

# Children & Young People Overview and Scrutiny Committee

Date: Tuesday 19 September 2023  
Time: 10.00 am  
Venue: Committee Room 2, Shire Hall

## Membership

Councillor Marian Humphreys (Chair)  
Councillor Jerry Roodhouse (Vice-Chair)  
Councillor Barbara Brown  
Councillor Brian Hammersley  
Councillor Justin Kerridge  
Councillor Jill Simpson-Vince  
Councillor Clare Golby  
Councillor Penny-Anne O'Donnell  
Councillor Jeff Morgan  
Councillor Chris Mills

## Portfolio Holders

Councillor Kam Kaur - Portfolio Holder for Education  
Councillor Sue Markham - Portfolio Holder for Children & Families

Items on the agenda: -

### 1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Minutes of the Previous Meeting

5 - 14

### 2. Public Speaking

### **3. Question Time**

#### **(1) Questions to Cabinet Portfolio Holders**

Up to 30 minutes of the meeting are available for members of the Children & Young People Overview and Scrutiny Committee to put questions to the Cabinet Portfolio Holder for Education and Cabinet Portfolio Holder for Children & Families.

The work programme attached lists any briefings circulated to the Committee since the last meeting and any items listed in the Council's Forward Plan for decision by Cabinet or individual Cabinet Portfolio Holders over the coming months.

#### **(2) Updates from Cabinet Portfolio Holders and Assistant Directors**

Cabinet Portfolio Holders and Assistant Directors are invited to provide any updates they have on issues within the remit of the Committee.

### **4. Corporate Parenting Panel Update**

The Portfolio Holder for Children & Families to provide an update on the work of the Corporate Parenting Panel.

To include an update from the Children in Care Council and other forums.

<b>5. Quarter 1 Integrated Performance Report</b>	15 - 46
<b>6. School Attendance update</b>	47 - 58
<b>7. School Admissions Service Progress Report</b>	59 - 74
<b>8. Draft Final Sustainable Futures Strategy</b>	75 - 86
<b>9. Work Programme and items on the Forward Plan</b>	87 - 90

Up to date work programme to be presented to the Committee.

Items from the Forward Plan relevant to the remit of the Committee to be noted.

**10. Any Other Business**

**11. Date of Next Meeting**

The next meeting will be held on 14<sup>th</sup> November 2023 at 10am.  
The meeting will be held in Committee Room 2, Shire Hall, Warwick.

**Monica Fogarty**  
Chief Executive  
Warwickshire County Council  
Shire Hall, Warwick

## 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](http://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 within the remit of the Committee. 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.

# Children & Young People Overview and Scrutiny Committee

Tuesday 13 June 2023

## Minutes

### Attendance

#### Committee Members

Councillor Marian Humphreys (Chair)  
Councillor Jerry Roodhouse (Vice-Chair)  
Councillor Barbara Brown  
Councillor Brian Hammersley  
Councillor Justin Kerridge  
Councillor Jill Simpson-Vince  
Councillor Clare Golby  
Councillor Jeff Morgan  
Councillor Chris Mills

#### Officers

Johnny Kyriacou, Assistant Director for Education Services  
Dr Shade Agboola, Director of Public Health  
Daniel Atkins, Technical Specialist - Children Transformation  
Matthew Biggs, Strategic Lead for Education and Learning  
Ross Caws, Warwickshire SEND Board Development Manager  
Alison Cole, Head of Health & Wellbeing Commissioning  
John Coleman, Assistant Director - Children and Families  
Liz Entwistle, Commissioner (Family Wellbeing)  
Becky Hale, Director of Health and Commissioning  
Robert Sabin, Lead Commissioner (Family Wellbeing)  
Nadja Willinger, Business Intelligence Analyst  
Andy Carswell, Democratic Services Officer

#### Others Present

Councillor Kam Kaur – Portfolio Holder for Education  
Councillor Sue Markham – Portfolio Holder for Children and Families

### 1. General

#### (1) Apologies

Apologies were received from Councillor Penny-Anne O'Donnell and Nigel Minns.

## **(2) Disclosures of Pecuniary and Non-Pecuniary Interests**

There were none.

## **(3) Minutes of the Previous Meeting**

The minutes of the meetings held on 26 April 2023 and 16 May 2023 were approved as a true and accurate record.

## **2. Public Speaking**

There were no public speakers.

## **3. Question Time**

### **(1) Questions to Cabinet Portfolio Holders**

There were no questions to Cabinet Portfolio Holders.

### **(2) Updates from Cabinet Portfolio Holders and Assistant Directors**

Councillor Kam Kaur told members that Johnny Kyriacou had joined the Council as Assistant Director for Education. She said Duane Chappell had recently left the Council, and the position of Head of Inclusion was in the process of being advertised. In the meantime Ross Caws had been appointed as her interim replacement.

Councillor Kam Kaur said Nigel Minns had met with Ofsted the previous day as part of the Council's Annual Conversation. She stated initial feedback from the meeting had been positive, although there was an acceptance there were some areas where more improvement work was needed.

## **4. Corporate Parenting Panel Update**

A verbal update was provided by Councillor Sue Markham. She said the Voice influence and change team had presented their report to the most recent Corporate Parenting Panel to outline the work they had completed in the last three months. This included a fun day for siblings, as a key area of work had identified the importance in maintaining and building the relationship with siblings when they are not always living together. There would be a Refugee Celebration Event on June 19 and a care experienced and carers fun day taking place in July.

The Committee was told that Deena Moorey the Virtual School Head presented her annual report to the Panel. Evidence showed that when children enter care earlier and have stable placements and educational settings, they are more likely to achieve well. Gaps in attainment were more apparent in secondary school. It had been agreed to have an agenda item and presentation on the increase in children missing from care at the next Panel meeting.

Councillor Sue Markham said placement stability had been identified as a key area for improvement. A wrap around service supporting carers had been introduced and the number of

children in care had reduced; however there had been a recent increase in teenagers entering care and it had been acknowledged that it can be difficult to identify an appropriate placement.

Regarding long term stability, Councillor Sue Markham said fewer children had plans of adoption and there had been a significant increase in the number of Special Guardianship Orders being made with family members and foster carers. Members were told there was a need for more foster carers so the Council had the ability to match children with carers and have choice of placements.

Responding to a question from Councillor Clare Golby, John Coleman (Assistant Director, Children and Families) said there were myriad reasons for the increase in adolescents entering care. For those aged 16-17 it was mainly due to a breakdown in family relationships and the family asking them to leave home. However officers were working to encourage young people in such a situation to stay in the family setting as often this would be better for them rather than being put into care. For younger children, the reasons for being put into care were more varied. There had been an increase in mental health issues and instances of self harm. John Coleman said there were instances of children being taken into care due to being victims of exploitation outside the home environment. He said there were no real hotspots for this happening and it was a countywide issue.

## **5. Q4 Integrated Performance Report**

The item was introduced by Becky Hale (Assistant Director, Strategy and Commissioning). She told members that of the 22 key business measures of relevance to the remit of the Committee, 16 were on track or had been completed. There were a number of positives, with the key business measures relating to the number of children subject to a child protection plan and applications for school places being highlighted as particularly good areas of performance.

