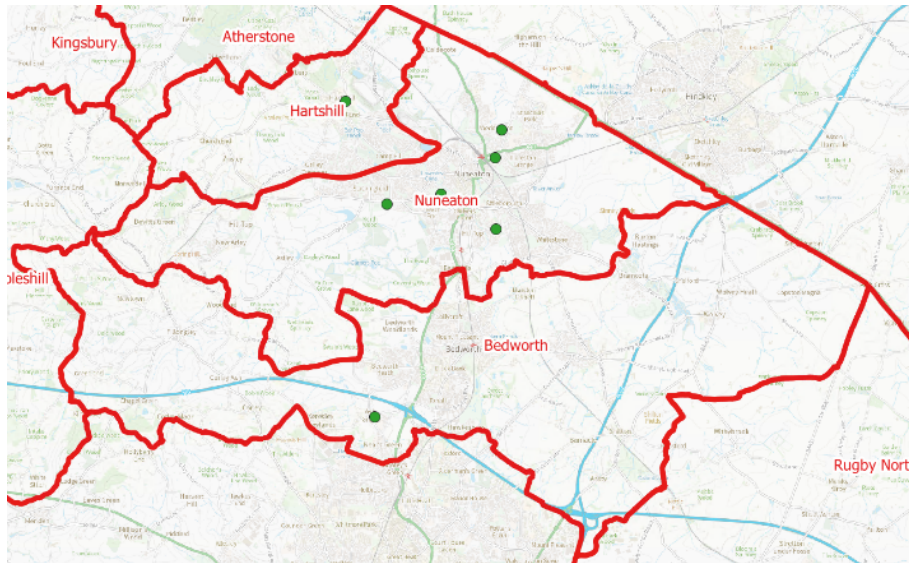
Nuneaton & Bedworth – Primary



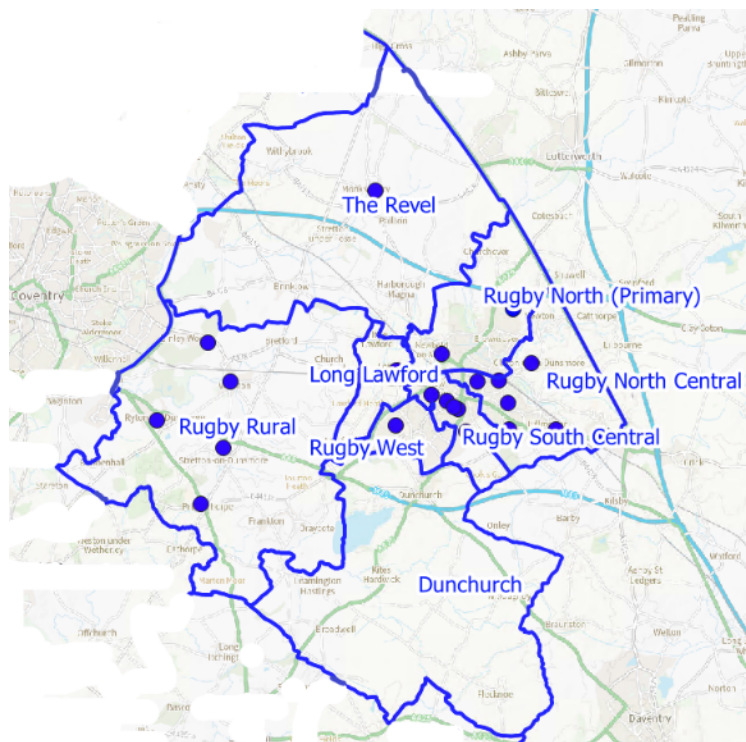
DfE no.	School name	Planning area
3301	All Saints Bedworth CofE Academy	Bedworth North East
2614	Race Leys Infant School	Bedworth North East
2003	Race Leys Junior School	Bedworth North East
3502	St Francis Catholic Academy	Bedworth North East
2039	St Michael's Church of England Academy	Bedworth North East
3302	The Canons C of E Primary School	Bedworth North East
2635	Exhall Cedars Infant School	Bedworth South West
2571	Exhall Junior School	Bedworth South West
2634	Goodyers End Primary School	Bedworth South West
2065	Keresley Newland Primary Academy	Bedworth South West
2633	Newdigate Primary and Nursery School	Bedworth South West
2021	Wheelwright Lane Primary School	Bedworth South West
2067	Lower Farm Academy	Nuneaton North East
2631	Milby Primary School	Nuneaton North East
3592	St Nicolas CofE Academy	Nuneaton North East
2632	Weddington Primary School	Nuneaton North East
2640	Camp Hill Primary School	Nuneaton North West
2107	Galley Common Infant School	Nuneaton North West
2035	St Anne's Catholic Academy	Nuneaton North West
3101	All Saints CofE Primary School and Nursery, Nuneaton	Nuneaton South East
2581	Chetwynd Junior School	Nuneaton South East
3584	Our Lady & St. Joseph Catholic Academy	Nuneaton South East
2629	Wembrook Primary School	Nuneaton South East
2123	Whitestone Infant School	Nuneaton South East
3103	Abbey CofE Infant School	Nuneaton South West
2103	Chilvers Coton Community Infant School	Nuneaton South West

2601	Croft Junior School	Nuneaton South West
2585	Glendale Infant School	Nuneaton South West
5202	Middlemarch School	Nuneaton South West
2015	Park Lane Primary School	Nuneaton South West
2025	Queen's Church of England Academy	Nuneaton South West
3106	St Paul's CofE Primary School, Nuneaton	Nuneaton South West
2069	Stockingford Academy	Nuneaton South West
2630	Arden Forest Infant School	Wolvey and Bulkington
2026	St James' CofE Academy	Wolvey and Bulkington
3193	Wolvey CofE Primary School	Wolvey and Bulkington

Nuneaton & Bedworth – Secondary



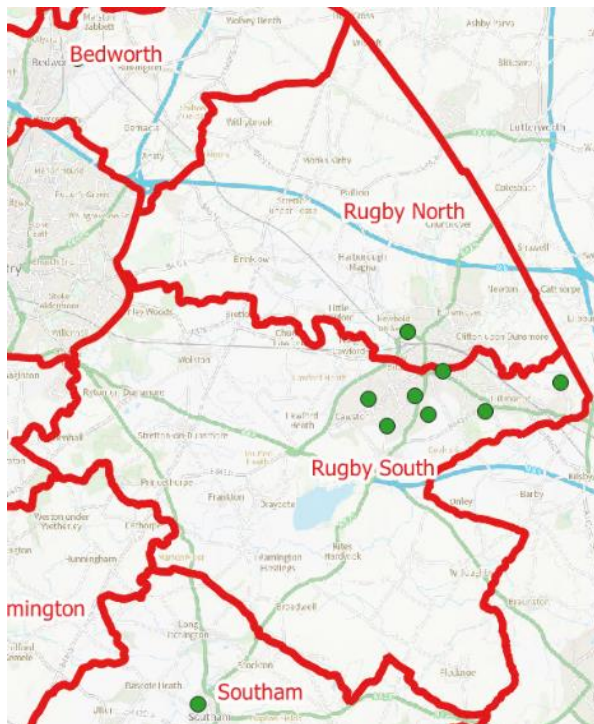
DfE no.	School name	Planning area
5401	Ash Green School	Bedworth (Sec)
4003	Nicholas Chamberlaine School	Bedworth (Sec)
5402	Hartshill Academy	Hartshill (Sec)
4004	Etone College	Nuneaton (Sec)
4000	George Eliot Academy	Nuneaton (Sec)
4153	Higham Lane School	Nuneaton (Sec)
6905	Nuneaton Academy	Nuneaton (Sec)
4803	St Thomas More Catholic School and Sixth Form College	Nuneaton (Sec)

Rugby/East Warwickshire – Primary

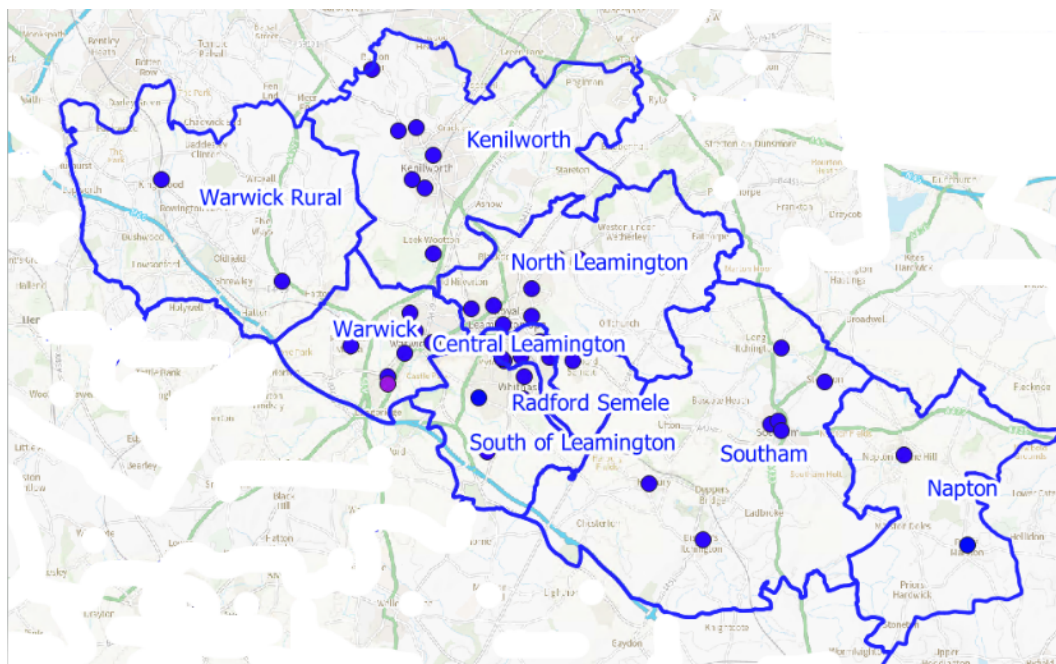
DfE no.	School name	Planning area
3391	Dunchurch Boughton CofE (VA) Junior School	Dunchurch
5204	Dunchurch Infant School	Dunchurch
3180	Leamington Hastings Church of England Academy	Dunchurch
2405	Long Lawford Primary School	Long Lawford
2598	Boughton Leigh Infant School	Rugby North
2590	Boughton Leigh Junior School	Rugby North
2616	Brownsover Community Infant School	Rugby North
2006	Riverside Academy	Rugby North
2038	Rugby Free Primary School	Rugby North
2410	Abbots Farm Infant School	Rugby North Central
2421	Abbots Farm Junior School	Rugby North Central
3177	Clifton-upon-Dunsmore CofE Primary School	Rugby North Central
2415	Eastlands Primary School	Rugby North Central
3564	English Martyrs Catholic Primary School	Rugby North Central
2628	Hillmorton Primary School	Rugby North Central
2417	Northlands Primary School	Rugby North Central
2625	Paddox Primary School	Rugby North Central
3591	St Andrew's Benn CofE (VA) Primary School	Rugby North Central
2054	St Gabriel's CofE Academy	Rugby North Central
2626	Binley Woods Primary School	Rugby Rural
3590	Knightlow CofE Primary School	Rugby Rural
3561	Our Lady's Catholic Primary School, Princethorpe	Rugby Rural
3212	Provost Williams CofE Primary School	Rugby Rural
3192	Wolston St Margaret's CofE Primary School	Rugby Rural
2008	Oakfield Primary Academy	Rugby South Central
3597	Rokeby Primary School	Rugby South Central
3598	St Marie's Catholic Primary School and Nursery	Rugby South Central

3213	St Matthew's Bloxam CofE Primary School	Rugby South Central
2041	St Oswald's CofE Academy	Rugby South Central
2423	Bawnmore Community Infant School	Rugby West
3205	Bilton CofE Junior School	Rugby West
2420	Bilton Infant School	Rugby West
3594	Cawston Grange Primary School	Rugby West
2424	Henry Hinde Infant School	Rugby West
2022	Henry Hinde Junior School	Rugby West
3593	The Revel CofE (Aided) Primary School	The Revel

Rugby/East Warwickshire Area - Secondary



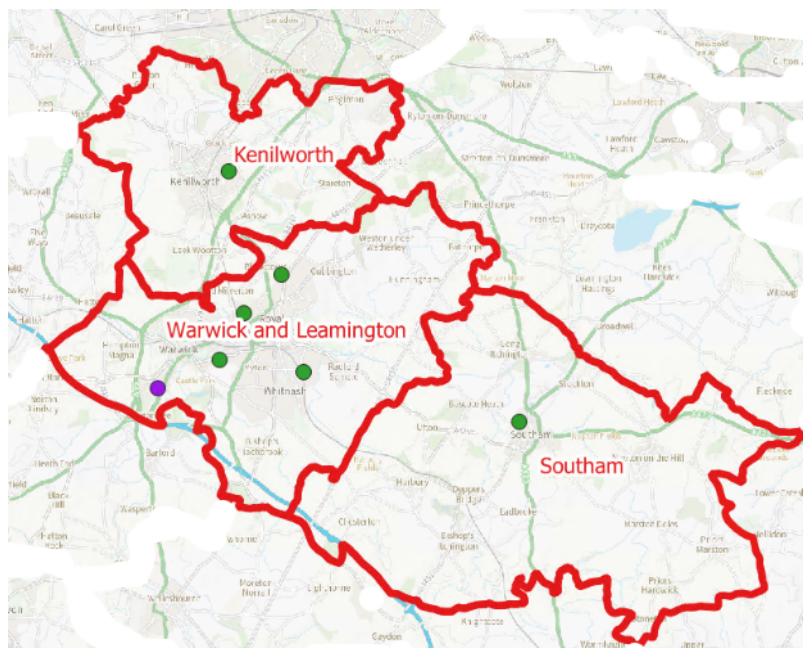
DfE no.	School name	Selective	Planning area
5400	The Avon Valley School		Rugby North (Sec)
4241	Ashlawn School	Part-selective	Rugby south (Sec)
4014	Bilton School		Rugby south (Sec)
4006	Harris Church of England Academy		Rugby south (Sec)
4010	Houlton School		Rugby south (Sec)
4620	Lawrence Sheriff School	Selective	Rugby south (Sec)
4009	Rugby Free Secondary School		Rugby south (Sec)
5406	Rugby High School	Selective	Rugby south (Sec)

Warwick/Central Warwickshire – Primary

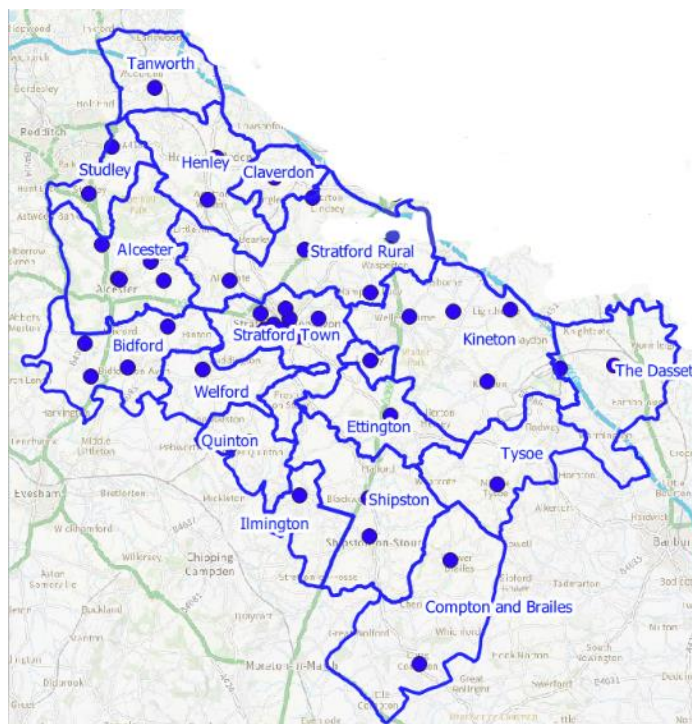
DfE no.	School name	Planning area
2312	Clapham Terrace Community Primary School	Central Leamington
2060	Kingsway Community Primary School	Central Leamington
2637	Shrubland Street Community Primary School	Central Leamington
3544	St Anthony's Catholic Primary School	Central Leamington
3543	St Patrick's Catholic Primary School	Central Leamington
2622	Sydenham Primary School	Central Leamington
3588	All Saints Church of England Academy	Kenilworth
3143	Burton Green Church of England Academy	Kenilworth
2308	Clinton Primary School	Kenilworth
2309	Park Hill Junior School	Kenilworth
2605	Priors Field Primary School	Kenilworth
3541	St Augustine's Catholic Primary School	Kenilworth
2620	St John's Primary School	Kenilworth
3146	St Nicholas CofE Primary School	Kenilworth
2307	Thorns Community Infant School	Kenilworth
3589	St Lawrence CofE (VA) Primary School	Napton
2000	The Priors School	Napton
2330	Brookhurst Primary School	North Leamington
3144	Cubbington CofE Primary School	North Leamington
2071	Lillington Primary School	North Leamington
2606	Milverton Primary School	North Leamington
3546	Our Lady and St Teresa's Catholic Primary School	North Leamington
3371	St Paul's CofE Primary School, Leamington Spa	North Leamington
3542	St Peter's Catholic Primary School	North Leamington
2326	Telford Infant School	North Leamington
2315	Telford Junior School	North Leamington
3152	Radford Semele CofE Primary School	Radford Semele
3141	Bishops Tachbrook CofE Primary School	South of Leamington
2327	Briar Hill Infant School	South of Leamington

2056	Heathcote Primary School	South of Leamington
3547	St Joseph's Catholic Primary School	South of Leamington
3157	St. Margaret's CofE Junior School	South of Leamington
2324	Whitnash Primary School	South of Leamington
2014	Bishops Itchington Primary School	Southam
3032	Harbury CofE Primary School	Southam
3211	Long Itchington CofE Academy	Southam
2624	Southam Primary School	Southam
3585	Southam St James CofE Academy	Southam
3505	St Mary's Catholic Primary School, Southam	Southam
2049	Stockton Primary School	Southam
3587	Barford St Peter's CofE Primary School	Stratford Rural
3154	All Saints' CofE Junior School	Warwick
4190	Aylesford School (Primary)	Warwick
2033	Budbrooke Primary School	Warwick
2623	Coten End Primary School	Warwick
2332	Emscote Infant School	Warwick
2325	Newburgh Primary School	Warwick
3545	St Mary Immaculate Catholic Primary School	Warwick
2322	Westgate Primary School	Warwick
5207	Woodloes Primary School	Warwick
3147	Lapworth CofE Primary School	Warwick Rural
3210	The Ferncumbe CofE Primary School	Warwick Rural

Warwick/Central Warwickshire – Secondary

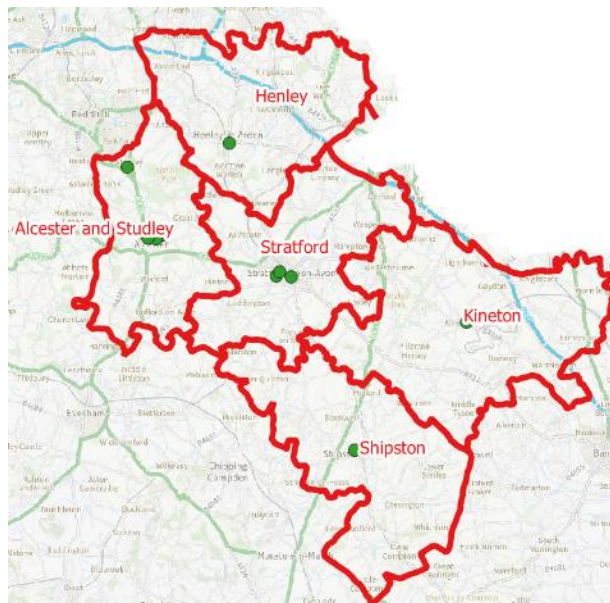


DfE no.	School name	Planning area
4236	Kenilworth School and Sixth Form	Kenilworth (Sec)
4114	Southam College	Southam (Sec)
4190	Aylesford School Warwick (Secondary)	Warwick and Leamington (Sec)
4192	Campion School	Warwick and Leamington (Sec)
5403	Myton School	Warwick and Leamington (Sec)
4237	North Leamington School	Warwick and Leamington (Sec)
4752	Trinity Catholic School	Warwick and Leamington (Sec)

Stratford/South Warwickshire – Primary

DfE no.	School name	Planning area
3021	Coughton CofE Primary School	Alcester
2024	Great Alne Primary School	Alcester
3500	Our Lady's Catholic Primary School	Alcester
3595	St Nicholas CofE Primary	Alcester
5200	Tudor Grange Primary Academy, Haselor	Alcester
3011	Bidford-on-Avon CofE Primary School	Bidford
5203	Dunnington CofE Primary School	Bidford
2057	Salford Priors CofE Academy	Bidford
3066	Temple Grafton CofE Primary School	Bidford
2017	Claverdon Primary School	Claverdon
2639	Acorns Primary School	Compton and Brailes
3014	Brailes Church of England Primary School	Compton and Brailes
3024	Ettington CofE Primary School	Ettington
2059	Henley-In-Arden CofE Primary School	Henley
3508	St Mary's Catholic Primary School	Henley
3074	Wootton Wawen CofE Primary School	Henley
3035	Ilmington CofE Primary School	Ilmington
3308	Kineton CofE (VA) Primary School	Kineton
2064	Lighthorne Heath Primary School	Kineton
5205	Moreton Morrell CofE Primary School	Kineton
3073	Wellesbourne CofE Primary School	Kineton
2043	Quinton Primary School	Quinton
2068	Tudor Grange Primary Academy Meon Vale	Quinton
3214	Newbold and Tredington CofE Primary School	Shipston
5206	Shipston-on-Stour Primary School	Shipston
3031	Hampton Lucy CofE Primary School	Stratford Rural
3040	Loxley CofE Community Primary School	Stratford Rural
2046	Snitterfield Primary School	Stratford Rural

3313	Wilmcote CofE (Voluntary Aided) Primary School	Stratford Rural
5201	Wolverton Primary School	Stratford Rural
3002	Alveston CofE Primary School	Stratford Town
2603	Bishopton Primary School	Stratford Town
2053	Bridgetown Primary School	Stratford Town
3204	Holy Trinity CofE Primary School	Stratford Town
3057	Shottery St Andrew's CofE Primary School	Stratford Town
3506	St Gregory's Catholic Primary School	Stratford Town
2042	Stratford-Upon-Avon Primary School	Stratford Town
2052	Thomas Jolyffe Primary School	Stratford Town
3041	Mappleborough Green CofE Primary School	Studley
3507	St Mary's Catholic Primary School, Studley	Studley
2055	Studley Infants' School	Studley
2027	Studley St Mary's CofE Academy	Studley
3311	Tanworth-in-Arden CofE Primary School	Tanworth
2610	Temple Herdewyke Primary School	The Dassett
3216	The Dassett CofE Primary School	The Dassett
3068	Tysoe CofE Primary School	Tysoe
2058	Welford-on-Avon Primary School	Welford

Stratford/South Warwickshire - Secondary

DfE no.	School name	Selective	Planning area
4240	Alcester Academy		Alcester and Studley (Sec)
5407	Alcester Grammar School	Selective	Alcester and Studley (Sec)
4730	St Benedict's Catholic High School		Alcester and Studley (Sec)
5408	Studley High School		Alcester and Studley (Sec)
4108	Henley In Arden School		Henley (Sec)
4110	Kineton High School		Kineton (Sec)
4113	Shipston High School		Shipston (Sec)
4601	King Edward VI School	Selective	Stratford (Sec)
4002	Stratford Girls' Grammar School	Selective	Stratford (Sec)
4124	Stratford Upon Avon School		Stratford (Sec)

Appendix 4 – Mainstream pupil forecasts (4-16)

The below forecasts include additional pupils from **approved new housing developments only**.

When currently pending applications, or other sites (including large, strategic housing), obtain planning approval these will add to these pupil forecasts.

Forecasts for each planning area are provided in the format shown below:

	1	2	3	4	5	6
Napton			YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
	23/24		39	37	2	4%
	24/25		39	31	8	21%
	25/26		39	32	7	17%
	26/27		39	32	7	18%
	27/28		39	32	7	18%

1. Planning area – Each planning area has a name, describing a geographical area within which are schools that are all reasonable alternatives for local residents.
2. Academic Year.
3. PAN - The Published Admission Number for that academic year i.e. the number of places available at Reception or Year 7 in the planning area.
4. Forecasts – Forecast Reception places required (Primary) or Year 7 places (Secondary).
5. Available places - the surplus or deficit places forecast, calculated by subtracting the forecast need for places from the PAN.
6. Spare capacity / available places shown as a percentage of capacity.

Where there is forecast to be fewer than two spare places in a year group for a planning area, or less than 4%, in an academic year this is **highlighted in red**.

North Warwickshire - Primary

Arley	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	50	42	8	17%
24/25	50	43	7	14%
25/26	50	45	5	11%
26/27	50	53	-3	-5%
27/28	50	47	3	6%

Atherstone	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	150	120	30	20%
24/25	150	108	42	28%
25/26	150	102	48	32%
26/27	150	112	38	25%
27/28	150	109	41	28%

Baddesley Grendon	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	30	32	-2	-7%
24/25	30	35	-5	-16%
25/26	30	35	-5	-18%
26/27	30	37	-7	-24%
27/28	30	36	-6	-20%

Coleshill	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	212	179	33	16%
24/25	212	172	40	19%
25/26	212	179	33	15%
26/27	212	179	33	16%
27/28	212	177	35	17%

Kingsbury	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	105	79	26	25%
24/25	105	84	21	20%
25/26	105	92	13	13%
26/27	105	70	35	33%
27/28	105	82	23	22%

North Polesworth	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	32	21	11	33%
24/25	32	18	14	43%
25/26	32	25	7	22%
26/27	32	27	5	15%
27/28	32	23	9	27%

Polesworth	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	157	146	11	7%
24/25	157	135	22	14%
25/26	157	135	22	14%
26/27	157	139	18	11%
27/28	157	137	20	13%

North Warwickshire - Secondary

Atherstone (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	150	164	-14	-9%
24/25	150	183	-33	-22%
25/26	150	161	-11	-7%
26/27	150	153	-3	-2%
27/28	150	144	6	4%
28/29	150	159	-9	-6%
29/30	150	161	-11	-8%

Coleshill (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	225	225	0	0%
24/25	225	225	0	0%
25/26	225	225	0	0%
26/27	225	225	0	0%
27/28	225	225	0	0%
28/29	225	224	1	1%
29/30	225	225	0	0%

Kingsbury (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	135	135	0	0%
24/25	135	135	0	0%
25/26	135	135	0	0%
26/27	135	131	4	3%
27/28	135	135	0	0%
28/29	135	135	0	0%
29/30	135	129	6	5%

Polesworth (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	240	240	0	0%

24/25	240	240	0	0%
25/26	240	240	0	0%
26/27	240	240	0	0%
27/28	240	229	11	4%
28/29	240	240	0	0%
29/30	240	240	0	0%

Nuneaton & Bedworth – Primary

Bedworth North East	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	270	266	4	1%
24/25	270	208	62	23%
25/26	270	224	46	17%
26/27	270	229	41	15%
27/28	270	223	47	17%

Bedworth South West	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	240	183	57	24%
24/25	240	171	69	29%
25/26	240	190	50	21%
26/27	240	182	58	24%
27/28	240	184	56	23%

Nuneaton North East	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	240	258	-18	-8%
24/25	240	242	-2	-1%
25/26	240	240	0	0%
26/27	240	239	1	0%
27/28	240	252	-12	-5%

Nuneaton North West	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	264	234	30	12%
24/25	264	244	20	8%
25/26	264	234	30	12%
26/27	264	223	41	16%
27/28	264	234	30	11%

Nuneaton South East	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	280	273	7	2%
24/25	280	270	10	4%
25/26	280	268	12	4%
26/27	280	277	3	1%
27/28	280	283	-3	-1%

Nuneaton South West	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	420	372	48	11%
24/25	420	363	57	14%
25/26	420	355	65	16%
26/27	420	388	32	8%
27/28	420	369	51	12%

Wolvey and Bulkington	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	90	86	4	5%
24/25	90	93	-3	-3%
25/26	90	86	4	5%
26/27	90	82	8	9%
27/28	90	89	1	1%

Nuneaton & Bedworth – Secondary

Bedworth (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	480	453	27	6%
24/25	480	476	4	1%
25/26	480	479	1	0%
26/27	480	457	23	5%
27/28	480	458	22	5%
28/29	480	448	32	7%
29/30	480	429	51	11%

Hartshill (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	210	207	3	1%
24/25	210	212	-2	-1%
25/26	210	210	0	0%
26/27	210	226	-16	-8%
27/28	210	212	-2	-1%
28/29	210	208	2	1%
29/30	210	224	-14	-7%

Nuneaton (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	1016	1025	-9	-1%
24/25	986	1048	-62	-6%
25/26	1106	1036	70	6%

26/27	1106	993	113	10%
27/28	1166	1080	86	7%
28/29	1166	1060	106	9%
29/30	1166	1060	106	9%

Rugby/East Warwickshire – Primary

Dunchurch	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	78	66	12	16%
24/25	78	63	15	19%
25/26	78	59	19	24%
26/27	78	58	20	26%
27/28	78	61	17	21%

Long Lawford	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	60	41	19	31%
24/25	60	46	14	24%
25/26	60	41	19	32%
26/27	60	38	22	36%
27/28	60	42	18	30%

Rugby North	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	240	209	31	13%
24/25	240	188	52	22%
25/26	240	208	32	13%
26/27	240	183	57	24%
27/28	240	200	40	17%

Rugby North Central	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	435	448	-13	-3%
24/25	435	424	11	3%
25/26	435	446	-11	-2%
26/27	435	444	-9	-2%
27/28	435	465	-30	-7%

Rugby Rural	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	137	115	22	16%
24/25	137	97	40	29%
25/26	137	92	45	33%
26/27	137	83	54	39%
27/28	137	92	45	33%

Rugby South Central	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	210	149	61	29%
24/25	210	137	73	35%
25/26	210	133	77	37%
26/27	210	146	64	30%
27/28	210	143	67	32%

Rugby West	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	240	211	29	12%
24/25	240	202	38	16%
25/26	240	204	36	15%
26/27	240	187	53	22%
27/28	240	208	32	13%

The Revel	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	45	34	11	25%
24/25	45	35	10	23%
25/26	45	33	12	26%
26/27	45	29	16	35%
27/28	45	33	12	26%

Rugby/East Warwickshire – Secondary

Rugby North (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	228	242	-14	-6%
24/25	220	249	-29	-13%
25/26	220	243	-23	-11%
26/27	220	238	-18	-8%
27/28	220	245	-25	-12%
28/29	220	234	-14	-6%
29/30	220	250	-30	-14%

Rugby South (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	1336	1336	0	0%
24/25	1276	1276	0	0%
25/26	1276	1280	-4	0%
26/27	1276	1289	-13	-1%
27/28	1276	1276	0	0%
28/29	1276	1276	0	0%
29/30	1276	1300	-24	-2%

Warwick/Central Warwickshire – Primary

Central Leamington	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	208	187	21	10%
24/25	208	181	27	13%
25/26	208	171	37	18%
26/27	208	170	38	18%
27/28	208	177	31	15%

Kenilworth	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	275	232	43	16%
24/25	275	272	3	1%
25/26	275	270	5	2%
26/27	275	268	7	2%
27/28	275	289	-14	-5%

Napton	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	39	37	2	4%
24/25	39	31	8	21%
25/26	39	32	7	17%
26/27	39	32	7	18%
27/28	39	32	7	18%

North Leamington	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	345	320	25	7%
24/25	345	309	36	10%
25/26	345	269	76	22%
26/27	345	267	78	23%
27/28	345	283	62	18%

Radford Semele	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	30	33	-3	-9%
24/25	30	36	-6	-19%
25/26	30	39	-9	-30%
26/27	30	37	-7	-24%
27/28	30	37	-7	-25%

South of Leamington	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	330	310	20	6%
24/25	300	320	-20	-7%
25/26	330	326	4	1%
26/27	330	346	-16	-5%
27/28	360	351	9	2%

Southam	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	228	214	14	6%
24/25	228	215	13	6%
25/26	228	199	29	13%
26/27	228	229	-1	0%
27/28	228	217	11	5%

Warwick	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	380	331	49	13%
24/25	380	349	31	8%
25/26	380	286	94	25%
26/27	380	322	58	15%
27/28	380	325	55	15%

Warwick Rural	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	60	50	10	16%
24/25	60	44	16	26%
25/26	60	50	10	17%
26/27	60	35	25	42%
27/28	60	43	17	28%

Warwick/Central Warwickshire – Secondary

Kenilworth (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	300	300	0	0%
24/25	300	286	14	5%
25/26	300	300	0	0%
26/27	300	300	0	0%
27/28	300	300	0	0%
28/29	300	300	0	0%
29/30	300	317	-17	-6%

Southam (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	270	262	8	3%
24/25	270	270	0	0%
25/26	270	270	0	0%
26/27	270	270	0	0%
27/28	270	278	-8	-3%
28/29	270	270	0	0%
29/30	270	244	26	10%

Warwick and Leamington (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	1240	1162	78	6%
24/25	1231	1141	90	7%
25/26	1231	1118	113	9%
26/27	1231	1183	48	4%
27/28	1231	1069	162	13%
28/29	1231	1130	101	8%
29/30	1231	1125	106	9%

Stratford/South Warwickshire – Primary

Alcester	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	131	96	35	26%
24/25	131	97	34	26%
25/26	131	93	38	29%
26/27	131	89	42	32%
27/28	131	96	35	27%

Bidford	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	90	90	0	0%
24/25	90	78	12	13%
25/26	90	76	14	16%
26/27	90	79	11	12%
27/28	90	78	12	13%

Claverdon	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	30	20	10	33%
24/25	30	24	6	20%
25/26	30	24	6	19%
26/27	30	19	11	37%
27/28	30	22	8	25%

Compton and Brailes	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	28	23	5	17%
24/25	28	28	0	0%
25/26	28	22	6	21%
26/27	28	18	10	37%
27/28	28	23	5	18%

Ettington	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	30	17	13	43%
24/25	30	21	9	31%
25/26	30	18	12	41%
26/27	30	19	11	37%
27/28	30	19	11	35%

Henley	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	57	40	17	30%
24/25	57	44	13	23%
25/26	57	39	18	32%
26/27	57	36	21	37%
27/28	57	40	17	30%

Ilmington	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	15	15	0	0%
24/25	15	15	0	0%
25/26	15	15	0	0%
26/27	15	15	0	0%
27/28	15	15	0	0%

Kineton	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	118	125	-7	-6%
24/25	118	118	0	0%
25/26	118	113	5	4%
26/27	118	123	-5	-4%
27/28	118	127	-9	-8%

Quinton	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	60	62	-2	-3%
24/25	90	75	15	16%
25/26	90	61	29	32%
26/27	90	68	22	24%
27/28	90	71	19	21%

Shipston	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	75	57	18	24%
24/25	75	63	12	16%
25/26	75	61	14	18%
26/27	75	54	21	27%
27/28	75	60	15	21%

Stratford Rural	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	96	69	27	28%
24/25	96	65	31	32%
25/26	96	68	28	29%
26/27	96	65	31	33%
27/28	96	68	28	29%

Stratford Town	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	330	281	49	15%
24/25	330	278	52	16%
25/26	330	281	49	15%
26/27	330	277	53	16%
27/28	330	297	33	10%

Studley	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	92	79	13	14%
24/25	92	78	14	15%
25/26	92	80	12	13%
26/27	92	80	12	13%
27/28	92	79	13	14%

Tanworth	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	30	25	5	17%
24/25	30	27	3	9%
25/26	30	28	2	6%
26/27	30	21	9	29%
27/28	30	26	4	14%

The Dassett	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	45	26	19	42%
24/25	45	32	13	28%
25/26	45	29	16	35%
26/27	45	24	21	46%
27/28	45	29	16	37%

Tysoe	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	20	10	10	49%
24/25	20	15	5	27%
25/26	20	14	6	29%
26/27	20	13	7	35%
27/28	20	14	6	29%

Welford	YR Capacity (PAN)	forecast YR pupils	available YR places	spare YR capacity %
23/24	30	29	1	4%
24/25	30	27	3	11%
25/26	30	27	3	9%
26/27	30	29	1	4%
27/28	30	29	1	4%

Stratford/South Warwickshire – Secondary

Alcester and Studley (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	562	562	0	0%
24/25	562	562	0	0%
25/26	562	562	0	0%
26/27	562	562	0	0%
27/28	562	562	0	0%
28/29	562	562	0	0%
29/30	562	562	0	0%

Henley (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	140	140	0	0%
24/25	140	140	0	0%
25/26	140	140	0	0%
26/27	140	140	0	0%
27/28	140	140	0	0%
28/29	140	140	0	0%
29/30	140	140	0	0%

Kineton (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	180	192	-12	-7%
24/25	180	188	-8	-4%
25/26	180	180	0	0%
26/27	180	194	-14	-8%
27/28	180	190	-10	-6%
28/29	180	199	-19	-10%
29/30	180	222	-42	-24%

Shipston (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	150	140	10	7%
24/25	150	156	-6	-4%
25/26	150	124	26	18%
26/27	150	143	7	5%
27/28	150	144	6	4%
28/29	150	150	0	0%
29/30	150	143	7	5%

Stratford (Sec)	Y7 Capacity (PAN)	forecast Y7 pupils	available Y7 places	spare Y7 capacity %
23/24	540	549	-9	-2%
24/25	560	559	1	0%
25/26	560	549	11	2%
26/27	560	539	21	4%
27/28	560	560	0	0%
28/29	560	548	12	2%
29/30	560	540	20	4%

Appendix 5 – Summary of 16-18 education providers

‘High Needs Students’ detailed below are those post-16 pupils with SEND that have an EHCP to inform their requirements for specialist support.

Warwickshire College Group (WCG)

WCG is a large general further education college. WCG operates from six sites across Warwickshire and Worcestershire. Students enrolled will often be from across the county. The campus in which a student attends will not always be the one that is in their resident district/borough. There may be students attending from all five Districts and Boroughs across Warwickshire.

Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

WCG Funded Student numbers & High Needs Students 2019/20-2023/24

	19/20	20/21	21/22	22/23	23/24	Difference between 2023/24 and previous year 2022/23	Difference over the past 5 years (2023/24 to 2019/20)
Funded student numbers	4343	3938	4033	3672	3500	-172	-843
High Needs Students	170	249	300	375	440	65	270

The table above shows that there has been a decrease in the number of funded student places overall since 2019/20. However, there has been a significant increase in the number of high needs students enrolled at the college.

North Warwickshire and South Leicestershire College (NWSLC)

NWSLC is a large general further education college. The college operates over six campuses based within Warwickshire and Leicestershire. Students enrolled will often be from across the county. The campus in which a student attends will not always be the one that is in their resident district/borough. There may be students attending from all five Districts and Boroughs across Warwickshire.

Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

NWSLC Funded Student numbers & High Needs Students 2019/20-2023/24

	19/20	20/21	21/22	22/23	23/24	Difference between 2023/24 and previous year 2022/23	Difference over the past 5 years (2023/24 to 2019/20)

Funded student numbers	2974	2967	2975	2859	2927	68	-47
High Needs Students	118	118	115	125	175	50	57

The table above shows that there has been a decrease in the number of funded student places overall since 2019/20. However, there has been a steady increase in the number of high needs students enrolled at the college.

King Edward Sixth Form College

King Edward Sixth Form College is a 16-19 Sixth Form College based in Nuneaton. Students enrolled will often be from across the county. There may be students attending from all five Districts and Boroughs across Warwickshire.

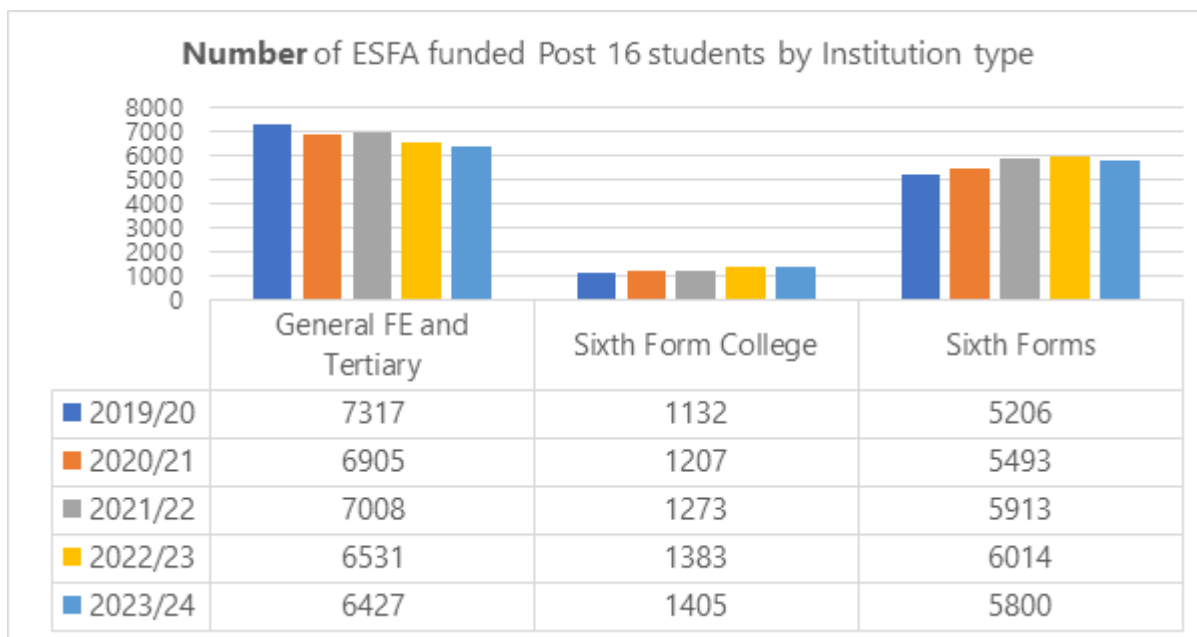
Due to the nature of students travelling across county it is not possible to break down further the funded student numbers by Districts and Boroughs.