There were two service areas where performance was static and four where it was declining. One of the performance areas that was not on track to be met related to the under 18 conception rate. Becky Hale said the most recent data was from December 2021 and a lot of targeted work had been taking place since then to improve the figures and understand the root cause of the current ones. One of the static performance areas related to the number of under 18s being admitted to hospital due to alcohol. Becky Hale said there had been a slight improvement but admission rates in Warwickshire were notably higher than the national average. Targeted work was taking place in the Nuneaton and Bedworth and Warwick districts due to these being particular outliers. A new liaison officer was in the process of being recruited to work with the Council's commissioning provider, Compass. This was a priority as part of the Strategic Drug and Alcohol Partnership. Instances of self harm was another area of concern where targeted action was taking place as the key business measure was not on track to be met.

John Coleman said the percentage of care leavers in education, employment or training had decreased overall during the last year. However there was an interesting trend that had emerged when the data was analysed in more detail; the percentage of 17-18 year olds in care in education, employment or training had decreased but the figure for 19-20 year olds had increased. The reasons for this trend were being investigated. The number of careers advisors in the children in care team had been increased. John Coleman said around 45 per cent of children in care were unaccompanied asylum seekers, and although they had been engaging in education courses they were not able to work. There were further concerns however as they would generally take shorter

courses; additionally there was limited availability for English as a Second Language courses. John Coleman said addressing this issue was an area of priority.

Shade Agboola (Director of Public Health) said a programme had been implemented to address declining rates of children who were receiving checks from health visitors at 6-8 weeks old. Following discussions at the Health and Wellbeing Board an action plan had been devised, whereby families who had high needs or were classified as vulnerable would be prioritised. All families would receive a health check by the age of 13 weeks. Shade Agboola said recruitment of health visitors remained a national challenge. However of the cohort of students set to graduate soon, indications showed they were likely to want to remain in Warwickshire and potentially support the workforce. Shade Agboola said parents who had been identified as being vulnerable would be entitled to receive a virtual offer of support.

Matt Biggs (Strategy and Commissioning Manager, Education and Early Years) said the Council had recently been subject of an LGA Early Years Peer Review. The results and recommendations of this were being reviewed. Matt Biggs said some of the recommendations would be easy to implement but others would need a more strategic approach. Matt Biggs drew members' attention to the uptake of nursery places for eligible two-year-olds, as this had been a particularly successful piece of work and would provide greater longer-term benefits for those children, as they would be from disadvantaged backgrounds. Work on this would continue through the revised Education Strategy, which was in the development phase. Members were told a new service lead had come into post with a view to picking up on improvements in early years.

Becky Hale drew members' attention to the summary of the Integrated Delivery Plan contained within the report. This outlined there were action plans in place to address areas that were not meeting performance targets. Becky Hale said there had been a three per cent overspend at the end of the financial year and 20 per cent underachievement in terms of savings. Additionally there were forecast delays in relation to the capital programme.

Councillor Jerry Roodhouse said he had some concerns about a number of areas. He said he was worried there would be a build-up of issues regarding health visitors if the ideas were not implemented swiftly enough. He also said issues relating to self harm and conception rates had been long standing and needed addressing. Councillor Roodhouse asked if there was more the Council could do, and if the Corporate Delivery Plan needed to be re-examined or if there needed to be more direction given by Cabinet.

In relation to conception rates and hospital admissions, Councillor Jill Simpson-Vince asked what information was being given out by schools and if there was sufficient joining up between their programmes and the Council's. She also asked if this was also partly due to the fallout from Covid and children being in isolation. John Coleman said prevention strategies relating to hospital admissions due to alcohol took longer to embed and see the impact of. The Council had been investing in youth workers to help schools and the police to spread the message of the dangers of alcohol misuse and engage them with other activities. John Coleman said the Council had commissioned the educational theatre company Loudmouth to engage with young people and explain about the dangers associated with social media and keeping safe in relationships. Members were told there had been a significant increase in the number of young people who had been accessing early help support. The subject of raising awareness of exploitation was being raised in primary schools.



Councillor Clare Golby said social media use was harmful to young children, and said it had been used to circulate footage of crime taking place in Nuneaton and Bedworth district. She stated her belief that benchmarking programmes, and the feedback from them, had not been good enough. She stated her belief different things needed to be tried, particularly in relation to distraction techniques. John Coleman said distraction activities were used and work was taking place with the police and youth justice teams to try and change behaviours. He said some of the children and young people the Council were working with were being exploited and did not have comfortable home environments. The focus was moving them away from those scenarios and potential criminal behaviour. John Coleman said there had been an increase in weapons-related crime, although he reiterated that Warwickshire was a comparatively safe place to live. Responding to points raised by Councillor Clare Golby, John Coleman said the inspection report of the youth justice service had been positive and the Youth Justice Board had been pleased with its performance and level of service. There were a number of positive but challenging relationships with partner organisations.

Responding to a question from Councillor Justin Kerridge, John Coleman said there was a difference in educational attainment rates between children in care and those not in care. This was reflected nationally, although Warwickshire children in care were performing relatively well at GCSE level. Raising attainment rates amongst children in care was an area of focus.

Shade Agboola said there was a lag in the most recently available data, but said Warwickshire was performing better than its statistical neighbours. She said a working group set up to focus on self harm in 2018 had demonstrated there had been engagement with schools. A self harm guidance policy had been developed, advising how school staff could have conversations with children and young people with issues pertaining to self harm. Regarding health visitors, Shade Agboola said the Council was doing as much as it could, and emphasised that this was a national challenge and no vulnerable families were being missed. Contracts were not necessarily reflective of the current workforce. In response, Councillor Jerry Roodhouse said it was his recollection the officer coordinating the working group had left the Council and the focus of the group had thereafter moved towards suicide prevention rather than self harm.

Councillor Kam Kaur said work was being carried out and there was a commitment to tackling the issues that members had raised, but there was a possibility work was taking place in silos. She suggested members be given a briefing note to outline the work that was going on. Becky Hale indicated she was happy to provide this.

During their discussions, members had mentioned an app called Me Too and asked what had happened with its development. Becky Hale said the trials had not been successful, and during the Covid lockdown period a new app called Kooth had superseded it and this was now being used.

Members noted the contents of the report.

## **6. Children & Family Centre Updates and Strategic Direction**

The item was introduced by Rob Sabin (Lead Commissioner, Family Wellbeing), who explained there were 14 children and family centres in the county; one was operated by St Michaels and the remainder by Barnardo's. An independent review of the centres had been undertaken in 2023, which concluded there was a good level of performance in relation to provision for 0-4 years; partnership working with speech and language colleagues; improved uptake in two year nursery funding for eligible families; and increased support for families experiencing hardship. However

concerns were raised over outreach delivery and service provision for 5-19 years. Since the last update to the Committee work had taken place to improve performance in these areas, but they were still not meeting their key business measure target. Rob Sabin said commissioners and early help officers had been working with the providers and had developed an action plan aimed at improving performance, with a focus on outreach work and provision for 5-19 years. He said St Michaels and Barnardo's had continued to develop partnerships with health and early help colleagues and this had helped to increase the levels of support for families in need. This included signposting guidance and advice for families, such as where funding grants could be accessed. Data showed the most common decile on the Index of Multiple Deprivation that attendees of the children and family centres came from was decile six. Data also showed there was an underrepresentation of people from rural areas using the centres, and existing community facilities were underutilised.

Responding to points raised by Councillor Justin Kerridge, Liz Entwistle (Commissioner, Family Wellbeing) said Barnardo's had increased its levels of engagement across the Stratford district with a view to improving delivery of outreach services in particular. Some of the centres now used family link workers to help provide more specific one to one work with certain users. In some cases centres had previously used volunteers to run certain services, and the possibility of using volunteers alongside Council-led services was being looked at.

Councillor Jeff Morgan noted the current contract expired at the end of August 2024 and asked if a decision had been made on what would happen in terms of provision after this date. Becky Hale said this was being considered by officers and an update would be provided in due course. Councillor Jerry Roodhouse stated his belief that a robust discussion on future provision was needed. He also noted there appeared to be an unequal distribution of service provision across the county, and said he would have liked to have seen a fuller breakdown of the family centre budget based on district/borough area. The Chair agreed and asked officers to distribute the budget figures to the members of the Committee.

Responding to questions from Councillor Brian Hammersley, Liz Entwistle said the attendance figures shown in the report showed the percentage population of a district as a whole; for example if everyone from a particular IMD was attending a centre then the figure in the report would be 100. There were different levels of deprivation across the districts and boroughs so there wasn't a standard comparable percentage figure. In areas of higher deprivation and need work was taking place to make sure centres were delivering against the specific needs of that community. How this was resourced would remain as an area of focus for the remainder of the care contract.

The Chair said she was aware of a nursery group that was run by volunteers, and asked if consideration could be given to increased use of the voluntary sector to operate some Council-led services. Matt Biggs said if a nursery was registered with Ofsted then it would continue to have support from the Council's quality and safeguarding team. Most nurseries would continue to ask for Council support, regardless of who was operating it, as they would be able to find details of further assistance that was available to them. Matt Biggs said he would discuss this with the Chair outside of the meeting.

Members noted the contents of the report.

## 7. OSC Customer Feedback Report 2022/2023

The item was introduced by Matt Biggs, who advised members that since the report was published, additional data quality checks had identified some small updates to the figures quoted. He said that of the 212 complaints relating to children and families that were closed during 2022/23, 140, or 66 per cent, were remedied by providing an explanation; 72, or 24 per cent were remedied by providing an apology; in 22 cases, or 10.4 per cent, a service was provided; five cases, or 2.4 per cent, were remedied by changing a process; and in two cases, or 0.9 per cent, a financial remedy was given. The Committee was also told that in 2022/2023 apologies were the most common remedy and accounted for 93, or 71 per cent, of all complaints. Providing explanations accounted for 56, or 42.7 per cent, of complaints and providing a service accounted for 13, or 9.9 per cent of complaints. One remedy each referred to changing a process and a financial remedy, which was 0.8 per cent each. Finally, in relation to Education Services, lessons learned were recorded for 44, or 33.6 per cent, of closed complaints in 2022/2023; 17, or 13 per cent related to process adjustments; nine, or 6.9 per cent, addressed lessons regarding communication; and two, or 1.5 of the total lessons learned, related to application delays.

Matt Biggs said three ways of improving complaints management had been identified. The first was to manage them more proactively. Analysis showed that, particularly in relation to complaints regarding school admissions, some complaints could have been prevented if they had been handled differently. The second point was to establish the required outcome of the complaint. The third was use of empathy, and the importance of acknowledging that a complaint being made was a reflection of a customer's frustration. This was particularly important to consider in issues where a child was involved.

Members were told a new admissions team lead had been appointed and was working to establish how complaints could be managed more effectively. It had been identified there were many part time members of staff in the admissions team, and some complaints had arisen from customers not having a named point of contact, or not being able to get in contact with the person they had made their initial enquiry with and having to repeat themselves and having the answer to their question delayed. It was highlighted that the report recorded 51 per cent of complaints relating to admissions were because of communication issues. Additionally, 46 per cent of complaints were resolved through an explanation of the problem. Matt Biggs said this demonstrated that a significant proportion of the complaints could have been prevented. To handle this officers were being given specific geographic areas to cover so their knowledge of the schools would improve, and to convey to parents when they would next be at work and therefore be in a position to answer their query. This would avoid the need for parents to have to make multiple calls to resolve an issue, and potentially avoid a complaint being made.

Some complaints to the children and families service area related to parents' concerns at quality of learning provision. In these instances parents would be advised to contact the school. However concerns regarding safeguarding and special educational needs would still be handled by the Council. Ross Caws (Acting Head of SEND and Inclusion) said the majority of complaints regarding SEND related to Education, Health and Care Plans and requests for assessments. There was significant demand for this service and there wasn't the necessary staffing capacity to handle all interactions with parents. There had been 1,300 requests for an EHCP last year, compared to 690 the year before.

Dan Atkins (Service Manager, Children and Families) told members about the complaints process and explained there was a three-stage escalation process. In the majority of cases, complaints were resolved at the first stage and often a conversation was all that was needed to settle a complaint. Dan Atkins said apologies would be used to acknowledge that something could have been done better, and officers also had the opportunity to take on board lessons learned. He added customers would also respond positively when a remedy had been made, but often these could not be formally recorded as a comment or a compliment.

Councillor Jill Simpson-Vince acknowledged comments made about a lack of communication or clarity. She said she had seen messages on social media that amounted to a complaint and had had to intervene on a resident's behalf before the online comments got out of hand. Councillor Jerry Roodhouse agreed, stating the majority of people would be satisfied if their situation was adequately explained to them.

Responding to a question from Councillor Barbara Brown on EHCPs and co-production, Ross Caws said the Council's SEND Member Panel was looking at how all the groups involved fitted together and what everyone's role was. The Council worked closely with the Parent Carers Forum and had updated the website relating to the Local Offer and launched an Inclusion Charter. Ross Caws said officers were due to meet with representatives from the Department for Education the following week, and was confident that demonstrable progress in relation to co-production could be shown. The number of children with an EHCP had increased from 2,700 in 2014 to 5,500. More issues were being resolved through mediation instead of having to go to a full appeal. However due to the demand for the service and staffing capacity issues, there had been complaints from parents that they had not been adequately kept up to date with the progress of their application.

Councillor Clare Golby said she was pleased a single point of contact would be given to customers in future. She noted that 140 complaints were resolved through an explanation, and queried if this meant if the information being given to parents was sufficiently clear for them to understand. She asked if the information was peer reviewed by the public. Ross Caws said members of the Parent Carer Voice forum were involved in rewriting the wording of the standard letters, and these would be reviewed every two to three years. More ways of supporting parents with better information were being identified. A recent headteachers' conference had had a focus on special educational needs and what more could be done to provide support to schools and to improve that relationship between the Council and schools. The results of the Your Say staff survey had identified officers had raised concerns over their workload.

Members noted the contents of the report.

## **8. Work Programme and items on the Forward Plan**

Matt Biggs said an update to the Admissions Report would be made in September, giving members an update on the Improvement Plan and the transfer of pupils into primary and secondary schools. The Chair said she had met with the Chair of the Adult Social Care and Health Overview and Scrutiny Committee to discuss work on collating information together.

Members noted the contents of the work programme.

**9. Any Other Business**

There were no additional items of business.

**10. Date of Next Meeting**

Members noted the date of the next meeting.

The meeting rose at 12.25pm

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Chair

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## Children & Young People Overview & Scrutiny Committee

19<sup>th</sup> September 2023

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

Period under review: April 2023 to June 2023

#### Recommendations

That the Committee considers and comments on Quarter 1 2023/24 organisational performance and progress against the Integrated Delivery Plan, management of finances and risk.