King Edward Sixth Form College Funded Student numbers & High Needs Students 2019/20-2023/24

	19/20	20/21	21/22	22/23	23/24	Difference between 2023/24 and previous year (2022/23)	Difference over the past 5 years (2023/24 to 2019/20)
Funded student numbers	1132	1207	1273	1383	1405	22	273
High Needs Students	2	9	11	10	6	-4	4

Post 16 Education provision in Schools

In recent years the location and supply of school sixth form provision in Warwickshire has remained largely unchanged. Schools set their own sixth form admissions criteria, manage their own sixth form admissions and the level and number of courses on offer.



Proportion of ESFA funded Post 16 students by Institution type:

	2019/20	2020/21	2021/22	2022/23	2023/24
General FE and Tertiary	53.6%	50.8%	49.4%	46.9%	47.1%
Sixth Form College	8.3%	8.9%	9.0%	9.9%	10.3%
Sixth Forms	38.1%	40.4%	41.7%	43.2%	42.5%

Cabinet

9 November 2023

Fair Access Protocol

Recommendation

That Cabinet approve the introduction of a new Fair Access Protocol for Warwickshire Schools from January 2024 to support a more efficient and effective way of placing children where we have been unable to secure a school place.

1. Executive Summary

- 1.1 It is a mandatory requirement of the School Admissions Code 2021 that Warwickshire County Council establishes a Fair Access Protocol (FAP). The School Admissions Code is a statutory document issued under Section 84(1) of the School Standards and Framework Act 1998 and which, under Section 84(2), has the power to impose mandatory requirements on local authorities and admission authorities.
- 1.2 The purpose of a FAP is to ensure that vulnerable children, and those who are having difficulty in securing a school place in-year, are allocated a school place as quickly as possible, minimising the time the child is out of school.
- 1.3 The Council is required to have a FAP in place that is agreed by the majority of schools in its local area.
- 1.4 Warwickshire Education Services engaged with schools between January and July 2023 on the current protocol to understand issues and areas for improvement.
- 1.5 The period of engagement identified elements which supported many changes we wished to make from the existing protocol. Following further liaison with other local authorities, a new draft protocol was published in July 2023 and a formal consultation with schools ran between September and October 2023.
- 1.6 The new proposed protocol is more explicit and robust in terms of decision-making, parameters and supporting processes. The core changes from the existing protocol can be summarised as:
 - 1.6.1 Operating bi-weekly virtual panels for Primary and Secondary Schools. The existing panels operate every 4-6 weeks and do not support placing children quickly enough.

- 1.6.2 Representation from a pool of schools to operate on the behalf of ‘all schools’ as opposed to representing their own individual school. Currently district-based Secondary panels are attended by all schools in the local area face-to-face.
- 1.6.3 Removal of a points system for Secondary that currently informs the placement process. The new model will look purely at pupil needs, circumstances and supporting data/information in terms of placements.
- 1.6.4 Removal of the “schools in scope” approach for Primary. The new model will look purely at needs, circumstances and supporting data/information in terms of placements.
- 1.6.5 Strengthening the FAP Appeals process for schools by setting out clearly a defined procedure should they disagree with a placement made by a panel.
- 1.6.6 Adding placements for ‘distance’ purposes as a core element of considerations and item on FAP agendas. Current place pressures across the county mean more children and young people will be referred to FAP in the future as a consequence of a lack of school places within a reasonable distance of their home and the protocol must ensure they can be placed both locally and promptly.
- 1.6.7 Ensuring multi-agency representation will be available on panels to ensure the holistic needs of a child or young person can be better supported when they start school.
- 1.7 The School Admissions Code states that “The Protocol must be consulted upon and developed in partnership with all schools in its area. Once the Protocol has been agreed by the majority of schools in its area, all admission authorities must participate in it.” Historically, the authority has struggled to obtain responses from schools during consultation periods, and this has led to necessary changes not being made to the Protocol. As a consequence, it was made very clear to schools during the consultation period that if they did not provide a response then this would be regarded by the authority as approval of the new proposed FAP.
- 1.8 A summary of the consultation responses is provided below:

FAP Consultation Figures

Total no. of Warwickshire Mainstream Schools	235
• Primary (inc. Infant/Junior)	197
• Secondary (inc. Grammar)	36
• All Through	2
Total No. of respondents	51
• Primary Yes	35
• Primary No	4
• Secondary Yes	4
• Secondary No	8
• *Nil Return	184
Total Yes (inc. Nil return)	223

- 1.9 The majority of schools who responded supported the new protocol. Moreover, when taking into account schools that did not respond to the consultation and the clear guidance to schools with the consultation that non response would be taken as approval, a majority of schools within Warwickshire have agreed to the new proposed Protocol.
- 1.10 Comments and concerns shared in relation to the new protocol are set out in Appendix 2 and can be summarised as:
- 1.10.1 Panel/representation - for Secondary Schools a transition to a single panel where schools will not represent themselves is a large shift in practice.
 - 1.10.2 Decision making - in particular, ensuring proportionality and fairness with the removal of a points system and what information the local authority will use to support placements.
 - 1.10.3 Definitions – a number of respondents wanted a clear description of the term ‘balanced share’ relating to fairness and proportionality of schools taking children.
 - 1.10.4 Impact on schools/support for schools – many points made that schools were under pressure and greater support is required on transition.
 - 1.10.5 Information the Local Authority will use to support placement - with points being removed, how will the most appropriate placement be determined.
- 1.11 Should the Protocol be approved, then Officers will meet with Headteachers prior to implementation to discuss concerns raised. A commitment has already been made to review the protocol again, in the summer of academic year 2023-24, if changes are needed following implementation. An offer will also be made for Headteacher representatives not part of the core panel to attend and observe FAP meetings to witness how placements are made.
- 1.12 In moving away from a points-based system to a model based on principles and key factors for consideration, it is understandable that some schools will be concerned by changing definitions. Officers will produce a dashboard to support the implementation of a new protocol which will be shared with all schools in advance of the new model to evidence how placement decisions will be supported.
- 1.13 The proposed Protocol will create more capacity for local authority officers to support through reducing panels from six to two. It would also ensure a needs-led approach is taken to placing children with fairness and proportionality, supported by Headteachers on a panel representing all schools as opposed to just their own.

2. Financial Implications

- 2.1 FAP does not have a specific budget as it is part of the core business activity of the Service. Therefore, there are not expected to be any cost implications from introducing the new protocol beyond those already planned for within

Education Services. The FAP is designed to access mainstream education where appropriate, however, if a child initially requires a period of time in Alternative Provision (usually for Permanently Excluded children), this will be organised through the Education Entitlements Team and monitored. Within 6 weeks, in most cases, children will then be referred back to the panels for placement into a school.

3. Environmental Implications

3.1 None.

4. Timescales associated with the decision and next steps

4.1 It is proposed the new protocol is introduced from January 2024.

Appendices

Appendix 1: Fair Access Protocol
Appendix 2: Consultation responses

Background Papers

None

	Name	Contact Information
Report Author	Matt Biggs Head of Access to Education	matthewbiggs@warwickshire.gov.uk
Director	Johnny Kyriacou Director of Education Services	johnnykyriacou@warwickshire.gov.uk
Executive Director	Nigel Minns Executive Director for People	nigelminns@warwickshire.gov.uk
Portfolio Holder	Cllr Kam Kaur Portfolio Holder for Education	cllrkaur@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

Warwickshire County Council

Fair Access Protocol – January 2024

Section	Contents
Section 1	Legislation
Section 2	Safeguarding
Section 3	Principles
Section 4	Children covered by the Protocol
Section 5	The Fair Access Protocol (FAP) Panel
Section 6	Review of Panel Decision
Section 7	Reintegration
Section 8	Managed Moves, Off-site Directions, Excluded Children or Children at Serious
Section 9	Children with an Education, Health & Care Plan (EHCP) and Children in Care (CiC)
Section 10	In-Year Admissions
Section 11	External Support and Data Sharing
Section 12	Annual Review of Protocol
Appendix A	Direction Flow Chart Process
Appendix B	Reviewing a Fair Access Panel (FAP) Placement
Appendix C	School Referral to Fair Access Panel (FAP) In-Year Admissions

All references to the Admissions Code in this document relates to School Admissions Code 2021

Section 1 - Legislation

1.1 The School Admissions Code 2021 requires Warwickshire County Council and all admissions authorities within its administrative boundaries to adhere to a Fair Access Protocol, working in partnership to take a shared responsibility for the admission of our vulnerable children and young people.

1.2 The purpose of the Fair Access Protocol (FAP) is to ensure that unplaced and vulnerable children, and those who are having difficulty in securing a school place in-year, are allocated a school place as quickly as possible.

1.3 In agreeing a protocol the Local Authority (LA) must ensure that no school, including those with available places, is asked to take a disproportionate number of children who have been permanently excluded from other schools or display challenging behaviour. Fair Access Protocols must also set out how the needs of children who have been permanently excluded, and children for whom mainstream education is not yet possible, will be met.

1.4 All schools and the LA must have regard and reference to, legal obligations as laid out in paragraphs 3.14 to 3.22 of the School Admissions Code.

1.5 The Protocol must be consulted upon and developed in partnership with all schools in its area and agreed by the majority of schools in its area. All admission authorities must participate in the operation of the FAP.

1.6 In accordance with statutory requirement 3.20(b) of the Admissions Code, LAs must produce an annual report on admissions to the Adjudicator, which must include an assessment of the effectiveness of Fair Access Protocols and co-ordination in their area, including how many children were admitted to each school under them.

Section 2 - Safeguarding

2.1 In all cases, schools and the LA have a duty to safeguard children. Children out of school may be at risk; schools, the Admissions Team, Attendance Team, other relevant representatives of the LA and other agencies and stakeholders must do their utmost to ensure that children are not out of school for extended periods of time.

Section 3 - Principles

In order for this protocol to be successful the following principles will be adhered to:

3.1 All schools will participate in the fair access protocols, even if they are responsible for their own admissions, admitting a balanced share of children with challenging behaviour (includes those permanently excluded or managed moved from other schools). Participation includes making available a representative who is authorised to participate in discussions, make decisions on placing children via the Protocol, and admitting children when asked to do so in accordance with the Protocol, even when the school is full. Non-attendance by a school at a discussion will not prevent a child being placed via the Protocol at that school.

3.2 All Schools should work together collaboratively, considering the needs of the child and those of the school. There is no duty to comply with parental preference when allocating places through the protocol, but parents' views should be taken into account.

3.3 All schools must be confident that there is a rational and consistent structure for decision-making which is seen as fair and transparent, including the sharing of data on the number of placements to each school.

3.4 When seeking to place a child under the protocol, all schools will be treated in a fair, equitable and consistent manner.

3.5 The Fair Access Protocol will not be used as a means to circumvent the normal in year admissions process. A parent can apply for a place as an in-year admission at any point and Admissions Authorities must process these applications in accordance with their usual in-year admission procedures. They **must not** refuse to admit such children on the basis that they may be eligible to be placed via the Fair Access Protocol. The parent will continue to have the right of appeal for any place they have been refused, even if the child has been offered a school place via the Fair Access Protocol

3.6 All schools must respond to requests by the local authority to admit a child under the Fair Access Protocol within agreed timelines laid out in this document.

3.7 This protocol will not apply to the following group of children:

- **CiC:** Children who are under the care of a local authority fall outside the scope of the Protocol as these children have absolute priority under admissions legislation and must be offered a place at their preferred school. The local authority, as a corporate parent, does not tolerate drift and delay where children the authority looks after are without an education placement that is appropriate to their assessed needs. This includes using their powers of direction in a timely way rather than delay issuing a direction as a result of protracted negotiation.
- **EHCP:** Children with an Educational Health & Care Plan fall outside the scope of the Protocol as they are legally entitled to a place at the provision named on their Plan.
- **Children currently unable to access mainstream education:** Children who have a mainstream school place but are found to be unable to access the curriculum by reason of their behaviour, health needs or otherwise can be directed to alternative provision, whether on or off site. This can be a temporary or permanent arrangement and is outside the scope of the Protocol.
- **Normal intake year:** The School Admissions Code 2021 is clear that the provision to refuse a place on behavioural grounds does not apply in a year group which is the normal point of entry, unless the child has been permanently excluded twice within the last two years. Places must therefore be offered up to PAN in reception, year 3 (of junior school) and year 7 whether there are behavioural concerns or not.

3.8 Governing Bodies must not refuse to admit a child thought to be potentially disruptive, or likely to exhibit challenging behaviour, on the grounds that the child is first to be assessed for special educational needs (School Admissions Code 2021 Paragraph 3.13).

3.9 Admissions authorities will not cite oversubscription as a reason for not admitting a child under this protocol unless an extra child would breach the Infant Class Size Regulations and the child to be admitted could not be treated as an excepted child.

3.10 Under no circumstances will a school ask a parent/carer to withdraw a child from the school's roll. If a school continues to face difficulty with a child on their roll, such as poor attendance or challenging behaviour a referral should be made to the appropriate

agency such as Area Based Inclusion Partnerships (Secondary) and Primary Consortia meeting. If information comes to light that a school has taken a child off roll inappropriately and has not sought the appropriate support the local authority may need to refer to

either: the Director of Education, the DfE/ESFA and in turn possibly the Schools Adjudicator.

3.11 Any out of county in-year applicants who meet the fair access criteria will be referred to their home local authority by the In-Year Admissions Team. In these cases, parents will be advised of their right to appeal against this decision.

3.12 Fair Access placements are considered outside of an individual school's admission criteria and *must* take priority above applicants on a waiting list (if there is one in operation) and irrespective of number on roll.

3.13 Schools cannot insist that an admission appeal be heard before a child is admitted under the protocol.

3.14 The protocol applies to children of compulsory school age who are identified under the categories outlined in Paragraph 3.17 of the School Admissions Code 2021 which are also listed in this document from Reception through to and including, Year 11.

3.15 Whilst each LA Fair Access Protocol covers only the schools in its local authority area, it may sometimes be necessary to approach neighbouring authorities to request consideration under its Fair Access Protocol if all options within the county have been exhausted.

3.16 In the event of a school refusing to accept the admission the LA will direct or instruct the school to admit on behalf of the panel. The governing bodies of maintained schools which are their own admissions authority may refer a direction to the Schools Adjudicator who will determine which school is to admit the child. For Academies, the LA will apply for a direction requiring the school to admit the child. (See Appendix A)

3.17 Where a parent expresses a preference for a school and a place cannot be offered, the parent must be informed of the right of appeal. The Admission Authority for that school must inform parents of their rights. The child's name will also be added to the waiting list for the school in accordance with the admissions criteria for that school.

3.18 The protocol recognises that, whilst Warwickshire Grammar schools are part of the Fair Access Protocol and children can therefore be placed at selective schools under the protocol, children will need to meet the academic entrance requirements of the school in question before they can be admitted.

Section 4 - Children covered by the Fair Access Protocol

Children to be placed under this protocol will be resident the area administered by Warwickshire County Council.

4.1 FAP is intended to act as a safety net for the most vulnerable children, and those who have been unable to obtain a school place through standard in-year admissions processes, to ensure that they are able to access a school place as quickly as possible.

4.2 As stated in Paragraph 3.17 of the School Admissions Code 2021, Fair Access Protocols may only be used to place the following groups of vulnerable and/or hard-to-place children, where they are having difficulty in securing a school place in-year, and it can be demonstrated that reasonable measures have been taken to secure a place through the usual in-year admission procedures. For example, where an application has been made to at least one school and this has been refused, or the local authority has confirmed that there are no places available at any school within a reasonable distance.

4.3 Under the Admissions Code, the list of children to be included in a Fair Access Protocol is no longer determined by locally agreed arrangements. Instead, from 1st September 2021, the list must only include children of compulsory school age in the categories (a to m) listed below.

4.4 The following categories of children are eligible to be placed under the FAP. These children cannot be refused a school place, when it is available, in order to refer to FAP. They can only be referred to FAP when a local, appropriate and accessible school place is unavailable.

- a) children either subject to a Child in Need Plan or a Child Protection Plan or having had a Child in Need Plan or a Child Protection Plan within 12 months at the point of being referred to the FAP;

Child in Need Plans and Child Protection Plans are plans of help and protection to address safeguarding and welfare needs, where a child has been assessed by the local authority as being a child in need under Section 17 of the Children Act 1989 and/or as suffering or likely to suffer significant hardship under Section 47 of the Children Act 1989. See also statutory guidance Working Together to Safeguard Children (2018) (pages 35 and 48-49)

- b) children living in a refuge or in other Relevant Accommodation at the point of being referred to the FAP.
- c) children from the criminal justice system.
- d) children in alternative provision who need to be reintegrated into mainstream education or who have been permanently excluded but are deemed suitable for mainstream education.

- e) children with special educational needs (but without an education, health and care plan), disabilities or medical conditions.
- f) children who are carers.

(This will only be children identified by Social Care as formal 'carers'. The SBC FAP will not consider children who self-identify as carers without a written confirmation of their carer status from Social Care.)

- g) children who are homeless;

(For the purposes admissions into schools, this would only be children whose family meet the statutory definition of homeless.

A statutory definition of homelessness can be found: Part VII of the Housing Act 1996, as amended by the Homelessness Act 2002, sets out the duties owed by English local housing authorities to someone who is homeless or threatened with homelessness and the Homeless Person Reduction Act 2017)

- h) children in formal kinship care arrangements;
(This must be evidenced by either a child arrangements order not relating to either birth parent or a special guardianship order)
- i) children of, or who are, Gypsies, Roma, Travellers, refugees and asylum seekers;
- j) children who have been refused a school place on the grounds of their challenging behaviour and referred to the FAP in accordance with paragraph 3.10 of the Admissions Code;
- k) children for whom a place has not been sought due to exceptional circumstances;
- l) children who have been out of education for 4 or more weeks where it can be demonstrated that there are no places available at any school within a reasonable distance of their home. This does not include circumstances where a suitable place has been offered to a child and this has not been accepted; and
- m) previously looked after children for whom the local authority has been unable to promptly secure a school place.

4.5 Prescribed Categories A to J: These relate to specific groups of children to be covered under FAP.

4.6 Children who fall into prescribed category K: It is for the local authority to decide whether a child qualifies to be placed under the Protocol on this basis, based on the circumstances of the case. This could for instance include situations whatever the child is

experiencing is so bad that s/he needs to be moved as soon as possible.

4.7 Children who fall into prescribed category L: This relates to all other children that are out of education for 4 weeks (20 school days or more) and there are no places available within reasonable distance of their home. It does not include circumstances where a suitable place has been offered to a child and this has not been accepted.

4.8 Children who fall into prescribed category M: In most cases use of the Fair Access Protocol should be unnecessary for a previously looked after child. The local authority is expected to aim to secure a school place particularly promptly for a previously looked after child and for admission authorities to cooperate with this. The local authority may consider swift use of their general powers of direction (under paragraphs 3.26-3.28) or asking the Secretary of State to consider a direction (under paragraph 3.29) to be the most suitable course of action if a school place for a previously looked after child cannot be agreed with an admission authority promptly.

Children with Medical Conditions

4.9 Children with medical conditions qualify to be allocated a school place via the FAP under category (e) above. Other children in this situation may also qualify to be placed via the FAP under category (l) above.

4.10 Eligibility for the Fair Access Protocol does not limit a parent's right to make an in-year application to any school for their child. For schools that opt into the LA coordinated In Year Admissions process, the LA will process applications in accordance with their usual in-year admission procedures (as set out in paragraphs 2.23-2.31 School Admissions Code 2021) and those opting out must do the same. Children must not be refused a place on the basis that they may be eligible to be placed via the Fair Access Protocol. The parent will continue to have the right of appeal for any place they have been refused, even if the child has been offered a school place via the Fair Access Protocol.

4.11 All schools will be deemed to have a space in the point of entry year group from 1 September to the last day of the academic year if they are under their published admissions number, regardless of class organisation.

4.12 In the primary sector, other than in the year of entry, where a school has 'capped' numbers in a year group below their PAN, and where this results in classes not operating in multiples of 30, then that school is not deemed to be full in terms of admitting a child under the categories of children considered to be FAP outlined above.

4.13 In the secondary sector, other than in the year of entry, a school will be deemed full only when it is at or over PAN in the relevant year group or capacity in other year groups.

Children who have been permanently excluded twice

4.14 Where an admissions authority receives an in-year application for a year group that is a normal point of entry i.e., Reception, Year 3 (for junior schools) and Year 7, they must not refuse to admit the child on the basis of their behaviour, unless the child has been permanently excluded from two or more schools, with the most recent exclusion being within the previous two years.

4.15 The twice excluded rule does not apply to the following children:

- a) children who were below compulsory school age at the time of the permanent exclusion;
- b) children who have been reinstated following a permanent exclusion (or would have been reinstated had it been practicable to do so);
- c) children whose permanent exclusion has been considered by a review panel, and the review panel has decided to quash a decision not to reinstate them following the exclusion; and
- d) children with Education, Health and Care Plans naming the school.

Children with Challenging Behaviour

4.16 Where an admission authority receives an in-year application for a year group that is not the normal point of entry and it does not wish to admit the child because it has good reason to believe that the child may display challenging behaviour (but they have not met the threshold for the twice excluded rule), it may refuse admission and refer the child to the FAP.(Paragraph 3.10 of the Admissions Code)

4.17 Admission authorities may only do this if:

- the school has a particularly high proportion of children with challenging behaviour or previously excluded children on roll in comparison to other schools; and
- it believes admitting another child with challenging behaviour would prejudice the provision of efficient education or the efficient use of resources.

4.18 This provision in paragraph 3.10 of the Admissions Code cannot be used to refuse admission to looked after children, previously looked after children; and children who have Education, Health and Care Plans naming the school in question. Admission authorities must not refuse to admit a child thought to be potentially disruptive, or likely to exhibit challenging behaviour, on the grounds that the child is first to be assessed for special

educational needs (paragraph 3.13 of the Admissions Code).

What is challenging behaviour?

4.19 For the purposes of FAP, behaviour can be described as challenging where it would be unlikely to be responsive to the usual range of interventions to help prevent and address child misbehaviour or it is of such severity, frequency or duration that it is beyond the normal range that schools can tolerate. It would be expected that this behaviour would significantly interfere with the child's or other children's education or jeopardise the right of staff and children to a safe and orderly environment.

4.20 The following reasons on their own would not be grounds for considering that a child may display challenging behaviour:

- poor attendance elsewhere;
- a defined number of suspensions, without consideration of the grounds on which they were made;
- special educational needs; or
- having a disability.

4.21 The Admissions Code highlights that "A child with challenging behaviour may also be disabled as defined in the Equality Act 2010. When considering refusing admission on these grounds, admission authorities must consider their duties under that Act. Admission authorities should also consider the effect of the decision of the Upper Tribunal in *C & C v The Governing Body of a School, The Secretary of State for Education (First Interested Party) and The National Autistic Society (Second Interested Party) (SEN)* [2018] UKUT 269 (AAC) about the implications of the Equality Act 2010 when a child exhibits a tendency to physical abuse of other persons as a consequence of a disability. "

4.22 All schools have a duty to make reasonable adjustments for children with disabilities. Schools should be aware that a child who displays challenging behaviour may do so as a result of their disability or any unmet needs. Schools must therefore consider whether any reasonable adjustments can be put in place to support the needs of a particular child when considering whether admission should be refused on these grounds.

4.23 The impact and effectiveness of these adjustments must also be taken into account in managing presenting behaviours. For example, where a school would have to provide teaching assistant support and put in place an agreed behaviour plan for a child with autism, the impact of these arrangements must be factored into a decision over whether the child's behaviour would meet the criteria to be considered challenging.

4.24 Schools will need to evidence why they believe the child may present challenging behaviour before refusing admission on these grounds and can ask the previous school for background information to support this. Any information gathered should be made available for the consideration of the Fair Access Panel.

4.25 If the LA is referring children to FAP based on known Challenging Behaviour, the LA will undertake best endeavours to ensure that as much information as possible can be gathered and presented to the panel to support an appropriate placement as set out under 5.7.

4.26 If a child is placed for distance reasons through FAP and the receiving school subsequently identifies challenging behaviour, this will be acknowledged within the records maintained by the LA. This information will be provided to support any further placements relating to the school at future panels.

4.27 It is important to stress that only the categories of children highlighted in Paragraph 3.17 of the School Admissions Code 2021 which are also listed in this document can be referred to FAP for challenging behaviour purposes.

4.28 These categories of children cannot be refused a school place, when it is available, in order to refer to FAP. They can only be referred to FAP when a local, appropriate and accessible school place is unavailable.

INTERACTION WITH THE APPEALS PROCESS

4.29 The appeals process is independent from the FAP. Where a child has been referred to the FAP, their parents retain the right to make further in-year applications and appeal against the refusal of a school place as normal.

4.30 Where a school refuse a child a school place and subsequently refer the child to the FAP, the school may later be required to admit that child if an appeal is upheld. This would still be the case when an alternative school place is offered to the child via the FAP. In all circumstances, the decision of an appeal panel is binding and must be complied with. The fact that an appeal has been lodged for a child will not a reason to delay the FAP process.

REFERRAL TO THE FAIR ACCESS PROTOCOL

4.31 Referral to FAP should be seen as a last resort to secure a school place for a child. Where possible, children should be placed in school through the usual in-year process in the first place.

4.32 Upon receipt of an in-year application, an admission authority must not refuse to admit the child to a school on the basis that they would be, or they believe they would be, eligible to be placed via the FAP. The application must be processed in accordance with the usual in-year admissions process.

4.33 Where an admission authority refuses an in-year application, it should consider whether the child would be eligible to be placed via the FAP, for example, whether they fall or may fall into one of the prescribed categories set out in paragraph 3.17 of the Admissions Code

2021 (also set out above in this document). Where it considers that the child falls, or may fall, into any such category, the admission authority should notify the LA of this. The LA will then decide whether the child would be eligible to be placed in school via the FAP. Where it has been decided that a child is to be placed via the FAP, parents would be notified of this and a school place will be allocated to that child within 20 school days.

4.34 Paragraph 2.28 of The School Admissions Code 2021 clearly states that with the exception of designated grammar schools, all maintained schools, and academies, including schools designated with a religious character, that have places available must offer a place to every child who has applied for one, without condition or the use of any oversubscription criteria, unless admitting the child would prejudice the efficient provision of education or use of resources.

4.35 For example, admission authorities must not refuse to admit a child solely because:

- a) they have applied later than other applicants;
- b) they are not of the faith of the school in the case of a school designated with a religious character;
- c) they have followed a different curriculum at their previous school; or
- d) information has not been received from their previous school.

4.36 There are therefore only two reasons why any in-year application for a school place may be refused:

1. That to admit any further child to the school would cause prejudice to the provision of efficient education or resources in the school, or
2. That the Admissions Authority has good reason to believe that the child may display challenging behaviour and the school already has a particularly high proportion of children with challenging behaviour or those who have previously been permanently excluded when compared to other schools, and that to admit a further child with challenging behavior would prejudice the provision of efficient education or the efficient use of resources (Paragraph 3.10 School Admissions Code)

4.37 Reason 1 above is not subjective – meaning the circumstances of the applicant should not influence whether or not prejudice would be caused to the school by admitting another child. It is worth considering that if a child is refused admission and is vulnerable and eligible for admission under FAP, the case for refusal will need to clearly describe the prejudice that would be caused to the school if the child were admitted, and why this outweighs the vulnerable child's need for a school place, should the applicant appeal the decision.

4.38 Reason 2 above (paragraph 3.10 of the Admissions Code) is subjective and relates to the circumstances of the child. Meeting one of the Fair Access prescribed categories must not, in itself, be taken to imply that the child will display challenging behaviour. Schools will

need to evidence why they believe the child may present challenging behaviour before refusing admission on these grounds and can ask the previous school for background information to support this. Any information gathered should be made available for the consideration of the Fair Access Panel.

4.39 Please note: Challenging Behaviour is not a legitimate reason for refusing to admit any child seeking a place in a point of entry year.

DRAFT

Section 5 - The Fair Access Protocol (FAP) Panel

5.1 Membership

There will be two separate panels that meet, one for the primary phase and one for the secondary phase.

The membership of each group is as follows:

Core Group*

- Delivery Lead for Vulnerable Learners (WCC)
- FAP and Vulnerable Learners Co-Ordinator from School Admissions (WCC)
- SEN Representative WCC
- No More than 1 Headteacher per district **(for secondary meetings) ****
- No More than 1 Headteacher per district **(for primary meetings) ****

The group will be chaired by an LA Officer.

Additional group

Representation from WCC Children's services for social care, early help and youth justice.

* The core group is the decision-making group. A majority decision will decide. The Chair holds the deciding vote in the event of a tie.

The LA will send equivalent officers as substitutes if unavailable or where required, including a Chair. Core membership of the panel can be reviewed and adapted as needed by agreement with the LA and core group members.

** It is expected that panels will have a rotation system of Headteachers (recommended at least termly to ensure opportunities are provided for participation and wider representation).

Representation from schools (including requests for review of placements) are only on paper, schools will not represent in person.

The LA will schedule dates in for the academic year for Primary and Secondary virtual panels which operate every two weeks. This is to ensure that children referred to FAP can be placed within the 20-day statutory timeframe.

5.2 Local Authority Role

Warwickshire LA will:

- Act fairly and with transparency
- Identify fair access children, through receipt of an in-year application or via a referral received from social care or another local authority;
- Gather all relevant information to present to the FAP panel;

- Present and monitor the cases for consideration by the FAP panel.
- Keep a log of all placements made through the Fair Access Protocol and this data will be circulated as a minimum to all schools at the end of each academic year.
- Action decisions made on behalf of the panel.
- Ensure that that no school – including those with places available – is asked to take a disproportionate number of children who have been permanently excluded from other schools, who display challenging behaviour, or who are otherwise being placed via the FAP.

5.3 Process

The FAP panel will meet **fortnightly** during term time to place Fair Access children. The panel will:

- Adhere to the principles of the LA Fair Access Protocol.
- Scrutinise documentation relating to fair access placements.
- Consider whether a child meets the fair access criteria.
- Consider any levels of support than a young person might need before and during being place by FAP.
- Take submissions from previous schools and other settings to support proposed placements where they meet the fair access criteria and where new information is being submitted to the FAP panel, for example social contacts within the setting which may affect the success of the placement, the FAP panel may consider making an alternative placement. (See point 6 – Review of Panel Decision)
- A distinction will be made between those with known challenging behaviour and those being placed under other FAP criteria (in accordance with the Admissions Code)

When a school admits a child under the protocol, this will be recorded on the LA maintained database/records. A distinction will be made between those children placed with challenging behaviour and those placed due to distance. This information will be used to support the FAP panel in making decisions relating to future placements and support the principle of fairness and equity as referenced in 3.4.

As stated in section 3.6 of this document, all schools, including Academies are expected to respond to requests by the local authority to admit a child under Fair Access Protocol within agreed timelines.

The panel will not normally place the child in a school where an appeal was held but was unsuccessful.

5.4 Standing Items on the Agenda

- Welcome
- Apologies
- Declarations of interest
- Minutes of the previous meeting with updates on the progress of individual cases
- New individual cases under Challenging Behaviour

- New individual cases under other FAP criteria
 - Scrutiny of paperwork
 - Discussion
 - Recommendation
- Review of the progress of placements – previous cases child by child.
- General issues raised
- AOBs.

N.B Minutes and distribution of paperwork for FAP will be undertaken by an LA Officer

5.5 Monitoring and Evaluation

A log of all placements made through the Fair Access Protocol and supporting information relevant to year groups in each school (as set out in 5.7) will be maintained by the LA 'FAP and Vulnerable Learners Co-ordinator' and this data will be circulated to each individual school at least termly. A distinction will be made (on the agenda) and through records of those children placed at FAP, of those with children with challenging behaviour and those placed for distance purposes. This data will also be available throughout the year if requested. By working in partnership, the schools and local authority can be alerted to a school's circumstances e.g., numbers on roll, recent admissions, managed moves.

5.5.1 Monitoring will include:

- Placement time scales as laid out in this protocol.
- The progress of children into placements and to challenge settings which are not adhering to the timescales for engagement with the child's family setting. This is a "Safeguarding" function of the group.

5.5.2 Evaluation will include:

- The success of placements
- The number of placements

5.6 Financial arrangements

- When a child is excluded from one of the Warwickshire schools, the remaining portion of that child's AWPU (age-weighted child unit) will be recovered from the school. These arrangements apply to children up to and including Year 11.

5.7 Factors for placement and decision making

The educational needs of the child will be the prime factor in deciding a placement, but every effort will be made to ensure that practical issues regarding travel, including arrangements regarding siblings are considered.

For children referred to FAP due to challenging behaviour, information provided to the FAP panel aims to be brief but essential and should include where possible (list is not exhaustive):

- Curriculum information and attainment levels
- Attendance records
- Previous school moves with reason for leaving
- Previous Managed Move(s) with reason for the move
- Social Care involvement and details of current status
- Evidence of challenging behaviour, interventions and outcomes
- A record of external support, including Educational Psychology, CAMHs, Child Protection Plan
- Any other background information

The following factors in addition to the above will be considered when making placements:

- The child's needs and the previous placements for schools and education providers. As far as possible in making its decision the FAP panel will consider, where appropriate, any other factors specific to that child. Consideration will be given to whether a child has any particular needs and which school might best be able to meet and support those needs.
- The views of the school/s concerned. All schools will be treated in a fair, equitable and consistent manner. This means that no school – including those with places available – will be asked to take a disproportionate number of children who have been permanently excluded from schools or who display challenging behaviour.
- Exclusion data from schools (* Where schools have a number of exclusions the panel may consider they have less children with challenging behaviour.
- Numbers on roll and cohort information (including if the school currently has a bulge class operating within the year group
- Numbers of previous admissions for the year group and across the school via the protocol in the academic year
- Numbers of off-site directions in the year group in the academic year
- If the school has any construction works that is likely to impact capacity to take additional children.
- Consideration of information from schools on suitability of proposed placement including the matching of examination boards where applicable
- Transport and distance from home to school in compliance with WCC's existing transport policy.
- Parent and carer views and geographical factors will be taken into consideration, but these will not necessarily override the protocol; there is no duty for the LA or admission authorities to comply with parental preference when allocating places through the protocol.
- When choosing suitable placements for children under this protocol, due consideration should be given to the additional challenges faced by schools who have been identified by Ofsted as being 'inadequate' or 'requiring improvement', where that has led to a 'notice to improve' or a school has been in special measures within the preceding 12 months
- As a general principle siblings should be placed in the same school unless there are good reasons not to do so.
- For the purpose of allocation and analyzing schools taking on a disproportionate number of children with challenging behavior, the prescribed categories stipulated paragraph 3.17 of the Admissions Code and in Section 4 of this document will be used as a point of reference.

- For children referred to FAP for reasons other than challenging behaviour, the priority school to the home address should normally be the starting point for placement.

5.8 Timeline for placements

Below is the process and timeline for placements:

5.8.1 Agreed placements

Decision	Action
FAP panel place a child at a school	<ol style="list-style-type: none"> 1. LA informs school of outcome in writing within two school days of FAP meeting 2. The school must respond in writing within three school days if they wish for the decision to be reviewed (see section 9) 3. If the LA has not heard back from the school in writing then the school accepts the child and the LA will inform the parents. 4. The school makes arrangements to enroll the child within 10 school days

5.8.2 Review of Panel Decision*

Decision	Action
FAP panel place a child at a school	<p>1. LA informs school of outcome in writing within two school days of FAP meeting</p> <p>2. The school must respond in writing within three school days if they wish the panel to review the decision (see section 6)</p> <p>3. If the LA receives a review request in writing within three school days then the case goes back to FAP panel to discuss <i>(note a specially arranged meeting between the chair and the core group may need to be convened if it is too long between FAP meetings)</i></p> <p>4a. FAP panel reviews school evidence and decides on a different placement.</p> <p>4b. FAP panel upholds original decision. The school will be informed in writing and is expected to accept the placement within 10 school days or sooner.</p> <p>4c If school refuses placement following review the LA informs school of intention to issue direction.</p> <p>5. See Appendix A for statutory guidance on directions and timescales</p> <p>6. The LA will either direct where it is the Admissions Authority or apply to the Secretary of State where it is not (see Appendix A)</p>

*Failure to complete review paperwork within timescales above means it will not be considered and the school will be expected to accept the placement or go through the process of a direction.

Section 6 - Review of Panel Decision

6.1 Schools can only request that the panel reviews its decision in cases where there is **significant new evidence which must be relevant and substantial that was not available to the panel at the time.** The request for review must be submitted to the LA in writing **within three school days** of receiving the decision and include the new evidence on the pro- forma (see Appendix B). The panel must be convinced, on the basis of the new evidence, that the child cannot attend the named school and should, therefore, be allocated another school. For example, the child's older sibling attended the school and there was a serious breakdown between the school and family which was not known about when the decision was made.

The school will normally be notified of the decision in writing, within one school day following the next FAP panel meeting and have one school day to respond.

The decision is binding on the school.

If a school refuses to take in a child following this procedure, then the LA will make a

Section 7 - Reintegration

7.1 Decisions on fair access placements will be notified to the Admissions Team for formal notification to the parent or carer. Schools must contact the parent to arrange admission.

Once the FAP panel has identified a school, an offer letter will be sent to the parent by the Admissions Team. Schools must notify the Admissions Team of the admissions date in each case confirming that the child is on roll.

Schools must enter children on the admission register and attendance register from the beginning of the first day on which the school has agreed, or been notified, that the child will attend the school.²

If a child or young person does not start school within 10 school days of the agreed start date the school must make a Children Missing Education (CME) referral to the Attendance team and inform the Admissions Team. The school identified by the FAP Panel will remain the designated school.

Subsequent FAP Panel meetings will review prior placements to ensure that these children and young people continue to receive full time education.

² School Attendance - <https://www.gov.uk/government/publications/school-attendance>

Section 8 – Managed Moves, Off site directions, Excluded Children or Children at Serious Risk of Exclusion

8.1 Managed Moves and off-site directions do not form part of the Fair Access Protocol allocations process. These should be discussed and covered at Area Based Inclusion Partnerships (Secondary) and Primary Consortia meetings.

All managed moves and off-site directions must be reported to the LA and presented at the FAP panel*, and where schools have accepted a permanent placement following a managed move they will be credited as such for purposes of future FAP placements. A pro-forma should be used for managed moves and these should be recorded at each FAP meeting. This information will assist in making decisions on placements and considering equity and fairness of distribution in accordance with this protocol. The school from which the child originated will have an exit debit.

*The decision is a matter for schools, not LA or FAP panel but the LA requires the information as part of its safeguarding, inclusion and monitoring role for children at risk. In addition, there is a wider role for early help and support to families (see section 11)

Section 9 - Children with an Education, Health & Care Plan (EHCP) and Children in Care (CiC)

9.1 The provision of the Fair Access Protocol will not apply to a CiC.

It is a legal requirement that a CiC and previously looked after children (as defined by the Admissions Code 2021) be given first priority for admission to all schools within their oversubscription criteria. **Any consideration of a school move for a child in care must be preceded by a Personal Education Plan (PEP). The PEP should have representation from the existing school, social care and Virtual School.**

9.2 Children with an Education Health and Care Plan (EHCP) are not covered by this protocol as their needs are covered by specific guidance in the SEN Code of Practice. These placements of children are managed through a separate process. Any consideration of a school move must be preceded by an Annual Review of the EHCP.

Children who are in the process of undergoing an EHC Needs Assessment, and are awaiting a decision about whether an EHCP will be issued, will continue to be considered under the normal admissions process, including the Fair Access Protocol if appropriate.

Section 10 - In-Year Admissions

10.1 All in-year applications must be processed in accordance with the usual in-year admissions process. On receipt of an application, an admissions authority must not refuse to admit a child to school on the basis that they would be, or they believe eligible to be placed via the FAP.

Where a school considers that the child falls, or may fall into any of the prescribed categories, the school must notify the local authority in writing **within three school days*** of receiving notification, using the correct pro- forma (see appendix C). The request will be taken into consideration in accordance with the FAP protocols.

If the FAP panel agrees then the case will be treated in line with protocols. If the FAP panel believes the child does not meet the FAP criteria based on the evidence it has received, then the school will be expected to admit as an in-year acceptance.

*Failure to complete required paperwork within timescales above means it will not be considered at the FAP panel and the child will be allocated through in-year admissions.

Section 11 – External Support and Data Sharing

11.1 There are a number of external support agencies involved in the FAP panel and placements. The purpose of this is not only to ensure children are placed in schools as soon as possible but that any further issues may be identified where the child or family could benefit from available external support.