#### 1. Executive Summary

- 1.1 This report is a retrospective summary of the Council's performance at the end of Quarter 1 (April 2023 - June 2023) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 1 Integrated Performance and Finance reports presented to Cabinet on 14<sup>th</sup> September. 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 Finance is summarised in Section 4 and more fully 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 to ensure that the organisation stays focussed on delivering against the agreed strategic

priorities. Services use a wealth of detailed data and intelligence to monitor ongoing performance, quickly identifying and responding to emerging issues and risks. In addition, we continue to closely monitor the national drive to performance reporting such as Oflog, actively seeking opportunities to inform future direction that will enhance our own approach.

1.4 There are some key themes that emerged last year that continue to be highlighted in the Cabinet report, and are impacted by WCC’s current operating environment, including:

- increasing demand and costs being reported in Children & Families Services, Adult Social Care, Home to School Transport and in the number of applications made through the Local Welfare Scheme;
- increasing demand is resulting in the capacity and workload issues, which have 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, On-call firefighters, Waste & Environment, Schools, and Planning; and
- other services have specific challenges such as staff absence levels in Business & Customer Services, Children & Families and Adult Social Care.

Planned improvement activity to address these issues is described in section 4 of the 14<sup>th</sup> September Cabinet report.

1.5 The 2023/24 PMF was agreed at the June Cabinet meeting and, of the 105 KBMs detailed in that PMF, 88 are available for reporting in Quarter 1. There are 28 KBMs within the remit of this Committee, and 18 KBMs are available for reporting this Quarter. Table 1 below indicates the current assessment of performance:

Quarter	On Track	Not on Track
1	55.5% (10)	44.6% (8)

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 no previous baseline:

Quarter	On Track			Not on Track		
	Improving	Static	Declining	Improving	Static	Declining
Direction of Travel	50%(5)	40%(4)	10%(1)	38%(3)	24%(2)	38%(3)

Table 2



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

Quarter	On Track			Not on Track		
Projection	Improving	Static	Declining	Improving	Static	Declining
		40%(4)	60%(6)	0	50%(4)	25%(2)

Table 3

- 1.6 At Quarter 1, with a refreshed PMF, the overall position is worse when comparable to that reported at Year End where 68% KBMs were reported as On Track and 32% Not on Track. This position reflects the volatile, uncertain, and high-risk operating environment.
- 1.7 Appendix 1 details information for all measures within the PMF, including reasons why some measures are not being reported. Detailed measure-by-measure performance reporting is accessible through the Performance Portal.
- 1.8 The position is also positive in terms of delivery of the 46 Children and Young People actions set out in the Integrated Delivery Plan, with 78% being On Track, 20% At Risk or Compromised and 2% Complete.
- 1.9 At the end of Quarter 1 the service is reporting an unprecedented level of overspend of £10.673m (after the use of earmarked reserves is taken into account) equivalent to 13% of its revenue budget. This is primarily driven by and related to two main areas: children's placements (including WCC Homes) and staffing. Savings targets are forecast to be under-achieved by £1.5m whilst the delivery of current capital schemes remains on target. The forecast overspend is being addressed with unprecedented seriousness and effort by the Director and SLT. Details of the forecast as well as the management action included in the Q1 Finance monitoring Report and annexes.
- 1.10 One of the Council's 19 strategic risks relates to Children and Young People OSC more directly and currently has a red status (Special Educational Needs and Disabilities resources are insufficient meet demand), and three other red rated strategic risks relating to inflation and the cost of living, the economy and key influences on local government including Government policy changes may impact on service provision and service demand. At service level two risks are rated red and have been higher than target for 3 quarters, those being: unable to deliver Local Area Special Educational Needs and Disabilities Inspection Written Statement of Action within required timescales and the impact of Covid upon learning outcomes.
- 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, and

the ongoing war in Ukraine, high inflation, rising 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 agenda, support for cost of living pressures and climate change Net Zero ambitions.
- 1.13 Performance reporting will continue to track and highlight the impacts of this operating environment on delivery and performance. Recent analysis has informed prioritisation of activity and resource allocation during the refresh of the Integrated Delivery Plan, which was approved at the May Cabinet, and the updated Performance Management Framework.

## **2 Performance against the Performance Management Framework**

- 2.1 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition, there are three further themes that will help the Council to be known as 'a Great Council and Partner'. The full performance summary is contained in Appendix1.
- 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 18 KBMs which are being reported at Year End, 55.5% (10) are On Track and 44.6% (8) are Not on Track.
- 2.4 Notable aspects of positive performance for specific measures include:
- the number of children subject to a Child Protection Plan, which despite an increase in June have now returned to a longer-term normal level and, although the target has been reduced from the start of this reporting year, it is being achieved.
- 2.5 The main emerging performance area that is becoming apparent within the PMF this Quarter relates to the 'Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children' Area of Focus, which has experienced a change since Year End with 5 of the 6 measures now Not on Track due to an increase in demand from people requesting and accessing services within the period. It should be noted that targets have been reviewed this year and are more challenging, however even if historical targets had been rolled forward the position would be the same, full details can be found within Appendix 1 and the Performance Portal.
- 2.6 For all 18 reporting measures there is enough trend data available to ascertain a Direction of Travel. 55.5% (10) of measures have a Direction of Travel that is On Track, the majority (90%) of which are either improving or static. Conversely, 8 (44.5%) are Not on Track, the majority (62.5%) of which are either static or improving with the remainder declining (see table 2).
- 2.7 All 18 KBMs have a forecast projection from the responsible service for the forthcoming period (see table 3). Of the measures that are forecast to be On Track at Quarter 1, all 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, two are forecast to decline further at the next reporting period, full details can be found within [Appendix 1](#) and the [Performance Portal](#).

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

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

### 3 Progress against the Integrated Delivery Plan

- 3.1 The Integrated Delivery Plan aligns priority activity from across all service areas to the agreed 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 will enable Members to track progress by Service, status, Council Plan Area of Focus, Overview and Scrutiny Committee and Portfolio Holder.
- 3.3 Of the 206 actions within the Integrated Delivery Plan, 46 are attributable to the Children's Social Care OSC. At the end of this Quarter 78% of activities are On Track to achieve their objectives within the set timeframes. 13% of activities are At Risk, 7% are Compromised and 2% have now been Completed. Exceptions are covered in Appendix 2.

### 4. Management of Finance

- 4.1 The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Quarter 1 Finance Monitoring Report presented to Cabinet on 14<sup>th</sup> September 2023.

Metric	Target	Performance at Q1 2023/24
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	14.3% overspent

The headline revenue forecast reported at the end of the end of the first quarter is £11.705m (14.3%), however, once funding has been transferred from earmarked reserves, the adjusted remaining service variance is £10.673m (13%%).

Performance against the approved savings target as measured by forecast under/overachievement	100%	47%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	0%

## 5 Management of Risk

- 5.1 Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level 19 strategic risks are monitored and currently one strategic risk directly relates to the remit of this Committee and is currently rated as a high risk.
- Special Educational Needs and Disabilities resources are insufficient to meet demand.
- 5.2 Mitigating controls are in place in respect of this risk for example through the activities of the Special Educational Needs and Disabilities and Inclusion Strategy and the Education Sufficiency Strategy. Programme and project management controls are also in place and a review of the SEND change programme is being undertaken. Additional activity aimed at understanding the root causes driving the growth in demand is being undertaken.
- 5.3 Other strategic risks rated red may also impact on Children and Young People's services in particular: inflation and the cost of living; and the economy slowing or stalling which may impact on service provision and service demand. There is also a strategic risk which is red, relating to uncertainty in the key influences on local government including Government policy changes. Mitigating controls and actions are in place to help manage these risks.
- 5.4 At a service level there are 14 risks recorded against services relating to Children and Families and Education Services. This report highlights key risks at service level and specifically where risks are red (high risk) and the risk level has been higher than the risk target for 3 quarters or more and currently three points or more above target. To highlight the key risks, a table of both red risks and red risks above target is provided at [Appendix 4](#).
- 5.5 The risks that are both red and above target are the most significant risks and are highlighted below:
- Being unable to deliver Local Area Special Educational Needs and Disabilities Inspection Written Statement of Action within required timescales
  - The impact of Covid upon learning outcomes
- 5.6 Mitigating controls are in place in respect of these risks including that the Written Statement of Action was assessed as fit for purpose by the Office for Standards in Education, Children's Services, and Skills and the Care Quality Commission. In respect of Covid impacts on learning outcomes, actions include strategic alignment of existing teams to focus on the shared objectives of reducing the numbers of children without a school place, and the county wide focus on levelling up.

- 5.7 Over the course of the summer period, the risk appetite statements will be refreshed along with other aspects of the process to ensure they are fit for purpose. There is also an opportunity to refresh the risk records to ensure that the most significant risks are captured at a strategic and service level. This will also ensure that risks are reflective of the priorities and Integrated Delivery Plan and that appropriate mitigations are in place. Over time this will influence the volume and value of risks presented.

## 6 Environmental Implications

- 6.1 There are none specific to this report.

### Appendices

- Appendix 1 – [Quarterly Performance Report](#)  
 Appendix 2 – [Progress on the Integrated Delivery Plan](#)  
 Appendix 3 – [Management of Financial Risk](#)  
 Appendix 4 – [Management of Risk](#)

### Background Papers

Cabinet Report 14<sup>th</sup> September 2023

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## 1. Children & Young People OSC Quarterly Performance Report Quarter 1

- 1.1 Detailed measure-by-measure performance reporting is accessible through the [Performance Portal](#).
- 1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus. In addition 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 this Quarter.

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

### 1.3 Key Insights for Quarter 1 2023/24

There are 28 KBMs in total that are in the remit of this Committee. 18 KBMs are being reported on this Quarter. Chart 1 details the reported status of these 18 KBMs. The other 10 KBMs are new measures that have recently been introduced to the Performance Management Framework and are scheduled for reporting later in 2023/24.

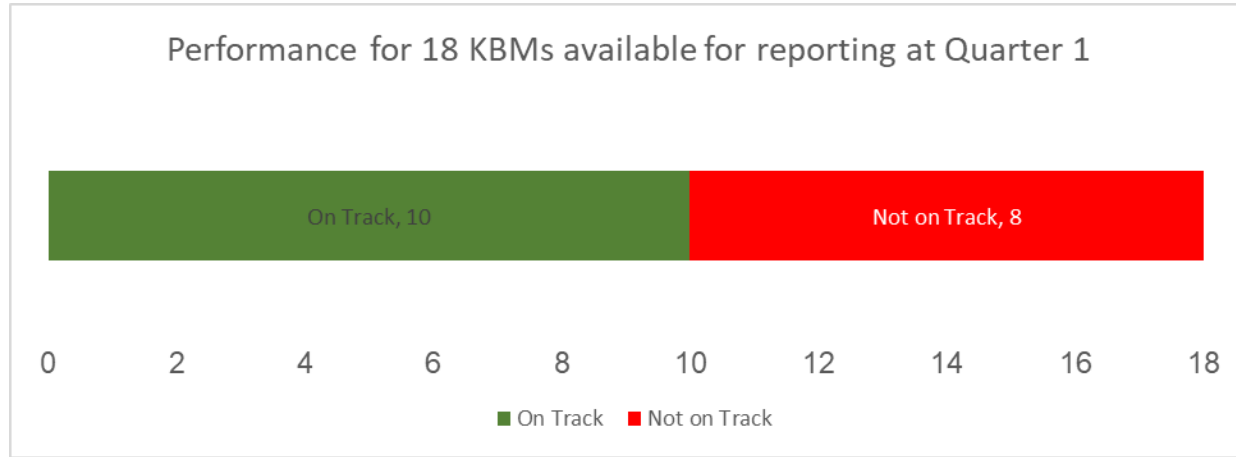


Chart 1

Chart 2 details the overall Direction of Travel for the KBMs being reported this Quarter. There are 18 KBMs where there is sufficient data at this time to determine a Direction of Travel.



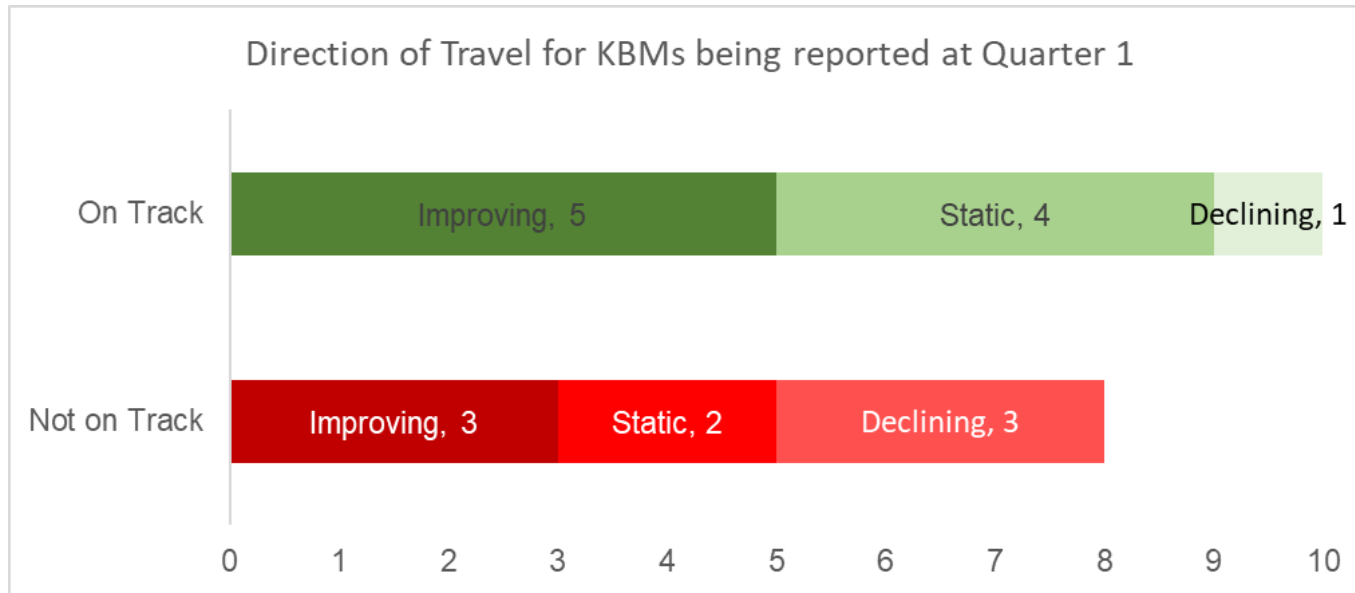


Chart 2

Chart 3 details the projected performance based on the service forecast of the 18 reported KBMs at the next Quarter.