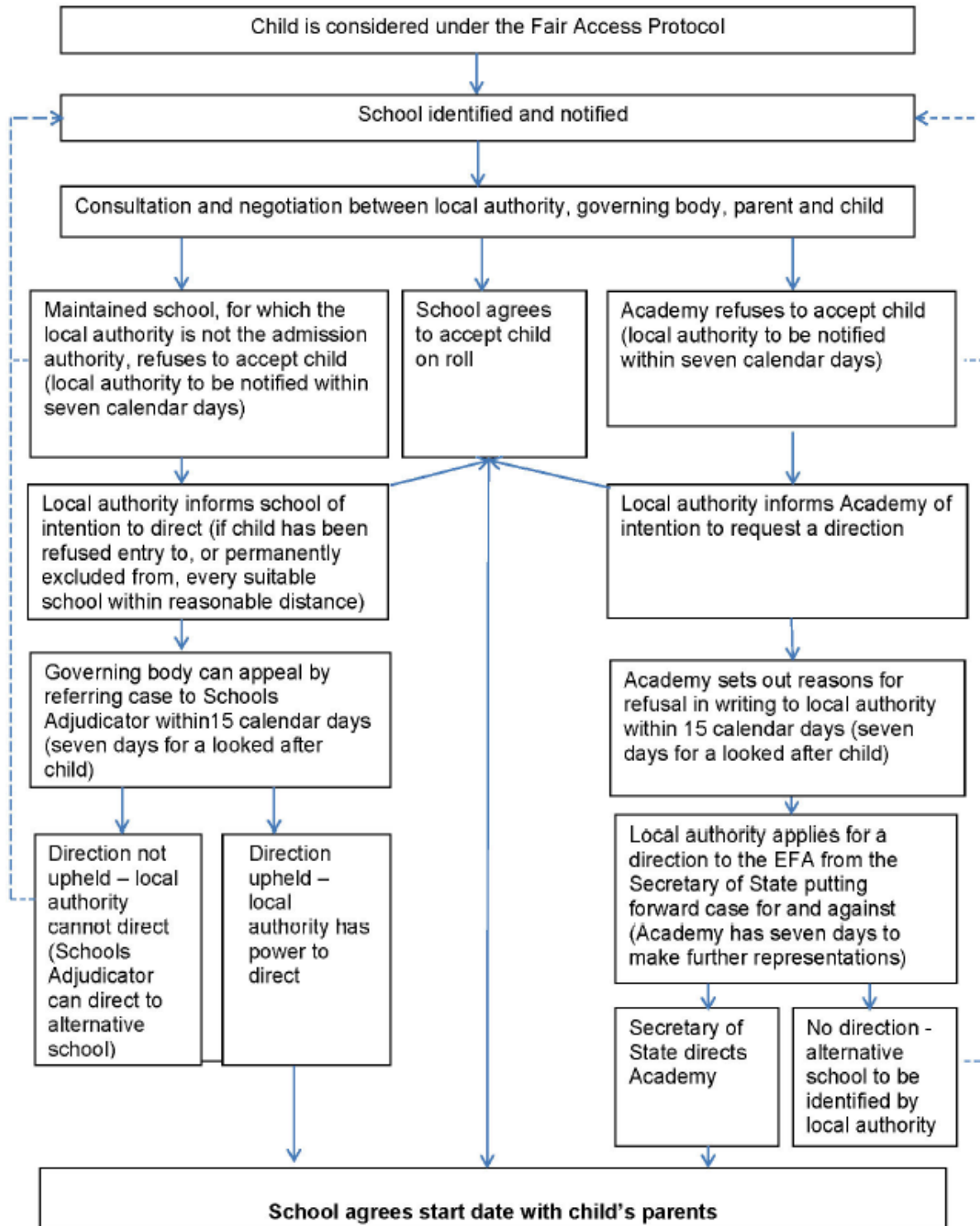
To this end data may be shared with agencies recommended by the board that would be of benefit to children and families that are discussed at FAP panel meetings.

Section 12 - Annual Review of Protocol

This protocol will be reviewed annually with head teachers or exceptionally where an issue affecting the majority of schools and academies arises.

Appendix A - Direction Flow Chart Process

Directions flow chart (overview of process)



* Note: A community or voluntary controlled school cannot refuse to admit a pupil if requested by its own admissions authority.

Appendix B – Reviewing a Fair Access Panel (FAP) Placement

Reviewing a Fair Access Panel (FAP) Placement

To be completed by the school requesting a placement review made by the Fair Access Panel **(must be completed within three school days of receiving to be accepted).**

Referring School	
Child's name	
Date of Birth and Yr Group	
Parent/Carer name and contact details	
Address	
Previous known schools	

REASONS FOR REVIEWING PLACEMENT

(Please write what significant new evidence was not available to the panel at the time of the decision)

--

FORM COMPLETED BY

Referral completed by	
Date referral made	

Completed form to be emailed to faplead@warwickshire.gov.uk

Appendix C - School Referral to Fair Access Panel (FAP) In-Year Admissions

School Referral to Fair Access Panel (FAP) In-Year Admissions

To be completed by schools requiring a child's case to be considered by the Fair Access Panel (FAP) in accordance with the Protocol following an in-year admission **(must be completed within three school days of receiving to be accepted)**.

Referring School	
Child's name	
Date of Birth and Yr Group	
Parent/Carer name and contact details	
Address	
Previous known schools	

REASON FOR REFERRAL

1. That to admit any further child to the school would cause prejudice to the provision of efficient education or resources in the school,
2. That the Admissions Authority has good reason to believe that the child may display challenging behavior and the school already has a particularly high proportion of children with challenging behavior or those who have previously been permanently excluded when compared to other schools, and that to admit a further child with challenging behavior would prejudice the provision of efficient education or the efficient use of resources (Paragraph 3.10 School Admissions Code)

If referring under challenging behavior, please complete the attached form (Appendix D)

Please note: Schools will need to evidence why they believe the child may present challenging behavior before refusing admission on these grounds and can ask the previous school for background information to support this. Any information gathered should be made available for the consideration of the Fair Access Panel



FORM COMPLETED BY

Referral completed by	
Date referral made	

Completed form to be emailed to faplead@warwickshire.gov.uk



Appendix D – Warwickshire County Council Challenging Behaviour Refusal Form

Child Name:		DOB:	
Current Placement:		NCY:	
Home Address:			

Challenging behavior is defined as:

‘Such severity, frequency, or duration that it is beyond the normal range that schools can tolerate’

OR:

‘Unlikely to be responsive to the usual range of interventions to help prevent and address child misbehavior’

In both cases it is expected that the child’s behaviour would:

‘Significantly interfere with the child’s/other children’ education or jeopardise the right of staff and children to a safe and orderly environment’

When seeking to refuse a child under 3.10, a school should demonstrate how the child’s behaviour is beyond that which **any** school could reasonably manage **or** that it is beyond the range of response the school is able to give. In both cases, it should be demonstrated that the child’s behaviour would cause prejudice to the school despite any usual interventions being applied.

The following matters cannot be used as part of a refusal for challenging behaviour:

- poor attendance elsewhere;
- a defined number of suspensions, **without consideration of the grounds on which they were made;**
- special educational needs; or
- having a disability.

It will also not be appropriate in seeking to refuse a child on the basis that another Warwickshire school offers a different or ‘better’ programme for that child’s behaviour. A baseline of response to child’s with challenging behaviour is expected at all schools and schools with particular successes should not be perversely disadvantaged because of their strength of provision.

The more information that can provided as part of a refusal form is of benefit for the panel considering the strengths of the refusal.

Please explain why you feel the child displays challenging behaviour that is of such severity, frequency, or duration that it is beyond the normal range that schools can tolerate and would significantly interfere with the child's/other children' education or jeopardise the right of staff and children to a safe and orderly environment.

You may wish to consider*:

- Any suspensions or exclusions the child has received
- Any managed moves or respite periods the child has had
- The views of the child's current placement
- Any incidents of external agency involvement
- The reasons the parent has expressed for the move
- The child's school history and any school moves

AND/OR

Please explain why you feel the child's behaviour is unlikely to be responsive to the usual range of interventions to help prevent and address child misbehaviour at your school and would significantly interfere with the child's/other children' education or jeopardise the right of staff and children to a safe and orderly environment.

You may wish to consider**:

- Any concerns specific to the child's year group
- Any known associations the child may have to current children in your school
- The capacity or resource of any on-site provisions at the school
- If the child displays any specific concerns that would cause a demonstrable impact to your school that would not be true at other settings
- The number of children with challenging behaviour you have previously taken through in-year admissions, either from the IYFA panel or as direct admissions
- Concerns facing your setting at the current moment

The panel will vote on whether or not your case is made, and if, based on this, the child should not be admitted to your school.

If the refusal is upheld for an unplaced child, the panel will then have the burden of placing the child. At this point, a discussion must take place that determines the best placement for that child based on the information provided by the refusing school, as well as information about all schools that may be relevant to the placing of this child.

**Guidance for refusing a child on the basis of challenging behaviour*

All cases are different and unique to the child in question. You may wish to consider:

- Any suspensions or exclusions the child has received

You must consider the context of any suspensions or exclusions. For example, one incident of suspension due to a weapon incident may display significant challenging behaviour in a way a half-day suspension of PDB may not. In the same way, a one-off incident may be seen differently to a pattern of many suspensions for PDB. Think about whether a suspension record is demonstrative of a pattern of behaviour likely to continue in a new setting or a one-off incident where a fresh start may be effective.

- Any managed moves or respite periods the child has had

We agree that the admissions process should not be used to circumvent a failed managed move and so such moves are relevant to discussion. The impact of respite on a child's behaviour can also be demonstrative of whether or not a child's behaviour is likely to respond to a new setting or not.

- The views of the child's current placement

Professional views are important. If a school is stating that they believe a child they are educating does or does not meet the threshold of challenging behaviour, this is key evidence.

- Any incidents of external agency involvement

These should be relevant to behaviour, such as police involvement or if SEMH needs have been supported with no impact on behaviour at school.

- The reasons the parent has expressed for the move

This is particularly key when it comes to identifying possible off-rolling. If the parent has expressed any reasons for a preference school or connections at their current or potential new school, these should also be part of the discussion.

- The child's school history and any school moves

This will again be key for identifying any possible off-rolling as well as educational neglect. While a chequered school history is not grounds for refusal in itself, this may paint a picture as to whether a child's behaviour has been able to stabilise in any setting.

**Guidance for refusing a child with challenging behaviour on the basis that the school cannot respond to the needs of the behaviour.

You may wish to consider:

- Any concerns specific to the child's year group

If you have a particularly challenging year group, please make the panel aware of this. It may be that the year group is challenging across the city, but if a child will have a demonstrable impact on a specific cohort, this is key evidence.

- Any known associations the child may have to current children in your school

We are aware that often our children who are involved in CCE or CSE will have links in many schools. However, if there are specific associations that are only true at one or a small number of schools, it may not be appropriate to admit the children in question. The level of risk once the school's safeguarding procedures are in place should be weighed up by the panel.

- The capacity or resource of any on-site provisions at the school

It will not be suitable for a school to say 'we do not have an AP and other schools do so we cannot take them' as there is an expectation that all schools can meet the needs of children with challenging behaviour to the same level. However, if a school's provisions are over-burdened and the admission of a further child with such behaviour would cause prejudice, this should be taken into account. It may not always be possible to avoid prejudicial placements, but these should be noted so that the school is not disproportionately directed with allocations.

- If the child displays any specific concerns that would cause a demonstrable impact to your school that would not be true at other settings

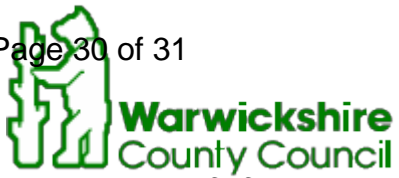
This will be very case-specific but should look at matters such as associations, geography and the child's circumstances. This could include things such as split school sites, sites allowing children to go off-site at break times or other logistical matters that are relevant.

- The number of children with challenging behaviour you have previously taken through in-year admissions, either from the IYFA panel or as direct admissions

The panel should allocate places on the needs of children, but also with mindfulness to not disproportionately burden schools with children displaying challenging behaviour. It may be appropriate that some schools take more than others due to the requirements of the children, but this should not be in extreme amounts.

- Concerns facing your setting at the current moment

It may be relevant to a discussion if there has been a recent serious case review involving a school, a change in leadership or significant concern. It will not be appropriate for a school to say 'we do not have a SENDCo, DSL etc. at present' as these are requirements for schools and non-compliance should not mean the school



do not fulfil their duties; however it may be relevant if there are current vacancies in roles that would be beneficial to the child that can be addressed more successfully at other placements.

Appendix E – Applications for In Year school places

As set out in the Admissions Code:

1. Information that can be demanded

Beyond the child's name and date of birth (to determine eligibility for a particular school year) the only information that can be demanded is that which needs to be known for the purposes of applying the oversubscription criteria, such as the child's address. Details of the child's sex can be demand for single sex schools only, for other schools it can be requested but not demanded

2. Information that can be requested but not demanded

- Evidence of meeting the 'challenging behaviour' definition (see below)
- Evidence that would allow a child to be placed higher on the oversubscription criteria: e.g. Looked After status, religious affiliations, siblings in the school etc.

3. Information that must not be requested

- Details of personal details of family such as parental occupational, financial, religious, marital or educational status, except for children of staff and those eligible for pupil premium or service premium (in which case it can be requested but not demanded)
- Details of the child or family's first language
- Details of a child or parent's disabilities, special educational needs or medical issues, except for those with Education, Health and Care Plans
- Details of children's past behaviour, attendance, attitude, or achievement, or that of any other children in the family, except for evidence of meeting the 'challenging behaviour' definition
- Details of child or parental interests and/or activities, except if selection by aptitude is in place (in which case it can be requested but not demanded)
- Photographs of the child or family
- Details of medical or social need, except if this is listed as an oversubscription criteria (in which case it can be requested but not demanded)

This page is intentionally left blank

1 - Panel/Representations & Decision Making	2 - Definitions – e.g. Balance Share/Principle	3 - Impact on/Support for Schools	4 - How schools can share their position	5 - Information used to support placement	6 - Seeking Clarification	7 - Factually inaccurate/Not relevant
<p>2. 'Schools will not represent in person' – Page 13 This ignores that schools may have vital information that will impact the decisions and elongate the process for many pupils. How will the panel seek this information from schools before the panel meets to avoid this?</p>	<p>3.1 The phrase 'balanced share' needs a definition and cannot be accepted by schools without this definition. Same comment x6</p>	<p>A key point is the inconsistency between a right of schools to refuse admission on FAP grounds and this draft document seemingly saying we can't. It is badly written & riddled with inconsistency.</p>	<p>8. There are no details in this documents about how the LA will determine if a school currently has pupils with challenging behaviour. The document states it 'Warwickshire LA will act fairly and transparently' – Page 13. To not include the criteria for determining the school current level of challenging behaviour does not meet this expectation they have set out here for themselves. Please can the full criteria for determining each school's current level of challenging behaviour be set out clearly in the document.</p>	<p>1. Will the LA ensure current school details are available for all pupils at FAP? This is not currently the case as we get secondary pupils with a current school as primary for in year admissions in all years.</p>	<p>I recognise I am new to Warwickshire but I would appreciate clarification for 5.7 (factors for placement and decision making), as I do not understand what considerations are made. Bullet point 3 under additional factors does not make sense to me: Exclusion data from schools (* Where schools have a number of exclusions the panel may consider they have less children with challenging behaviour.</p>	<p>We have had so many pupils with significant high need that we are now not skilled as a staff to secure the quality teaching that we were as the need is so severe that we cannot gain appropriately skilled staff by recruitment or agency.</p>
<p>There is limited reference or description of the centralised meeting that will effectively allocate FAP students</p>	<p>3.3 The phrase 'rational and consistent structure' needs a definition and cannot be accepted by schools without this definition. Same comment x6</p>	<p>4.20 & 4.22 SEND needs and reasonable adjustments are decisions that schools will always make carefully. Schools needs reassurance that their statement of whether or not needs can be met is taken seriously. Schools can give examples of stating that need cannot be met, the child is placed anyway, and then the child's are not met, causing upset when the school had telegraphed the situation in advance. Same comment x4</p>	<p>Appendix D requires schools to submit information to reject on the grounds of challenging behaviour. Similar to the previous point, how do we get this information? Currently schools are at best provided with a list of exclusions and little more. Same comment x5</p>	<p>5. If a pupil is assigned a school place will the school be sent the information that was available to the panel?</p>	<p>3.12 Concern at FAP pupils to be admitted above those on any waiting list. Does this need to go into school admission policy. Concern that parents of those other children will find this unfair and have a right to challenge Same comment x6</p>	
<p>3. Why are schools being refused access to the panel? Who will determine which headteacher is on the panel?</p>	<p>4.4 Point d): The phrased 'deemed suitable' needs a definition. Deemed suitable by what criteria and by whose authority? Same comment x6</p>	<p>4.20 & 4.22 SEND needs and reasonable adjustments are decisions that schools will always make carefully: Schools needs reassurance that their statement of whether or not needs can be met is taken seriously.</p>	<p>Appendix D requires schools to submit information to reject on the grounds of challenging behaviour. Similar to the previous point</p>	<p>6. How will the panel ensure they have all the data (List on pages 15 and 16) before they meet? We often are given incorrect data currently including being asked for appeals panels for pupils who are currently on roll. What systems are being put in place to ensure this is not the case for the information being given to the panel?</p>	<p>3.5 This is unclear: Item states that admission authorities cannot refuse an in year admission application under FAP. This implies that a twice excluded child, for example, cannot be refused under FAP, which contradicts the later part of the document (Directly contradicting 4.16). Same comment x6</p>	
<p>5.1 The proposed panels read as allocation only, without any consideration of the child and the most suitable placement. Schools input seems side-lined. There is limited reference or description of the centralised meeting that will effectively allocate FAP students. The make-up of this group should be clear. The whole concept of it being dictated centrally with token SWEP representation is unacceptable. Same comment x6</p>	<p>5.2 States that no school will be asked to take a disproportionate number of Pex / disruptive students. This process needs definition and clear criteria, and cannot be accepted by schools without this definition. Same comment x7</p>	<p>7. 'The school makes arrangements to enrol the child within 10 school days' – Page 17 What is the process if the school cannot get in contact or the parents refuses the place? We can not accept a child on roll that we have never seen. This is not safeguarding the child. What support will be put in place from WCC to ensure the pupil arrives at the school? The current process shows the punitive route that will be applied to schools who refuse pupils but does not show the support the LA will put in place for schools who are trying to accept pupils but can not engage the family. Please can this be included in the protocol and the flowchart in Appendix A.</p>		<p>5.7 The information the panel will seek to determine whether the student exhibits "Challenging Behaviour" is extensive, how will this be gathered? Application forms come in with scant detail, schools are not required to include behaviour data. Same comment x5</p>	<p>3.7 Bullet point 4 states that only twice excluded pupils can be refused on behavioural grounds. I have a serious concern that this can enable pupils who have breached safeguarding with their behaviour (for example sexual assault) may not have reached the twice excluded threshold, but should not be placed in certain settings if there is a risk of creating further victims through repeat behaviour. Sadly, this has happened in Warwickshire in recent years and must be prevented in the future. (see also point 4.14) Same</p>	
<p>Furthermore, Grammar Schools are currently not taking their fair share of students because there is no independent testing process in place. I'm sure there are plenty of students within Warwickshire who are without a school place who's attainment potential means they would thrive in a grammar school environment. Even students with social issues and behaviour issues should be considered by grammar schools if they are able to meet the standards of entry.</p>	<p>5.5 Mentions 'managed moves'. Schools need guidance on the current definition of managed moves and off-site direction and this cannot be accepted by schools without this definition. Same comment x6</p>	<p>7.1 The time frame for placing students on roll is too short; the best integrations often take time to plan. Schools need time to try and match up exam boards at KS4, place in intervention groups etc. Same comment x5</p>		<p>5.7 The information the panel will seek to determine whether the student exhibits "Challenging Behaviour" is extensive, how will this be gathered? Application forms come in with scant detail, schools are not required to include behaviour data.</p>	<p>4. 'Where schools have a number of exclusions the panel may consider they have less children with challenging behaviour' – Page 16. Is this not the opposite? If a school has more exclusions it implies they have more challenging behaviour. Please can the full criteria for determining each school's current level of challenging behaviour be set out clearly in the FAP document.</p>	
<p>It is not clear in this document whether the panel will be aware of any students placed via SEND (those with an EHCP that name the school) that pose significant challenges. Schools can find their resources stretched by students being placed from two sources in addition to the regular in year admissions. Same comment x6</p>	<p>I'm unclear about what a 'balanced share of children with challenging behaviour' means specifically.</p>	<p>A key objection is the inconsistency between a right of schools to refuse admission on FAP grounds and this draft document seemingly saying we can't. It is badly written as it holds inconsistent statements. Same comment x3</p>			<p>4.16. Directly contradicts 3.5 (see above) Same comment x6</p>	

Section 5 and how the panel will be managed. Although no system will lead to everyone being totally happy I feel that by not having a representative from each school present that the individual child is not being put at the centre. For a placement to be successful it is not just about getting a young person into a school/any school but about trying to ensure they are put into the best school for them. Headteachers know the young people and their context and the context of each year group in their school really well and these factors MUST be taken into account to maximise the chance of success. Therefore I oppose running a panel with one Headteacher present and no further representation. It will lead to more appeals (not good for the young person or the system), likely to lead to more PEx as the placements are less likely to be successful if they have been placed in a school environment that is not the right one for them (not good for the young person or the system). It will also lead to schools being less inclined to work with the LA when a process is moving towards being 'done to' rather than being 'involved in' this appears to go against the approach that the leadership within the LA are spending a lot of time trying to break. There is limited reference or description of the centralised meeting that will effectively allocate FAP students **Same comment x4**

I'm unclear about whether the document defines what locally constitutes a 'disproportionate number of children'.

I put forward the need for a balanced distribution of children with challenging behaviour among schools, with an emphasis on where provision is rated more strongly, through performance tables and Ofsted evaluation, to maintain fairness.

I'm unclear how the protocol defines the process / criteria for determining whether 'an academy will best meet the needs of any child'.

I struggle to evaluate how effectively the FAP addresses the needs of underperforming schools and high-need communities.

There is limited reference/description of the centralised meeting that will effectively allocate FAP students regardless of the views of the school concerned. The make-up of this QANGO should be clear. The whole concept of it being dictated centrally with token SWEP representation is unacceptable.

Whilst I agree with the points system being removed, I am opposed to the idea that a panel will make a decision without representation from all schools being at each meeting. Whilst there is an appeals process included, this will lead to more bureaucracy and workload for leaders. The idea of making FAP every two weeks is not needed and it should remain monthly. Headteacher should either attend the FAP panel or send a representative who is empowered to make decisions. All headteacher should work together to ensure that they provide a values led decision making process in consultation with an LA representative. The LA should share better information about each student and ensure that schools have this to make informed decisions as a group. Having worked in Rushcliffe in Nottinghamshire previously this worked and the LA were very supportive of helping to place students with additional needs by providing emergency HLN funding to aid transition, or even sourcing EOTAS provision

I'm keen to stress the importance of considering the diverse challenges faced by schools in Warwickshire, including variation in quality and areas of poverty. I would wish for more flexibility in applying FAP principles, considering the capacity and unique challenges of each school, focusing on supporting underperforming schools and high-need communities in Warwickshire. It is not clear in this document whether the panel will be aware of any students placed via SEND (those with an EHCP that name the school) that pose significant challenges. Schools can find their resources stretched by students being placed from two sources in addition to the regular in year admissions.

It is unacceptable for students to be admitted with incomplete background information. You wouldn't get a bank account or passport if information was missing; why should this be any different? Schools don't have a full picture of what they are dealing with or time/resource to direct support from the off.

Secondary Schools are significantly affected by this protocol, and need to be assured that due weight is given to secondary objections to the consultation as there are fewer secondary schools than primaries being consulted. **Same comment v3**

4.32 & 4.34 directly contradict each other **Same comment x6**

5.5.2 Mentions evaluating the success of the placements but there is no mention of how this is to be done. Putting a student on roll is the start of the process not the end, there should be some evaluation but by what criteria? **Same comment v6**

5.5.2 Mentions evaluating the success of the placements but there is no mention of how this is to be done. Putting a student on roll is the start of the process not the end, there should be some evaluation of the progress of the placement with stated criteria.

9. 'Where schools have accepted a placement from a managed move they will be credited as such' and later 'The school from which the child originated will have an exit debit' – Page 20. These statements imply that there is currently a scoring system of some description but there are no details of the criteria. Please can the full criteria for determining each school's current level of challenging behaviour be set out clearly in the FAP document.

DFE Admission Code point 3.21 states Where it has been agreed that a child will be considered under the Fair Access Protocol, a school place must be allocated for that child within 20 school days, but the FAP draft states 10 days which is an unnecessarily short turn round time. Further details on the protection around Grammar Schools - Paragraph 2.28 of The School Admissions Code 2021 clearly states that with the exception of designated grammar schools

The 3 day turnarounds are unreasonable & don't allow sufficient time to sort the information required for a successful start. The LA need to be far more proactive at ensuring successful transition. Funding needs to be redirected to this area, particularly around providing high quality alternative provision. The turnaround schedules are unreasonable and don't allow sufficient time to sort the info required for a successful start. **Same comment x5**

There is inconsistency between a right of schools to refuse admission on FAP grounds & this document seemingly saying we can't. It is badly written & riddled with inconsistency.

This page is intentionally left blank

Cabinet

9 November 2023

Sustainable Futures Strategy

Recommendation

That Cabinet approves the Sustainable Futures Strategy and the supporting delivery plan.

1. Executive Summary

- 1.1 In 2019 the Council declared a Climate Emergency and the Council Plan 2022-2027 identifies the following strategic priority:

"We want to be a County with a sustainable future which means adapting to and mitigating climate change and meeting our net zero commitments, so that our generation ensures future generations can live well and reap the benefits of a sustainable and thriving Warwickshire."

- 1.2 The Sustainable Futures Strategy has been developed to support these commitments.

- 1.3 The draft strategy was considered by Cabinet in October 2022 and since then officers have undertaken significant public and stakeholder engagement. This has included public surveys, focus groups and written submissions from the public and stakeholders. Summary feedback was considered by Cabinet in June 2023.

- 1.4 In accordance with recommendations from June 2023 Cabinet, officers have carried out a series of expert panels to build on the strong support and appetite from business, public sector, academia and wider community experts to provide direction and support for the Council's ambitions. These focused on transport, built environment, energy, and cross-cutting themes such as biodiversity, waste, communities and skills. They were attended by 69 individuals from across a range of organisations including some of our most significant industries. They provided a strong sense of feedback and support for our direction of travel and provided significant opportunity to deepen partnerships and engagement.

- 1.5 During September 2023 all Overview and Scrutiny Committees have received a summary of the feedback and have been given the opportunity to review and comment on the draft Strategy and delivery plan.

- 1.6 The final version of the strategy has been developed based on all the feedback received to date. The development from the draft to the final version is summarised in the Analysis section of this report. The final version of the strategy can be found at **Appendix 1**, with the delivery plan at **Appendix 2**.

2. Expert Panels

- 2.1 The Expert Panels took place during August and focused on transport, built environment, energy and cross-cutting themes concerning how the Council works with partners and communities to deliver sustainable change fairly and affordably.
- 2.2 Each theme convened a face-to-face panel and a further virtual panel to engage as many key stakeholders as possible. Face to face sessions were kindly hosted by partners and included major local manufacturing and research and development organisations, alongside stakeholders from the agricultural and horticultural sector and Warwick University. The panels were attended by 69 individuals across a range of organisations, including some of our significant industries, research organisations, and local and regional partner organisations (e.g. district and boroughs, West Midlands Combined Authority, and others).
- 2.3 The panels reviewed ambitions and objectives, discussed a shared stakeholder delivery plan for Warwickshire, and reviewed delivery principles. This provided a strong sense of feedback and support for our direction of travel and provided significant opportunity to deepen partnerships and engagement.
- 2.4 Each panel session produced material that has been considered by the officer team and built into the final Sustainable Futures Strategy, the supporting delivery plan and the Council's Climate Change Programme. There was a strong sense of positive feedback from all panels and confirmation that the proposed strategy, objectives and direction of travel are correct. There were offers of ongoing collaboration, further advice and guidance and a willingness to work and learn in partnership over the long-term.
- 2.5 In terms of specific activity for further consideration, the following are a summary of the panel discussions:

Buildings & Energy

- Place based approach to local area energy planning to understand demand and growth in energy needs across the county.
- Supporting new infrastructure through planning and regulatory frameworks
- Working with National Grid on capacity building and planning ahead for future needs
- Retrofit deliver models for homes and businesses
- Making best use of external funding sources

Transport

- Progress on a decarbonised local transport plan
- Further investigation into alternative fuels including hydrogen, battery technology and fuel cells
- Providing transport connectivity and choices for all
- Investment in skills and employment opportunities

General

- Workforce capability and skills investment, including apprenticeship opportunities
- Supporting SME's to make changes, working with the Coventry and Warwickshire Growth Hub
- Taking a community powered approach to behavioural change, by finding small levers for change then scaling up activity, and providing routes to funding
- Sustainability impact assessment approach to decision making

3. Analysis

3.1 Our draft Sustainable Futures Strategy originally set out the scale of the challenge required to tackle the climate change and biodiversity crises. It did this in a way that included strategic aims and ambitions needed for the Council to meet its net zero target of 2030 and net zero target for the county by 2050. It outlined how the Council would do this in terms of strategic enablers, funding the strategy, the role of wider partnerships and governance arrangements. The strategy sets out six key themes.

3.2 The initial feedback shared with Cabinet in June is summarised below. Described in italics are the actions officers have taken to address these within the final strategy:

- i.) The strategy, vision and ambitions for each theme were accepted by most stakeholders with some refinements suggested.
- ii.) There is strong willingness to work with the Council to share expertise, knowledge and project experience and ultimately support the Council on the journey of the Strategy. There are established working relationships with District & Borough Councils, and this should be built on to form greater links to industry, business and communities to progress the Council's influencing role.

This has been reinforced by the outcomes of the expert panels and is reflected in the final version of the Strategy.

- iii.) There was widespread comment on the need for an action plan to achieve our objectives for Warwickshire including our 2050 target.

This has been addressed through a new annex which outlines measures

and timelines against our themes and objectives alongside key actions for the Council to focus on in the first years. This annex will be regularly reviewed and form the framework for the Council's delivery programme.

- iv.) Distinct from the vision and theme-based ambitions, the ambition for decarbonisation was challenged by some, linked to the degree of offsetting projected, and in addition, the need for targets and timelines, a clear focus and proper resourcing.

This has been recognised within the final strategy and a commitment to developing a plan to deliver insetting and offsetting requirements by 2024. Setting the Council's objectives, measures and timelines are also clearer as set out in the accompanying annex.

- v.) Stakeholders challenged the need for greater detail on financial arrangements to fund the activity.

To address this challenge, we have reinforced the funding section of the strategy and will determine detailed funding at an individual scheme level. We have employed a dedicated funding officer to ensure we target appropriate external funding and are exploring a wider range of opportunities, including discussions with key partners and the private sector.

- vi.) Governance and monitoring needed to be more clearly explained in the Strategy.

This has been addressed.

- vii.) Feedback on the themes was generally positive and the need to incorporate climate change adaptation, and consider how to best communicate the theme of 'sustainable communities and green economy'.

This has been addressed.

- viii.) There is work to be done to improve awareness of the Strategy and engage with the seldom heard groups such as young people, those with young families, students and those early in their careers.

This is a priority within the ongoing communications plan that accompanies the Sustainable Futures work. This includes the continued engagement with partner and community networks, and to work with the Youth Council and Youth Conference.

- ix.) There are some considerations needed to address points in tone and language and also recent policy developments such as the Mission Zero report, UN Biodiversity Conference, and the March 2023 International Panel on Climate Change report.

The final document has been updated to include updates following the UN Biodiversity Conference and we have made changes to tone and language to position this strategy as one for the whole county, building on the Council's work on levelling-up and community power.

3.3 The final document also includes updates to our carbon emissions figures. These are a result of improved data being available and include:

- i.) A reduced baseline for our business travel emissions (from 19,500 tCO₂e to 18,245 tCO₂e).
- ii.) A reduction in our estates emissions target to 2,743 tCO₂e (from 3,100 tCO₂e) for 2030 and 1,862 tCO₂e (from 2,100 tCO₂e) for 2026.
- iii.) Our offsetting and insetting requirement has reduced to 9,816 tCO₂e from the target published in our draft Strategy of 10,500 tCO₂e.

3.4 Other key differences included within the final strategy include:

- i.) Bringing together Built Environment and Energy into a single theme.
- ii.) Progress against each theme was included in the draft but this has now been removed and will be regularly updated on our webpages.
- iii.) Describing objectives, measures and activity required to deliver against each theme. This includes the creation of a separate Annex which will be updated on a more regular basis than the body of the Strategy document
- iv.) Improved alignment with other Council strategies, including the Local Transport Plan (LTP) 4, the emerging economic strategy and our Levelling-up approach.
- v.) A greater emphasis on needing to understand our energy needs and working in partnership with others to do so.

4. Financial Implications

4.1 The adoption of the Sustainable Futures Strategy will incur costs associated with the individual schemes and projects. The ability to deliver the underpinning actions will be dependent on the strength of business cases and the available funding ultimately secured.

4.2 The strategy addresses this within a dedicated section that sets out an approach to funding opportunities. This includes a heavy reliance on securing external funding through a variety of mechanisms, including grants, developer contributions, private sector investment and potential revenue opportunities from our own net zero investments.

5. Environmental Implications

- 5.1 This Strategy defines the Council's strategic direction and accompanying activity to meet its Climate Emergency commitments and the strategic priorities as set out in the Council Plan 2022-2027.
- 5.2 Delivering the associated actions to meet the 2030 net zero carbon estate target would result in emission reductions of 46% totalling 8,429 tCO₂e and additionally require the removal of 9,816 tCO₂e from the atmosphere through insetting and offsetting measures from 2030 and beyond calculated from the Council's 2019 baseline.
- 5.3 Delivering the net zero Warwickshire target in partnership with the public sector, residents, communities, and business, will result in emission reductions of close to 5,701,000 tCO₂e in 2050 from the 2019 baseline following adoption of the fully inclusive greenhouse gas approach. Current national policy measures and technological assumptions project a gap of approximately 3,000,000 tCO₂e. Closing this gap is reliant on large scale behavioural change, partnering, technological developments, and change in all sectors accelerated by government, regional and local policy and significant additional funding. The need for a joined-up approach is illustrated by the 18% contribution that emissions from motorway travel has to Warwickshire's carbon footprint (2019 figures), a network that is the responsibility of National Highways. The need to deliver insetting and offsetting measures may also play a part as full decarbonisation will not be realised in all sectors.

6. Timescales associated with the decision and next steps

- 6.1 Sustainable Futures Strategy and supporting delivery plan published November 2023.
- 6.2 Review of the Strategy every three years. Delivery plan to be reviewed and updated through our annual business planning cycle. Progress to be regularly reported to our Executive Director led Programme Board and at least quarterly to Cabinet and Overview and Scrutiny Committees.

Appendices

Appendix 1: Final Sustainable Futures Strategy.

Appendix 2: Sustainable Futures delivery plan.

	Name	Contact Information
Report Author	Sarah Stear Head of Climate Change and Sustainability	sarahstear@warwickshire.gov.uk
Director	Steve Smith Director of Strategic Infrastructure and Climate Change	stevesmithps@warwickshire.gov.uk
Strategic Director	Mark Ryder Executive Director for Communities	markryder@warwickshire.gov.uk
Portfolio Holder	Councillor Heather Timms Portfolio Holder for Environment, Climate & Culture	heathertimms@warwickshire.gov.uk

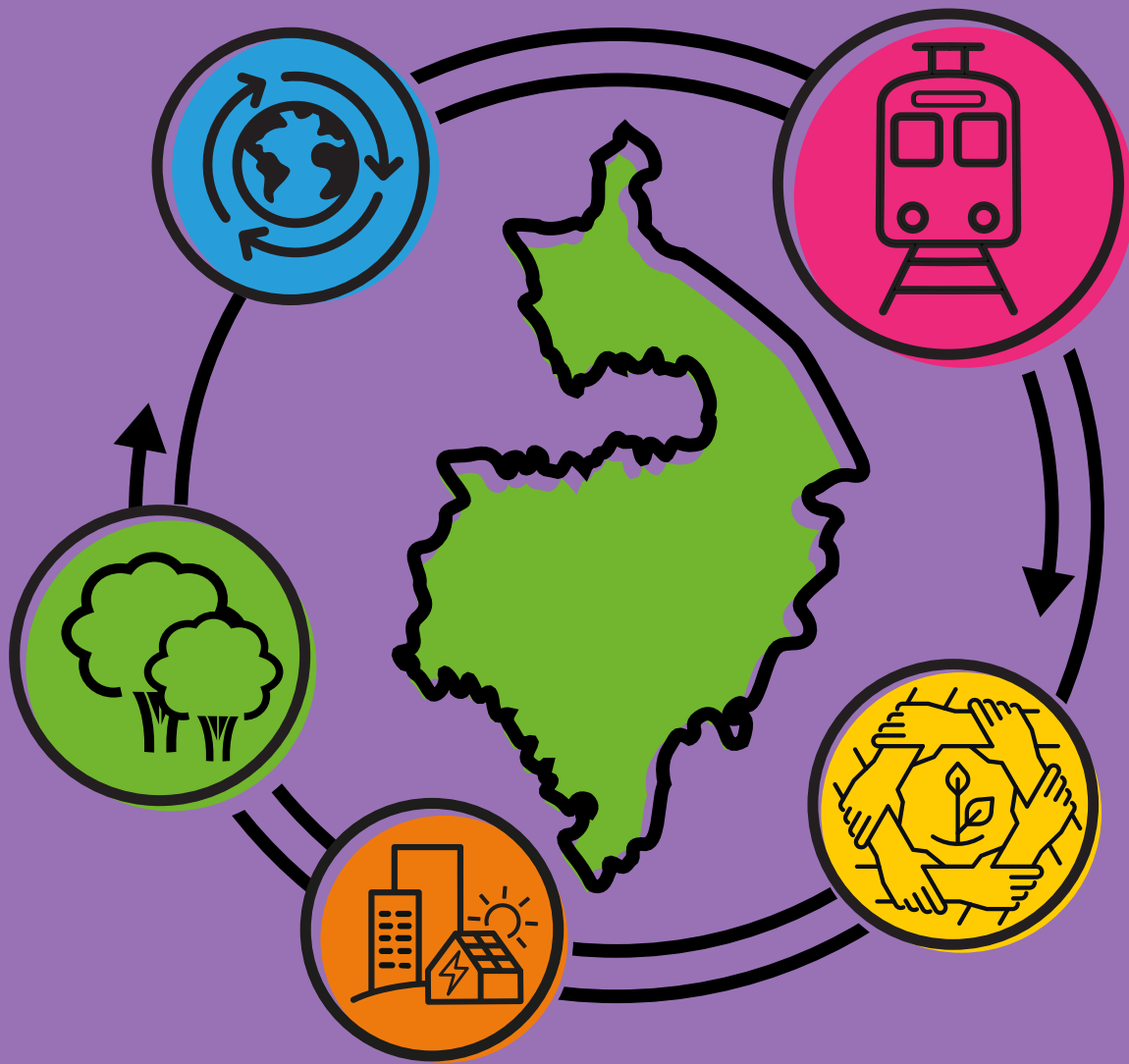
The report was circulated to the following members prior to publication:

Local Member(s): not applicable as this is a county wide report.

Other members: Members of the Cross-Party Climate Emergency members group: Councillors Birdi, Chilvers, Falp, Fradgley, Humphreys, Millar, Redford, Sinclair.

Chairs of the Overview and Scrutiny Committees. Councillors: Clarke, Chilvers, Warwick, Birdi, Humphreys, Roodhouse, Barker. Holland,

This page is intentionally left blank



WARWICKSHIRE SUSTAINABLE FUTURES STRATEGY 2023

Table of Contents

3	Foreword
4	Executive Summary
6	Introduction and Context
9	Our Carbon Emissions
13	Strategy Aims
14	Where do we want to be in the future?
15	Delivering Success
16	Funding the Strategy
17	Key Themes
	Transport
	Built Environment and Energy
	Resources, Waste and Material Recirculation
	Sustainable Communities and Green Economy
	Natural Capital and Biodiversity
31	Appendix A Terminology
33	Appendix B Key Trends

This document was approved in draft by Warwickshire County Council Cabinet on 13 October 2022.

Foreword

Warwickshire County Council is committed to acting decisively to reduce our carbon emissions to net zero across the Council by 2030 and to support Warwickshire as a county to do the same by 2050 or earlier.

Climate change is one of the most critical issues facing humankind. The continued burning of fossil fuels is affecting weather patterns around the world as well as causing devastating extreme weather events more locally, leading to flooding, heatwaves, drought and wildfires. These events pose a direct risk to the people that live, work and study in Warwickshire and threaten our infrastructure, assets and economy.

However, whilst the heart of our Strategy sets out our actions to reduce carbon emissions, our focus goes beyond climate change alone. We are taking a comprehensive approach to creating a sustainable future that aligns with other Council priorities such as improved life chances for children, a thriving economy, improved transport and infrastructure, and supporting our commitment to safeguarding and enhancing the quality of life for everyone.

We know that we cannot do this alone. Collaboration is therefore the cornerstone of our Strategy, and we will continue to work closely with our partners from the public, private and voluntary sectors to achieve our ambitions.

Our collective efforts will drive meaningful change, shape a zero carbon Warwickshire with reduced energy consumption, preserve our landscapes with flourishing biodiversity and bolster a sustainable, thriving economy, resulting in improvements for communities.

We remain focused on our goal: to make Warwickshire sustainable now and for future generations.



**Cllr. Heather Timms,
Portfolio Holder for Environment, Climate and Culture
Warwickshire County Council**

Executive Summary

The Sustainable Futures Strategy sets out a framework, key actions and enablers for delivering the strategic priority of being a county with a sustainable future. This means adapting to and mitigating against climate change, reducing our carbon emissions to net zero across the Council by 2030 and supporting Warwickshire as a county to do the same by 2050 or earlier. It also means creating a sustainable environment aligned with other council priorities that include education, sustainable economic growth, improved transport and infrastructure, health and wellbeing.

Between 2005 and 2021, carbon emissions in Warwickshire reduced by 23% to 5,499,000 tonnes of CO₂e. Transport and industry are our two largest sources of emissions, now representing 38% and 31% of the total respectively, having remained largely static over this period. Meanwhile, emissions from domestic settings and commercial buildings have been steadily declining.

Council-related activities currently account for 18,245 tonnes of CO₂e, having reduced by 63% between 2014 and 2020. To meet our net zero commitment, our emissions will need to reduce by another 29% by 2026 and 46% by 2030. The largest falls are likely to be in our transport and building use.

In both cases, we expect there to be residual emissions, which we will look to balance through nature-based or other forms of greenhouse gas removals.

Our Strategy and actions have been created to establish a clear pathway towards these goals. It is organised around five delivery themes, each focusing on an area where we are best able to make a difference:

- **Transport:** We want surface transport across the county to have zero-carbon and minimal air quality emissions. We will achieve this by increasing the use of sustainable modes of transport, with residents having access to zero-carbon transport options, as well as encouraging active travel.
- **Built Environment and Energy:** We want to live and work in a county that is powered entirely by clean fuel or renewable sources; in buildings that are energy efficient and resilient to the impacts of climate change and connected to nature.

- **Resources, Waste and Material Recirculation:** We want to be a county where we make the best use of our resources and minimise waste, with a thriving economy that provides commercial opportunities and sustainable jobs.
- **Sustainable Communities and Green Economy:** We want to have a county that is measured by prosperity and health, where people have the skills and access to new jobs , and where all industries contribute to sustainable, equitable and healthy communities.
- **Natural Capital and Biodiversity:** We want a habitat-connected landscape for people to enjoy, wildlife to thrive and to increase our ability to capture and store carbon.