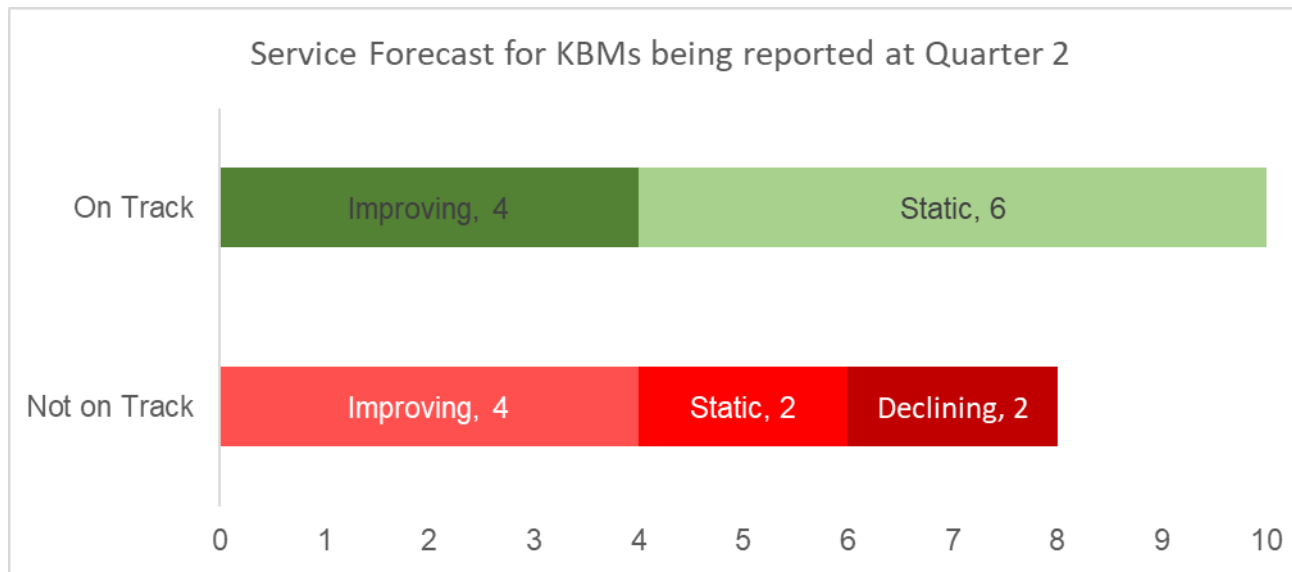


Chart 3

## 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 Committee 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 more responsive 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 Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children

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

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

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

- No. of children subject to a Child Protection Plan

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

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

- No. of Children in Care excluding unaccompanied asylum seeking children

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

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

% of in year applications that have a school place offered within the statutory deadline of 15 school days	90	100	Not on Track	Improving	Not on Track Performance Declining
% of children and young people with an Education, Health and Care (EHC) plan attending mainstream school	50	48	On Track	Static	On Track Performance Remaining Static
% of education settings engaged with the support available to them through the Outdoor Education and Learning Strategy	30	50	New annual measure due for reporting in December		
% of 16-17 years olds participating in education and training	94.9	In line with or better than national average	On Track	Improving	On Track Performance Improving
% of 16–17-year-olds who are not in education, employment or training (NEET)	3.4	In line with or better than national average	New annual measure due for reporting in December		
% of 16 -17 year olds with an Education, Health and Care Plan (EHCP), who are not in education, employment or training (NEET) or whose activity is not known	7.4	In line with or better than national average			
% of 16 -17 year olds with Special Education Needs or Disabilities (SEND), who are not in education, employment or training (NEET) or whose activity is not known	6.5	In line with or better than national average			
% 16 –17 year olds participating in an apprenticeship	4.3	In line with or better than national average	On Track	Static	On Track Performance Remaining Static
No. of new school places created through the Education Capital Programme	New annual measure due for reporting in September				

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

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

- % of children accessing 3 & 4 year old entitlement

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

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

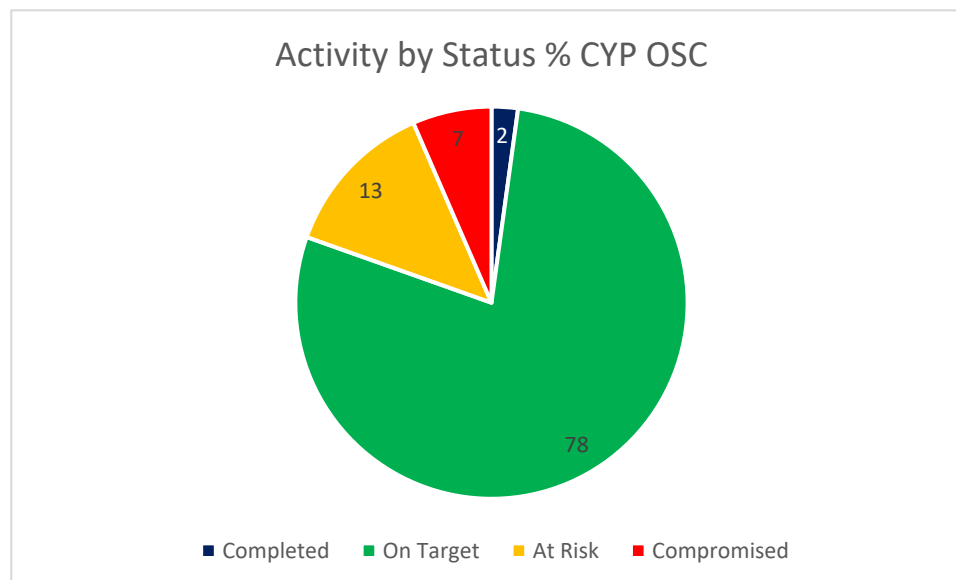
#### 1.6 Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Measure Name	Latest Figure	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	New annual measure due for reporting in December		

# 1. Children & Young People OSC Progress on the Integrated Delivery Plan Quarter 1

## 1.1 Key Insights for Quarter 1 2023/24

Of the 206 actions within the Integrated Delivery Plan, 46 are attributable to the Children & Young People OSC. At Quarter 1 78% of activities are On Track to achieve their objectives within the set timeframes. 20% of activities are At Risk or Compromised, and a further 2% are complete.