Critical to our success will be how we deliver our ambitions. This will include effective change management, changed behaviours, accountable governance, adequate resource, the right policies, and appropriate engagement.

Substantial financial investment will also be required to reduce carbon from our operations, and we recognise the need to be creative in our ability to invest and fund sustainable solutions.

Finally, partnership working will be vital to the key elements of this Strategy such as realising the net zero vision, contributing to Levelling Up and enhancing prosperity across the county. We will therefore work together with our public, private and voluntary sector partners on projects and external funding applications, providing the benefit of collaboration and shared outcomes across boundaries and organisations.

Introduction and Context

Climate change, cost of living and the impact of inflation for residents and businesses are amongst the most important issues currently facing the UK and Warwickshire. The county's infrastructure, assets and economy are under threat from the impacts of climate change and, if left unmitigated, will cost us more in the longer-term. This Sustainable Futures Strategy sets out how we can begin to tackle these issues across our communities, businesses, and Council services by focusing on reducing carbon emissions to mitigate climate change and meet our net zero commitments.

The ambitions of this Strategy are relevant to every organisation and resident within the county. Net zero can only be achieved by working together and doing so at a pace that is affordable and right for residents and businesses. As we developed this Strategy, we listened to a wide range of views from residents, business, academia, the voluntary sector and other public sector organisations. Our place-based approach to Levelling Up and community power will be an important way in which we work with communities to develop solutions at a time when people are ready and willing to take forward actions.

As well as being aligned with the United Nations [Sustainable Development Goals](#) (UN SDGs), the ambitions of this Strategy are relevant to every part of the Council, and we are clear that we need to integrate sustainable thinking in all that we do. The Strategy will guide our work across the Council, translating the commitment made within our [Council Plan \(2022-2027\)](#) into tangible objectives and action. This includes the actions we need to take to ensure our existing services are resilient to the current and future effects of climate change.

This Strategy is organised around the areas where we are most able to make a difference. These five themes are:

- Transport
- Built environment and energy
- Resources, waste and material recirculation
- Sustainable communities and green economy, and
- Natural capital and biodiversity.



Climate Change Crisis

There is a growing recognition that climate change is one of the most critical issues facing the world. The resulting emissions from the continued burning of fossil fuels causes a global warming effect which has altered weather patterns, melted polar ice, and increased ocean acidification. This has led to changes in sea life, as well as causing devastating weather events such as flooding, heatwaves, drought and wildfires. These events pose a direct risk to Warwickshire's communities and economy.

To protect the county against the known risks from climate change, the Council declared a climate emergency in 2019. Since then, we have committed to becoming carbon net zero as an organisation by 2030, and to support Warwickshire to become carbon net zero no later than 2050.



Biodiversity Crisis

More than two-fifths of UK species, including animals, birds, and butterflies, have seen significant population declines in recent decades. Contributing factors include thousands of acres of habitats being lost to development, the intensification of agriculture and the increasing effect of climate change. Pollution also causes problems for streams and coastal areas. Together these are a significant problem, because decreases in biodiversity are directly related to declining wellbeing and economic prosperity.

The UK Government and others across the globe have declared a biodiversity emergency. The United Nations' (UN) draft biodiversity framework guides actions across the world to preserve and protect nature through to 2030 and the UK supports this through our Nature Positive 2030 reports.

Our Strategy provides a framework of how we can implement and deliver these requirements locally whilst living in harmony with nature.

“

Nature is in decline globally and in the UK. Between 1932 and 1984, we lost 97% of our species-rich grassland, five species of butterfly have disappeared from England in the last 150 years, and indicators showing the state of birds dependent on farmland stand at less than half their value compared to 1970.

”

*Environment Bill:
Nature and conservation covenants
(parts 6 and 7). September 2021.
DEFRA (Department for Environment,
Food and Rural Affairs)*



The Cost of Living

At the time of developing this Strategy, the UK is under pressure from a rising cost of living. With high inflation rates and energy bills, along with the impacts of the conflict in Ukraine on fuel and food prices, huge pressures and burdens are being placed on families and businesses. There are concerns for people's physical and mental health and the ability of smaller firms to stay afloat. This has also contributed to widening inequalities across the UK, emphasising the need for Levelling Up at a local level.

This Strategy allows us to develop an approach that helps our residents with the cost of living in the longer-term; improving energy efficiency to reduce fuel bills and addressing the "take-make-dispose" approach which traps consumers into continually needing to replace products.

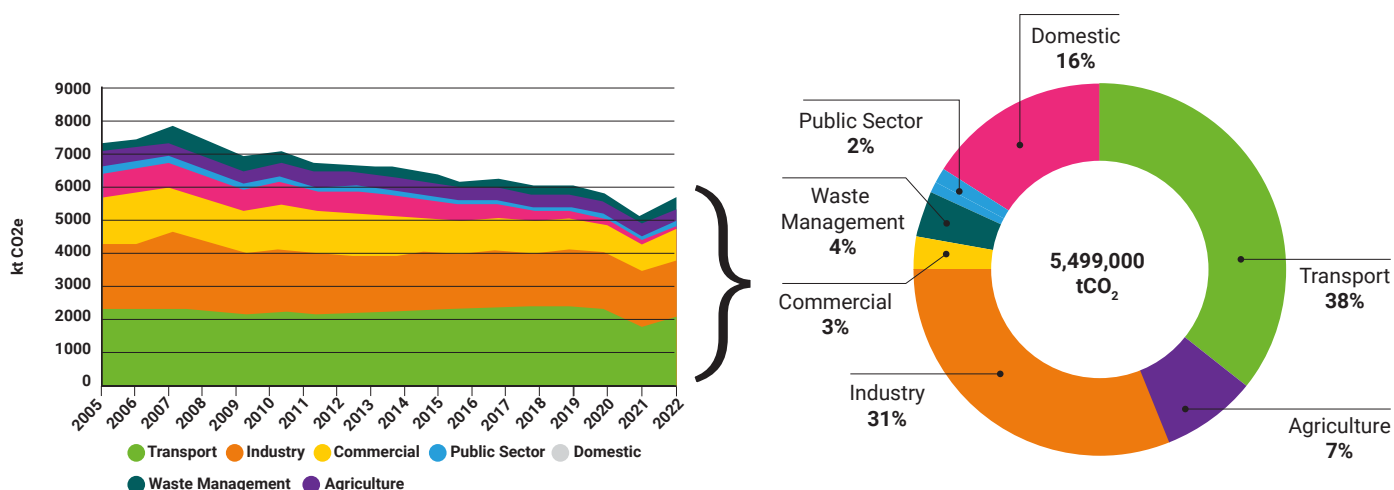
Our Carbon Emissions

Warwickshire County-Wide Emissions

Where we are now

In 2019 (our baseline year) the county's greenhouse gas emissions were 5,701,000 tonnes of CO₂e¹, having reduced by 21% since 2005. The biggest sources of emissions are from transport and industry, followed by the domestic and commercial sectors, with the public sector making up the smallest proportion. Transport and industrial emissions in the county have remained largely static, whilst those from domestic and commercial buildings have steadily decreased.

2020 was an exceptional year due to the Covid-19 outbreak and the associated lockdowns. During this time emissions fell by 12% compared with 2019, with a 20% year on year reduction from the transport sector alone. However, total emissions have risen since then to 5,499,000 tonnes of CO₂e in 2021, although this is still 3% below 2019 levels.



¹ www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics

Reaching our net zero 2050 target

Our county-wide target to be net zero by 2050 is aligned with the UK's legal commitment to deliver net zero by 2050. National reduction targets are set at five-yearly intervals, referred to as a carbon budget. To date the UK has met the budgets set but these will become increasingly more ambitious to achieve.

By mapping the following developments in Warwickshire, we can identify the impact on our emissions and therefore how much more we need to do to support these national budgets:

- Grid electricity decarbonisation as projected by the Department for Energy Security and Net Zero (DESNZ)) will reduce emissions.
- Planned increases in new housing and non-domestic properties to meet the Local Plans of the District and Boroughs will see increases in emissions by 2050, although these are less than otherwise due to technological advances in heating. Based on current baselines, National Grid's Future Energy Scenarios (FESs) show demand for natural gas heating in homes decreasing by 18% by 2030 and 99% by 2050, and for commercial and industrial buildings by 11% by 2030 and 95% by 2050.
- Likely decarbonisation of the transport sector due in part to the electrification of registered vehicles and adoption of alternative fuels such as hydrogen will reduce emissions.

Under all scenarios, we expect that there will be residual emissions remaining in 2050 which we will look to balance through nature-based or other forms of greenhouse gas removals. We will explore and identify these as we move towards 2050.

Warwickshire County Council Emissions

Where we are now

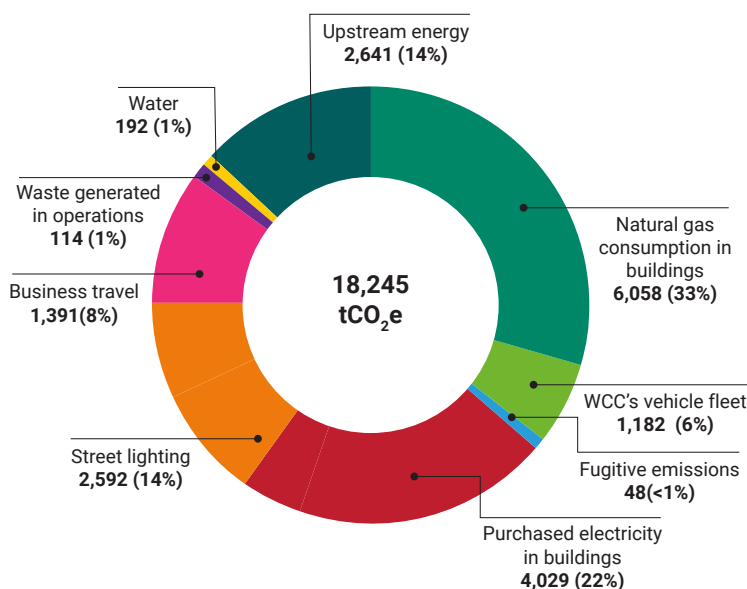
Since 2014, we have reported on our emissions related to natural gas, electricity use in buildings and for streetlighting, and fuel use for our own vehicle fleet. We have seen a 63% reduction in these emissions between 2014 and 2020. This has been due to the decarbonisation of grid electricity and replacing sodium bulbs in streetlights with LEDs.

We have committed to achieve carbon net zero by 2030 for the following emissions sources:

- **Scope 1** – Direct emissions from assets we control: building gas / oil use, fuel use from vehicles we own
- **Scope 2** – Emissions from purchased electricity in our buildings and streetlighting
- **Scope 3** – Indirect emissions from the waste we generate, the water we consume, business travel and upstream energy.

In 2019, these emissions equated to 18,245 tonnes of CO₂e. We have set this as our baseline from which to measure future progress towards our 2030 target. Some of these emissions are currently estimated using industry benchmarks, so we will also continue to improve the quality of the data we collect.

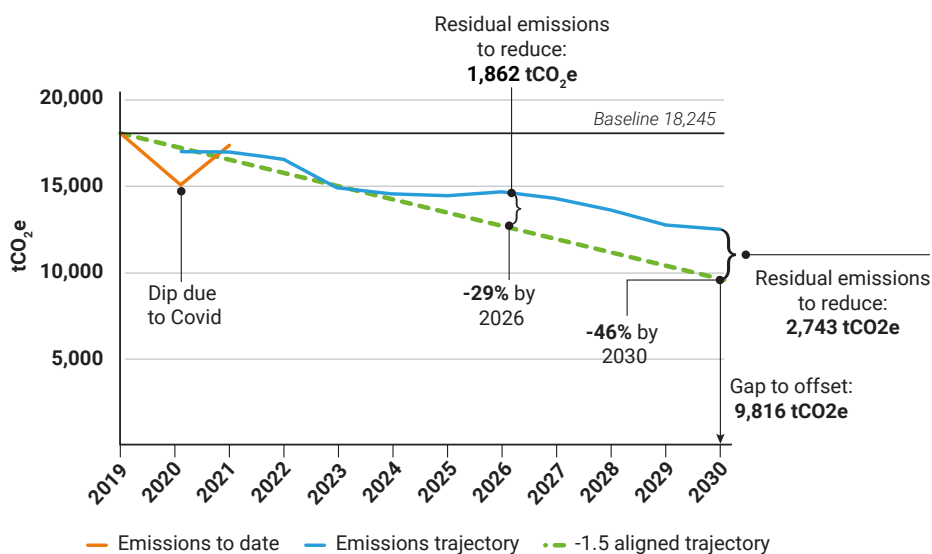
We continue to understand areas to target for Scope 3 reductions. Whilst these emissions are not directly within our control, we will work with our contractors, suppliers and other partners to influence and support reductions in these areas.



To measure progress towards our target of net zero by 2030, we have set interim targets of reducing emissions by 29% by 2026 and 46% by 2030. This is in line with the scientifically informed Sectoral Decarbonisation Approach (SDA)² which sets proportional targets to limit global temperature rises to 1.5°C.

Whilst we expect emission levels to reduce due to external factors, we will need to take the actions outlined in this Strategy to lower residual emissions further. Even so, based on a target of 46% reduction, there will still be 9,816 tonnes of CO₂e required to be inset or offset each year. We will therefore be developing a plan in 2024 to review the options and viability for inseting and offsetting.

Emissions in 2021 were 16,712 CO₂e, on track against our reduction trajectory. We will report progress annually on the [Warwickshire climate emergency website](#).



¹www.sciencebasedtargets.org

Note, these targets have not been verified by SBTi.

Strategy Aims

This Strategy sets out a framework and key action areas for delivering the Council's strategic priority of:

Being a county with a sustainable future, which means adapting to and mitigating climate change and meeting net zero commitments.

The scale and pace needed to meet targets for 2030, 2050 and beyond is ambitious; business-as-usual activities within the Council and across the county will not be enough. This Strategy recognises that we need to do more and faster; challenging us to be innovative and to consider what powers and funding we might need to deliver our objectives.

As well as reducing carbon emissions to stop global temperatures rising, we also recognise that the effects of climate change are already being felt. Our 2022 [Climate Change Adaptation Plan](#) considers the work needed to carry out our business as temperatures and emissions rise.

2030
Council carbon
net zero

2050
Warwickshire
carbon net zero

2050+
Carbon
surplus

“
We want to make
Warwickshire the best
it can be, sustainable
now and for future
generations.”

Warwickshire County
Council, Council Plan
2022-27

Where do we want to be – the future

We are ambitious about what we want our future to look like. Within the next few decades, we want our county to be reimagined; low in carbon with vastly reduced energy bills, landscapes with plenty of wildlife that people can enjoy, farms which provide us with local food, a thriving sustainable economy and communities that are happier, healthier and more engaged.

This Strategy is organised around five delivery themes, and we have developed a vision for each as part of this strategy:



Delivering Success

We know from our earlier stakeholder engagement and expert panels that many of our businesses, organisations and residents are already on their own journeys to net zero. We are fortunate to have strong expertise and innovation across Warwickshire's institutions and private businesses and have established the foundations for longer-term partnership working with District, Borough, Town and Parish Councils as well as our wider regional partners, local universities, the health and voluntary sectors.

As a County Council we will play our role in leading by example and creating the conditions to support strong partnerships that can work together towards this common purpose. We want to inform and inspire action and will do so by widely sharing ideas, case studies and best practice. We will learn from others on similar journeys to us to help find solutions and adapt to the challenges ahead.

Our community powered approach will help to increase ownership, capacity and capability and create the conditions for communities to identify their own priorities and solutions. Our [Levelling Up Strategy](#) will reduce disparities across the county and provide an opportunity to create a sustainable Warwickshire that values quality of life, inclusivity, and prosperity.

We need to be innovative in how we tackle the challenges ahead, working collaboratively to create momentum for change and exploring new ideas. Our existing organisational behaviours and processes will support our ambitions. This includes being able to deliver change management successfully, using our commissioning processes to maximise our impact as well as reviewing our existing policy framework to ensure alignment with this Strategy.

We have set out objectives and actions to support our net zero targets for each theme and these are described below and within Annex A, our Delivery Plan. This is based on current evidence and as technology, data and national policy evolve, we will adapt these plans. We expect to review this Strategy every three years.

We have established a governance structure to monitor our progress and provide clear and transparent reporting mechanisms. This includes strategic oversight and accountability to a Programme Board led by senior officials. We will also report regularly to our democratic committees, including at least quarterly performance reports to Cabinet and Overview and Scrutiny Committees. Further updates will be shared on our dedicated [Warwickshire Climate Emergency website](#).

Funding the Strategy

Funding is key to our ability to deliver this Strategy and substantial financial investment will be required in the next decades for decarbonisation.

We know that financial pressures on national and local government are significant. As such, we need to be creative in our ability to invest and fund sustainable interventions.

We will:

- Take advantage of planned improvements across our services to advance our climate change ambitions, providing longer-term financial benefits to the authority. This will include embedding net zero and social value requirements into our procurement.
- Build a pipeline of projects that are ready to take advantage of funding opportunities as they arise.
- Bid for dedicated grant funding from central government to achieve net zero ambitions as well as that which delivers on sustainability objectives as part of wider goals, such as social, economic growth or devolution. Examples include the Towns Fund, Levelling Up Fund, and the UK Shared Prosperity Fund (UKSPF).
- Leverage funds from the commercial sector, including developer contributions such as the Community Infrastructure Levy (CIL).
- Look to generate revenue from net zero investment opportunities, such as renewable energy, for reinvestment into activities within the Strategy.
- Work with Voluntary, Community and Social Enterprise organisations to encourage local project delivery that could be potentially funded via voluntary sector sources, including lottery and trust funding.
- Work with partners on external funding applications.
- Consider private sector investment and public sector borrowing to fund long-term capital projects.
- Investigate the potential use of Local Climate Bonds (LCB) as a way for residents and businesses to invest in net zero projects.
- Continue to receive developer contributions through our biodiversity net gain market and look to extend these to other nature markets to help us deliver habitat enhancements and other nature-based benefits.
- Develop opportunities for the private sector to support our ambitions through financial contributions, materials, time or resources as part of their Corporate Social Responsibility objectives.

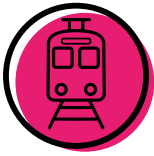
Key Themes

We have identified five key themes that are fundamental to achieve our strategic aims and aspirations.

The themes are presented separately but there is inherent overlap and synergy between them all.

For each theme we have considered the key objectives that need to be delivered, where our focus will be in the first instance and how we will measure our progress. This is summarised in Annex A as a set of tables outlining the actions that we will deliver.





Transport

Why is this important?

Transport is the largest source of carbon emissions in the county, accounting for 44% of emissions in 2019³ (our baseline year). Whilst the quantity from the transport sector in Warwickshire has remained stable over recent decades, the relative importance of tackling these emissions has steadily increased, due to a fall in emissions from other sectors.

As the transport authority in Warwickshire, we have a key role to reduce transport emissions. Not only will we need to lead the way by reducing the emissions from the Council's vehicle fleet, but we must prioritise more sustainable travel options that can reduce private car use and inspire behaviour change in others. In selecting options, we will also need to reflect the different challenges and barriers for rural areas versus towns.

Ambition

We want surface transport across the county to have zero-carbon and minimal air quality emissions. We will achieve this by increasing the use of sustainable modes of transport, with residents having access to zero-carbon transport options, as well as encouraging active travel.

What we need to do

Our overarching objectives for this theme are to:

1a. Reduce the amount of carbon dioxide equivalent (CO₂e) and air quality pollutants emitted from journeys made by Warwickshire residents and businesses.

This objective will be addressed by the framework set out in [Warwickshire's Local Transport Plan 4 \(LTP4\)](#) which was adopted in July 2023. The LTP4 indicates the need to change the way that we move around the county and beyond, providing the basis for our transport interventions over the next decade or so. It includes six sub-strategies focused on Active Travel, Public Transport, Safer Travel, Motor Vehicles, Managing Space and Freight.

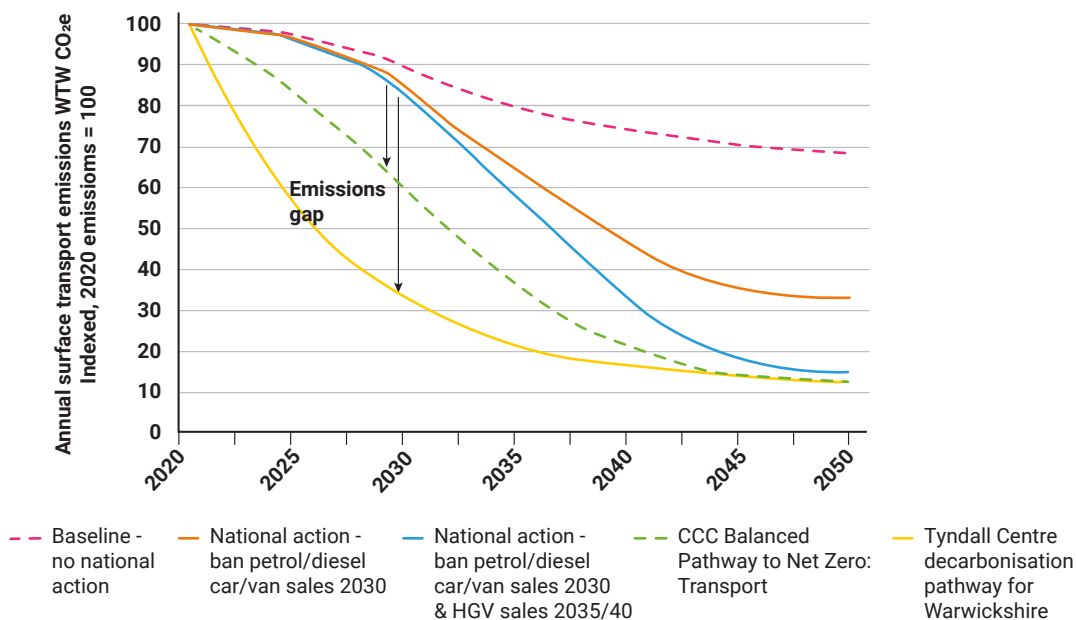
³ www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics

To reduce emissions from transport, the LTP4 sets out an "avoid, shift and improve" approach which prioritises:

- 1) Enabling safer walking, cycling and scooting.
- 2) The provision and use of low emission, accessible, safe, and reliable public transport.
- 3) Efficient driving through congestion easing and the use of low emission vehicles through infrastructure to support them.

To achieve net zero in Warwickshire we will need to align behind the reductions outlined below and we will evaluate our success by measuring the greenhouse gas emissions resulting from Warwickshire journeys.

The following graph shows Warwickshire’s transport carbon dioxide emissions challenge under different intervention scenarios.



By regularly measuring the following, we will be able to chart progress of our underpinning activity:

- Publicly available EV charging devices (at all speeds), rate per 100,000 population
- Percentage of schools signed up to our Safe and Active Programme
- Number of journeys on public transport services supported by the Council
- Number of businesses engaged with the Active Travel Programme
- Kilometres of cycle infrastructure.

1b. Reduce the amount of carbon dioxide equivalent (CO₂e) emitted because of Council-related travel.

Using figures from our 2019 baseline, Scope 1 and associated upstream emissions from the Council's fleet and business travel will need to reduce by approximately 1,100 tonnes of CO₂e by 2030. National policies banning the sale of new petrol and diesel cars, vans and HGVs will have a positive effect on these reductions, but where possible we will reduce emissions further and faster.

This will be achieved through a range of activities, including encouraging the shift to active travel journeys where appropriate, campaigns to encourage more fuel-efficient practices, a strategy and plan to decarbonise our fleet and targeted activity focused on services such as home to school transport.

1c. Improve resilience of our transport system through climate change adaptation.

We will work across our transport system to ensure we have infrastructure and services that will cope with future changes in climate. This will mean ensuring our own design guides and specifications are climate resilient and that we work with transport owners and operators throughout the county to support them in making their own preparations.



Built Environment and Energy

Why is this important?

The energy we use and generate, especially across the built environment, has one of the biggest emissions impacts across Warwickshire. By retrofitting new technologies into existing buildings and improving standards within new construction, we can develop a built environment that needs less energy to heat and power to run. Reducing energy consumption and improving efficiency within homes and buildings will also help to tackle fuel poverty.

As a Council, close to 70% of our carbon footprint (Scope 1 and 2) is associated with energy in our buildings and streetlighting. How we construct, use, heat and cool our buildings is particularly important.

Our path to net zero will be supported by decarbonisation of the electricity grid over the next 30 years. Sources such as wind, solar, and potentially nuclear will become the main source of electricity generation and will provide greater energy security within our own borders. Other options such as the use of hydrogen for heating may become a viable solution in the future but widespread use is not expected for many years.

Ambition

We want to live and work in a county that is powered entirely by clean fuel or renewable sources; in buildings that are energy efficient and resilient to the impacts of climate change and connected to nature.

What we need to do

Our overarching objectives for this theme are to:

2a. Increase the amount of energy generated from local renewable sources.

To do this we must first understand our local energy needs. We will therefore develop and deliver local energy plans that map out future energy demands and capacity and consider options for potential schemes including community energy schemes and our own infrastructure investment decisions.

We will continue to engage with regional stakeholders such as West Midlands Combined Authority, Energy Innovation Zones, Midlands Net Zero Hub and Energy Systems Catapult for lessons learnt and partnership opportunities to decarbonise.

By measuring the amount of renewable energy capacity installed in Warwickshire we will be able to determine our progress against this objective.

2b. Reduce the amount of carbon dioxide equivalent (CO₂e) arising from energy and building use across Warwickshire's homes, schools, and businesses.

Across the county our local authorities and many businesses and organisations already have their own net zero carbon ambitions and plans. To achieve this objective requires us all to do our part but also to work together to provide greater influence. For example, by working across authorities to review our planning systems and engaging developers at an earlier stage, we can improve the energy efficiency of new buildings as well as reducing CO₂e emissions from the construction process.

We will support schools to decarbonise by raising awareness and providing advice through schemes such as Eco-Schools. We will work with them to bid for resources to improve energy efficiency, invest in renewables and improve new build standards in schools. We will ensure maintained schools meet high energy performance standards by replacing plant and equipment with less carbon intensive systems.

As councils take forward plans to minimise carbon emissions in existing housing, we will provide support to encourage residents and businesses to take up energy efficiency opportunities such as the installation of heat pumps and other improvements. This will include advice provided to residents and businesses through in-house and commissioned services.

We recognise that some industries across the county will have greater carbon emissions than others and we will look to identify those businesses to target support and advice to encourage them to progress towards net zero. This will include actions to reduce embodied carbon in materials and whole life cycle emissions in buildings and infrastructure.

We will regularly measure and report CO₂e emissions from Warwickshire homes and businesses so that we can track progress.

2c. Reduce the amount of carbon dioxide equivalent (CO₂e) emitted from Council buildings and streetlighting.

Our Energy Strategy provides us with a framework to decarbonise our estate. This will include improving the data we capture, embedding energy considerations within new schemes and developing an approach and planned programme for retrofit across our buildings. We will carry out a survey of our estate to identify potential sites for renewable energy opportunities and establish a priority pipeline of projects. This will include a review of our heating systems, moving towards renewables where possible and maximising the efficiency of residual heating sources that rely on fossil fuels.

Every year we will measure and report our CO₂e emissions from Council buildings so that we can monitor our progress, with a goal of reducing CO₂e by 1,650 tonnes by 2030.

2d. Improve Warwickshire's built environment to provide resilience to changes in climate.

We will work with District and Borough council colleagues to ensure future developments across the county are designed and built to provide resilience to natural hazards such as flooding, rising temperatures and other impacts of climate change.



Resources, Waste and Material Recirculation

Why is this important?

To become more sustainable as a county we need to reduce the demands that we place on our resources. If materials end up as waste, the energy and associated emissions required to dispose of and replace products will continue. As the waste disposal and planning authority for Warwickshire, we use a hierarchy approach to prevent, reduce, reuse, recover and only then, dispose of our waste. But we want to go much further and move away from a “take, make, consume and throw-away society” towards one that minimises waste and pollution, keeps products and materials in use for as long as possible and supports the regeneration and protection of natural resources and our environment.

Such an approach will encourage better designed products that last longer and can be more easily repaired and maintained. It will reuse, remanufacture and recycle products, components, and materials so they can be usefully used for other purposes and their life extended. Lower impact products and services could include more sustainable materials, improved processes such as modular buildings that reduce waste within construction, a shift to sharing resources, and repair and return services driving a strong second-hand market.

Ambition

A county where we make the best use of our resources and minimise waste, with a thriving economy that provides commercial opportunities and sustainable jobs.

What we need to do

Our overarching objectives for this theme are to:

3a. Reduce the amount of waste arising in Warwickshire.

As the waste disposal authority, we are directly responsible for managing the household waste collected by District and Borough councils. We will work to promote and encourage greater reuse and recycling and therefore a reduction in overall waste. We will also work with partners to improve the services offered across the county to make it easier to repair, reuse and recycle. Success will be determined by our existing measures.

3b. Establish a material recirculation approach that provides commercial opportunities and sustainable jobs.

We will establish an approach, identifying business sectors to focus on and actions to take, that will support the adaptation of our local economy to reduce waste and increase cost efficiency. This will include direct support to businesses as well as encouragement through our own procurement activities.

Measuring a thriving, sustainable economy is difficult, but we will look to align with sustainability measures emerging from our [Economic Growth Strategy](#) alongside nationally available data for waste generated from construction and demolition activities and from the commercial and industrial sectors.



Sustainable Communities and Green Economy

Why is this important?

Realising the ambitions of climate change for Warwickshire will not only rely on active engagement from communities and businesses, but also create huge opportunities. Our climate change actions have the potential to make a positive contribution to the social and economic needs of the county, supporting and developing businesses to address green challenges and provide the required future skills.

Working collaboratively will help us to ensure we do so in a way that helps address inequalities and takes account of the risks and impacts to society. Bringing together residents to deliver on climate action will help to create sustainable communities with healthy and happy residents who are inclusive and equitable in their actions.

This theme is based on the following:

- Health and wellbeing are paramount.
- Taking a community powered approach to increase community ownership, capacity and capability; creating conditions for communities to identify their own priorities and solutions and providing help for delivery.
- Encouraging an approach that supports sustainable consumption and production. Providing economic growth without raising resource consumption and provide sustainable, local access to goods and services.
- Working collaboratively with institutions that are accountable and resilient to amplify and maximise impact as well as providing communities with a sense of democratic empowerment.
- The development of jobs, skills and technology to contribute to Warwickshire's decarbonisation and sustainability journey. We will support the greening of all areas of the economy with a focus on our key priority sectors of automotive, manufacturing, engineering, tourism and digital creative.

- Building capacity within the supply chain to ensure investments to support our net zero ambitions can be delivered.
- Nature is safeguarded, restored and supported by an economy which invests in protecting, growing and restoring biodiversity, soil, water, air, climate and other natural systems.
- Our farming community plays a key role in providing local, sustainable enterprise to support healthy lifestyles.

Ambition

We want to have a county that is measured by prosperity and health, where people have the skills and access to new jobs within the green economy, and where all the industries contribute to sustainable, equitable and healthy communities.

What we need to do

Our overarching objectives for this theme are to:

4a. Grow our economy in a sustainable way to support new low carbon businesses and ensure Warwickshire businesses can successfully transition to net zero.

This will include the delivery of a new Warwickshire net zero programme to directly support businesses to make changes to reduce their carbon emissions. This will include financial support of loans or grants to make the necessary adaptations.

Recognising the positive contributions the low-carbon sector can bring to the county, we will commission research to identify future opportunities.

We will lead by example and review our processes and priorities to encourage low-carbon, social equity and increased biodiversity outcomes for the goods, services and investments that we make.

We will work with District and Borough councils to reduce energy demand and carbon emissions in the domestic sector. We have improved our understanding of energy performance across the county and plan to use this to target worse performing properties. We will continue to provide advice to householders on how to reduce energy bills and cut carbon through our energy support helpline and will also encourage the take-up of grants and funding by those who are eligible.

We know that we need more skilled workers to cope with the demands of retrofitting the domestic sector. We have a role to help grow the skills base to support this and we will help to create a strong and reliable market for new technology and home improvements for all who want to invest in their homes.

4b. To improve prosperity, health and wellbeing for Warwickshire's communities through our sustainable actions.

We will continue to work across our communities to harness the collective power of our residents. Many voluntary sector organisations are already helping to deliver outcomes to support net zero carbon across the county and we will continue to encourage them and support others to learn from their successes.

With our place-based approach to Levelling Up, we will collaborate with those seeking to tackle economic, health and education disparities within communities to explore how sustainable outcomes can play a role in the solution. This will help us provide positive outcomes for health and wellbeing as well as ensuring our businesses have the skills available to support sustainability and growth.

Through the Eco-Schools programme we will continue to encourage our young people to have the knowledge and skills to make sustainable choices and to help embed these within their communities.

We will review our progress by engaging with communities to understand their involvement in local activities that support our ambition. We will also measure the number of employers we engage with to encourage healthier working environments. Other measures of success will be developed in line with our [Economic Growth Strategy](#).



Natural Capital and Biodiversity

Why is this important?

Taking a natural capital approach, which considers nature as an asset, is critical to our survival. It includes tangibles like water and food, as well as intangibles such as clean air, a stable climate, and biodiversity. These provide the foundations for life on earth, without which the quality and wellbeing of human life would suffer. As our climate changes we therefore need to adapt to ensure impacts to our ecosystem are minimised and we protect and enhance these assets and the benefits they bring to us.

The UK Government has continued to promote the use of a natural capital approach through their 25-Year Environment Plan. This monitors the environment and the delivery of nature-positive outcomes, including those required by environmental markets such as carbon markets. Building on this, the UK has committed to the COP15 international target to protect 30% of our land and ocean by 2030, known as 30x30.

Changes in climate directly impact ecosystems, including the survival of varied species, their behaviour, distribution and abundance. By improving the quality and availability of our habitats in Warwickshire we can provide greater ecosystem resilience to climate change. We can also provide wider ecosystem benefits through adaptation; for example, strategically located areas for ecological restoration can improve water quality by reducing surface run-off and promoting groundwater recharge.

Our natural assets play a vital role in being able to capture and store carbon to help Warwickshire achieve its net zero ambitions.

Ambition

We want a habitat-connected landscape for people to enjoy, wildlife to thrive and to increase our ability to capture and store carbon.

What we need to do

Our overarching objectives for this theme are to:

5a. Increase the coverage and connectivity of habitats in Warwickshire as a percentage increase of total land.

This will include further development and management of our natural assets and environmental markets to support developers and planning authorities within the county to enhance natural habitats. We will work with our residents to support wider community engagement and action to improve our natural environment.

We will determine progress by measuring the percentage of habitat biodiversity within the Council's rural estate, the area of biodiversity net gain schemes established, and the total area of land managed through schemes designed to manage and enhance biodiversity (including higher level stewardship and other nature markets, Sites of Special Scientific Interest and Woodland Schemes).

5b. Increase the amount of carbon dioxide equivalent (CO₂e) captured and stored through nature-based solutions in Warwickshire.

By 2024, we will develop a plan to deliver our offsetting and inseting targets. We will continue to deliver against our tree planting commitment of a tree for each of our residents by 2030 and will develop other land-based assets to further support carbon capture. The development of our nature markets will be important to capturing carbon throughout the county.

We will measure the number of tonnes of carbon dioxide (CO₂e) captured and stored annually through our nature-based solutions in Warwickshire, as well as annual changes in soil and vegetation carbon storage and the number of trees planted to support our tree planting commitments.

5c. Improve resilience of our natural habitat through climate change adaptation

As Warwickshire's climate changes, we will make adaptations through our natural assets to protect our communities, looking at nature-based solutions to reduce flooding risks and improve water quality. We will ensure adaptation is considered throughout our natural-asset decision making to safeguard our investments.

Appendix A

Terminology

Absolute reduction

Generally, 90% reduction from the baseline across Scope 1, 2 and 3 delivered through long-term science-based targets.

Biodiversity Net Gain

A concept for development and/or land management that aims to increase biodiversity, using quantitative and qualitative approaches.

Carbon dioxide equivalent (CO₂e)

A measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential. Volumes of other gases are converted to the equivalent amount of carbon dioxide, to give an overall global warming potential.

Carbon inset

An action or process of compensating for carbon dioxide emissions by removing carbon dioxide out of the atmosphere using an organisation's own products / boundaries. An example for WCC would be a biodiversity or tree planting scheme.

Carbon Offset

Involves investing in projects that are not related to an organisation's products or boundary, for example purchasing carbon credits or tree planting outside its own organisation.

Green Economy

Broader than a low carbon economy; it aligns to the wider context of the UN SDGs. An approach to sustainable economic growth with a central focus on reducing societal and environmental risks and ecological scarcities. It embeds climate adaptation into its construct. It transitions from the current 'growth-based' approach to investments, employment, and skills towards growth without degrading the environment, and the wellbeing and prosperity of citizens.

ISO14001

Environmental Management System Sets out the criteria for an environmental management system that can be certified to. This helps us as an organisation to make sure we are setting up and following an effective system for managing environmental factors.

Material Recirculation

A model of production and consumption which minimises waste through sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products for as long as possible. This aims to reach maximum efficiency in the use of finite resources as part of creating a sustainable, productive economy.

Natural Capital

Stocks of the elements of nature, such as forests, fisheries, rivers, biodiversity, land and minerals. Stocks of natural capital provide flows of ecosystem services over time which produce a wide range of benefits.

Natural Capital approach

Framing nature as an asset, or set of assets, that society benefits from and attempts to assess, in qualitative, quantitative and monetary terms, the ability of natural assets to provide ecosystem services, in order to make them more visible in decision making. It enables a much clearer picture of what we stand to gain or lose when we make decisions about how to manage or consume natural resources.

Net Zero

Balance of carbon emissions and removals, focusing on 'absolute reductions' in operational boundaries prior to investments in external carbon removals.

Sustainable

Meeting the needs of current generations without compromising the needs of future generations.

Prosperity

Growing wealth for wellbeing (not just financial wealth but the full range of human, social, physical and natural capitals).

Zero Carbon

No emissions are produced from a product or service.

Appendix B

Key Trends

We have assessed the key trends within sustainability and climate change (including changes in demographics, technology, behaviours, and factors such as the Covid-19 pandemic) across the short, medium and long term and how they may impact the Council and the wider county. The assessment has provided input into our themes and actions as impacts to the Council and county.

People Changes

- Changes in behaviour
- During the pandemic there was an increase in active travel and sense of 'local' work and shopping
- Green technology jobs
- Influence of climate change on the economy
- Changing population
- Demographics
- Risks of technological unemployment, impact to food supply and others

Technology Changes

- Changes in energy: the Energy White Paper (December 2020) and related Policy provides an indication about how the Government will address energy related climate change challenges
- Transport and a move towards electric vehicles
- Automation
- Risks of technological unemployment, impact to food supply and others

Policy Changes

- Changes in energy
- New policy and strategic intents to influence response to medium-term challenges e.g., Climate Change Committee 6th Carbon Budget, national priorities.
- Waste Management: encourage residents and businesses to minimise waste, and maximise recycling and reuse
- Net zero carbon target
- Influence of climate change on the economy

National progress

The Climate Change Act (2008) commits the UK government to reducing greenhouse gas emissions by at least 100% of 1990 levels (net zero) by 2050. This is the foundation of the UK's approach to reducing emissions and preparing for the impact of climate change and includes legally binding stepping stones or carbon budgets to be achieved every five years.

The following table illustrates the pathway to net zero:

Budget	Reduction below 1990 levels	Met?
1st Carbon Budget (2008 to 2012)	Yes ✓	26%
2nd Carbon Budget (2013 to 2017)	Yes ✓	32%
3rd Carbon Budget (2018 to 2022)	To be assessed in 2024	38%
4th Carbon Budget (2023 to 2027)	To be assessed in 2029	52%
COP26 agreement (2030)	To be assessed in 2032	68%
5th Carbon Budget (2028 to 2032)	To be assessed in 2034	58%
6th Carbon Budget (2033 to 2037)	To be assessed in 2039	77%
7th Carbon Budget (2038 to 2042)	To be set in 2025	To be set in 2025
Net zero target	At least 100% by 2050	At least 100% by 2050

Annex A – Delivering the Strategy

This stand-alone annex sets out the activity that we have identified to support us to achieve the ambitions of the Sustainable Futures Strategy. We have organised this document around the five key themes described within the Strategy. Objectives for each theme have been set out, along with the way in which we will measure progress, success and an outline timeline.

Theme: Transport

1a Objective: Reduce the amount of carbon dioxide equivalent (CO₂e) and air quality pollutants emitted from journeys made by Warwickshire residents and businesses.

Measures:

To align with Local Transport Plan 4 and accompanying action plan.

Targets:

To align with Local Transport Plan 4 and accompanying action plan.

Theme: Transport

1b Objective: Reduce the amount of carbon dioxide equivalent (CO₂e) emitted because of Council-related travel.

Measures:

Year on year reduction of CO₂e emissions from Council travel (business and fleet).

Targets:

Reduce Council travel emissions by 1,100 tonnes of CO₂e by 2030.

Workstream / Activity

Measures of success

By

Shift

Encourage individuals to replace short journeys that are typically taken by single-occupancy vehicle for an active travel alternative.

Staff survey recording an annual shift in travel behaviour.

Ongoing

Improve

Define the pathway to affordable fleet decarbonisation through a dedicated strategy.

Strategy completed.

2024

Introduce a policy of requiring all vehicle specifiers to include a low or zero emission vehicle as an option.

Number of low or zero emission vehicles purchased in the year.

Agreed as part of our fleet decarbonisation strategy

Workstream / Activity	Measures of success	By	
Improve	Upgrade our car and van fleet to low emission alternatives taking into account cost, viability and performance criteria.	An increased proportion of our fleet operating alternative fuels.	To be defined through the fleet decarbonisation strategy
	Widen the trial of hydrotreated vegetable oil (HVO) in our fleet.	An increased proportion of our fleet operating alternative fuels (km).	Trial to start 2023
	Reduce carbon and air quality emissions relating to home to school transport.	Proportion of buses in service meeting Euro VI standard or above.	Ongoing
Communicate and influence	Support Warwickshire businesses to encourage safe and active travel practices.	Number of businesses engaged with Active Travel Programme. Secured funding for future years.	2023/24
	Support Warwickshire schools to encourage active travel.	Percentage of schools signed up to our Safe and Active Programme. Secured funding for future years.	2023/24
	Improve our understanding of emissions from our grey fleet and support employees to reduce overall emissions.	Staff survey recording an annual shift in travel behaviour.	From 2024
	Provide staff driver training to enhance safety and improve fuel efficiency.	Staff survey recording an annual shift in travel behaviour.	Ongoing

Theme: Transport**1c Objective: Improve resilience of our transport system through climate change adaptation****Measures:**

Measure to be developed to align with the forthcoming National Adaptation Reporting (ARP) Power 4 methodology.

Workstream / Activity	Measures of success	By	
Adapt the transport system to support a resilient economy and adaptive and inclusive service provision	Develop a climate adaptation plan for our transport services.	Climate change risk register and action plan in place.	2024
	Liaise with external transport owners and operators to support them with preparation of climate change adaptation plans.	Number of adaptation plans produced by external Warwickshire based stakeholders validated by the Council.	Ongoing
	Review and update Council design guidelines to integrate climate resilience into the design and specification of new transport, public space and green infrastructure assets.	Climate adaptation criteria integrated.	2024/25

Theme: Buildings and Energy**2a Objective: To increase the amount of energy generated from local renewable sources.****Key Performance Indicator (KPI):**

Amount of installed renewable energy capacity (MW) in Warwickshire.

Targets:

Annual increase.

Workstream / Activity**Measures of success****By****Decentralised energy infrastructure**

Work with Energy Capital and neighbouring authorities to develop a local area energy plan to map future energy demand and inform infrastructure investment decisions.

Development of data driven platform created (LAEP).

2024

Explore opportunities for decentralised networks and microgrids with industry, developers and transmission and distribution operators.

Number of partner-agreed energy infrastructure plans.

Ongoing from 2024

Explore opportunities for decentralised networks and microgrids with industry, developers and transmission and distribution operators.

Number of partner-agreed energy infrastructure plans.

Ongoing from 2024

Fuels and technology

Explore the potential for community energy schemes.

Stakeholder engagement completed and recommendations delivered to Cabinet.

2025

Support the adoption of renewable energy technology to reduce carbon emissions and fuel costs.

MW capacity installed annually.

Ongoing

Theme: Built Environment and Energy

2b Objective: To reduce the amount of carbon dioxide equivalent (CO₂e) arising from energy and building use across Warwickshire's homes, schools, and businesses.

Key Performance Indicator (KPI):

CO₂e emissions from Warwickshire's homes and businesses.

Targets:

Reductions to align with pathway to decarbonisation by 2050.

Workstream / Activity		Measures of success	By
Low carbon technology	Review opportunities, barriers, timescales and capacity potential for county-wide take-up of low carbon fuels and technology for the built environment.	Study concluded.	2024
	Support national rollout of heat pumps.	No. of heat pumps installed.	Ongoing
Advice and support	Top 20 CO ₂ e industrial emitters have agreed net zero targets and plans in place.	Top 20 CO ₂ e industrial emitters have agreed net zero targets and plans in place.	Annually
	Reduction in predicted domestic heating and electricity consumption based on energy performance certificates.	Reduction in predicted heating and electricity consumption based on energy performance certificates.	From 2024
	Provide advice and support to residents to decarbonise.	Number seeking advice from our energy support helpline. Obtain funding for continuing offering helpline post 2024.	Quarterly
Decarbonise Warwickshire's schools	Number of schools attaining Eco-Schools Green Flag.	Number of schools attaining Eco-Schools Green Flag.	July 2028
	Co-ordinate funding bids with District and Borough councils for low carbon retrofit and new build, in particular for schools.	£ funding secured.	Annually ongoing
	Define and set construction standards and targets to raise energy performance in new and existing schools.	Standard agreed.	2024/25

Theme: Built Environment and Energy

2c Objective: To reduce the amount of carbon dioxide equivalent (CO₂e) emitted from Council buildings and streetlighting.

Key Performance Indicator (KPI):

Year on year reduction of CO₂e emissions from Council assets (landlord and occupier) and streetlighting.

Targets:

Reduce CO₂e emissions by at least 1,650 tonnes of CO₂e by 2030.

Workstream / Activity		Measures of success	By
Review and assessment	Improve data capture capabilities.	Fully costed programme completed.	2025
	Create decarbonisation delivery plan and determine approach for retrofit.		
	Define and develop a costed planned retrofit programme across portfolio.		
Energy demand reduction and efficiency	Increase awareness, extend carbon literacy training and encourage behaviour change.	No of staff and members carbon literacy accredited.	2024 and ongoing.
	Align maintenance programme with Energy Strategy to move away from condition-based maintenance to a planned and preventative process.	Reduction in kWh.	Ongoing over 7 years
	Reduce unnecessary energy use through energy conservation initiatives.		Ongoing
	Embed energy considerations into regeneration schemes and development or acquisition of new assets.	Define and set targets associated with construction standards across our portfolio. Report performance against targets post agreement of standard.	Standard agreed 2024/25
Renewables and low carbon generation	Survey Council buildings and landholdings to identify potential for renewables, creating a priority pipeline of opportunities and subsequent feasibility studies.	Renewable energy generated.	Annually from 2025

Theme: Built Environment and Energy

2d Objective: Improve Warwickshire's built environment to provide resilience to changes in climate.

Measures:

Measure to be developed to align with the forthcoming National Adaptation Reporting (ARP) Power 4 methodology.

Workstream / Activity	Measures of success	By	
Design and planning	Support development of water and energy efficiency policy which goes beyond national requirements. Work with local authorities to integrate energy and water efficiency measures in local plan making and policy.	Policy introduced in supplementary planning documents to go beyond national minimums.	2025
	Work with District and Borough councils to deliver best practice urban design for adaptation in town centre regeneration projects.	Design objectives updated with relevant urban resilience outcomes.	Ongoing
	Work with District and Borough councils to update local policy and Local Plans to incorporate low-carbon temperature regulation measures in new homes and buildings.		
Overheating	Develop local heatwave plan for the county and test with the Local Resilience Forum.	Plan validated.	2025
	Incorporate low-carbon cooling measures into new Council buildings and extensions.	Requirement incorporated into revised construction standards.	2024

Theme: Resources, Waste and Material Recirculation

3a Objective: Reduce the amount of waste arising in Warwickshire

Measures: Reduction of household waste.		Targets: Recycle at least 65% of waste and reduce landfill below 10% by 2035 Reduce residual waste per person to 50% of 2019 levels by 2042.	
Workstream / Activity		Measures of success	By
Waste management	Work with our waste collection authority partners to improve household waste services and promote waste reduction, repair, reuse and recycling.	% of household waste re-used, recycled and composted.	Reported quarterly
		Total waste (kg) per household.	
		Kgs of residual household waste per household.	
		% household waste sent to landfill.	
		% of household waste re-used, recycled and composted at the household waste recycling centres.	
	Monitor the carbon impact of Warwickshire household waste.	Number of tonnes of carbon emitted by the Council as a waste disposal authority.	Annually
Education and awareness	Deliver a waste education programme for adults.	Number of adults receiving waste education.	Annually
	Deliver a waste education programme for schools.	Number of schools receiving waste education.	Annually
	Reduce waste from council buildings and recycle more of the waste that is produced.	Number of tonnes of carbon emitted by the Council as a waste disposal authority.	Annually

Theme: Resources, Waste and Material Recirculation

3b Objective: Establish a material recirculation approach that provides commercial opportunities and sustainable jobs.

Measures:

Align with emerging Economic Strategy alongside nationally available data for commercial and industrial waste and construction and demolition.

Targets:

Annual reduction of primary raw materials consumed.

Workstream / Activity

Measures of success

By

Delivering change

Establish our approach to material recirculation that supports the decarbonisation of the economy in Warwickshire, aligned to our Economic Strategy.

Approach and roadmap produced.

To be determined

Support communities and residents to recirculate materials to support Warwickshire's businesses.

- Number of events per year and number of attendees at events.
- Number of training events.
- Income from grants delivered for initiatives (via community grants programmes).

Reported annually

Support businesses to increase material recirculation and sustainability throughout service and product life cycles.

- External funding acquired to support material recirculation and sustainable products and service initiatives.
- Number of events/hubs per year and number of attendees at events.

Reported annually

Lead by example

Council encouraging material recirculation through the whole life cycle of the products and services we procure.

- % contracts which include material recirculation and sustainable lifecycles within the products and services we procure
- % recycled content on new roads.
- % of Council spend on circular products and services.

Reported annually

Drive material recirculation whole life cycle sustainability within the products and services used within construction projects. Work with Future Highways Research Group to develop a carbon calculator for highway works.

% Metric to be set following development of carbon calculator.

Reported annually

Theme: Sustainable Communities and Green Economy

4a Objective: Grow our economy in a sustainable way to support new low carbon businesses and ensure Warwickshire businesses can successfully transition to Net Zero.

Measures:

To align with the emerging Economic Strategy as they become available.

Workstream / Activity		Measures of success	By
Support businesses transition to net zero	Delivery of new Warwickshire net zero programme as part of West Midlands Business Energy Advice Service. Advisor to deliver an energy audit and decarbonisation plan.	Number of businesses engaged. Number of decarbonisation plans produced.	Ongoing until March 2025
	Low carbon adoption and economy growth supported through loans and grants.	Value (£) of grants or loans provided.	March 2025
	Commission research into the strength of the low carbon sector in Warwickshire and future opportunities.	Study delivered.	2024
Develop partnerships and promote advocacy	Awareness and engagement (with business).	Number of businesses engaged.	Ongoing
	Develop lasting collaborative working arrangements to support businesses transition to net zero.	Number of organisations with maintained contact at least once a quarter.	Ongoing
Lead by example	Continue to implement sustainability ambitions through our social value approach to procurement.	Value (£) of successful Contract Awards containing sustainability in the evaluation criteria.	Annually
	Ensuring our own companies take action to support a green economy, including the Warwickshire Property and Development Group, Educaterers and others.	Value (£) of carbon reduction and sustainable design over and above Building Regs standards.	Annually
	Engage with fund managers to influence and promote responsible investment and carbon reduction.	Tonnes of CO2 per \$1m carbon footprint (EVIC).	Annually

Theme: Sustainable Communities and Green Economy

4b Objective: To improve prosperity, health and wellbeing for Warwickshire's communities through our sustainable actions.

Measure:

Community involvement in groups, clubs or organisations that support the environment, animals, local conservation and preservation.

Target:

To increase participation in organisations that support environmental action.

Workstream / Activity

Measures of success

By

Health and wellbeing

Through our Workplace Wellbeing Forum, we will work with Warwickshire employers to promote inclusive employment initiatives, and company cultures that promote healthy working environments and good mental health.

Number of employers engaged.

Ongoing

Making sure we have the right skills to capitalise on a shift to a green economy

Create a demand-led employment and skills system which supports the skills needed for the green economy whilst addressing some of the inequalities that exist across Warwickshire, particularly with the groups prioritised within our Economic Strategy.

To align with our emerging Economic Strategy.

March 2025

Inclusive growth

As we facilitate regeneration projects as part of our Economic Strategy, align our place-based approach to Levelling Up, with our sustainability ambitions.

To align with our emerging Economic Strategy.

Ongoing

Support local communities to find and deliver their own solutions that help deliver on our net zero ambitions.

We will measure community participation in environmental action groups.

Ongoing

Theme: Natural Capital and Biodiversity

5a Objective: Increase the coverage and connectivity of habitats in Warwickshire as a percentage increase of total land.

Measure:		Target:	
Total area of land managed through schemes designed to manage and enhance biodiversity. Percentage of habitat biodiversity net gain in the council's rural estate. Total area of biodiversity net gain schemes established.		30% of Warwickshire land protected and used to support the recovery of nature by 2030.	
Workstream / Activity		Measures of success	By
Habitat restoration and connectivity	Develop and regularly update a county-wide baseline natural capital account to monitor and manage our natural assets.	Establish baseline and annual reporting process.	2024
	Identify areas within Warwickshire where long-term management can be secured to maximise habitat connectivity and benefit wildlife.	Areas defined in accordance with the Local Nature Recovery Strategy (LNRS) due to be published in 2025.	Ongoing following publication of LNRS
Biodiversity net gain	Establish innovative environmental markets to achieve Environmental Net Gain and fund nature recovery and enhancements across the county.	New markets established.	2030
	Support District and Borough councils to become leading local planning authorities in embedding biodiversity net gain and natural capital into decision making	Local planning policies embed environmental net gain.	By 2030
Natural capital markets	Natural capital investment strategy developed to set out our approach to investing in and managing our natural assets.	Strategy produced.	Strategy produced.
	Incentivise emerging environmental markets through competitive prizes (funded from natural capital markets).	Competitive prizes launched.	2027
Awareness and engagement	Support people to understand the value of the natural environment.	Number of visits to Warwickshire Country Parks and Greenways.	Annually
	Communicate, engage and collaborate with our stakeholders to improve the environment and meet shared goals to conserve and enhance biodiversity.	Number of partnerships supported.	Annually

Theme: Natural Capital and Biodiversity

5b Objective: Increase the amount of carbon dioxide equivalent (CO₂e) captured and stored through nature-based solutions in Warwickshire.

Measures:

Number of tonnes of CO₂e captured and stored annually through nature-based solutions in Warwickshire.
Annual change in soil and vegetation carbon storage per habitat (CO₂e carbon/ha) in the Council's rural estate.
Number of trees planted per year.

Targets:

2030, 2050 and annual target to be established through the inseting and offsetting plan.

Workstream / Activity		Measures of success	By
Insetting and offsetting	Develop a nature-based insetting and offsetting plan to deliver our 2030 estate net zero targets.	Plan and targets in place.	2024
	Habitat restoration and connectivity: Deliver on our tree planting targets.	352k trees planted.	2030
	Manage, enhance and restore habitats across the county to increase land-based sequestration.	Carbon sequestered tCO ₂ e per annum.	Ongoing contribution to net zero targets by 2030
Funding	Explore further funding opportunities to support tree planting initiatives and the development of further county-wide Payment for Ecosystem Services markets to contribute to our 2050 county-wide net zero target.	Number of voluntary and mandatory nature markets active in Warwickshire.	Ongoing

Theme: Natural Capital and Biodiversity

5c Objective: Improve resilience of our natural habitat through climate change adaptation.

Measures:

Measure to be developed to align with the forthcoming National Adaptation Reporting (ARP) Power 4 methodology.

Workstream / Activity		Measures of success	By
Response	Integrate climate adaptation into the criteria for selection of Biodiversity Net Gain (BNG) sites.	Climate adaptation criteria integrated.	2024
	Identify areas with biodiversity and climate adaptation potential for safeguarding from development.	Areas identified.	2024
	Promote nature-based solutions to reduce flood risk and increase water quality.	Establishment of water hub partnership group.	2025
Planning and partnerships	Update tree and woodland strategy to incorporate actions to mitigate climate adaptation risks.	Climate change adaptation integrated as a revision to the tree and woodland strategy.	2023
	Work with Districts to deliver best practice urban design for adaptation in town centre regeneration projects. Note: this intersects with flood, transport and biodiversity schemes.	Design objectives updated with relevant urban resilience outcomes.	Ongoing

Cabinet

9 November 2023

Petitions Scheme

Recommendation

That Cabinet endorses the proposed changes to the Council's Petitions Scheme as set out at Appendices 1 and 2 and recommends them to Council for adoption.

1. Executive Summary

- 1.1. At Council in March 2023, it was resolved that the Council would review its Petitions Scheme and develop a protocol surrounding how the Council responds to petitions. The Council's current petition scheme can be found at <https://democracy.warwickshire.gov.uk/documents/s4403/PetitionsScheme.pdf> and is attached with proposed amendments marked up at Appendix 1.
- 1.2. Warwickshire County Council's Standing Orders currently provide for a Petition Scheme under Standing Order 35. The Standing Order sets out the right to petition and the operational arrangements when a petition is received and after it has been presented. As written, it does not fully reflect the application of the Scheme and therefore minor amendments are proposed to the Standing Order to aid clarity and consistency with the practical operation of the Scheme (including those needed to reflect changes to terminology and titles within the Council). These are set out in Appendix 2 to this Report.
- 1.3. The main provisions of the current Petition Scheme are:
 - 1.3.1. Petitions may be submitted by anyone who lives, works or studies within Warwickshire.
 - 1.3.2. The petition must relate to the provision of local services for which the Council has responsibility, or where the Council might be able to exercise influence over the decision makers.
 - 1.3.3. There are certain petitions which will not be considered under the scheme, including petitions related to planning or other consultations, repeat petitions and those related to matters over which the Council has no responsibility or is unlikely to be able to influence a decision, amongst others.
- 1.4. If a Petition is valid, is not excluded under the Scheme and contains a minimum of 1,000 signatures it may be presented at a meeting of the Council and the Democratic Services Team will make arrangements for the presentation of the petition to the next appropriate meeting.

- 1.5. Petitions with more than 50 but less than 1,000 signatures are referred to the Monitoring Officer to determine whether the petition should be referred to a Cabinet member, officer or other member body.
- 1.6. Democratic Services liaise with petitioners in respect of their petition, explaining any decisions taken on validity and setting out next steps and when they should expect to hear from the Council again.
- 1.7. Whilst the detailed response to a petition will depend on what the petition asks for, there are a number of options open to the Council under the current Scheme. These include:
 - taking the action requested in the petition;
 - writing to the petition organiser setting out our views about the request in the petition;
 - holding a meeting with petitioner(s);
 - holding a consultation;
 - undertaking research into the matter;
 - referring the petition for consideration at a councillor, Cabinet or local community forum meeting;
 - referring the petition for consideration by the Council's relevant overview and scrutiny body;
 - referring the petition to another local public service organisation for consideration;
 - holding an inquiry into the matter;
 - holding a public meeting; or
 - calling a referendum.
- 1.8. Following presentation of a petition to a meeting, it is acknowledged by the Portfolio Holder and referred to the relevant Executive Director for consideration and detailed response. The Executive Director will normally advise the Petitioner within 10 working days of the meeting of the proposed action in response to the petition. It is also open to the Portfolio Holder to respond on the day verbally to the Petitioner.
- 1.9. In reviewing the Scheme, officers have considered examples of practice nationally alongside the views expressed by members at the Council meeting in March 2023 (around ensuring an engaging and responsive experience for those presenting petitions) in order to inform the proposals attached at Appendix 1 (and the consequent amendments proposed to Standing Orders at Appendix 2). A summary of approaches taken in other schemes is attached at Appendix 3.
- 1.10. The proposed alterations are intended to ensure that the Scheme is proportionate whilst providing an experience that petitioners would consider valuable. The Scheme language has also been considered in order to ensure that the Scheme is user friendly and clear for those wishing to raise a petition.

2. Review and Considerations

- 2.1. Warwickshire County Council, like many other Councils, maintains a petitions scheme to promote and enhance public engagement with the democratic process.
- 2.2. The key consideration within the Council debate in March 2023 related to a consistent view of the importance of those bringing petitions feeling heard and receiving a timely response that addresses the matters they have raised with clarity and completeness. That formed the base principle for the review.
- 2.3. In reviewing the Scheme, officers also considered the approach taken by other authorities across England. How authorities approach petitions varies and there are significantly different thresholds amongst authorities for the presentation of a petition to a formal meeting. These are in many cases higher than the threshold within Warwickshire's current petition scheme even in authorities with similar populations. A summary of the provisions of other schemes is provided at Appendix 3 by way of comparison of approach.
- 2.4. An analysis was undertaken of the number of petitions received by the Council across recent years, and the subject matter of those petitions to ensure that any proposals were proportionate and effective for the types of issue raised. It is important that the Scheme is proportionate to the number and type of valid petitions received and provides a simple, effective means of the public raising issues that are of concern and in respect of which the Council has powers to effect change.
- 2.5. A summary of the petitions received between 2020 and 2023 is included at Appendix 4. The table shows that the majority relate to traffic and parking issues. Of the total 39 petitions, 19 had less than 50 signatures, 11 had between 50 and 1,000 signatures and 7 had more than 1,000 signatures. Two petitions were still live at the date of writing this report. Analysis of the petitions reveals that the subject matter is quite often related to local issues in discrete areas of the county which would not always be suitable for debate at full Council but would benefit from a stronger emphasis on local member involvement within the Scheme.
- 2.6. The review identified two possible approaches to our scheme:
 - (I) that the Council could choose to move to a rules-based approach to the treatment of petitions that might include prescriptive wording around issues such as when a debate would be scheduled or who would respond to a petition; or
 - (II) that the Council could choose to retain a more "menu-based" approach that is proportionate to the number and nature of petitions received and allows flexibility in how the Council responds depending on the nature of the issues the petition raises.
- 2.7. It is recommended that the latter approach is taken combined with a commitment to greater rigour in the application of the scheme and to the

consideration and choice of response. Approaching the scheme in this way allows for an enhanced and customer focussed approach to petitions that will drive an engaging and responsive experience. The proposed amendments to the Petition Scheme attached to the draft Cabinet Report at Appendix 1 follow this approach.

- 2.8. Particular consideration was given to the question of holding debates following presentation of a petition. It is not proposed that the scheme is altered in this regard as the scheme already allows for a debate to be scheduled (*“referring the petition for consideration at a councillor, Cabinet or local community forum meeting”*). Whilst the reference to local community forum meetings will need to be updated (and we propose *“or other suitable meeting”* to enable a broad range of options to be considered) the wording currently within the scheme is fit for the stated purpose of enabling consideration at a member meeting.
- 2.9. In order for a debate to be held there are a number of legal procedural steps that will need to be taken. The issues will need to have been scheduled and included within the meeting agenda (as published) with appropriate evidence provided in the form of a report to that meeting. Therefore, it will not always be possible to hold the discussion at the closest meeting to receipt of a petition, or for the debate to be held at the meeting a petition is presented at.
- 2.10. This raises a number of issues:
 - 2.10.1. petitions are often time-sensitive, and the timescales required for formal publication of agendas will not always allow for preparation of a robust report with sufficient information to enable members to take a decision that is not at risk of challenge on the date the petition is presented, or within a timeframe that means the decision would be helpful or effective;
 - 2.10.2. the majority of Warwickshire petitions have related to transport and highways matters which involve issues of statutory compliance and capital spend that are not conducive to decision making without the full context of other projects, schemes and financial programmes being provided alongside appropriate legal advice; and
 - 2.10.3. petitions often seek actions/decisions that do not fall within the remit of full Council to decide (i.e. executive decision-making powers are needed and/or decisions have been otherwise delegated constitutionally). Therefore, a debate would not result in a decision capable of implementation in many cases.
- 2.11. The review considered whether there were innovative or alternative approaches within other schemes that could be adopted in order to enhance the experience for petitioners. It was found that the Council’s general approach to petitions is in step with that of other comparable authorities and there were no specific approaches over and above our current practice that were considered appropriate to include given the desire to ensure our scheme remains proportionate to the number and nature of petitions received.
- 2.12. Notwithstanding this, the review has highlighted the opportunity to refine our scheme with a view to improving clarity and strengthening the experience for

petitioners, whilst at the same time taking the opportunity to undertake administrative updates to take account of changes within the Council since the Scheme was last reviewed.

3. Proposals

- 3.1. In order to respond to the issues raised and in light of the findings of the review, it is proposed to make greater use of the facilities already provided for within the Scheme to consider other responses to a petition than presentation at Council, and to enhance and clarify those options which already exist. These include allowing the relevant local member to speak in support of a petition should they wish to (where it relates to a specific division), enabling a meeting between an appropriate Portfolio Holder and/or Local Member and the petitioner to discuss the issues raised, or providing for consideration at an appropriately prepared overview and scrutiny committee or other formal meeting. Minor enhancements to the scheme are needed to provide greater clarity on these options and promote their use. This flexible, customer-centric approach would enable petitioners to feel heard and allow a fuller discussion about the issues arising than the allotted time that presentation to Council permits.
- 3.2. The Proposals are set out in detail in Appendix 1. The key areas of change are:

Proposal	Reason for proposal
<p>Clarifying the scheme wording around excluded petitions to be clear that petitions must relate to the provision of local services for which the Council has responsibility</p>	<p>The current wording allows for petitions in respect of services “<i>over which the Council might be able to exercise influence over the decision-makers.</i>” This wording is uncertain, difficult to apply and can lead to inconsistency.</p> <p>In addition, some petitions relate to matters subject to a legal or regulatory framework (such as planning applications, consultations or referendum requests). These need to be dealt with in a way that is consistent with relevant legislation and guidance.</p> <p>If petitions relate to other matters for which the Council has no responsibility, the petitioner can currently be (and will continue to be) referred to the relevant Cabinet or Local Member to assist petitioners with advice on where to direct their concerns.</p> <p>However, recognising that there can be some areas of uncertainty over “ownership” of particular issues, we have included the ability to consider accepting a petition that relates to matters of wider relevance or interest to Warwickshire such as improvements in the economic, social, or environmental wellbeing of the county, to be decided upon by referral to the Monitoring Officer. This creates a clear point of decision making and provides consistency of approach.</p>
Proposal	Reason for proposal

<p>Enhancing the option of a meeting with petitioners to be clear that such a meeting could include the Portfolio Holder and/or the local member where appropriate for it to do so.</p>	<p>The possibility of a meeting with the Petitioner already exists in the current scheme. The proposed enhancement is intended to support the desire expressed to improve connection with petitioners and provide an engaging and responsive experience, whilst recognising that a meeting with a Cabinet Member and/or Local Member may not always be appropriate. We also propose to introduce a more robust mechanism for local members to speak on a petition when presented at a meeting in line with the scheme.</p>
<p>Clarifying that a petition will not usually be the subject of debate at the meeting at which it is presented unless the issues are already on the agenda of that meeting.</p>	<p>This reflects the provisions of Standing Order 35 and provides clarity that any debate must be appropriately scheduled with necessary procedural requirements met. Ensuring that the Scheme and the Standing Order are aligned provides clarity. This does not preclude a debate happening when appropriate processes have been followed.</p>
<p>Changes to titles of Officers and general updating of language used and names of other organisations</p>	<p>Amendments are proposed to reflect changes to referenced partner organisations and to the Council's constitution and officer structures that have changed since the last update of the scheme. Updates to the language have been made in some places to enable easier reading of the Scheme without altering meaning.</p>

- 3.3. The opportunity has been taken to improve clarity for petition organisers on the range of responses that they might receive. It is not proposed to make the response options within the Scheme binary requirements, rather to retain the current approach of ensuring there is a range of available response options, recognising that each petition and each set of circumstances is naturally different.
- 3.4. Clarity has been added to the process that takes place when petitions are received, and Democratic Services will ensure engagement with Members (both Cabinet Members and, where appropriate, Local Members) and senior officers takes place in a timely fashion to enable a timely response to be produced.
- 3.5. Upon receipt of notice of a petition, Democratic Services will circulate the petition as provided for in the Scheme. A proactive approach will be taken to ensure that Members who have an interest in the petition are able to speak with officers from Strategy, Planning and Governance and the relevant service area to discuss the type of response they would like to see, considering the range of responses covered in the Petition Scheme. Engagement directly with petition organisers can also be facilitated in this way with Democratic Services acting as a bridge between Members, those producing the response, and where relevant the petition organiser.
- 3.6. The review concludes that the Petition Scheme within Warwickshire is robust and with some minor changes can provide a breadth of response opportunities for petition organisers that meet the desire to ensure an

engaging and customer focussed response to petitioners. The proposed amendments at Appendices 1 and 2 are recommended to the Council in order to achieve this aim.

4. Financial Implications

4.1. There are no financial implications arising directly from this report.

5. Environmental Implications

5.1. There are no environmental implications arising directly from this report.

6. Timescales associated with the decision and next steps

6.1. If endorsed by Cabinet a report outlining the proposed amendments will be taken to the next available full Council meeting for approval.

Appendices

1. Appendix 1- Proposed Amendments to the Petition Scheme
2. Appendix 2 – Standing Order 35 and proposed changes
3. Appendix 3- Summary of Schemes in other Authorities
4. Appendix 4 – Summary of petitions received by WCC between 2020 - 2023

Background Papers

None

	Name	Contact Information
Report Author	Nichola Vine Head of Legal and Governance	nicholavine@warwickshire.gov.uk
Director	Sarah Duxbury Director for Strategy, Planning and Governance	sarahduxbury@warwickshire.gov.uk
Executive Director	Rob Powell Executive Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor 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): not applicable

Other members: Group Leaders, Chair and Spokes of the Resources and Fire and Rescue Overview and Scrutiny Committee

This page is intentionally left blank

Proposed Amendments to the Warwickshire County Council Petition Scheme

Petitions Scheme

1. Introduction

The Council welcomes petitions and recognises that petitions are one way in which people can let us know their concerns. Anyone who lives, works or studies in Warwickshire, including those under 18 years old, can sign or organise a petition for submission to the Council.

We will treat something as a petition if it is identified as being a petition by the person sending it to us, or if it seems to us that it is intended to be a petition.

In this Scheme, 'You' means the organiser of the petition, or someone nominated by the petition organiser to liaise with the Council.

To be accepted by the Council, a petition must relate to the provision of local services for which the County Council has responsibility for. Democratic Services can provide advice and support if you are unsure what these services are. **If your petition relates to matters which the County Council does not have responsibility for, it will be shared with your local County Councillor who may be able to provide advice and support about where to direct your concerns.**

Democratic Services are contactable in the following ways:

Email: democraticservices@warwickshire.gov.uk

Telephone: 01926 418196

Post: Democratic Services Team Lead, Resources Directorate, Warwickshire County Council, Shire Hall, Warwick, CV34 4RL

The Council already has arrangements to allow members of the public to speak at some of its meetings. This is set out in the Council's constitution and on our website - [here](#). There are special rules for Regulatory Committee and Democratic Services can help you with any queries you may have.

This scheme gives a petitioner with a minimum of 1000 signatories in support an additional right (provided the requirements are met) to present and speak in support of their petition at a meeting of the Council. For other petitions with 50 or more but less than 1000 signatories in support, the Monitoring Officer will determine whether the petition should be referred to a Cabinet member, Officer, or other member body.

We will publish the details of the petitions we accept under this scheme on our website and summarise the response made to the petition.

If you wish to present your petition to a particular meeting of the Council, you must ensure your

petition is submitted to Democratic Services at least 10 working days before the meeting you wish to speak at. This is to ensure that there is time to check that the petition meets the requirements of the Scheme and if appropriate to arrange for the petition to be included on the agenda of the meeting.

If you wish to exercise the rights under this scheme you should either:

1. Use our e-petition facility, which enables petitions to be created, signed and submitted online (for a period up to three months) **OR**
2. send the petition direct to the Democratic Services Team Leader who can be contacted in the following ways

Email: democraticservices@warwickshire.gov.uk

Telephone: 01926 418196

Post: Democratic Services Team Leader, Resources Directorate, Warwickshire County Council, Shire Hall, Warwick, CV34 4RL

You will receive an acknowledgement from the Council within **5 working days** of receipt of your petition. This acknowledgement will set out the proposed next steps and when you will hear from us again.

If you simply turn up to a meeting expecting to present a petition without sending it to the Democratic Services Team Leader, the meeting will not consider your petition, and the petition will be sent to the Democratic Services Team Leader for consideration under this scheme. Where a petition has **not been accepted** under this scheme rights to speak (if any) at a meeting will be governed by the Council's normal arrangements for allowing members of the public to speak at meetings noted above.

Dates for future meetings of the council are on our website:

www.warwickshire.gov.uk/council

Please contact the Democratic Services Team Leader if you require any help or advice in relation to the Scheme.

2. How will the council respond to petitions?

Our response to a petition will depend on what a petition asks for and how many people have signed it, but it may include one or more of the following:

- taking the action requested in the petition
- writing to the petition organiser setting out our views about the request in the petition
- holding a meeting with petitioners including with the Portfolio Holder and/or the local member where relevant
- holding a consultation
- undertaking research into the matter
- referring the petition for consideration at a councillor, cabinet or local community forum meeting or, where the criteria are met, inviting the petition organiser to speak at a formal meeting
- referring the petition for consideration by the council's relevant overview and scrutiny body
- referring the petition to another local public service organisation for consideration

- holding an inquiry into the matter
- holding a public meeting
- calling a referendum

If a petition does not follow the guidelines set out within this Scheme, the council may decide not to do anything further with it. In that case, we will write to you to explain the reasons.

If your petition meets the criteria for presentation to a formal council meeting it will not usually be subject to a debate unless the topic of the petition is already on the published agenda for the relevant meeting as Councillors cannot take a decision about what you have raised in your petition without all relevant information (including legal and financial advice).

You will receive a response to your petition. This may be either verbally at the meeting or following the meeting. In both cases you will receive a written response from the Council to your petition which we will aim to provide within ten working days of the meeting.

3. What should the petition contain?

Contact Details

Petitions should be accompanied by contact details, including an address, for the petition organiser. This is the person we will contact to explain how we will respond to the petition. The contact details of the petition organiser will not be placed on the website. Everyone who signs a petition must provide an address and post code so that we are able to check the validity of signatures.

If the petition does not identify a petition organiser, we will contact the people who signed the petition to agree who should act as the petition organiser.

Details of the local services which the Council is responsible for

The Petition must relate to the provision of local services for which the Council is responsible. We may consider accepting a petition that relates to matters of wider relevance or interest to Warwickshire, for example if it relates to improvements in the economic, social or environmental well-being of Warwickshire to which any of our Partner Authorities could contribute. A list of Partner Authorities (which is not exhaustive) is included in the annex. The decision as to whether or not a petition meets the criteria in this section will be taken by the Monitoring Officer or their nominated representative.

Where a petition relates to a matter which is within the responsibility of another public authority, we will ask you as the petition organiser if you would like us to redirect the petition to the other public authority.

Where a petition relates to a matter over which the Council has no responsibility we will return the petition to you with an explanation for that decision

Purpose of Petition

Petitions must include a clear and concise statement explaining what the petition is about. It should state:

- what action you wish the council to take; and

- the name and address and signature of any person supporting the petition.

Signatories

A petition must have at least 50 signatories in support – see section 4 below.

Exclusions

It should not be an inappropriate or excluded petition – see section 7 below.

4. How many people must support the petition?

Your rights to formally present a petition to a meeting of the Council depends on the number of people who have signed the petition – a minimum of 1000 signatories are required for a petition to be presented to a formal meeting of the Council. Where the number of signatories is below 1000 the Monitoring Officer will decide whether the petition should be referred to a Cabinet member or Officer for response.

Your rights to any other response from the Council will depend upon your petition achieving at least 50 signatures

5. Rights to present

A petition may only be presented once under this scheme.

If the petition meets the criteria for it to be presented to a formal meeting of the Council, you may:

- formally present the petition to an appropriate Council meeting in person **and**
- speak in support of your petition for up to 5 minutes at that meeting.

Formal meetings of the Council are held in public and you will need to attend Shire Hall for the meeting.

You may nominate another person to speak on behalf of the petition if you prefer, or if required we can make arrangements for an officer of the Council to read the petition on your behalf.

Where more than one petition is received supporting the same outcome on a particular matter, each petition organiser will be treated as an independent petition organiser, but only the petition organiser of the first petition to be received will be invited to address the relevant meeting.

6. What Petitions will not be considered?

6.1 Inappropriate Petitions

Petitions which the Monitoring Officer considers vexatious, rude, offensive, defamatory, abusive, time wasting or otherwise inappropriate will not be accepted, for example:

- (i) Petitions should relate to the provision of local services not:
 - (a) the private lives, personal circumstances, behaviour or personality of individuals whether officers or members of the Council or other public service organisations.
 - (b) national policy or the policies of political parties.

- (ii) Repeat petitions – a petition will not normally be considered where they are received within six months of another petition being considered on the same matter.
- (iii) Petitions relating to matters over which the council has no responsibility and which the Monitoring Officer does not consider are of wider relevance to Warwickshire

In the period immediately before an election or referendum we may need to deal with your petition differently – if this is the case we will explain the reasons and discuss the revised timescale which will apply.

6.2 Consultation petitions

These are petitions which are received in response to an invitation by the Council on particular proposals and are not dealt with under this scheme. Consultation petitions received by the consultation deadline will be dealt with in accordance with the consultation arrangements and will be reported to the public meeting of the person or body which is taking the decision on the proposals. They will not be dealt with under this scheme.

6.3 Excluded Petitions

A petition is also excluded from this scheme if the petition relates to a planning or licensing application, is a statutory petition (for example requesting a referendum on having an elected mayor), or concerns any matter where there is already an existing right of appeal under other processes.

Further information about how you can express your views in relation to these types of matters is set out below:

Planning and Licensing applications

Where the petition relates to a planning or licensing application to be decided by the County Council it will be presented to our Regulatory Committee at the meeting which is considering the application concerned. The Petition will be open to inspection at the meeting. The Petitioner may speak for up to 3 minutes in accordance with public speaking scheme for that Committee.

Petitions relating to planning or licensing applications should be sent to the address given on the notice advertising that a planning application has been made or to the Executive Director for Communities, PO Box 43, Barrack Street, Warwick, CV34 4SX.

Planning applications

Please note the County Council mainly deals with applications relating to minerals and waste management. Therefore, most planning applications are dealt with by the relevant District or Borough Councils in Warwickshire. The notice publishing that an application has been made will include an address for people who wish to make comments on the proposal. This will usually identify whether it is the County or a District or Borough Council which is taking the decision.

Licensing applications

Please note that the County Council does not deal with applications relating to club or

premises licences, sex establishments or applications under the Gambling Act, which are dealt with by the relevant District or Borough Councils in Warwickshire. Any petitions about these matters should be directed to the relevant District or Borough Council in accordance with their arrangements.

Referendum for Elected Mayor, etc.

There are particular statutory requirements relating to petitions which request a referendum on whether or not the Council should adopt different political management arrangements i.e. involving a directly elected mayor. The minimum number of signatories is 5% of the local government electorate in Warwickshire. This figure is updated each February and can be found at [INSERT LINK]. In order to be counted all the signatories on the petition must live, work or study within Warwickshire.

7. E-petitions

The Council welcomes e-petitions which are created and submitted through our website. E- petitions must follow the same guidelines as paper petitions. You can view, submit or sign an e-petition at the following link [View, submit or sign an e-petition](#)

In order to commence an e-petition, the petition organiser will need to provide us with their name, postal address and email address. You will also need to decide how long you would like your petition to be open for signatures. Most petitions run for 3 months. This is the maximum period you can choose but you can choose a shorter period.

When you create an e-petition, it may take five working days before it is published online. This is because we have to check that the content of your petition is suitable and meets the requirements of this Scheme before it is made available for signature. If it is decided that we cannot publish your petition for some reason, we will contact you to explain why. You will be able to change and re-submit your petition if you wish. If you do not do this within 14 days, the petition will be rejected.

When an e-petition has closed for signature, it will automatically be submitted to Democratic Services. In the same way as a paper petition you will receive an acknowledgement within 5 days. If you would like to present your e-petition to a meeting of the council, please contact the Democratic Services Manager within 5 working days of the petition closing. See Section 4 above for requirements for presenting a petition. If you wish to present your petition to a particular meeting of the Council you should ensure your petition closes at least 10 working days before the meeting.

A petition acknowledgement and response will be emailed to everyone who has signed the e-petition and elected to receive information. The acknowledgement and response will be published on the website.

How do I sign an e-petition?

When you sign an e-petition you will be asked to provide your name, postcode and a valid email address. When you have submitted this information, you will be sent an email to the email address provided. This email will include a link which you must click on in order to confirm the email address is valid. Once this step is complete your 'signature' will be added to the petition. People visiting the e-petition will be able to see your name in the list of those who have signed but your contact details will not be visible.

8. The petitions website

The Council maintains a petitions website at www.warwickshire.gov.uk/petitions

When a petition which meets the requirements of this scheme is received by the Democratic Services Team Leader, they will arrange for the petition to be published on the website. The information will include the subject matter of the petition, the date of receipt and the number of signatories. In relation to e-petitions this will also include the names of signatories.

If the petition is to be or has been reported to a Council meeting that information will be included on the website.

Once decided, the response of the council to the petition will also be included on the website. Confidential information will not be included. This should enable petitioners to keep track of the progress of their petition.

Petitions will be kept on the website for a period of 1 year from the date of receipt.

9. Informing councillors and officers

When a petition is received the relevant Cabinet member, party spokespersons and the relevant Executive Director or senior Officer will be sent a copy of the petition.

If a petition relates to a local matter in a particular electoral division the relevant local County Councillor will also be sent a copy of the petition.

If a petition relating to a local matter in a particular electoral division is to be presented to a Council meeting the local county councillor will be invited to address the meeting for no more than 3 minutes immediately after the petition organiser.

10. Scheme review

The Council may review these arrangements from time to time and make alternative arrangements.

Annex List of Partner Authorities

1. Any of the following covering the whole or part of Warwickshire:

- a) any district council or borough council;
- b) Warwickshire Police;
- c) the Police and Crime Commissioner for Warwickshire;
- d) a joint waste authority;
- e) a waste disposal authority;
- f) West Midlands Combined Authority;a Primary Care Trust;
- g)
- h) a youth offending team; or .
- i) an Integrated Care Board

2. Any of the following who provide services at or from a hospital or other establishment or facility located in Warwickshire:

- a) a National Health Service trust; or
- b) an NHS foundation trust.

3. Any of the following:

- a) the Arts Council of England;
- b) the English Sports Council;
- c) the Environment Agency;
- d) the Health and Safety Executive;
- e) the Historic Buildings and Monuments Commission;
- f) Homes England;
- g) the Museums, Libraries and Archives Council; or
- h) Natural England.

Appendix 2

Proposed Amendments to the Warwickshire County Council Standing Order 35

35. PETITIONS - Public Rights under the Petition Scheme

35.1 Members of the public have a right to petition the council in accordance with the petitions scheme approved by the full council.

35.2 On receipt of a petition which meets the requirements of the scheme the democratic services manager will notify the appropriate portfolio holder, ~~strategic eExecutive d~~Director and, if appropriate, the local member of the receipt of the petition and its subject matter.