### Completed activity:

The following activity has been completed this Quarter;

- **Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSoA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: Re-tendering the Warwickshire Special Education Needs and Disability Information, Advice and Support Service (SENDIASS).**

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

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

Activity	Status	Narrative
Increase access to Early Help and Targeted Youth Work: <b>Open the new Youth Centre in Bedworth.</b>	Compromised	Awaiting recommendations from Property Services to identify an alternative location. In the interim we have deployed detached workers in the area, and we have given some grants to Voluntary and Community Sector organisations to provide additional support in Bedworth.
Increase access to Early Help and Targeted Youth Work: <b>Establish capital programme to improve and extend capacity at Youth &amp; Community Centres and Children &amp; Family Centres.</b>	At Risk	At risk for multiple reasons, mitigation being investigated
Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>Increase the number of Warwickshire foster carers by 2% by 2027.</b>	At Risk	There is an active recruitment campaign in place, however this needs to be noted that recent information indicates that nationally there has been a significant decrease in fostering enquiries, WCC have seen but of the enquiries we do receive there are more going forward for assessment. We continue to see a growth in our connected persons and have now approved our first 2 flexible foster carers.
Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>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.</b>	At Risk	<p>ICH1 (Internal Childrens Home): The Home is operational. ICH2: Work is progressing well and following the complete refurbishment of these 3 buildings, and Ofsted inspection, this Home is expected to accept its first resident in early November 2023.</p> <p>ICH3: Following the purchase of a property in Nuneaton. There were some concerns raised by neighbours during the public consultation process. These have been raised accordingly and the results of the objections and any conditions will be available next month following the Planning Committee meeting. Following this, the timescales are at risk due to the capacity of property services and contractors to complete relevant works in timescale, which will delay opening and delay savings being achieved.</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.**

At Risk

ICH3A: The opportunity arose to purchase an additional property (with agreement from the Leader). It is a small property and will provide a single placement for short to medium term stays for children in crisis. It is located in the same area as CH3 and will be overseen by the same Registered Manager as CH3. The timescales are at risk due to the capacity of property services and contractors to complete relevant works in timescale, which will delay opening and delay savings being achieved.

ICH4: Work continues to explore the market and purchase a suitable property for children with disabilities.

External factors including rises in inflation and the purchase of an additional smaller property has meant there is a shortfall in funds. An application for additional funds is currently being sought. This project remains at risk until further funds are secured via the Capital Investment Fund Bid top-up fund.

The impact of the recent positive recruitment to the Eating Disorder (ED) service has enabled the CYP ED team to develop further supervision structures and to increase the number of student placements.

The dashboard continues to both inform and support the responsiveness of the team in meeting the access and waiting times standards. Eating Disorders Access waiting time metric achieved 100% for Urgent and 93.75% for Routine in April 2023.

The ED 18-19 Pathway review will be undertaken following new National Health Service England guidance on eating disorders which is due to be released.

A consultation offer for Avoidant Restrictive Food Intake Disorder (ARFID) has been developed and is due to be considered at Coventry & Warwickshire Partnership Trust internal board in July with the expectation that it is in place in Autumn 2023.

Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies

Compromised

A workshop took place on 19 May 2023 to engage with system partners on what a potential crisis offer could / should look like.

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**

Improve data maturity and embed a performance culture, by implementing data sharing and multi-agency dashboards to enable early help.

At Risk

Themes / ideas shared from this workshop were consequently pulled together and shared at the follow-up workshop, which took place on 30 May 2023. The next steps will see all the ideas brought together to start the design of a new model of delivery and will be shared within Children in Care (CiC) governance as well as Child and Adolescent Mental Health Service Board for consideration.

There is a crisis system dashboard in place. This is now established Business As Usual and will continue to inform the CiC work. A further review will take place in June/July 2023 to reflect on a further year data.

Services to support children in care with mental health issues and for those children being placed into the new residential care homes are still being developed. A service specification has been developed and options for delivering this are being considered internally and also by Coventry & Warwickshire Partnership Trust as part of a possible variation to the current Rise contract.

Data maturity project is in the process of being established. The service are funding two business intelligence posts which are in place and working on transferring data to Power BI. However, the full data sharing work across agencies is at risk due to lack of capacity in IT. C&F have funding for additional IT posts but we have been requested by Resources Directorate to delay this work as even with additional funding to fund additional capacity they do not feel they have the capacity to further contribute to the business case or work on developing this any further until 2024. The Children & Families Service will finalise the business case as far as possible by September 2023 and then make a decision how we proceed.

### 1.3 Through education, improve life opportunities for children, young people and those with special educational needs.

Activity	Status	Narrative
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: <b>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.</b>	Compromised	Public consultation has taken place. Proposals are to be brought to Cabinet in September. Following changes in leadership there have been a change in direction on service design, which will be communicated to staff shortly. The SEND & Inclusion Change Programme Board will monitor progress in this area.
Delivery of the Education Capital Programme including: <b>Stratford upon Avon School secondary school expansion (Stratford District).</b>	At Risk	Further work underway to assess cost profile returned from contractor & urgent planning matters to be agreed to ensure project remains on critical path.
Delivery of the Education Capital Programme including: <b>Myton Gardens new primary school (Warwick District).</b>	At Risk	Further work underway to assess cost profile returned from contractor.

## 2 The following activities are On Track

Activity
Implement a family help approach, to enable more children to receive support earlier from the early help team, particularly for children under the age of five years old.
Continue to identify and protect children at risk of abuse and neglect: <b>Provide advanced training to Council and key partner agencies in County Lines and Child Exploitation.</b>
Continue to identify and protect children at risk of abuse and neglect: <b>Provide early intervention education in schools to children about protective behaviours, to prevent exploitation.</b>

Continue to identify and protect children at risk of abuse and neglect: **Continue to embed restorative practice and provision of support to families, which avoids the need to initiate Court process.**

Improve stability and outcomes for young offenders, children in care and care experienced young people: **Review and improve the quality of supported accommodation for 16 –24 year olds in line with new legislation.**

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: **Further explore and establish action plan for alternative methods to identify, assess, diagnose and support autistic children, to reduce assessment waiting times. Review findings of the evaluation of the differentiated diagnosis project for children awaiting autism diagnostic assessment and implement recommendations.**

Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies to develop a Warwickshire & Coventry Children & Young People’s Mental Health Improvement Strategy and action plan: **Further develop the mental health in schools programme.**

Implement the Tackling Social Inequalities Strategy action plan: **Increase the number of children accessing Holiday and Food (HAF) scheme.**

Implement the Tackling Social Inequalities Strategy action plan: **Continue to provide support to families experiencing negative impact of increased cost of living through advice and support to maximise income and other measures to address fuel, food and digital inequality.**

Improve the health of children and young people in Warwickshire: **Deliver the Child Accident Prevention work programme in partnership with key stakeholders.**

Develop long-term commissioning options and future delivery models for the Healthy Child Programme and Children and Family Centres in order to maximise the potential for integration, improve the health and wellbeing of children and young people and reduce health inequalities.

Work with our local universities, colleges, schools and partners to improve young people’s aspiration for further and higher education opportunities including: **Participating as part of the “Think Higher” outreach programme.**

Work with our local universities, colleges, schools and partners to improve young people’s aspiration for further and higher education opportunities including: **Developing an options appraisal on the potential for the County Council to further work with local universities and other partners to improve education attainment and social mobility, particularly focussing on areas of the county where educational attainment is lower.**

Work with our local universities, colleges, schools and partners to improve young people's aspiration for further and higher education opportunities including: **Continue to work with schools and employers to improve careers education and activities to help raise awareness and understanding of the many and various jobs and career opportunities available across Warwickshire.**

Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including: **Supporting the work of the Nuneaton Education Alliance which provides free resources for all schools in Nuneaton with training for school staff on a variety of subjects, including detailed autism training, and training on learning behaviours.**

Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including: **Offer online Autism training sessions for all Nuneaton schools.**

Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including: **All Nuneaton schools to engage with year-long CPD programme on Raising Attainment for disadvantaged learners.**

Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including: **Provide next round of curriculum network sessions between secondary subject leaders and primary teachers.**