35.3 The democratic services manager will, where the relevant threshold within the scheme is met, make arrangements for the petition to be included on the agenda of the next available meeting of the body concerned. The petition organiser or a person they nominate will have a right to speak for up to five minutes in support of the petition at that meeting. A petition may only be presented once.

35.4 Following presentation of the petition to the meeting next steps will be confirmed to the petition organiser in line with the provisions of petitions scheme and the petition will normally be referred to ~~the a~~ relevant ~~strategic eExecutive d~~Director or ~~chief other senior~~ officer for consideration and response. The ~~strategic eExecutive De~~irector will normally advise the petitions organiser within 10 working days of the meeting of the action proposed to be taken in response to the petition.

35.5 Where more than one petition is received in time for a particular meeting, supporting the same outcome on a particular matter (duplicate petitions), each petition organiser will be treated as an independent petition organiser, but only the petition organiser of the first petition to be received will be invited to address the relevant meeting.

This page is intentionally left blank

Appendix 3

Summary of other local authority petition schemes (anonymised)

Population (approx. based on 2020/21) rounded to nearest 1000	Number of signatures to enable presentation at full Council	Threshold requirements	Other aspects of scheme to note	Review	Recommendations
584,000	1,000		WCC Scheme	n/a	
725,300	n/a	Scheme is not clear on thresholds Must be presented four working days before meeting wish to address	Must relate to something committee has responsibility for (and council as a whole) Will not be debated unless relates to an item already on agenda.	Approach re debate mirrors that taken by Warwickshire.	No changes
598,000	3,500	Petitions presented at full council only	Received by Chair without response on day but responded to in writing subsequently as soon as practicable	This reflects Warwickshire's current approach in practice.	No changes
570,000	5,000	Only accepts petitions over 250 signatures. Over 250 will be referred to Cabinet Member, OSC or Director Must be over 18 to submit petition	Will consider a debate if petition relates to county wide issue and signed by at least 5000 people. In order to be scheduled for debate a report will be prepared outlining the issues which the petition relates and containing recommendations for Councillors to consider. Max debate length of 15 mins. Below 5,000 dealt with as an ordinary petition which means	Again, this recognises the need for a report and appropriate information to be available to Members before a decision can be taken. Formal report required and thus affects timing of debate and meeting to which it can be directed to meet publication requirements at law.	No changes

			Council will reasonably determine how it will be dealt with		
345,000	15,000	10,000 to require a senior officer to attend a scrutiny board to give evidence about something within their role remit (applies to Chief Exec, Executive Director equivalents, Director of Public Health, and MO) Between 5 signatures and 15,000 signatures petition officers decide destination of petition (i.e. council, cabinet or Portfolio Holder) Petitions that don't meet the thresholds may go to a relevant cabinet member of committee instead.	If supported by 15,000 or more people will be debated by a full council meeting when all councillors can attend and allowing for time to prepare. Petitions can be presented to Council by a Councillor but not debated and are referred to Cabinet, Portfolio Holder or Committee Scrutiny Co-ordination committee will consider any complaint that petition not dealt with in accordance with scheme	Thresholds are high related to population number but do not recommend raising to that level given the numbers and size of petitions generally received in Warwickshire. Timing of debate and need for preparation/scheduling acknowledged. Warwickshire does not have a Scrutiny co-ordination committee and it remains appropriate for matters to be dealt with by Monitoring Officer where difference of opinion or complaint.	No changes
216,000	2,000	2,000 signatures triggers a debate at Council Less than 2,000 may go to full council but will not be debated, may go to other committee	Debate scheduled for next available meeting subject to ability to prepare. Time limit of 15 minutes for debate and decision taken is whether to (a) take the action requested by petition (b) not to take action or (c) to refer for investigation by scrutiny board	Nature of council means a wider remit of areas of control/decision making and hence the scheme justifies more complex rules around petitions. Debate is scheduled and thus requires Agenda item which	No Changes

			<p>If is an executive decision, then recommendations may be made to inform that decision. 1,000 signatures needed to ask Senior Officer to give evidence at a meeting of Scrutiny Board</p>	<p>recognises issues caused in relation to timing.</p>	
876,000	5,000	<p>5,000 to trigger a debate 2,500 signatures for senior officer to attend public meeting.</p>	<p>5,000 signatures triggers a debate. 2,500 triggers a senior officer giving evidence at a committee.</p>	<p>Thresholds are higher than Warwickshire but relative to population size which is also greater. References the matter being referred for debate. "Referred" for debate is presumed to mean that the matter is scheduled to an appropriate agenda. This supports the need for appropriate information to be available to Members before a decision can be taken</p>	No changes

This page is intentionally left blank

Appendix 4

Summary of Petition Topics and volumes received

2020-August 2023

Year	Topic of Petition		Total Number by Year	Topics for "Other" petitions
	Traffic/Parking (including speed limits, parking, road maintenance and active travel)	Other		
2020	8	3	11	Flooding, Flowerbeds, Household Waste Recycling Centres
2021	9	6	15	Marle Hall, questions at meetings, streetlights, Sand Court, Roadside Memorials, Fire Stations
2022	6	0	6	
2023 (to August)	6	1	7	Pavements
Total Number by type	29	10		
Grand Total			39	

This page is intentionally left blank

Cabinet

9 November 2023

Warwickshire Fire and Rescue Service: HMICFRS Inspection Overview

Recommendations

That Cabinet receives the HMICFRS Inspection Report for Warwickshire Fire and Rescue Service (WFRS) (Appendix 1) and confirms its support for the Action Plan returned to HMICFRS regarding the Protection Cause of Concern. (Appendix 2), and the internal action plan developed to address the Areas of Improvement identified during the Inspection. (Appendix 3).

1. Key Issues

- 1.1 The purpose of this report is to provide Cabinet with an overview of Warwickshire Fire and Rescue's (WFRS) recent HMICFRS Inspection Report.
- 1.2 HMICFRS inspected WFRS in March 2023 over a 10-week period.
- 1.3 This was the third full inspection since the inspectorates' inception, the previous one being carried out 2021.
- 1.4 As a result of the inspection in 2021, WFRS were given 41 areas for improvement including 3 causes of concern.
- 1.5 Following the 2021 inspection WFRS were allocated £775K per year (for two years) to address the recommendations.
- 1.6 WFRS allocated the money to fund improvements which ranged from people to digital. A functional team was established to progress the areas for improvement.
- 1.7 Following our most recent inspection, WFRS have significantly reduced the number of Causes of Concern and Areas for Improvement.
- 1.8 The 2023 inspection concluded that WFRS have one Cause of Concern and 26 Areas for Improvement. These are outlined in Section 5 of the inspection report. The Cause of Concern is a continuation of a previous Cause of Concern, not a new one and is detailed in paragraph 2.2 below.
- 1.9 WFRS has also been recognised for innovative practise for some of the Leadership Work they have introduced.
- 1.10 The findings during the Inspection around EDI are positive, given the national context regarding Culture and Values within the wider Fire Service Sector. WFRS had its cause of concern regarding EDI discharged following this inspection.

2. Options and Proposal

2.1 WFRS has made significant progress since the last inspection, and this is reflected in the HMICFRS graded judgements. Two of our causes of concern have been discharged and our areas for improvement have reduced by almost 40%. There is more work to be done, but we have a clear direction of travel and robust plans in place which HMICFRS have commended.

2.2 In summary, HMICFRS are satisfied with some aspects of our performance and recognise that the service has made progress in most of the areas inspected. There is still more improvement to be made and concerns about the effectiveness of protecting the public through the regulation of fire safety remains. The principal findings from the assessment are highlighted below. The cause of concern summarised below is a continuation of a previous cause of concern.

2.2.1 Protecting the public through the regulation of fire safety

Cause of concern - The service hasn't done enough since the last inspection to determine its highest-risk premises to inform its risk-based inspection programme.

Recommendation/s

Within 28 days, the service should review its action plan, detailing how it will:

- develop a protection strategy with a resourced and prioritised risk-based inspection programme;
- review its risk-based inspection programme to make sure it identifies its highest-risk premises; and
- put in place a clear plan with time frames for improving its management of risk information.

2.2.2 **Productivity** - The service is taking steps to improve productivity, but more needs to be done to ensure that risk is driving activity and that staff are productive.

2.2.3 **IT Systems** – Plans for improvement are in place, however, current systems are still not resilient, accurate and accessible.

2.2.4 **Recording & Monitoring of Skills & Capabilities** – The service needs to be more effective at recording and monitoring the skills and capabilities of its staff.

2.2.5 **Evaluation of Operational Performance** - The service has failed to improve how it evaluates operational performance. There are inconsistencies in the learning that is identified and that the process is inefficient and slow.

2.2.6 **Equality, Diversity & Inclusion** - The service has improved its approach to equality, diversity, and inclusion and staff were positive about the new approach.

2.3 Our inspection assessed how well we have performed in eleven areas using the new HMICFRS gradings (Table 1 below) and our graded judgements are highlighted in Table 2. Further details on the assessment findings are provided in the full [HMICFRS “An Inspection of WFRS” report](#) and a summary of our areas for improvement are included in Appendix 1.

2.4 HMICFRS have included a new judgement grade, Adequate, during this round of inspections.

Table 1

Outstanding	The FRS has substantially exceeded the characteristics of good performance;
Good	The FRS has substantially demonstrated all the characteristics of good performance;
Adequate	The FRS has demonstrated some of the characteristics of good performance, but we have identified areas where the FRS should make improvements;
Requires Improvement	The FRS has demonstrated few, if any, of the characteristics of good performance, and we have identified a substantial number of areas where the FRS needs to make improvements; and
Inadequate	We have causes for concern and have made recommendations to the FRS to address them.



2.5 It is not possible to make a conclusive comparison on graded judgements against WFRS’ last inspection due to the alterations made to grading judgements. However, it can be said that WFRS received no inadequate grades during this inspection, an improvement on the last inspection which resulted in one.



Table 2: WFRS Graded Judgements	
Assessment Area	Grade
Understanding fires and other risks	Adequate
Preventing fires and other risks	Requires Improvement
Protecting the public through fire regulation	Requires Improvement
Responding to fires and other emergencies	Adequate
Responding to major and multi-agency incidents	Adequate
Making best use of resources	Requires Improvement
Future affordability	Requires Improvement
Promoting the right values and culture	Adequate
Getting the right people with the right skills	Requires Improvement
Ensuring fairness and promoting diversity	Requires Improvement
Managing performance and developing leaders	Requires Improvement

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Understanding fire and risk	Preventing fire and risk	
		Responding to fires and emergencies	Public safety through fire regulation	
		Responding to major incidents	Best use of resources	
		Promoting values and culture	Future affordability	
			Right people, right skills	
			Promoting fairness and diversity	
			Managing performance and developing leaders	

2.5 It is possible to compare the number of Causes of Concern and Areas for Improvement from this inspection and the last one.

The table below shows the number of Areas for Improvement (AFIs) and Causes of Concern (CoC) following this inspection compared to the 2021 inspection.

CoC 2021	CoC 2023	movement	Direction of travel
3	1		

AFI 2021	AFI 2023	movement	Direction of travel
41	26		

2.6 In addition to the above, WFRS received an Innovative Practise note around some of the Leadership Development they have delivered.

3. Financial Implications

3.1 WFRS are committed to their improvement journey and will continue to work with IT and other areas for additional support, including programme management support, in order to continue its positive direction of travel.

4. Environmental Implications

4.1 None

5. Timescales associated with the decision and next steps

- 5.1 WFRS has returned an action plan to HIMCFRS on the Cause of Concern. HIMCFRS will continue to monitor progress against the Cause of Concern.
- 5.2 WFRS will monitor progress against the Areas for Improvement at the formal Community Risk Management Board (CRMB). Each Area for Improvement has an assigned lead officer responsible for embedding improvement against each area and reporting progress at CRMB. Accountable Officer details are shown in Appendix 1.

Background papers

1. Appendix 1 – WFRS HMICFRS Inspection Report.
2. Appendix 2 – Cause of Concern Action Plan.
3. Appendix 3 – Areas for Improvement Action Plan.

	Name	Contact Information
Report Author	Sally Waldron, Assistant Chief Fire Officer	sallywaldron@warwickshire.gov.uk
Chief Fire Officer	Ben Brook, Chief Fire Officer	benbrook@warwickshire.gov.uk
Executive Director	Mark Ryder, Executive Director for Communities	markryder@warwickshire.gov.uk
Portfolio Holder	Councillor Andy Crump	andycrump@warwickshire.gov.uk

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

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

This page is intentionally left blank

Fire & Rescue Service 2023–25

Effectiveness, efficiency and people

An inspection of Warwickshire Fire and Rescue Service

Contents

Changes to this round of inspection	1
Overall summary	2
Service in numbers	5
Understanding the risk of fire and other emergencies	7
Areas for improvement	7
Main findings	7
Preventing fires and other risks	11
Areas for improvement	11
Main findings	12
Protecting the public through fire regulation	15
Cause of concern	15
Areas for improvement	15
Main findings	16
Responding to fires and other emergencies	20
Areas for improvement	20
Main findings	20
Responding to major and multi-agency incidents	25
Area for improvement	25
Main findings	25
Making best use of resources	29
Areas for improvement	29
Main findings	30
Making the fire and rescue service affordable now and in the future	33
Areas for improvement	33

Main findings	34
Promoting the right values and culture	37
Area for improvement	37
Main findings	37
Getting the right people with the right skills	40
Areas for improvement	40
Innovative practice	41
Main findings	41
Ensuring fairness and promoting diversity	43
Areas for improvement	43
Main findings	44
Managing performance and developing leaders	47
Areas for improvement	47
Main findings	47

Changes to this round of inspection

We last inspected Warwickshire Fire and Rescue Service in March 2021. And in January 2022, we published our inspection report with our findings on the service's effectiveness and efficiency and how well it looks after its people.

This inspection contains our third assessment of the service's effectiveness and efficiency, and how well it looks after its people. We have measured the service against the same 11 areas and given a grade for each.

We haven't given separate grades for effectiveness, efficiency and people as we did previously. This is to encourage the service to consider our inspection findings as a whole and not focus on just one area.

We now assess services against the characteristics of good performance, and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#). We have also expanded our previous four-tier system of graded judgments to five. As a result, we can state more precisely where we consider improvement is needed and highlight good performance more effectively. However, these changes mean it isn't possible to make direct comparisons between grades awarded in this round of fire and rescue service inspections with those from previous years.

A reduction in grade, particularly from good to adequate, doesn't necessarily mean there has been a reduction in performance, unless we say so in the report.

This report sets out our inspection findings for Warwickshire Fire and Rescue Service.

More information on [how we assess fire and rescue services](#) and [our graded judgments](#) is available on our website.

Overall summary

Our judgments

Our inspection assessed how well Warwickshire Fire and Rescue Service has performed in 11 areas. We have made the following graded judgments:

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Understanding fire and risk	Preventing fire and risk	
		Responding to fires and emergencies	Public safety through fire regulation	
		Responding to major incidents	Best use of resources	
		Promoting values and culture	Future affordability	
			Right people, right skills	
			Promoting fairness and diversity	
			Managing performance and developing leaders	

In the rest of the report, we set out our detailed findings about the areas in which the service has performed well and where it should improve.

HMI summary

It was a pleasure to revisit Warwickshire Fire and Rescue Service, and I am grateful for the positive and constructive way in which the service worked with our inspection staff.

I am satisfied with some aspects of the performance of Warwickshire Fire and Rescue Service, but there are areas in which the service needs to improve. In particular, I have serious concerns about how effective it is at protecting the public through the regulation of fire safety. In view of these findings, I have been in regular contact with the chief fire officer as I don't underestimate how much improvement is needed.

We were pleased to see that the service has made some progress in most areas since our 2020/21 inspection. For example, it has improved its community risk management process and its approach to equality and diversity. It has commissioned a resource-to-risk review to make sure that it can target its resources at its highest risks. We also found positive practice in some aspects of leadership development.

But we were disappointed to see that the service hasn't made the progress we expected in other areas. For example, IT systems are still not efficient or effective, and the productivity of the workforce still needs to improve. We also found that the service needed to do more to introduce effective risk management systems and improve how it manages some aspects of training provision.

My principal findings from our assessments of the service over the past year are as follows:

- The service's effectiveness at protecting the public through the regulation of fire safety is a cause of concern.

We were disappointed to find that it hadn't made enough progress against the cause of concern that we identified in 2020/21. We found high-risk residential buildings that still hadn't been inspected. The service still needs to put in place a suitable risk management system and make sure that it has the capacity and capability to proactively reduce the highest risk to the public.

- The service is taking steps to improve productivity, but it needs to do more.

The service has developed a prevention, protection and response strategy and improved its use of data to target activity towards risk. However, we found that this approach was still not driving the activity of operational staff and more focus was needed to make sure staff are productive.

- IT systems are still not resilient, reliable, accurate and accessible.

The service has planned improvements to systems, including its command and control system and its risk management system. However, we found that current systems didn't work together effectively and weren't always specific to the requirements of the service. Additionally, they didn't effectively enable information sharing and often presented a risk.

- The service doesn't effectively record and monitor the skills and capabilities of its staff.

We were disappointed to find that the service had made limited progress in addressing this area for improvement that we identified in 2020/21. It has invested in new systems to provide and monitor training and has started to trial these. However, we found gaps in the completion of training for several important areas. This poses a risk to the effective provision of services to the public.

- The service has failed to improve how it evaluates operational performance.

As part of the inspection, we reviewed a range of emergency incidents and training events. We found inconsistencies in the learning that was identified. We also found the process to be inefficient and slow. The service doesn't always act on learning it has identified or should have identified from incidents in a timely manner.

- The service has improved its approach to equality, diversity and inclusion (EDI).

In our last inspection, a cause of concern was that the service wasn't taking a proportionate approach to promoting EDI in the workplace.

In this inspection, we were pleased to see that it has made improvements to its approach to EDI. Staff are positive about the communication they have received and told us it has improved their understanding of [positive action](#) and equality and diversity. The service has also carried out a culture review and adopted the [Core Code of Ethics](#). It has included this as part of its new approach to EDI.

My report sets out the detailed findings of this inspection. I will continue to check the service's progress in addressing areas for improvement and monitor the cause of concern and associated recommendations.

Wendy Williams

HM Inspector of Fire & Rescue Services

Service in numbers



Profile

	Warwickshire	England
Area		
Square miles	764	50,370
Population (thousands)		
June 2021	599	56,536
Population density		
Thousands per square mile	0.8	1.1



Cost

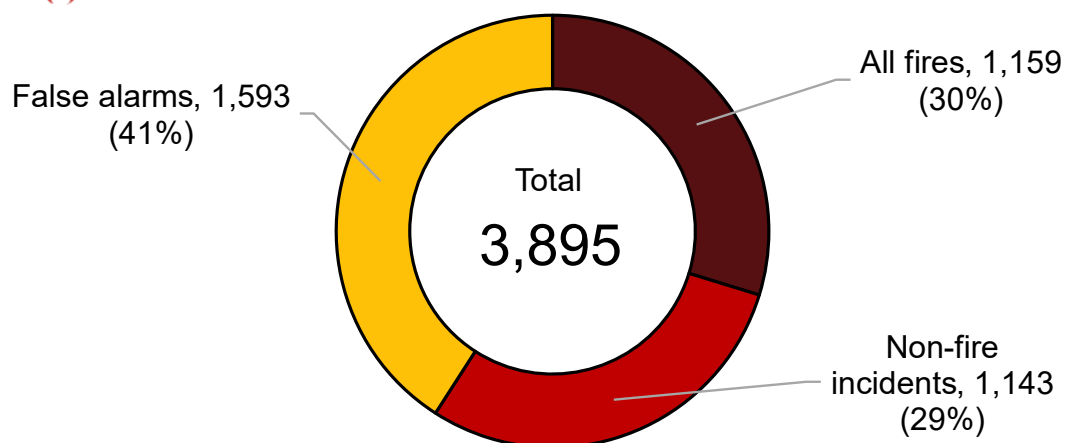
Funding		
Year ending 31 March 2022	-	£2.5bn
Expenditure per population		
Year ending 31 March 2022	-	£41.88



Response

Incidents attended per 1,000 population		
Year ending 30 June 2022	6.5	10.3
Home fire safety checks carried out by fire and rescue service per 1,000 population		
Year ending 31 March 2022	7.7	7.7
Fire safety audits per 100 known premises		
Year ending 31 March 2022	0.7	2.0
Availability of wholetime pumps		
Year ending 31 March 2022	91.3%	
Availability of on-call pumps		
Year ending 31 March 2022	67.5%	

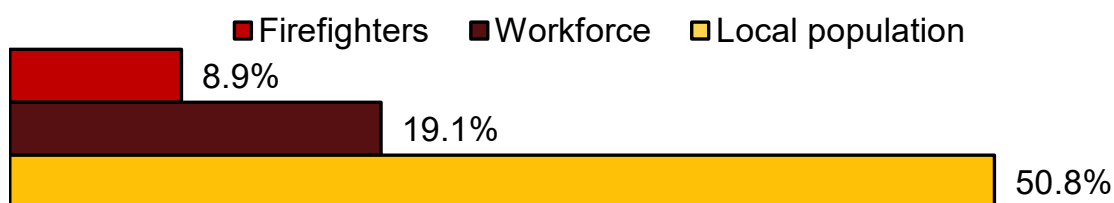
 **Incidents attended in the year to 30 June 2022**



 **Workforce**

	Warwickshire	England
Five-year change in total workforce 2017 to 2022	18.5%	0.2%
Number of firefighters per 1,000 population Year ending 31 March 2022	0.72	0.62
Percentage of firefighters who are wholetime Year ending 31 March 2022	68.3%	65.2%

Percentage of firefighters, workforce and population who are female as at 31 March 2022



Percentage of firefighters, workforce and population who are from ethnic minority backgrounds as at 31 March 2022



References to ethnic minorities in this report include people from White minority backgrounds but exclude people from Irish minority backgrounds. This is due to current data collection practices for national data. For more information on data and analysis in this report, please view the [‘About the data’ section of our website](#).

Understanding the risk of fire and other emergencies

Adequate

Warwickshire Fire and Rescue Service is adequate at understanding risk.

Each fire and rescue service should identify and assess all foreseeable fire and rescue-related risks that could affect its communities. It should use its protection and response capabilities to prevent or mitigate these risks for the public.

Areas for improvement

The service should make sure it gathers and records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.

The service needs to ensure that risk information in [fire control](#) is consistently kept up to date.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has improved its understanding of risk by working with its communities, partner organisations and local councils

In our last inspection, we identified the following area for improvement: "The service should make sure its IRMP is informed by a comprehensive understanding of current and future risk by working with those communities that are most at risk of fire and other emergencies. It should use a wide range of data to build the risk profile and use operational data to test whether the risk profile is up to date."

In this inspection, we were pleased to see that the service has enhanced its analysis of risk. It has assessed a suitable range of risks and threats using a thorough

community risk management planning process. In its assessment of risk, it uses information it has collected from a broad range of internal and external sources and datasets. It works with the county council, which provides data about communities from a range of sources, including national reports by public health and other government departments. The service has used this data to identify areas of risk in its community and to improve the way it targets its prevention, protection and response activity.

The service has continued to improve the way it consults and has constructive dialogue with its communities and other relevant parties to understand risk and explain how it intends to mitigate it. For example, the service has recruited a dedicated community engagement officer and has used several external and internal communication channels to encourage community involvement. It has hosted face-to-face and virtual engagement sessions. It has also spoken to local councils, partner organisations and community groups, including Warwickshire Road Safety Partnership, Warwickshire Police and the [National Fire Chiefs Council](#). It has used the information gained to inform its understanding of risk and its [community risk management plan \(CRMP\)](#).

The service has improved how its CRMP targets its prevention, protection and response activity

In our last inspection, one area for improvement was that the service should make sure that the aims and objectives of prevention, protection and response activity are clearly outlined in its CRMP.

Once it has assessed risks, the service records its findings in an easily understood CRMP. As part of the CRMP, it has developed a prevention, protection and response strategy. This describes how the service intends to use its prevention, protection and response activities to mitigate or reduce the risks and threats the community faces both now and in the future through its mission statements:

- Keeping people safe in their homes;
- Keeping people safe in their workplace;
- Keeping people safe when they are travelling in and through Warwickshire; and
- Keeping people safe in their environment.

The service implements this strategy through department, team and individual plans.

The strategy also includes specific plans for risk, people, ethics and sustainability.

The CRMP now includes performance measures, priorities and outcomes, which are used to assess performance and review progress against implementation plans. The CRMP also includes an annual statement of assurance, which provides financial, governance and operational assurance to the public.

The service needs to do more to gather, maintain and share a good range of risk information

In our last inspection, we found that the service couldn't rely on the accuracy of the system it used to collect and update risk information. Since then, it has made some progress. It has reviewed its approach to updating risk information and has replaced and updated [mobile data terminals](#), which firefighters rely on for risk-critical information at emergency incidents. However, it still needs to introduce a suitable risk management system. It has a plan in place to do this and we look forward to seeing the benefits of this.

In our last inspection, we also found that risk information in [fire control](#) wasn't always up to date. The service now has an interim approach to manage this but it is inefficient and risks being ineffective.

We sampled a broad range of the risk information that the service collects, including [safe and well visits \(SAVV\)](#) files, site-specific risk information, protection files and temporary and urgent risk information.

The service collects some information about the highest-risk people, places and threats it has identified. But some of the information we reviewed was limited, inaccurate or out of date. Furthermore, risk information isn't always readily available throughout the service due to unreliable, inaccessible and inefficient IT systems. The service needs to do more so that staff in prevention, protection and response roles can access the information they need. For example, although it aims to improve the way firefighters carry out prevention and protection activity in addition to responding to incidents, we found examples where risk information hadn't been shared. Therefore, the service missed the opportunity to complete prevention or protection activity as a result. This means the service can't effectively identify, reduce and mitigate risk.

Staff at the locations we visited, including firefighters and fire control staff, were able to show us that they could access, use and share risk information quickly to help them resolve incidents safely. This has improved due to the introduction of new mobile data terminals.

We found some evidence that the service exchanges risk information with others. For example, it continues to work closely with the county council and shares risk information with Warwickshire Police.

The service needs to improve how it uses local and national learning to inform its understanding of risk

We found some evidence that the service uses risk information from local or national operational activity to inform the assumptions it makes in its CRMP. The service has identified climate change as a thematic risk in its CRMP and uses data to identify areas at risk of flooding.

However, we found that operational learning, including how the service identifies learning from incident debriefing, still needed to improve and that processes were slow and inconsistent.

Preventing fires and other risks

Requires improvement

Warwickshire Fire and Rescue Service requires improvement at preventing fires and other risks.

Fire and rescue services must promote fire safety, including giving fire safety advice. To identify people at greatest risk from fire, services should work closely with other organisations in the public and voluntary sectors, and with the police and ambulance services. They should share [intelligence](#) and risk information with these other organisations when they identify vulnerability or exploitation.

Areas for improvement

The service should make sure that its prevention activity is effectively prioritised and targeted to reduce risk.

The service should evaluate its prevention work so that it understands what works.

The service should make sure it quality assures its prevention activity, so staff carry out [safe and well visits](#) to an appropriate standard.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has developed a prevention strategy that links to its CRMP

In our last inspection, we asked the service to develop a clear prevention strategy that prioritises the people most at risk and to make sure that work to reduce risk is proportionate. Since then, it has published its strategy for prevention, protection and response. This clearly sets out the service's priorities for prevention and its risk-based approach. These priorities range from specialist support for the most [vulnerable people](#) in the community to general fire safety information for low-risk groups.

The service's prevention, protection and response strategy is clearly linked to the risks it has identified in its CRMP. These risks include people over 65, people living alone, people using adult social care or living in deprivation, an ageing population and people experiencing isolation and loneliness.

The strategy includes implementation and team plans, which set out the activities that staff will carry out. However, we consistently found operational activity was target-driven rather than based on those identified as being most at risk.

We found that IT systems weren't efficient and didn't share information between prevention, protection and response. This means that it is sometimes difficult for teams to exchange information, and therefore work generally takes place in isolation. As a result, members of the public, including vulnerable people and others, may not be getting the support they need.

Prevention activity is still not effectively prioritised and targeted at reducing risk

The service has improved its risk-based approach to prioritise its prevention activity towards people most at risk from fire and other emergencies. It has introduced time frames for initial contact to be made and SAWVs to be carried out. It now asks additional questions to prioritise high-risk referrals, in line with National Fire Chiefs Council guidance.

However, Home Office data shows that in 2021/22, of the 4,607 SAWVs carried out by the service, 2,162 were targeted at vulnerable groups. This means less than half of all SAWVs were targeted at the three most vulnerable groups.

The service has a broad range of data to target its prevention activity. For example, it has developed systems for staff to access information on areas of community risk, areas of deprivation, single occupier households, people with long-term disability, NHS data, people living in fuel poverty, people using the hospital-to-home collection service and adult social care users. However, operational crews don't routinely use this information to direct activity.

Since our last inspection, we were encouraged to see that the service has reduced the backlog of SAWVs that built up during COVID-19.

We recognise that the service has made some improvements. However, it needs to evaluate and review the prevention activity carried out by firefighters to make sure it is prioritised and targeted at reducing risk.

The service doesn't have an effective quality assurance process for prevention

SAWVs visits cover an appropriate range of hazards that can put vulnerable people at greater risk from fire and other emergencies. For example, they include the identification of fire-related risks, the fitting of smoke alarms and advice on health and welfare.

We found that, since our last inspection, the service had reviewed its prevention training. Staff now receive training on SAWVs and other prevention activity. Despite this, though, there is no evidence of any quality assurance to make sure staff are carrying out visits competently or to the required standard.

Not all staff understand the process for reporting safeguarding concerns

We found that the service had reviewed its [safeguarding](#) policy and had a clear process in place. In our last inspection, we found that staff weren't appropriately trained to respond to safeguarding concerns. The service has since introduced safeguarding training for all staff. It has also invested in increasing the number of dedicated safeguarding leads in its prevention teams.

The service uses a safeguarding flowchart. This guides staff through the appropriate actions to take and contacts to use when they are making a safeguarding referral. However, the staff we interviewed didn't always understand how and when the service expects them to act when they identify safeguarding problems. For example, not all staff were able to locate the folders on station that detail the process they need to follow.

The service works well with partner organisations

The service works with a range of other organisations to prevent fires and other emergencies. These include Warwickshire County Council, Warwickshire Police, West Midlands Ambulance Service and the NHS.

We found some evidence of the service referring vulnerable people to other organisations when it couldn't meet their needs. We also found evidence of the service receiving referrals from other organisations and acting appropriately on those referrals. For example, the service maintains an effective hospital-to-home partnership with public health, adult social care and local hospitals. It visits patients discharged from hospital to reduce their risk from fire and other emergencies.

The service has improved how it exchanges information with relevant organisations about people and groups at greatest risk. It uses this information to target activity and initiatives and often shares it with partner organisations. This includes NHS data and information on people living in deprivation, single occupier households, people with a long-term disability, people living in fuel poverty and adult social care users.

The service chairs the post-collision subgroup as part of the Warwickshire Road Safety Partnership. It provides initiatives including road safety education and [Biker Down](#), and it uses data on road traffic collisions to target activity.

Since our last inspection, the service has introduced a system for joint reviews after significant or fatal incidents. These serious fire incident reviews lead to information being shared, including with neighbouring fire and rescue services.

The service prioritises tackling fire-setting behaviour

The service has a dedicated arson-reduction officer to lead on tackling fire-setting behaviour. We found evidence of a range of suitable and effective interventions to target and educate people with diverse needs who show signs of fire-setting behaviour. These interventions include working with [antisocial behaviour](#) teams, which teach young people about the dangers of fire setting and target community involvement in prevention.

When appropriate, it routinely shares information, such as the locations and times of fires, with relevant organisations to support the prosecution of arsonists. Such organisations include Warwickshire County Council and Warwickshire Police.

The service doesn't routinely evaluate its prevention activity

We were pleased to see that the service has commissioned Lancashire Fire and Rescue Service to peer review its prevention activity as part of its ongoing improvement. However, since we inspected the service in 2018 and 2021, we were disappointed to find limited evidence that the service has improved the way it routinely evaluates how effective its prevention activity is.

The service told us that it has considered its approach to evaluation and developed an evaluation toolkit, which it is now testing. However, we found limited evidence that the service has made sufficient progress in this area. The service can't be assured that its activity is effective or make sure all its communities get appropriate access to prevention activity that meets their needs.

The service doesn't routinely use feedback to improve what it does. As a result, it is missing opportunities to improve its prevention work for the public.

Protecting the public through fire regulation

Requires improvement

Warwickshire Fire and Rescue Service requires improvement at protecting the public through fire regulation.

All fire and rescue services should assess fire risks in certain buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

Cause of concern

The service hasn't done enough since the last inspection to determine its highest-risk premises to inform its risk-based inspection programme.

Recommendations

Within 28 days, the service should review its action plan, detailing how it will:

- develop a protection strategy with a resourced and prioritised risk-based inspection programme;
- review its risk-based inspection programme to make sure it identifies its highest-risk premises; and
- put in place a clear plan with time frames for improving its management of risk information.

Areas for improvement

The service should make sure there are enough qualified staff across the service to carry out fire safety audits competently.

The service should make sure it has an effective quality assurance process so staff carry out audits to an appropriate standard.

The service should make sure it effectively addresses the burden of false alarms.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has developed a protection strategy that is linked to its CRMP

In our last inspection, we recommended that the service develops a protection strategy with a resourced and prioritised risk-based inspection programme. However, during this inspection, we found that the service still didn't have adequate resources to manage the risks identified.

Since our last inspection, the service has published its strategy for prevention, protection and response. This clearly sets out the service's priorities for protection and its risk-based approach, ranging from specialist intervention, including enforcement for complex and high-risk buildings, to general fire safety information for low-risk groups.

The strategy is linked to the risks it has identified in its CRMP and includes protecting the built environment and supporting business.

We found that IT systems weren't efficient and didn't share information between prevention, protection and response. This means that it is sometimes difficult for teams to exchange information, and therefore work generally takes place in isolation.

The service needs to reduce risk in its highest-risk buildings

The service has reviewed its risk-based inspection programme and continues to identify areas for improvement, but it isn't yet up to date.

We found that the service wasn't consistently auditing the buildings it has targeted within the time frames it has set. We found evidence that it hadn't inspected all its high-risk residential buildings, including some high-rise buildings. In 2021/22, the service carried out 116 high-risk audits with a target of 175. The service is aware of this and has been actively working with local authorities, owners and residents to reduce the risk to the public in these buildings.

The service should assure itself that its risk-based inspection programme prioritises the highest risks and should take steps to make sure that risk in its high-risk residential buildings is mitigated.

Quality of audits and management of risk information are poor

We reviewed a range of audits that the service had carried out at different buildings across its area. This included audits as part of the service's risk-based inspection programme and those that took place after fires at premises where fire safety legislation applies or where enforcement action had been taken and at high-rise, high-risk buildings.

We found that the current IT system for managing risk information wasn't suitable and didn't manage or record information adequately. The service recognises this and has a plan in place to introduce a new risk management system. Without a system to manage its risk information efficiently and effectively, the service can't make sure that it is appropriately reducing risk to the public.

Not all the audits we reviewed were completed in a consistent, systematic way or in line with the service's policies. We found no evidence of quality assurance.

We found limited evidence of the service making relevant information from its audits available to operational teams and fire control operators. Information isn't easily accessible, and we found evidence of information not being recorded and stored appropriately.

The service must improve its evaluation and quality assurance

The service carries out limited quality assurance of its protection activity. Therefore, the service can't assure itself that staff carry out audits to an appropriate standard. It recognises the need to improve its quality assurance and is looking to prioritise this by identifying additional capacity.

It doesn't have good evaluation tools in place to measure how effective it is or to make sure all sections of its communities get appropriate access to protection services that meet their needs.

The service should make sure it continues to take enforcement action where appropriate

Since our last inspection, enforcement activity has declined. However, in the files we reviewed, we saw that the service had taken proportionate enforcement action when necessary.

In the year ending 31 March 2022, the service issued 1 alteration notice, 43 informal notifications, 5 enforcement notices and 3 prohibition notices, and undertook 0 prosecutions. It completed 2 prosecutions between 2017 and 2022.

We tracked these 52 enforcement actions and found that only 6 were deemed satisfactory following further audit.

The service doesn't have enough qualified staff to complete its risk-based inspection programme

While the service has made some progress, the area for improvement that we identified in our last inspection remains: "The service should make sure there are enough qualified staff across the service to carry out fire safety audits competently."

Since our last inspection, the service has begun training its supervisory managers so that they are appropriately accredited to complete fire safety audits. The service also told us of increased productivity in the protection team, including an improvement in the number of audits completed when compared to last year.

However, the service should demonstrate that it has the capacity and capability to carry out inspection activity in line with its risk-based inspection programme.

We recognise the improvement and plans the service has made in this area. We look forward to seeing the difference this makes at our next inspection.

The service is adapting to new legislation

Since our last inspection, the [Building Safety Act 2022](#) and the [Fire Safety Regulations 2022](#) have been introduced to bring about better regulation and management of tall buildings.

The service is supporting the introduction of the [Building Safety Regulator](#).

The Fire Safety Regulations 2022 introduced a range of duties for the managers of tall buildings. These include a requirement to give the fire and rescue service floor plans and inform them of any substantial faults to essential firefighting equipment, such as firefighting lifts.

We found the service had some arrangements in place to receive this information, and it updates the risk information it gives its operational staff accordingly. For example, it has developed a building fire safety regulations section on the county council website. This informs people responsible for high-rise buildings of their requirements under the new law and provides the means for them to submit the required information.

The service could do more to work with local businesses and other organisations

The service works closely with some partner organisations to regulate fire safety, and it routinely exchanges risk information with them. For example, we found that the service worked closely with county council departments, including housing and high-rise, and building control. It also works with some private-sector landlords and property management companies.

However, the service could do more to work with local businesses and other organisations to promote compliance with fire safety legislation and carry out joint enforcement and protection activity. The service has recognised this and has developed a business engagement plan, which includes provision for business fire safety advisers and improvements to the way it offers advice via its website.

The service should review arrangements to respond to building and licensing consultations

The service doesn't always respond to building and licensing consultations on time. This means it doesn't consistently meet its statutory responsibility to comment on fire safety arrangements at new and altered buildings.

In the year ending 31 March 2022, it only responded to 55.6 percent of building consultations in the required time frame (225 out of 405). This figure decreased from 88.3 percent in 2020/21 (318 out of 360).

In the year ending 31 March 2022, it responded to 73.4 percent of licensing consultations in the required time frame (130 out of 177). This figure decreased from 95.5 percent in 2020/21 (126 out of 132).

The service's new approach to reducing unwanted fire signals is yet to see results

In our last inspection, one area for improvement was that the service should make sure that it effectively addresses the burden of false alarms. The service has made some progress in this area, but this area for improvement remains.

This means fire engines may not be available to respond to genuine incidents because they are attending false alarms. It also creates a risk to the public if more fire engines travel at high speed on the roads to respond to these incidents.

The number of automatic fire alarm calls rose from 2,590 in 2019/20 to 2,796 in 2021/22. The number of these calls that the service attended rose from 39 percent (999) in 2019/20 to 43 percent (1,203) in 2021/22.

The service has reviewed its approach to how it manages the number of unwanted fire signals. We found that it had developed a new policy that helps it identify unwanted fire signals and work better with the community to reduce them.

We recognise that the service has made some improvements and look forward to seeing the results at our next inspection.

Responding to fires and other emergencies

Adequate

Warwickshire Fire and Rescue Service is adequate at responding to fires and other emergencies.

Fire and rescue services must be able to respond to a range of incidents such as fires, road traffic collisions and other emergencies in their areas.

Areas for improvement

The service should ensure its operational and control room staff have good access to relevant and up-to-date cross-border risk information.

The service should ensure it has an effective system for learning from operational incidents.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service continues to review its response strategy to make sure it provides the best response to incidents

In our last inspection, one area for improvement was that the service should make sure its response strategy provides the most appropriate response for the public in line with its CRMP. Since then, it has published its strategy for prevention, protection and response. This clearly sets out the service's priorities for response and a commitment to provide a risk-based, effective and efficient response.

To support its response strategy, the service is carrying out a resource-to-risk review. This includes a review of its performance and response standards, which will help the service understand how best to use its resources to reduce risk. It includes providing rationale for the location of its fire engines and response staff and helps to make sure that the service can respond flexibly to fires and other emergencies with the appropriate resources.

We look forward to seeing the progress the service makes following completion of this review.

The service is reviewing its response standards

There are no national response standards of performance for the public. But the service has set out its own response standards in its CRMP.

The service doesn't always meet its standards and is currently reviewing these as part of its resource-to-risk review. Its standards state that it will get to all life-risk calls in ten minutes, 75 percent of the time for the first fire engine. The service told us that between April 2021 and March 2022, a fire engine arrived at life-risk or property incidents within agreed response standards 67.9 percent of the time. Home Office data shows that in the year ending 31 March 2022, the service's average response time to [primary fires](#) was ten minutes and nine seconds. This is slightly slower than the average response time of 9 minutes and 58 seconds for significantly rural services.

The service is focused on improving availability

To support its response strategy, the service aims to always have 100 percent of fire engines at [wholetime fire stations](#) available and 80 percent of fire engines at [on-call](#) fire stations available. The service doesn't always meet this standard.

The service's overall availability for 2021/22 was 79 percent, with wholetime availability at 91 percent and on-call availability at 67 percent. This is normal when compared to other services in England.

The service has an ongoing on-call availability project, which aims to help the service better understand challenges to the availability of on-call stations.

Staff have a good understanding of how to command incidents safely

The service has trained incident commanders, who are independently assessed and accredited regularly and properly. This includes an annual health check and a full assessment every two years. The service told us that as of 31 March 2022, all incident commanders were within accreditation. This helps the service safely, assertively and effectively manage the whole range of incidents it could face, from small and routine ones to complex multi-agency incidents.

As part of our inspection, we interviewed incident commanders from across the service. They were familiar with risk assessing, decision-making and recording information at incidents in line with national best practice, as well as the [Joint Emergency Services Interoperability Principles \(JESIP\)](#).

The service is making improvements in the way its fire control function is managed

We were disappointed to find that the service's fire control staff weren't always included in its command, training, exercise, debrief and assurance activity. However, we found that the service had reviewed its capacity and increased leadership within fire control. As a result, we found plans in place to improve fire control training and the management of risk information. We also found an increase in exercising, including testing of business continuity arrangements and the management of high-rise incidents including fire survival guidance. Overall, we were encouraged to find the service focused on improving and integrating its fire control function.

We were also pleased to find that the service was working towards improving its fire control IT systems and had a project in place to implement this.

The service is working to improve risk information available for firefighters

While the service has made some progress, the area for improvement that we identified in our last inspection remains: "The service should ensure its operational and control room staff have good access to relevant and up-to-date cross-border risk information."

We found that the service shared risk information with neighbouring services and continued to work with them to request access to cross-border risk information. We recognise the work that the service has done. However, we still found there was limited access to relevant and up-to-date cross-border risk information.

We also found that the service had updated its mobile data terminals, which firefighters rely on for risk-critical information at emergency incidents. Staff could easily access and understand the information.

We sampled a range of risk information, including site-specific risk information, information given to firefighters responding to incidents at high-risk, high-rise buildings and information held by fire control.

The information we reviewed wasn't always up to date or detailed. It hadn't always been completed with input from the service's prevention, protection and response functions where appropriate. We found that the service had an interim approach to managing and updating risk information and that the current IT systems weren't efficient and didn't effectively share information between departments.

The service has recognised the importance of national operational guidance

Five years after the completion of the [national operational guidance](#) programme, it was disappointing to find that the service had yet to adopt its principles. By not aligning with national operational guidance, the service risks firefighters being unable to identify and eliminate the hazards that are present at incidents.

We were disappointed by the service's insufficient progress against its strategic gap analysis, including fire control.

The service should do more to adopt and align with national operational guidance to improve a co-ordinated response to the most high-risk incidents. It has recognised this and has recruited additional leadership and committed additional resources.

The service has failed to improve how it evaluates operational performance

We were also disappointed to find that the service had made limited progress in addressing the area for improvement that we identified in our last inspection: "The service should ensure it has an effective system for learning from operational incidents." As a result, the area for improvement remains.

As part of this inspection, we reviewed a range of emergency incidents and training events. These included major incidents, fires in domestic and commercial properties, road traffic collisions, water rescue and other complex incidents and training exercises, such as high-rise and multi-agency training events.

We found some examples of safety-critical information and operational learning from incidents being communicated across the service. However, we also found inconsistencies in the learning that was identified and that the process was inefficient and slow. The service doesn't always act on learning it has or should have identified from incidents in a timely way. We consistently identified gaps in monitoring and found that staff didn't always engage fully in the process. Also, key functions such as fire control didn't always attend due to lack of capacity.

The service told us it is planning to introduce a digital debriefing system. We welcome this and look forward to seeing the improvement this will bring.

The service has an incident monitoring process designed to ensure the effectiveness of its operational command at an incident, including fire control. We found that this wasn't consistently followed and that staff were unclear about their roles and responsibilities.

The service should review its current processes for incident command monitoring and operational learning and make sure that they are fully understood and effective.

The service still doesn't do enough to keep the public informed about incidents

The service has some systems in place to inform the public about ongoing incidents and help keep them safe during and after incidents. For example, the service uses social media, and its website includes prevention messaging and advice. But these systems aren't comprehensive enough for the service to be sure the messages are reaching the public.

We found that, for incidents that significantly affect the public, the service worked with partner organisations including Warwickshire Police and the [local resilience forum \(LRF\)](#). This approach is managed through the county council communications support team. However, we found that the service didn't always receive communications support that helps it warn and inform the public in a proactive and effective way, particularly for ongoing incidents.

Responding to major and multi-agency incidents

Adequate

Warwickshire Fire and Rescue Service is adequate at responding to major and multi-agency incidents.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

Area for improvement

The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service is prepared for major and multi-agency incidents

The service has effectively anticipated and considered the reasonably foreseeable risks and threats it may face. These risks are listed in both local and national risk registers as part of its community risk management planning. For example, it has major incident plans and site-specific operational plans for every high risk in the county. It has tested these plans and exercised against the risks at Kingsbury Oil Terminal in a multi-agency response. We also found that it had exercised against other risks, including power outage, railway incidents and terrorism.

However, the service doesn't always receive risk information from all of its neighbouring services. While it shares its own risk information and continues to request information from neighbouring services, not all have complied.

The method of sharing fire survival guidance information and the dedicated communication link should be effective

In our last inspection, we focused on how the service had collected risk information and responded to the Government's building risk review programme for tall buildings.

In this inspection, we have focused on how well prepared the service is to actually respond to a major incident at a tall building, such as the tragedy at [Grenfell Tower](#).

We found that the service had policies and procedures in place for safely managing this type of incident. Staff at all levels understand them, and we found evidence that some training and exercising had taken place to test them. We also found that the service had provided staff with online training; however, not all staff had completed this.

The service has run a series of multi-agency exercises at high-rise buildings. These exercises helped to inform its approach to managing a high-rise incident. We found that the service had evaluated these and shared learning.

We also found that the service had used its routine testing of incident commanders as an opportunity to focus on high-rise incidents. It has provided some specialist training for those responsible for managing fire survival guidance at an incident. And it has also used specialist high-rise training venues for training and exercising some of its operational crews.

However, at this type of incident, a fire and rescue service would receive a high volume of simultaneous fire calls. We found that the systems in place in the service weren't robust enough to receive and manage this volume of calls.

The service relies too heavily on paper-based systems, which are too open to operator error. They also mean that staff in fire control, at the incident and in assisting fire control rooms can't share, view and update actions in real time. These systems could compromise the service's ability to safely resolve a major incident at a tall building.

The service should make sure that it has an effective method to simultaneously share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.

The service can work effectively with other fire services

The service supports other fire and rescue services responding to emergency incidents. The service has seven neighbouring services, and we saw evidence of routine cross-border working. It is intraoperable with these services and can form part of a multi-agency response.

The service has successfully deployed to other services and has tested the use of [national resilience assets](#), such as its own mass decontamination unit and high-volume pump.

The service takes a proportionate approach to cross-border exercising

In our last inspection, one area for improvement was that the service should make sure it understands national and cross-border risks and is well prepared to meet such risks.

In this inspection, we were pleased to find that the service had increased its cross-border exercising and work with neighbouring fire and rescue services. We also found that the service had invited neighbouring services to exercise at some of its high-risk sites, including Kingsbury Oil Terminal, helping them work together effectively to keep the public safe.

The service completed 41 training exercises during 2021/22. These included multi-agency exercises, national resilience training exercises and training exercises with neighbouring services. This represents 123.7 exercises per 1,000 firefighters, which is the fifth highest rate of all fire and rescue services in England.

Incident commanders have a good understanding of JESIP

The incident commanders we interviewed had been trained in and were familiar with JESIP. Incident commanders are independently assessed and accredited. This includes an annual health check and a full assessment every two years. We found that JESIP formed an important part of these assessments.

The service could give us strong evidence that it consistently follows these principles. This includes evidence of multi-agency exercising with neighbouring services, such as Warwickshire Police, West Midlands Ambulance Service and other specialist response teams, to test these principles.

We sampled a range of debriefs that the service carried out after multi-agency incidents and exercises. We were encouraged to find that the service was identifying any problems it had with applying JESIP and took appropriate, prompt action with other emergency services. We also found evidence of learning shared between emergency services and ongoing engagement.

The service works well with other partner organisations

The service has some arrangements in place to respond to emergencies with partners that make up the Warwickshire LRF. These include arrangements to supplement resources if needed.

The service is a valued partner organisation and leads on several key workstreams. The chief fire officer is the LRF co-chair, and the service also chairs the training, exercising and learning subgroup. The service takes part in regular training events with other members of the LRF and uses the learning to develop planning assumptions about responding to major and multi-agency incidents. For example, events include national exercises to test responses to power outages, national rail exercises and multi-agency exercises that include responses to terrorist attacks and

high-rise incidents. We also found future plans to test responses to risks, including widespread flooding.

We found that fire control had robust testing arrangements in place for multi-agency communication and procedures.

The service keeps up to date with national learning

The service makes sure it knows about national operational updates from other fire services and joint organisational learning from other organisations, such as the police service and ambulance trusts. It uses this learning to inform planning assumptions that it makes with partner organisations. However, we found that it had been slow to identify and act on learning from some incidents.

Making best use of resources

Requires improvement

Warwickshire Fire and Rescue Service requires improvement at making best use of its resources.

Fire and rescue services should manage their resources properly and appropriately, aligning them with their risks and statutory responsibilities. Services should make best possible use of resources to achieve the best results for the public.

The service's revenue budget for 2023/24 is £22.9m. This is a 4 percent increase from the previous financial year.

Areas for improvement

The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its [community risk management plan](#).

The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in its community risk management plan.

The service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service is improving the way it achieves its objectives but needs to do more

In our last inspection, one area for improvement was that the service should show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect and be consistent with the risks and priorities set out in its CRMP.

Since our last inspection, the service has made some progress, but it still needs to do more. It has produced a prevention, protection and response strategy, which aligns with its risk analysis work and provides detail on how the service intends to achieve the objectives in its CRMP. It now uses an integrated approach across prevention, protection and response, which aims to maintain necessary emergency cover while targeting vulnerability and risk more effectively. We found that most staff understood this approach. But, at the time of inspection, the service wasn't adequately directing resources to meet its priorities and manage risk.

There remain weaknesses that need to be addressed. The service has restructured some departments and increased leadership and resources in others. For example, it has made changes to both its prevention and protection departments and put more managers in fire control and on some operational shifts. It has also added a senior manager role to support improvement and assurance. However, the service's workforce model still doesn't always allow it to carry out its core functions effectively and efficiently. There is evidence of under-resourced areas of the service, which lead to increased risk and affect staff welfare. Some staff we spoke to told us they have high workloads, and their teams don't have the capacity they need.

We were pleased to see that the service is evaluating its mix of crewing and duty systems, including analysis of its response cover. Following this review, the service will be able to show how it should deploy its fire engines and response staff to manage risk more efficiently. We look forward to seeing the results at our next inspection.

The service has a sustainable financial position. Its budget is part of the county council budget, and we found suitable financial controls through county council monitoring and scrutiny arrangements. These reduce the risk of misusing public money.

The service is taking steps to improve productivity but needs to do more

While the service has made some progress, the area for improvement that we identified in our last inspection remains: "The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the IRMP."

The service's arrangements for managing performance are improving. It has introduced a new performance framework, which is aligned with its CRMP. However, the framework isn't currently driving front-line activity.

The service should do more to make sure its workforce is as productive as possible. We found that the service had put in place some new ways of working, but progress is slow. For example, the service is improving access to data and risk analysis for operational crews to target prevention, protection and response activity more effectively. However, few operational crews have fully adopted these new ways of working.

The service has taken steps to understand how firefighters spend their time across day and night shifts, as part of its resource-to-risk review. But it needs to do more to improve productivity.

The service has improved collaboration with others but still needs to do more to make sure evaluation is effective

While the service has made some progress, the area for improvement that we identified in our last inspection remains: "The service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity."

Since our last inspection, we were encouraged to see an improved commitment to collaboration and that the service considers opportunities to collaborate with other emergency responders. It shares a set of collaboration principles with Warwickshire Police, and the two organisations now share some premises.

A notable collaboration project is the hospital-to-home partnership with public health, adult social care and local hospitals. It is funded by the Better Care Fund. The service visits patients discharged from hospital to help reduce risk to vulnerable members of the community that are statistically most at risk from fire.

The service also collaborates with public health on an initiative aimed at secondary school pupils. This covers skills such as emergency life support, cardiopulmonary resuscitation and how to use a public access defibrillator.

The service continues to have an effective collaboration with Northamptonshire Fire and Rescue Service control, which provides resilience for both services. The service needs to make sure that this arrangement continues so that it has the resilience it needs to provide an effective fire control function.

The service accepts that it can improve its approach to benefits realisation and has committed to doing so. However, we aren't satisfied that the service monitors, reviews and evaluates the benefits and results of its collaborations effectively to make sure they align with the priorities in its CRMP.

The service has improved its business continuity plans

In our last inspection, one area for improvement was that the service should make sure there is a testing programme for its business continuity plans, particularly in high-risk areas of the service.

We were encouraged to see the improvements the service has made since our last inspection. We found that it had prioritised the review of its business continuity plans according to risk, including for critical areas such as fire control. Training and testing of the plans have taken place so that staff know the arrangements and their associated responsibilities.

The service has appropriate business continuity plans in place for industrial action. It has assured itself and can demonstrate that it has adequate resources for future periods of industrial action. The service has considered what business-critical skills it would need to maintain and has provided additional staff training.

The service has improved its financial management but should continue to focus on value for money

There are regular reviews to consider all the service's expenditure, including its non-pay costs. For example, budget managers are required to review the service's financial position regularly and prepare a monthly forecast. Expenditure is regularly reviewed through county council monitoring and scrutiny arrangements.

The service has made some savings and efficiencies, which have also supported its operational performance and the service it gives the public. It has introduced a virtual fire station, which has funded newly retired firefighters and incident commanders to work part-time covering fire engine availability. We have also seen an efficiency saving on overtime costs. In 2021/22, the overtime spend per head of workforce was £1,054, which was below the England rate of £1,505. This is a decrease from £1,439 in 2020/21, which was above the England rate of £1,187.

The county council has asked that during 2023/24, the service develops viable proposals to improve value for money, with any savings options to be considered for inclusion in future budgets. Since our last inspection, we found that the service had prioritised investment over saving, which is positive.

The service should make sure that any future savings and efficiencies don't have a negative effect on service improvement, operational performance and the service to the public. The service should also make sure that it has evaluated improvements and investments to make sure they provide benefit to the public as well as value for money.

Making the fire and rescue service affordable now and in the future

Requires improvement

Warwickshire Fire and Rescue Service requires improvement at making the service affordable now and in the future.

Fire and rescue services should continuously look for ways to improve their effectiveness and efficiency. This includes transforming how they work and improving their value for money. Services should have robust spending plans that reflect future financial challenges and efficiency opportunities, and they should invest in better services for the public.

Areas for improvement

The service should make sure that its fleet and estates management programmes are linked to the [community risk management plan](#) and it understands the impact future changes to those programmes may have on its service to the public.

The service needs to assure itself that it is maximising opportunities to improve workforce productivity and develop future capacity through use of innovation, including the use of technology.

The service should make sure that its IT systems are resilient, reliable, accurate and accessible.

The service should make sure it has the right skills and capacity to successfully manage change across the organisation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service understands its future financial challenges

As part of the county council, the service has a sound understanding of future financial challenges. We saw evidence that funding is available to help the service to meet its priorities. A contingency budget held by the county council for inflationary pressures will be used to cover the effect of a higher-than-budgeted pay award in both 2022/23 and 2023/24.

The underpinning assumptions are relatively robust, realistic and prudent. They take account of the wider external environment and some scenario planning for future spending reductions. These include assumptions on pay, inflation and future funding.

The county council has approved additional investment in 2023/24 to help implement service improvement. The medium-term financial plan for 2023/24 identifies an investment of £0.8m. This is to fund a review of current strategies and processes for prevention activity and the identification of high-risk premises as well as the promotion of EDI in the workplace.

The service is expected to generate some savings through a review of services purchased from third parties and by purchasing instead of leasing some fire transport vehicles. It has plans to develop further savings options during 2023/24.

The service has clear arrangements for the use of reserves

The service doesn't hold its own reserves. The county council holds these. We found there was a robust process for the service to bid for reserves.

The service has been able to access funds that are set aside in the reserves, such as £750,000 for breathing apparatus replacement.

The service should make sure its fleet and estates are aligned with risk

While the service has made some progress, the area for improvement that we identified in our last inspection remains: "The service should make sure that its fleet and estates management programmes are linked to the IRMP, and it understands the impact future changes to those programmes may have on its service to the public."

In this inspection, we found the service's fleet and estates provision to be inefficient. The county council charges the service for works and services. This doesn't always provide best value for money.

The service recently conducted a review of its estate to make sure that its facilities are fit for all its staff. Following this, it produced a prioritised schedule of improvement.

The service acknowledges that it needs to complete its current resource-to-risk review before it can review how best to align its estate and fleet with its CRMP.

We look forward to seeing how it will exploit the opportunities to improve efficiency and effectiveness that this will bring.

In our last inspection, we identified the following area for improvement: “The service needs to speed up progress with its estates plans for training to ensure it is delivering effective and efficient training provision.”

We were pleased with the progress the service has made in this area. It has opened two training and delivery centres at Kingsbury and Stratford-upon-Avon and has progressed its planning for a new site at Rugby.

The service has made some improvement to its IT systems, but they are still not resilient, reliable, accurate and accessible

The service has made limited progress in addressing the area for improvement that we identified in our last inspection: “The service needs to assure itself that it is maximising opportunities to improve workforce productivity and develop future capacity through use of innovation, including the use of technology.” As a result, the area for improvement remains.

With some funding from the county council, the service has improved its IT equipment, including desktops, laptops and conferencing facilities. It has also replaced its mobile data terminals, which provide firefighters with access to risk information. We found that these much-needed improvements provided staff with basic equipment to access information.

The service has also worked with staff to understand how it can improve what it refers to as its ‘digital engagement’, which it describes as digital enablement, digital communication and digital culture. It has started a project to consider how further changes in technology and future innovation may affect risk and improve the efficiency and effectiveness of its workforce.

The service has made limited progress in addressing the following area for improvement, which we identified in our last inspection: “The service should make sure that its IT systems are resilient, reliable, accurate and accessible.” As a result, the area for improvement remains.

We were disappointed that problems with technology still haven’t been resolved. We found evidence that many IT systems were out of date and didn’t work efficiently and effectively. We found that many systems were standalone and didn’t share data effectively between prevention, protection and response. And staff couldn’t always easily access the information they need to do their jobs.

However, we found that the service had a schedule of work to implement much-needed improvement to systems, including the replacement of its risk management system and command and control systems.

The service should make sure it has the right skills, capacity and resources in place to successfully manage change across the organisation. We found improvement and progress had been slow in some areas and there was often limited capacity and capability to bring about sustainable change.

The service considers some income-generation opportunities

The service considers some options for generating extra income, but it could show more ambition. It has identified future income generation by taking advantage of commercial training opportunities linked to the completion of its new training facilities. And it continues to work with commercial partner organisations to identify other opportunities to generate further income.

Promoting the right values and culture

Adequate

Warwickshire Fire and Rescue Service is adequate at promoting the right values and culture.

Fire and rescue services should have positive and inclusive cultures, modelled by the behaviours of their senior leaders. Services should promote health and safety effectively, and staff should have access to a range of well-being support that can be tailored to their individual needs.

Area for improvement

The service should monitor overtime and secondary contracts to ensure working hours are not exceeded.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

Service values, behaviours and culture are aligned with the Core Code of Ethics

The service continues to have well-defined values, which staff understand. We found staff at all levels of the service showing behaviours that reflect service values. In our staff survey, we found that 96 percent (118 out of 123) of staff stated they are aware of the service's statement of values; 90 percent (106 out of 118) of staff agreed that their colleagues consistently model and maintain the service values. Furthermore, 89 percent (105 out of 118) of staff stated that line managers model and maintain the values.

We were encouraged by the cultural improvements the service had made. Staff we spoke to were positive about cultural improvements and trust in senior leaders. We spoke with staff that had recently joined the service who felt welcome and supported.

The service has implemented the Core Code of Ethics well and worked with staff to make sure they understand it. We found that the code and the service values and behaviours were included in policy and routinely included in staff engagement and communications.

Senior leaders act as role models. For example, 92 percent (109 out of 118) of staff responding to our survey agreed that leaders consistently model and maintain the service values. Staff that we spoke to told us that they have trust in senior leaders.

There is a positive working culture throughout the service, with staff empowered and willing to challenge poor behaviours when they come across them.

The service is continuing to review its provisions for workforce well-being

In our last inspection, we identified the following area for improvement: “The service should develop a wellbeing strategy and a system to improve understanding of health, safety and wellbeing.”

In this inspection, we were pleased with the progress the service has made in this area.

The service has well-understood and effective well-being policies in place, which are available to staff. Since our last inspection, the service has reviewed these and made improvements. The service has some well-being provisions in place to support the physical and mental health of staff, for example:

- 24/7 confidential support, 365 days per year.
- Free access to specialist professionals, including counsellors and mediators.
- Information and advice on a wide range of issues, including debt/finance, legal support, divorce/domestic situations and bullying.
- A managers' support line to help with difficult or complex personnel situations, conflict resolution, mediation, well-being and equality and discrimination.
- A well-being hub, which provides advice and resources to help staff manage their own well-being.

In addition, the service provides [critical incident](#) and post-incident support and well-being ambassadors who offer confidential peer support. However, we found that some of these roles were carried out on a voluntary basis and relied on the goodwill of staff.

We found that the service had worked with staff to promote its well-being provision. In response to our staff survey, 87 percent (107 out of 123) of staff agreed that they feel able to access services to support their mental well-being. Most staff we spoke to said they understand and have confidence in the well-being support processes available.

The service should continue to work with its workforce and understand what else is needed to support staff members' needs.

The service has improved how it manages health and safety

In our last inspection, we identified the following area for improvement: "The service should ensure that recommendations from workplace accidents are monitored and actioned appropriately and in a timely manner." We also identified the following area for improvement: "The service should ensure it has a robust system in place to review and update its [risk assessments](#)."

Since then, the service has reviewed its policy for managing risk assessments and communicated this to staff. We found that the service had reviewed the capacity of the health and safety team and provided temporary resources to manage its backlog of health and safety reports.

In our staff survey, 98 percent (120 out of 123) of staff agreed the service has clear procedures to report all accidents, [near misses](#) and dangerous occurrences. We also found that the service had provided additional training and guidance to staff.

We found that the service provided accredited health and safety management training to managers at all levels.

The service should make sure that it continues to manage its risk assessments and health and safety reporting effectively and that it continues to have the capacity to do so.

The service should make sure that its process for managing working hours is effective

While the service has made some progress, the area for improvement that we identified in our last inspection remains: "The service should monitor overtime and secondary contracts to ensure working hours are not exceeded."

Since our last inspection, the service has reviewed its secondary employment policy and now includes this in individual appraisals. The service has also improved its process for alerting officers if overtime is in breach of working hours. However, the service should make sure that staff are aware of this process and put in place robust and adequate oversight and assurance, especially for those staff that work dual contracts.

The service manages absence well

We found there were clear processes in place to manage absences for all staff. There is clear guidance for managers, who are confident in using the process. The service manages absences well and in accordance with policy.

Getting the right people with the right skills

Requires improvement

Warwickshire Fire and Rescue Service requires improvement at getting the right people with the right skills.

Fire and rescue services should have a workforce plan in place that is linked to their CRMPs. It should set out their current and future skills requirements and address capability gaps. This should be supplemented by a culture of continuous improvement, including appropriate learning and development throughout the service.

Areas for improvement

The service should ensure it has the necessary skills and capabilities to carry out the [community risk management plan](#).

The service should ensure that it is able to record and monitor the training and competence of all its staff.

Innovative practice

Management apprenticeship helps staff develop leadership and management skills and apply them

As part of leadership training, the service has adopted a Chartered Manager Degree Apprenticeship in partnership with the West Midlands Fire and Rescue Service. It is provided by Coventry University, so individuals obtain a degree by demonstrating and applying their skills and knowledge in the workplace. The apprenticeship supports leadership development and is aligned with the [National Fire Chiefs Council](#) leadership pathways.

Staff told us that the apprenticeship helps them develop important management skills and apply them in the workplace. We found examples where staff had contributed to or led change and improvement in the service and, as a result, improved services to the public.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has made improvements to workforce planning but needs to do more

The service has made limited progress in addressing the area for improvement that we identified in our last inspection: "The service should ensure it has the necessary skills and capabilities to carry out the integrated risk management plan". As a result, the area for improvement remains.

The service does some workforce planning, but it doesn't take full account of the skills and capabilities it needs to effectively carry out its CRMP. We found limited evidence that the service's planning allowed it to fully consider workforce skills and overcome any gaps in capability.

We found some evidence that the service was considering the capacity and capability it needs to make improvements and carry out its CRMP. It has restructured management and some departments and increased resources, including training supervisory managers in fire safety. It has plans to improve monitoring of workforce planning through better use of data. However, we also found under-resourced areas where improvement was slow.

The service doesn't effectively record and monitor the skills and capabilities of its staff

We were disappointed to find that the service had made limited progress in addressing the area for improvement that we identified in our last inspection: "The service should ensure that it is able to record and monitor the training and competence of all its staff." As a result, the area for improvement remains.

We found that the service had good provision for risk-critical operational skills and routinely invests in accredited training for areas including incident command and health and safety. Most staff told us that they can access the training they need to be effective in their roles. Our staff survey found that 91 percent (112 out of 123) of staff agreed they have received sufficient training to effectively do their jobs.

However, we found that the service had a reactive approach to provision of some training without considering future maintenance of competency, monitoring or assurance. We found that not all staff had completed training and exercising in areas such as tall buildings, marauding terrorist attacks and safeguarding.

This approach means the service doesn't always identify gaps in workforce capabilities and resilience, and there is a risk staff may lack important skills for the future.

The service has invested in new systems to provide and monitor training and has started to trial these. We look forward to seeing the improvements these make once they are in use and have been evaluated.

Learning and development resources have improved, but some staff don't know how to access them

There has been some improvement in how the service supports the continuous learning and development of staff. For example, it has introduced additional learning opportunities, including leadership training and apprenticeships, and is improving access to online learning through a fire service-specific system.

As part of leadership training, the service has adopted a Chartered Manager Degree Apprenticeship. This is described above, under [innovative practice](#).

The service has a range of learning and development resources in place. However, some staff told us that they don't know how to access all the learning and development resources they need to do their jobs effectively. This is likely to affect what the service can offer the public.

Ensuring fairness and promoting diversity

Requires improvement

Warwickshire Fire and Rescue Service requires improvement at ensuring fairness and promoting diversity.

Creating a more representative workforce gives fire and rescue services huge benefits. These include greater access to talent and different ways of thinking. It also helps them better understand and engage with local communities. Each service should make sure staff throughout the organisation firmly understand and show a commitment to equality, diversity and inclusion. This includes successfully taking steps to remove inequality and making progress to improve fairness, diversity and inclusion at all levels of the service. It should proactively seek and respond to feedback from staff and make sure any action it takes is meaningful.

Areas for improvement

The service should put in place mechanisms to engage with all staff and monitor how effective the mechanisms are.

The service should make sure it has robust processes in place to undertake [equality impact assessments](#) and review any actions agreed as a result.

The service should improve the way it collects equality data so it can better understand its workforce demographic and needs.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has improved the way it seeks and acts on staff feedback but needs to do more

While the service has made some progress, the area for improvement that we identified in our last inspection remains: “The service should put in place mechanisms to engage with all staff and monitor how effective the mechanisms are.”

Staff told us that senior leaders are visible and approachable and that they work with and listen to staff. Most staff show confidence and trust in leaders to continue to improve culture.

We were pleased to see that the service has developed several ways to work with staff on issues and decisions that affect them. This includes methods to build all-staff awareness of fairness and diversity as well as targeted initiatives to identify matters that affect different staff groups. These include:

- briefing and engagement sessions led by senior leaders;
- an online forum called ‘chat with the chief’;
- senior manager visits to stations and departments; and
- engagement sessions on equality and diversity.

Although the service has made improvements to the way it works with staff, we still found that some staff had limited confidence in the time the service takes to act or respond to concerns or feedback. As a result, staff don’t always feel their feedback or concerns have been listened to.

The service has improved the way it tackles bullying, harassment and discrimination

In our last inspection, one area for improvement was that the service should review how effective its policy on bullying, [harassment](#) and discrimination is in reducing unacceptable behaviour towards its staff.

Since then, the service has reviewed its policies. We found that these policies had been used effectively. The service has made sure staff are trained and clear about what to do if they encounter inappropriate behaviour. It has also provided managers with grievance and discipline training.

The service has a case review process, which aims to make sure cases are dealt with proactively and proportionately. The process includes senior managers, ensures consistency and makes sure actions are aligned with the Core Code of Ethics.

The service has also considered the recommendations of the [Independent Culture Review of London Fire Brigade](#) and started a full, independent review of its own culture.

Staff have a good understanding of what bullying, harassment and discrimination are and their negative effects on colleagues and the organisation.

In this inspection, 13 percent (16 out of 123) of staff told us that they have been subject to harassment and 11 percent (14 out of 123) to discrimination over the past 12 months.

The service needs to do more to address disproportionality in recruitment

There is an open, fair and honest recruitment process for staff or those wishing to work for the fire and rescue service. The service has taken steps to improve diversity and make sure its recruitment processes are accessible to applicants from a range of backgrounds. For example, the service has provided online awareness sessions, and staff were involved in a 'have a go' session for the community. The service directs its recruitment campaigns at under-represented groups and has recently appointed a community engagement officer. Staff are positive about this work. The service has worked with staff to make sure they understand its approach.

The service advertises recruitment opportunities both internally and externally, including on the National Fire Chiefs Council website, social media and its own website. However, it could do more to encourage applicants from diverse backgrounds, including for middle and senior management roles.

The service still needs to do more to increase staff diversity. There has been little progress to improve ethnic diversity. In 2021/22, 3 percent (77 people) of new joiners self-declared as being from an ethnic minority background. The proportion of firefighters that are from an ethnic minority background decreased from 2.1 percent in 2020/21 to 1.7 percent in 2021/22. This is mainly because the number of firefighters from a White British background increased by 24 from 322 to 346. But it is also because the number of firefighters from an ethnic minority background decreased from 7 to 6. However, the service has made some progress in improving gender diversity. The proportion of female firefighters increased from 8.7 percent (36 people) to 8.9 percent (38 people) over the same period.

For the whole workforce, in 2021/22, 2.2 percent were from an ethnic minority background, compared to 17 percent in their local population and 8 percent throughout all fire and rescue services. And 19.1 percent were women, compared to 18.6 percent throughout all fire and rescue services.

The service has improved its approach to EDI

In our last inspection, a cause of concern was that the service wasn't taking a proportionate approach to promoting EDI in the workplace.

In this inspection, we found that the service had prioritised work on this cause of concern. We were satisfied that it had made sufficient progress against most of the recommendations in relation to this cause of concern, which is now discharged.

The service has improved its approach to EDI. It makes sure it can offer the right services to its communities and has improved the way it can support staff with [protected characteristics](#). For example, it recognises that its previous approach to promoting EDI disengaged staff. It has listened to their feedback and adopted a different approach; staff are positive about the communication they have received and told us that it has improved their understanding of positive action and equality and diversity. We found that staff were confident in being able to talk openly and honestly about issues. The service has appointed an EDI adviser who works with senior managers. It has also introduced EDI leads throughout the service, and staff spoke positively of these. The service should make sure that EDI leads have the capacity for change and improvement.

The service has carried out a culture review. Staff we spoke to were aware of this work, and we found evidence that the service was considering its response to the findings. It should make sure that it communicates and promotes the outcomes of this work to staff.

Staff are positive about the Core Code of Ethics, and we found the service had included it as part of its new approach to EDI.

The service still needs to improve its understanding of staff diversity

The service has worked with staff to improve their understanding of why the service collects data on ethnicity, why this is important and what the service will do with it. However, we were disappointed to find that some staff still hadn't declared their equality data. We also found examples of staff deliberately recording misleading information. The service will want to explore the reasons behind this and take appropriate action to address them.

In 2021/22, unknown ethnicity made up 15.8 percent of the workforce, compared to the England rate of 8.8 percent. The service should continue to improve the confidence of staff in reporting equality data so that it can better understand the diversity of its workforce and make sure it has the right provisions in place to support staff members' needs.

In our staff survey, we found 92 percent (113 out of 123) of staff agreed that they have access to gender-appropriate workplace facilities. Furthermore, we found that the service had commissioned an independent review of its property. This is so it can make sure that staff have suitable facilities and provisions and that improvements have been prioritised and planned. We look forward to seeing these improvements for staff.

Although the service has a process in place to assess equality impact, it doesn't properly assess or act on the impact on each protected characteristic. From the records we viewed, we found that assessments were rarely completed in detail, and we found limited evidence of changes as a result of these. The service recognises this and has plans to improve.

Managing performance and developing leaders

Requires improvement

Warwickshire Fire and Rescue Service requires improvement at managing performance and developing leaders.

Fire and rescue services should have robust and meaningful performance management arrangements in place for their staff. All staff should be supported to meet their potential and there should be a focus on developing staff and improving diversity into leadership roles.

Areas for improvement

The service should make sure its selection, development and promotion of staff is open and fair.

The service should make sure it has mechanisms in place to manage and develop talent within the organisation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has reviewed the way it manages performance

The service has reviewed the way it manages performance to allow it to effectively develop and assess the individual performance of all staff. For example, appraisals are an important part of this process, and they link to team and departmental plans to make sure the service can achieve its CRMP priorities.

The service showed us an improvement in the number of completed appraisals, but due to difficulties with recording systems, it is hard to make sure all staff have completed these. In our staff survey, only 76 percent (94 out of 123) of staff told us that they have had a formal appraisal in the last 12 months.

Most staff reported that they have regular, meaningful discussions with their managers. In our staff survey, 86 percent (106 out of 123), of staff told us they have discussed with their manager in the last year how well they are performing at work. However, 14 percent (17 out of 123) of staff told us they have never discussed with their manager how well they are performing at work.

Staff still don't feel that promotion and progression are fair

While the service has put considerable effort into working with staff and reviewing its promotion and progression processes, it hasn't made enough progress since our last inspection to make sure staff see them as fair. Therefore, the area for improvement that we first identified in 2018/19 remains: "The service should make sure its selection, development and promotion of staff is open and fair."

In our staff survey, 58 percent (71 out of 123) of staff told us that the promotion process in the service is fair.

We found that the service's approach to promotion and progression had an increased focus on values and is aligned with the Core Code of Ethics. We welcome this. However, we saw inconsistencies in the way selection and promotion processes are completed. This undermines the perception of fairness that staff have in these processes.

The service is using temporary promotions while it completes its review of processes.

The service should do more to diversify leadership

The service has made some progress in improving the diversity of senior leaders. It knows it needs to go further to increase workforce diversity, especially in middle and senior management. It should review its plans to address this and how it can further encourage applicants from diverse backgrounds.

The service has successfully advertised positions and filled them with external candidates and continues to look for opportunities to make its workforce more representative.

The service needs to do more to develop leadership and high-potential staff at all levels

While the service has made some progress, the area for improvement that we identified in our last inspection remains: “The service should make sure it has mechanisms in place to manage and develop talent within the organisation.”

There has been some progress since our last inspection, but the service recognises the need to improve the way it actively manages career pathways of staff, including those with specialist skills and those with potential for leadership roles. The service has considered how it can put in place more formal arrangements to identify and support members of staff to become senior leaders. We have seen an improvement in the leadership training available to staff.


The service has trained several staff in coaching and introduced a coaching portal available to all staff via its intranet.

It has committed resources to managing a project to implement formal talent management arrangements. We look forward to seeing the improvements this will bring.

September 2023 | © HMICFRS 2023

www.justiceinspectorates.gov.uk/hmicfrs

This page is intentionally left blank

Cause of Concern Action Plan – 1 develop a protection strategy with a resourced and prioritised risk-based inspection programme;									
Accountable		Area Manager Protection				 WARWICKSHIRE FIRE & RESCUE SERVICE			
Responsible		Group Manager Fire Protection & Operational Planning							
Delivery Team		Station/Department Managers Fire Protection							
CoC	Action Plan	Specific Tasks	Accountable	Responsible	Delivery Team	Start Date	End Date	Current Sit Rep	HMICFRS Previous Documents
CoC Actions									
1.Protection Strategy	FP Strategy Production	Warwickshire Fire & Rescue Service Strategy 2022-2025 has been produced.	Area Manager Protection	Group Manager Fire Protection & Operational Planning	Group Manager Fire Protection & Operational Planning			Complete	
1.Protection Strategy	Restructure of Dept	Submit MTFS paper for raising risk of funding vs non funding Review WFRS FP department in relation to output, RBIP and skills Review regional and national best practice Design Departmental structure Communicate structure to department	Area Manager Protection	Group Manager Fire Protection & Operational Planning	Group Manager Fire Protection & Operational Planning	01.08.23	TBC	On Track	
1.Protection Strategy	AFA Reduction	Review action plan from AFA work with Nuneaton & Bedworth Borough Council. Risk based approach regarding the role out of AFA Reduction Programme Identify FP leads per district Roll out AFA Reduction Programme	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM Fire Protection	09.10.23	31.03.24	On Track	
1.Protection Strategy	Business Engagement	Further develop WCC/WFRS website content Increased presence on WCC/WFRS social media Industry presentations to be delivered based on risk outcomes Improve links with agencies - CoC, FoSB etc Attendance at business events to include seminars and guest speaking	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection	01.08.23	31.03.24	On Track	


1.Protection Strategy	Quality Assurance	Review QA processes from across region Develop QA process for FP Regulators Develop competence sign off process Develop EQA process WFRS 1st Line of Defence - Assurance Review	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection	01.08.23	31.01.24	On Track	
1.Protection Strategy	Skills Gap Analysis & Departmental Needs Review	Undertake skills gap analysis Succession plan for skills and specialisms Level 5 & Fire Engineering forward plan	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM Fire Protection	01.08.23	31.12.23	On Track	
1.Protection Strategy	CPD and Upskilling	Local CPD sessions to be planned and delivered CPD sessions based on skills gap analysis to include external trainers etc Upskilling around enforcement	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM Fire Protection	01.08.23	On-going past 31.3.24	On Track	

Cause of Concern Action Plan - 2.review its risk-based inspection programme to make sure it identifies its highest-risk premises.

Accountable	Area Manager Protection
Responsible	Group Manager Fire Protection & Operational Planning
Delivery Team	Station/Department Managers Fire Protection



CoC	Action Plan	Specific Tasks	Accountable	Responsible	Delivery Team	Start Date	End Date	Current Sit Rep	HMICFRS Previous Documents
CoC Actions									
2.RBIP	Undertake evaluation of current Phase 1 RBIP methodology	Review of 2023/24 Intervention Programme Review of data sources Identify high risk premises Evolution of current RBIP system in place	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM & DM's Fire Protection	02.10.23	24.10.23	On Track	
2.RBIP	Research RBIP best practice	Collaborate regionally and nationally NFCC RBIP methodology use	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM & DM's Fire Protection	02.10.23	24.10.23	On Track	
3.RBIP	Review current RBIP Phase 1 and proposed Phase 2 RBIP approach	RBIP Cycle 2 vs 3-year option Balanced risk (Life, Heritage, FF, Industrial) NFCC Compliant Aligned to LSOA's Evolution of current RBIP system in place	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM & DM's Fire Protection	05/07/2023	26.01.24	On Track	
4.RBIP	Stress test proposed new Phase 2 RBIP approach	NFCC and Peer review of proposed approach and methodology	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM & DM's Fire Protection	29.01.24	26.02.24	Not Yet Started	
5.RBIP	Produce new Phase 2 RBIP Methodology Documentation	Methodology to be produced to replace existing RBIP documents. 1 - Overview. 2 - Methodology. 3. Performance Framework	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM & DM's Fire Protection	26.02.24	15.03.24	Not Yet Started	
6.RBIP	Go Live (1.4.24) of Phase 2 RBIP	RBIP Phase 2 to go live as of 1.4.23	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM & DM's Fire Protection	01.04.24	01.04.24	Not Yet Started	
7.RBIP	Review of Phase 2 RBIP (Evaluation)	Schedule in review of RBIP process and methodology	Area Manager Protection	Group Manager Fire Protection & Operational Planning	SM & DM's Fire Protection	TBC	TBC	Not Yet Started	

Cause of Concern Action Plan - 3.put in place a clear plan with time frames for improving its management of risk information									
Accountable	Area Manager Protection								
Responsible	Group Manager Fire Protection & Operational Planning								
Delivery Team	Station/Department Managers Fire Protection								
CoC	Action Plan	Specific Tasks	Accountable	Responsible	Delivery Team	Start Date	End Date	Current Sit Rep	HMICFRS Previous Documents
CoC Actions	**It should be noted that this is an historical project and is not starting from this point**								
3.Risk Management	User Acceptance Testing of Protection & SSRI RMS	Complete UAT that includes: Identify user groups to undertake UAT Scenarios to test systems Feedback capture forms Feedback to Active Infographics	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection & WM Operational Planning	2.11.23	4.12.23	On Track	
3.Risk Management	Implement Risk Management System (RMS) to replace Farynor PHASE 1 Complete	Implementation of Phase 1 of RMS within Service	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection & WM Operational Planning		11.12.23	On Track	
3.Risk Management	Training Strategy	Plan, design and delivery training across multiple platforms	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection & WM Operational Planning	2.11.23	Ongoing past 31.3.24	On Track	
3.Risk Management	RMS upgrades from Phase 1 through to Phase 2 (Adaptable upgradeable Digital Solution)	Planned updates to the Protection & SSRI systems	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection & WM Operational Planning	4.12.23	31.3.24	Not Yet Started	
3.Risk Management	RMS links to Power BI through Business Intelligence	Integration of RMS and Power Bi Review of Power Bi dashboards	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection & WM Operational Planning Business & Information Team	4.12.23	31.3.24	Not Yet Started	
3.Risk Management	Debrief the whole RMS process and phased usage (Evaluation to inc value release)	Debrief utilising PMO Service learning report to be produced.	Area Manager Protection	Group Manager Fire Protection & Operational Planning	DM Fire Protection & WM Operational Planning	31.3.24	Ongoing past 31.3.24	Not Yet Started	

Appendix 3 –HMICFRS WFRS Areas for Improvement Summary

WFRS will monitor progress against the Areas for Improvement at formal Community Risk Management Board (CRMB). Each Area for Improvement has an assigned lead officer responsible for embedding improvement against each area and reporting progress at CRMB.