Ensure high quality school places are provided across the County where they are needed by: **Developing a refreshed Education sufficiency strategy bringing together early years, 5-16, post 16 & SEND to meet the projected demand for places, aligned to anticipated population and housing growth in the County.**

Ensure high quality school places are provided across the County where they are needed by: **Building a new all-through School and Nursery at Oakley Grove for South Leamington/ Warwick anticipated by September 2024.**

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: **Reduce waiting times for autism diagnostic assessments with the longest wait for a diagnostic assessment reduced from 242 weeks to 13 weeks or lower by September 2024.**

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: **Strengthen relationships with parents and carers to build trust and confidence in the SEND system by developing an effective approach to communication and a whole system approach to co-production at a strategic level.**

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: **Improve mainstream school leaders' understanding of why the placement of some children needs to be addressed by co-producing an inclusion charter with school leaders for children and young people.**

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: **Increase knowledge and confidence of primary and secondary school staff by developing a robust training programme for SEND across Warwickshire.**

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: **Further develop the role of the Area Analysis Group (AAG) and Education Challenge Board to enable challenge and support for school leaders.**

Improve our Education, Training & Employment outcomes for young people and residents across the County by **working with partners to support young people aged 16-18 (up to 25 for young people with SEND) into Education, Employment or Training.**

Improve our Education, Training & Employment outcomes for young people and residents across the County by **offering targeted support to any young person identified as not in education, employment or training (NEET).**

Develop and establish Warwickshire's Education Strategy with stakeholder engagement on the draft Strategy during Summer 2023 and final Council approval December 2023.

Develop and embed a multi-agency county-wide strategic approach to improving school attendance by embedding attendance into appropriate strategies and delivery plans across the council to ensure other teams and stakeholders take ownership and responsibility for pupil attendance.

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

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

Delivery of the Education Capital Programme including: **Queen Elizabeth secondary school expansion (North Warwickshire – Atherstone).**

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

Delivery of the Education Capital Programme including: **Oakley School – new all through school with nursery (Warwick District).**

Develop and launch our new Skills Strategy (a sub-set to our economic strategy) setting out how we will work with the education and training sector and businesses to raise awareness and understanding of the wide range of careers options available in the county, and the various routeways into these employment opportunities.

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

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 - **Admissions: Implement an improvement plan for school admissions to ensure that our statutory responsibilities are followed and that the Service has improved business continuity and resilience.**

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### Appendix 3 Management of Financial Risk

1.1 The table below details performance against the latest approved revenue budget as measured by forecast overspend, further information and reasons for variances can be found in the Quarter 1 Finance Monitoring report presented to Cabinet on 14<sup>th</sup> September 2023.

Service Area	Approved Budget	Forecast Spend	(Under) /Overspend	% Change from Budget	Represented by:		
					Investment Funds	Impact on Earmarked Reserves	Remaining Service Variance
	£m	£m	£m	%	£m	£m	£m
Children & Families	81.769	93.474	11.705	14.3%	1.275	(0.243)	10.673

This large and unprecedented forecasted overspend is primarily driven by and related to the two main budget blocks for Children & Families – Childrens Placements (including WCC Homes) and staffing. Details are provided in the Q1 Finance monitoring report.

Since the collation of the Quarter 1 forecasts revealing the scale of the variation an “Emergency Finance Plan” has been developed by the SLT, Finance & Strategic Commissioning, with 24 (and growing) proposal / actions concentrating (though not exclusively) on the major overspends mentioned above. This unprecedented forecast overspend is being addressed with unprecedented seriousness and effort by the Director and SLT.

1.2 The table below details performance against the approved savings target as measured by forecast delivery.

Saving Proposal	Target £m	Forecast £m	Shortfall/ (Overachievement) £m	Reason for financial variation and any associated management action
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	118	118	0	
<b>New ways of working</b> - Expected reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid.	92	92	0	
<b>Rightsize Children's and Families budgets</b> - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services.	264	264	0	
<b>Reduce spend on Residential Care</b> - Reduce the cost of care/services including the increased use of WCC homes, boarding schools and residential schools.	1,400	0	1,400	Significant overspend forecast on residential care spend, please refer to Q1 monitoring report for details of the current issues and planned actions.
<b>Legal Services</b> - Reduce the cost of legal services through risk-based decision-making as to when legal advice is sought.	100	100	0	
<b>Training</b> - Reduction in the cost and amount of training we commission externally.	100	100	0	
<b>Youth and Community Centres</b> - Increase income from third party use.	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 believed could not be passed onto third parties without even greater loss of income.

Saving Proposal	Target £m	Forecast £m	Shortfall/ (Overachievement) £m	Reason for financial variation and any associated management action
<b>Section 17 payments</b> - Reduce section 17 payments and seek alternative funding routes.	30	0	30	There is an overall section 17 overspend, linked to supporting homeless families. These families have been assessed as not entitled to housing from the Housing Department of the relevant district council and we have been unable to find them low cost housing in the private sector or connected others 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.
<b>Grant income</b> - 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	
<b>Custody</b> - Reduce the custody budget to better align with activity.	100	91	9	Non achievement on this budget reduction is due to fluctuation of external demand. The under-achievement is the equivalent to 2 weeks of remand costs for a single remand bed.

Total	2,814	1,325	1,489	
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1.3 The table below details performance against the approved capital programme as measured by forecast delays in delivery.

Service	Approved 2023-24 Capital Programme	New Projects in Year	Net Over / Under Spend	Total Capital Prog.	Budget Reprofile	Delays	Forecast In Year Capital Spend	% of Delays
	£m	£m	£m	£m	£m	£m	£m	
Children & Families	1.140	0.000	0.000	1.140	0.719	0.000	1.859	0.0%

## Appendix 4 CYP OSC Management of Risk

**Key Service Risks Summary****Children and Young People's Services**

At a service level there are 14 risks recorded against services relating to Children and Young People's Services. 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 currently still 3 points or more over target.

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
<p><b>Risk level has not exceeded the target for 3 quarters in a row</b></p>	<ul style="list-style-type: none"> <li>• 7 other risks</li> </ul>	<ul style="list-style-type: none"> <li>• <b>(Education)</b> Oakley Grove All Through School delay</li> <li>• <b>(Education)</b> Loss of Arts Council funding for Music Hub</li> <li>• <b>(Education)</b> Increase in elective home education</li> </ul>
<p><b>Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target</b></p>	<ul style="list-style-type: none"> <li>• <b>(Children and Young People)</b> Children and young people and vulnerable adults suffer avoidable injury or death</li> <li>• <b>(Education)</b> Not meeting sufficiency requirements</li> </ul>	<ul style="list-style-type: none"> <li>• <b>(Education)</b> Unable to deliver Local Area SEND Inspection Written Statement of Action within required timescales</li> <li>• <b>(Education)</b> Impact of Covid on learning outcomes</li> </ul>

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## Children and Young People Overview and Scrutiny Committee

19 September 2023

### School Attendance Update Report

#### Recommendation

That the Children and Young People Overview and Scrutiny Committee considers and comments on the information provided in the report.

#### 1. Executive Summary

- 1.1 Based on a request at April's committee meeting, the purpose of this report is to provide the Scrutiny Committee with further analysis of pupil absences in Warwickshire and identify what actions are being taken to support improvements in school attendance.
- 1.2 This report is based on Warwickshire's pupil attendance and absence data for Autumn term, academic year 2022/23 (published