Assessment Area	Assessment Judgement	Cause of Concern	Area for Improvement	Accountable Person
Understanding the risk of fire and other emergencies	Adequate		The service should make sure it gathers and records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.	AM Morley
			The service needs to ensure that risk information in <u>fire control</u> is consistently kept up to date.	AM Morley
Preventing fire and other risks	Requires Improvement		The service should make sure that its prevention activity is effectively prioritised and targeted to reduce risk.	AM Moultrie
			The service should evaluate its prevention work so that it understands what works.	AM Moultrie
			The service should make sure it quality assures its prevention activity, so staff carry out safe and well visits to an appropriate standard.	AM Moultrie

Protecting the public through fire regulation	Requires Improvement	The service hasn't done enough since the last inspection to determine its highest-risk premises to inform its risk-based inspection programme.	The service should make sure there are enough qualified staff across the service to carry out fire safety audits competently.	AM Laight
			The service should make sure it has an effective quality assurance process so staff carry out audits to an appropriate standard.	AM Laight
			The service should make sure it effectively addresses the burden of false alarms.	Am Laight
Responding to fires and other emergencies	Adequate		The service should ensure its operational and control room staff have good access to relevant and up-to-date cross-border risk information.	AM Morley
			The service should ensure it has an effective system for learning from operational incidents.	AM Morley
Responding to major and multi-agency incidents	Adequate		The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.	AM Morley
Assessment Area	Assessment Judgement	Cause of Concern	Area for Improvement	
Making best use of resources	Requires Improvement		The service needs to show a clear rationale for the resources allocated	AM Glorioso

			between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its Community Risk Management Plan.	
			The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in its the Community Risk Management Plan.	AM Glorioso
			The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in its the Community Risk Management Plan.	Am Glorioso
Making the fire and rescue service affordable now and in the future	Requires Improvement		The service should make sure that its fleet and estates management programmes are linked to the Community Risk Management Plan, and it understands the impact future changes to those programmes may have on its service to the public.	AM Laight
			The service needs to assure itself that it is maximising opportunities to improve workforce productivity and develop future	AM Laight

			capacity through use of innovation, including the use of technology.	
			The service should make sure that its IT systems are resilient, reliable, accurate and accessible.	AM Laight
			The service should make sure it has the right skills and capacity in place to successfully manage change across the organisation.	AM Glorioso
Promoting the right values and culture	Adequate		The service should monitor overtime and secondary contracts to ensure working hours are not exceeded.	AM Morley
Assessment Area	Assessment Judgement	Cause of Concern	Area for Improvement	
Getting the right people with the right skills	Requires Improvement		The service should ensure it has the necessary skills and capabilities to carry out the Community Risk Management Plan.	AM Glorioso
			The service should ensure that it is able to record and monitor the training and competence of all its staff.	AM Glorioso
Ensuring fairness and promoting diversity	Requires Improvement		The service should put in place mechanisms to engage with all staff and monitor how effective the mechanisms are.	AM Moultrie
			The service should make sure it has robust processes in place to undertake	AM Glorioso

			equality impact assessments and review any actions agreed as a result.	
			The service should improve the way it collects equality data so it can better understand its workforce demographic and needs.	AM Glorioso
Managing Performance & Developing Leaders	Requires Improvement		The service should make sure its selection, development and promotion of staff is open and fair.	AM Glorioso
			The service should make sure it has mechanisms in place to manage and develop talent within the organisation.	AM Glorioso

This page is intentionally left blank

Cabinet

9 November 2023

Warwickshire Fire and Rescue Service Resourcing to Risk Proposals

Recommendations

That Cabinet

1. Supports the adoption of the resourcing to risk model for Warwickshire Fire and Rescue Service as set out in this report.
2. Supports proceeding to staff, stakeholder and public consultation on Delivery Model 2a and authorises the Chief Fire Officer, in consultation with the Portfolio Holder for Fire & Rescue and Community Safety to take such steps as are necessary to undertake the consultation, and to report back to Cabinet in due course.

1. Key Issues

- 1.1 Through its Community Risk Management Planning (CRMP) process, risk analysis and subsequent independent validation process, Warwickshire Fire and Rescue Service (WFRS) has demonstrated that the locations of our fire stations are appropriate to match risk areas.
- 1.2 However, the analysis identified four key issues that WFRS needs to address to ensure that the delivery of statutory duties is carried out in an effective and sustainable way:
 - Fire Appliance base locations need to be optimised to align to risk and activity
 - Performance targets for attendance times to incidents are not being met
 - On-call fire appliance availability is reducing and raises challenges around sustainability
 - Some of our shift systems are not nationally accepted shift systems and have been subject to legal challenge nationally. Others are not sustainable into the future.
- 1.3 **Current resource configuration**
- 1.4 Although WFRS moves resources (staffing and fire engines with water carrying and pumping capability known as 'appliances') around the county based on risk, our current resource configuration does not allow us to optimise the deployment of resources to align effectively to risk and demand led activity levels.

1.5 Our availability is highest during the night when activity levels are at their lowest and lowest during the day when activity levels are at their highest. See Appendix 1, daily activity levels, and Appendix 2, service availability levels.

1.5 The current working pattern results in the following challenges which are not cost efficient in terms of the overall operation of the WFRS, nor do they effectively address the 'resourcing to risk' principle that is the cornerstone of service delivery and the Community Risk Management Plan (Appendix 4).

- Highest fire appliance availability during lowest periods of risk and demand
- Lowest fire appliance availability during highest periods of risk and demand
- No guaranteed fire appliance availability other than wholetime appliances which makes managing fire cover difficult on a day to day, hour by hour basis. This is due to reliance on 'on call' availability which fluctuates and is reducing. This impacts attendance times.
- No guaranteed resilience for surge events, extreme weather incidents e.g. flooding or high demand as it relies on on-call.

1.6 Attendance times

1.7 The current attendance time performance standard is based on responding to P1 and P2 life risk incidents within 10 minutes on 75% of occasions.

1.8 P1 are incidents which pose an immediate threat to human life. Examples are persons reported building fires and road traffic collisions.

1.9 P2 are incidents which pose a serious hazard and high-risk threat to life. Examples are building fires or explosions.

1.10 WFRS response attendance targets to P1 and P2 are not being achieved and cannot be achieved with the current resource configuration. Our current target to P1s and P2s is 1st pump attendance time of 10 mins 75% of the time. WFRS' current performance is 65% of the time.

1.11 On-call fire appliance availability

1.12 On call fire appliances are crewed by firefighters living or working within 5 minutes of the fire station, who respond to incidents when alerted. Firefighting is their secondary employment. We have 12 on-call fire appliances based at on-call fire stations across the county.

1.13 On-call availability continues to decline even after significant interventions. Service wide average availability of on-call appliances (12) over a 24 hour period is 34% which negatively impacts on response times and community safety. To summarise, on call appliances, on average, are only available 1/3 of the time. The time that they are available is highest at night when activity levels have reduced. Appendix 3 sets out on call availability trends.

- 1.14 The delivery models set out in this report all present a 'resourcing to risk' approach which aim to address the key issues identified at paragraph 1.2. They will change base locations of appliances and enable WFRS to dynamically and effectively move appliances around the county based on evidence, risk and incidents occurring and be better placed to protect our communities.
- 1.15 Implementing these changes requires a more flexible and available workforce. The models outline modernisation of the on-call duty system with more wholtime firefighters working day, night and evening shifts as well as in surge teams. Evening shifts and surge teams will be part time contracts.

2. Working Pattern Proposal

- 2.1 In order to address the key issues identified at paragraph 1.2, independent analysis of WFRS' Risk Analysis produced four delivery model options, all aimed at aligning risk, demand, and productivity levels with effective deployment of resources.
- 2.2 Each delivery model option requires a change to current working patterns which are no longer sustainable to address the key issues and challenges faced by WFRS.
- 2.3 The highest level of demand and risk across prevention, protection and response activity is between 0800 and 2200. This time period is too long for one continuous shift. To ensure we cover the highest demand with the correct number of appliances and people, the following 'working 24-hour model' is proposed:
- Day shift (0800 – 1800)
 - Night shift (1800 – 0800)
 - Evening shift (1800 - 2200) – part time positions.
 - Surge teams available for recall in the event of significant incidents or periods of high demand.
- 2.6 The delivery model options considered are set out at Section 3 of this report. The recommended delivery model option is **Option 2a**. The reasons for this recommendation are set out below with further detail set out at Appendix 5.
- 2.7 All options would deliver a working pattern which gives:
- Highest guaranteed fire appliance availability throughout periods of high risk and activities (0800-2200)
 - Lowest guaranteed fire appliance availability throughout periods of lower risk and activities (2200-0800)
 - Surge teams available for recall during surge events, spate conditions and high demand

- 2.8 All options introduce a new concept of surge teams. There are times (historic data indicates 4 times every 5 years) when WFRS experiences a very large incident involving up to 20 fire appliances. The surge teams will provide an ability to recall firefighters within specified time periods, to make available additional fire appliances to meet this surge in activity, for example flooding, wildfires or periods of high demand.
- 2.9 The proposed new working pattern in all options modernises the current on-call model by introducing evening shifts and surge teams. There will be opportunities for on-call firefighters to be recruited onto these shift patterns:
- Evening shifts (based on stations between 1800 and 2200)
 - Surge teams (recalled to duty in periods of spate conditions, surge events or high demand).
- 2.10 Resourcing in this way provides the following improvements and benefits:
- Enhanced productivity through higher resource availability in periods of highest activity and lower resource availability in times of lowest activity.
 - Improved 1st appliance response times across Warwickshire.
 - Significantly increased resilience through surge teams.
 - Transition from an on-call model that is not sustainable to a part time firefighter model providing equity of pay, conditions and competence.
 - Guaranteed appliance availability dictated by the agreed resourcing model.

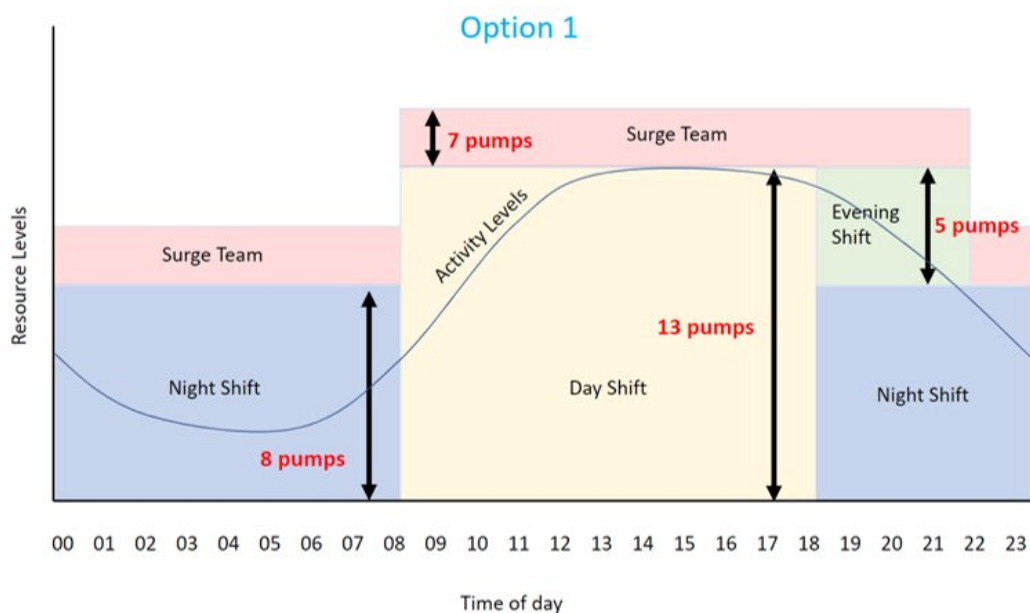
3. Delivery Model Options

- 3.1 The delivery model options considered are set out below. Maps for each option can be found in Appendix 6, attendance times for each model can be found in Appendix 7. More detailed financial information can be found in Section 4.
- 3.2 For each option there is an 'a' option. The 'a' option would involve the removal of some current shift systems as these are problematic to the service for the following reasons:
- There is an ongoing risk with non-Grey Book compliant shift systems.
 - The service struggles to effectively crew some of our shift systems.
 - Due to number of different crewing systems, there have historically been challenges around transfers, promotions, standbys and terms and conditions.
 - Not all shift systems align to the activity levels.
 - Due to pension changes, some shift systems are less attractive and difficult to attract to.
- 3.3 All options considered increase the time it takes for the second appliance to arrive on scene, but these increases are small. The geography of Warwickshire results in a balance needing to be found in achieving first and second appliance response times. The only way to improve second appliance response times is through slower first appliance arrival times in many locations or a significant increase in fire appliances which is not sustainable.

3.4 Delivery Model 1.

Delivery model 1 as shown below ensures that:

- 13 pumps (fire appliances) are available between 0800 and 2200hrs.
- 8 pumps (fire appliances) are available between 2200 and 0800hrs.
- 7 additional pumps (fire appliances) are available for surge events at any time.



No. of day pumps	No. of night pumps	No. of evening pumps	Number of surge team pumps	Cost
13	8	5	7	£13,323,000

Current 1st appliance Attendance Time	Option 1st appliance Attendance Time
10 min 37 secs	9 min 47 secs
Current 2nd appliance Attendance Time	Option 2nd appliance Attendance Time
14 min 16 secs	15 min 31 secs

3.5 Delivery Model 1a.

This option is identical to option 1 except that it removes the Day Crew Plus (DCP) shift system from WFRS which increases the overall cost of the model.

No. of day pumps	No. of night pumps	No. of evening pumps	Number of surge team pumps	Cost
13	8	5	7	£13,628,000

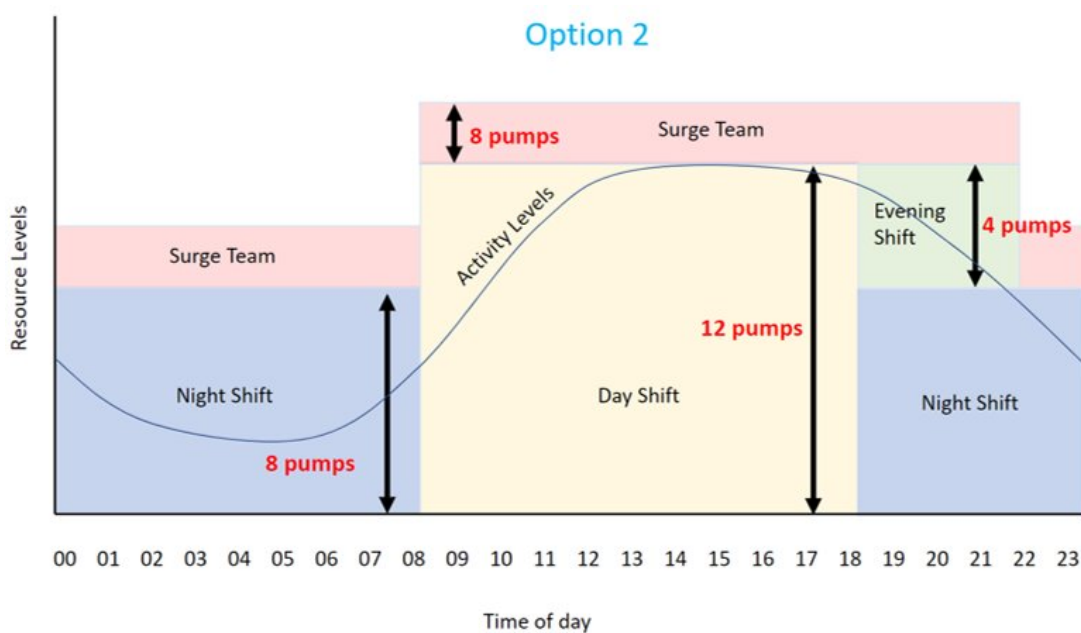
Current 1st appliance Attendance Time	Option 1st appliance Attendance Time
10 min 37 secs	9 min 47 secs
Current 2nd appliance Attendance Time	Option 2nd appliance Attendance Time
14 min 16 secs	15 min 31 secs

3.6 Delivery Model 2.

This model spreads focus to 2nd appliance attendance times.

Delivery model 2 as shown below ensures that:

- 12 pumps (fire appliances) are available between 0800 and 2200hrs.
- 8 pumps (fire appliances) are available between 2200 and 0800hrs.
- 7 additional pumps (fire appliances) are available for surge events at any time.



No. of day pumps	No. of night pumps	No. of evening pumps	Number of surge	Cost

				<i>team pumps</i>
12	8	4	8	£12,587,000

Current 1st appliance Attendance Time	Option 1st appliance Attendance Time
10 min 37 secs	10 min 20 secs
Current 2nd appliance Attendance Time	Option 2nd appliance Attendance Time
14 min 16 secs	14 min 28 secs

3.7 Delivery Model 2a

<i>No. of day pumps</i>	<i>No. of night pumps</i>	<i>No. of evening pumps</i>	<i>Number of surge team pumps</i>	<i>Cost</i>
12	8	4	8	£12,892,000

Current 1st appliance Attendance Time	Option 1st appliance Attendance Time
10 min 37 secs	10 min 20 secs
Current 2nd appliance Attendance Time	Option 2nd appliance Attendance Time
14 min 16 secs	14 min 28 secs

- 3.8 This option is identical to option 2 but removes DCP shift system from Warwickshire which then increases the cost of the model.
- 3.9 It is proposed as part of these changes that WFRS adopts a 'mean' average target in relation to response intervention times. This is in line with the approach taken by the Office of National Statistics and other Fire and Rescue Services
- 3.10 It is proposed that WFRS adopts the proposed intervention standards for Prevention, Protection and Response as shown below:

Risk Category	Prevention		Protection		Response	
	Targeted	Specialist	Reactive	Proactive	Targeted	Specialist
Service Wide	N/A		N/A		10 mins 30 seconds	N/A
Very High	24 hrs		4 hrs	24 months	10 mins and 30 seconds	45 mins
High	48 hrs		4 hrs	3 years	11 mins	45 mins
Medium	3 days		1 week	3+ years	11 mins	60 mins
Low	2 weeks	when escalated	1 week +	universal	11 mins	60 mins
Very Low	universal	universal	universal	universal	11 mins 30 seconds	60 mins

4. Financial Implications

4.1 The high-level financials for each option are shown in the table below. Costings shown represent operational posts up to and including Watch Manager that are required for each option.

	Current Model (Actual)	Option 1	Option 1a (DCP removed)	Option 2	Option 2a (DCP removed)
Number of Evening Appliances	0	5	5	4	4
On-Call	12	0	0	0	0
Number of Whole Time Appliances - Day	11	13	13	12	12
Number of Whole Time Appliances - Night	9	8	8	8	8
Surge Team members	0	112	112	128	128
Surge Fleet	0	7	7	8	8
Cost £	12,906,000	13,323,000	13,628,000	12,587,000	12,892,000
Cost £ +Increase/-decrease	0	+417,000	+722,000*	-320,000	-14,000*

N.B Replacing DCP shift systems with 2-2-4 shift systems is more expensive and is reflected in the costings calculated.

- 4.2 There are some transition costs associated with each model such as additional welfare facilities on 2 stations, and fixed term transfer allowances. The potential of redundancy payments exists for some on-call firefighters, although this will be avoided if at all possible.
- 4.3 The only route available for this is the revenue and capital investment funds and putting a clear business case forward. There is a clear case for the changes, but as yet the transition costs to make this happen haven't been made visible, and this process would do that.

5. View of the Chief Fire Officer

- 5.1 The CFO recognises that we are in a position where retaining the status quo is not an option. To do so would not address the key issues set out in paragraph 1.2 of this report. In the CFO's view, all options offer a significant improvement on the current operating model due to improved response times, resource availability during times of peak activity, resilience and sustainability. Notwithstanding this, the CFO recognises the performance variations between each option and the financial constraints in which WFRS, like the rest of the Council, is operating.
- 5.2 The CFO would support either Option 1a or Option 2a. Both present significant improvements on current performance and both involve the removal of the Day Crew Plus shift system which at a national level has been the subject of legal challenge and increasingly FRS across the country are moving away from. In addition, for both options resource availability would be aligned to activity levels and risk levels across Warwickshire which is a key consideration and benefit.
- 5.3 The key difference between the two models relates to attendance times. Both options have improved first appliance attendance times. Option 1a provides the greatest improvement for first appliance service wide at 50 seconds compared to the current model. 2nd attendance times for Option 1a are slower by 1 min 15 seconds compared to the current model. Option 2a provides an improved 1st appliance attendance service wide of 17 seconds compared to the current model and a quicker 2nd appliance attendance time out of the two models only increasing attendance by 12 seconds service wide compared to the current model.
- 5.4 On balance therefore, and with the support of Corporate Board, the CFO supports proceeding to public consultation on Option 2a. This option provides a safe and sustainable model for WFRS and is the optimal model, taking into account the operational and service delivery benefits and the financial considerations as set out in this report.

6. Environmental Implications

- 6.1 There are no detrimental environmental implications to resourcing to risk.
- 6.2 The risk-based resource configuration enables early interventions at fires, restricting the ability of smaller fires to grow into larger fires, and a more rapid-fire suppression, resulting in lower contaminants entering the environment.
- 6.3 Transitional planning will allow the Service to adopt enhanced technology such as low emission vehicles, and the reduction in emissions from building stock through the adoption of sustainable specifications.
- 6.4 The delivery model also increases available training time for staff for climate events and adaptation, such as more prolific flooding and wildfires.

7. Timescales associated with the decision and next steps

- 7.1 Subject to Cabinet’s decision, the proposed option would require a public consultation process which would run from December 2023 to March 2024 and include staff, partner and representative body consultation.
- 7.2 The outcome of the public, staff, partner and representative body consultation would be reported back to Cabinet who would be asked to confirm the resulting delivery model for implementation. It is expected that the outcome of the consultation will require amendments to the Community Risk Management Plan (CRMP). The modified CRMP would be presented to full Council for approval at the appropriate time.
- 7.3 An EQIA is in development and will be concluded prior to the start of the consultation and will be made available as required. started and will run through public consultation and implementation phases.

Background papers

- Appendix 1: WFRS Daily Activity Levels
- Appendix 2: Service Availability Levels
- Appendix 3: On Call Availability Trend
- Appendix 4: Current working pattern
- Appendix 5: Proposed Working pattern
- Appendix 6: Option Maps for each proposal
- Appendix 7: Appliance Attendance Times

	Name	Contact Information
Report Author	Sally Waldron – Assistant Chief Fire Officer add title	Sallywaldron@warwickshire.gov.uk

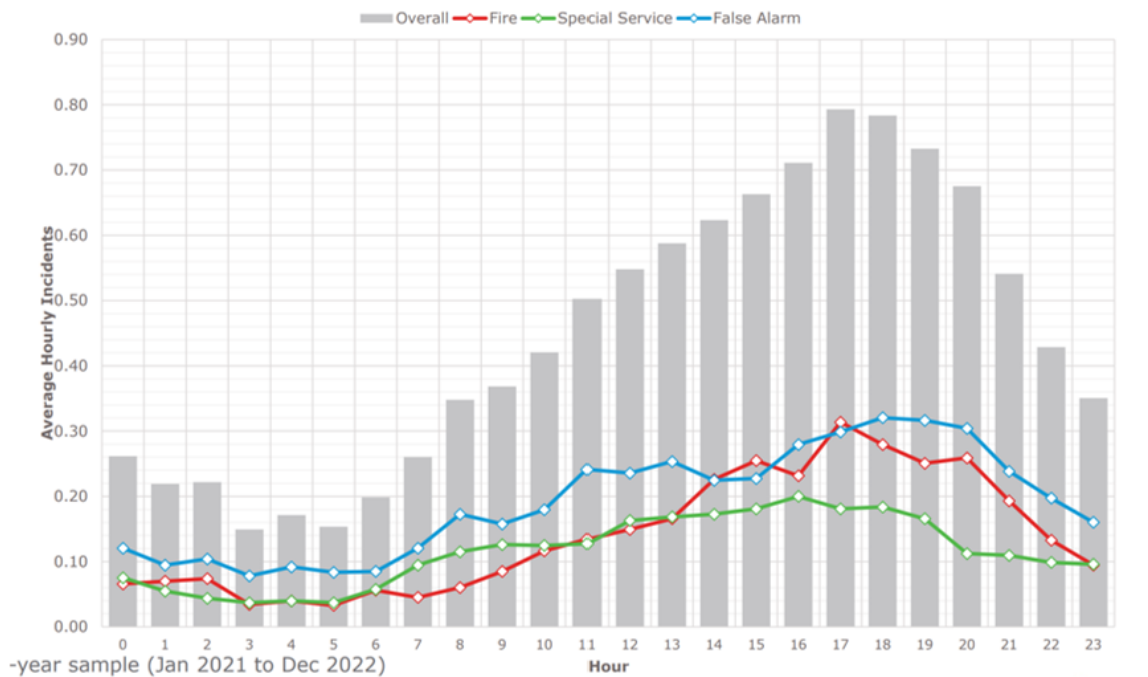
Chief Fire Officer	Ben Brook – Chief Fire Officer	benbrook@warwickshire.gov.uk
Executive Director	Mark Ryder – Executive Director for Communities	markryder@warwickshire.gov.uk
Portfolio Holder	Andy Crump – Portfolio Holder for Fire & Rescue and Community Safety	Andycrump@Warwickshire.gov.uk

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

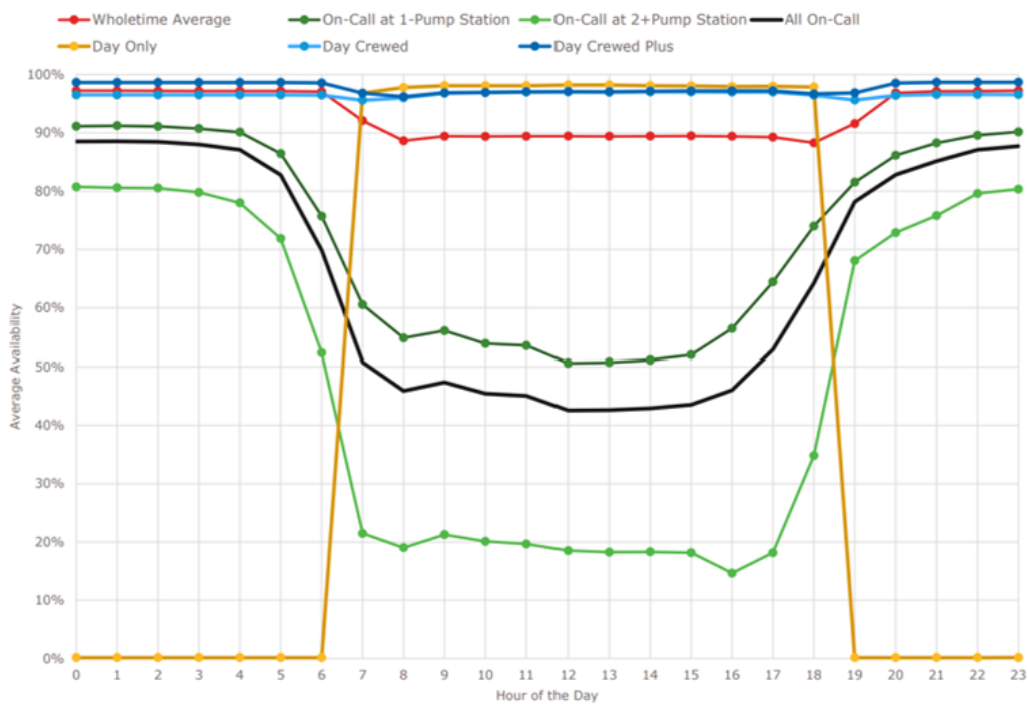
Local Member(s): N/a - county wide matter

Other members: Chair and Party Spokes of the Resources and FRS Overview and Scrutiny Committee

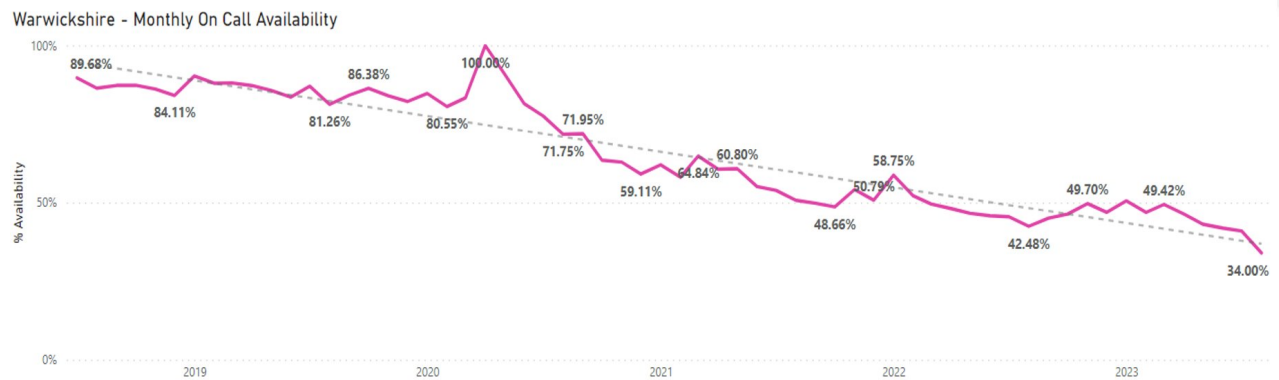
Appendix 1: WFRS Daily Activity Levels



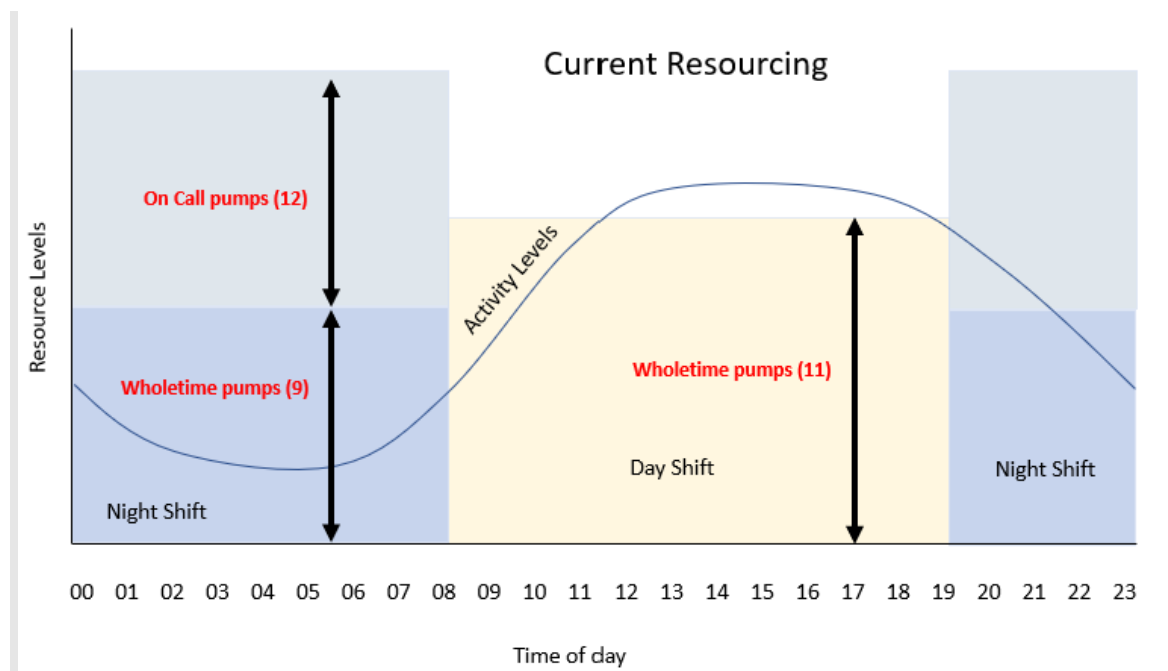
Appendix 2: Service Availability Levels (all Shifts)



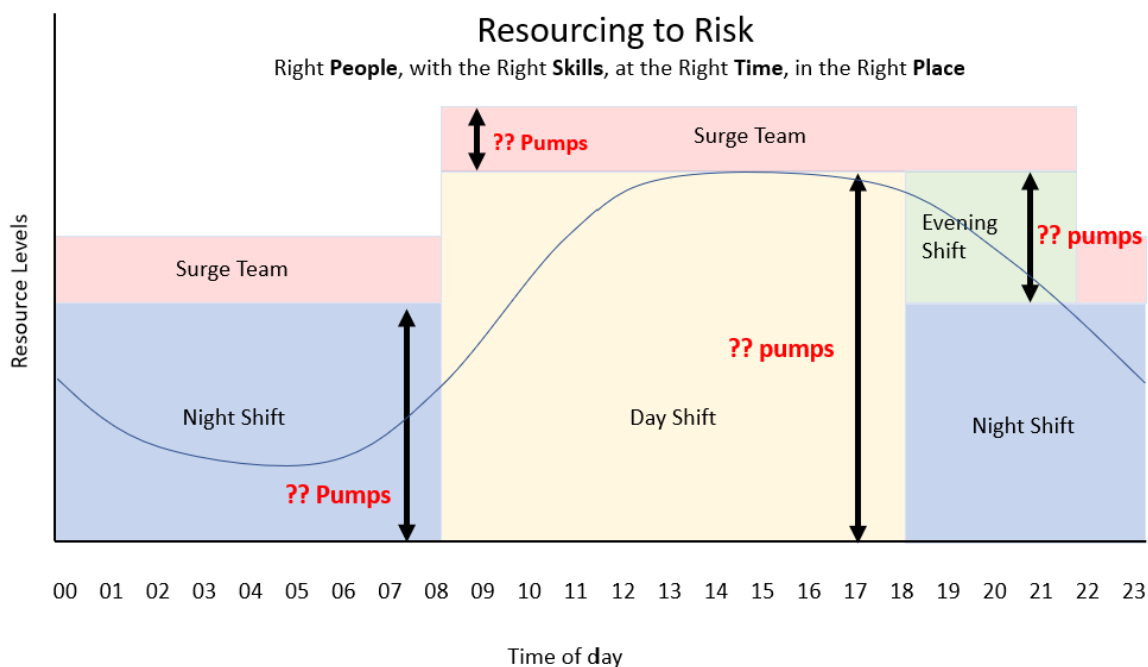
Appendix 3: On Call Availability Trend



Appendix 4: Current Working Patter Model.



Appendix 5: Proposed working pattern model.



Appendix 6: Delivery Models: Option Mapping

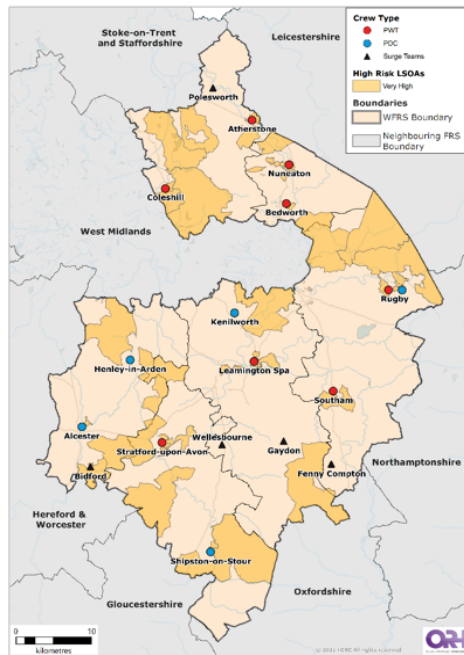
Key:

Red – 24/7 appliance

Blue – Appliance available between 0800 and 2200hrs

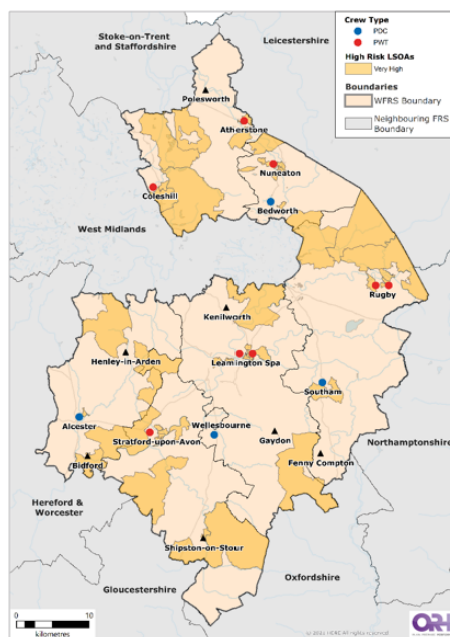
Black triangle – appliance available 24/7 but with between 30 minutes and 2 hour delayed turnout (surge team)

Option 1 and 1a:



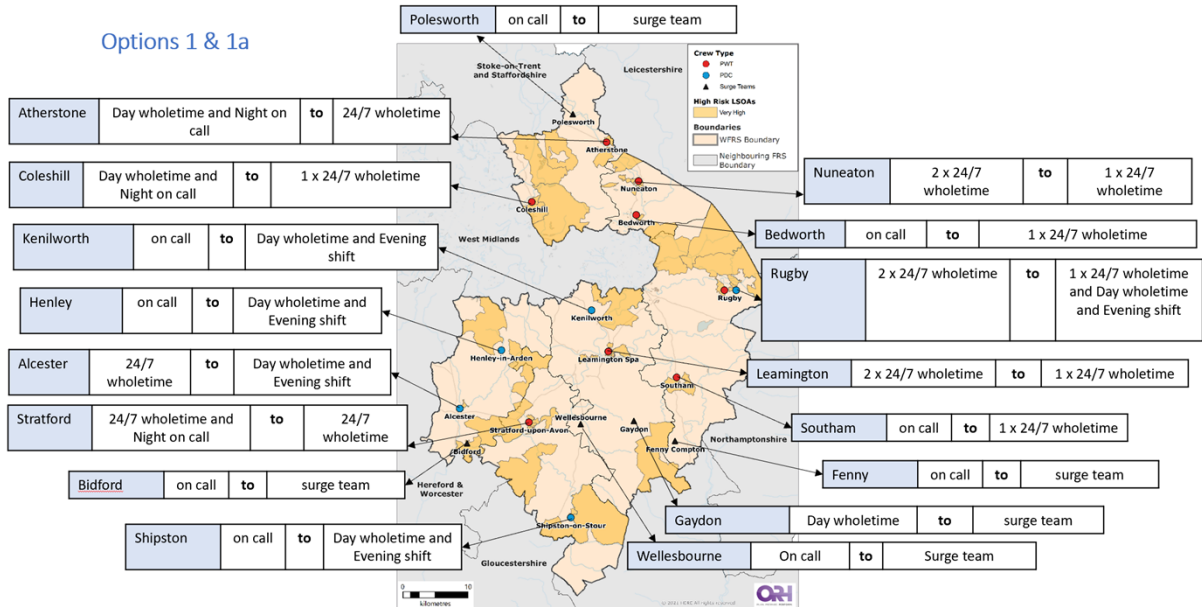
No. of day appliances	No. of night appliances	No of evening appliances	No of surge appliances
13	8	5	7

Option 2 and 2a:

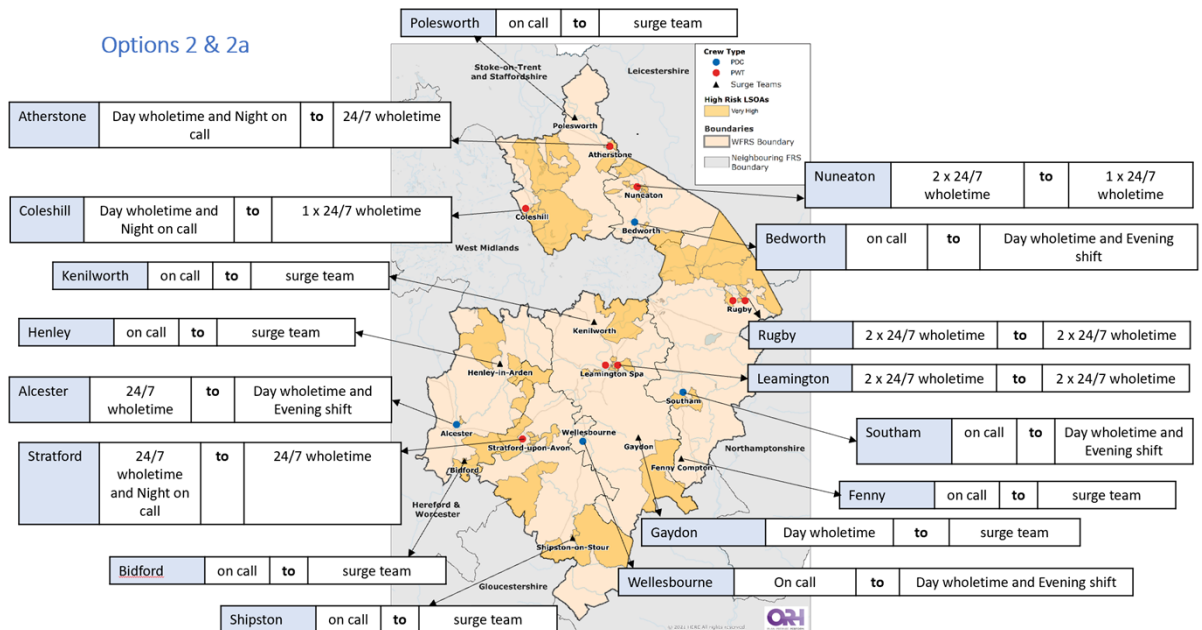


No. of day appliances	No. of night appliances	No of evening appliances	No of surge appliances
12	8	4	8

Options 1 & 1a



Options 2 & 2a



Appendix 7: Appliance Attendance Times

First Appliance Attendance Times – P1 and P2 Incidents			
Area (LSOAs)	Current	Option 1	Option 2
Service Wide	10.37	9.47	10.20
Very high risk areas	10.03	9.33	10.03
High risk areas	11.19	9.59	10.54
Medium risk areas	10.18	9.40	9.53
Low risk areas	10.49	9.40	10.10
Very low risk areas	10.47	10.42	11.06

Second Appliance Attendance Times – P1 and P2 Incidents			
Area	Current	Option 1	Option 2
Service Wide	14.16	15.31	14.28
Very high risk areas	13.05	15.21	14.03
High risk areas	15.57	16.16	15.51
Medium risk areas	14.05	14.58	13.34
Low risk areas	14.06	15.41	14.30
Very low risk areas	13.18	14.51	13.46

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank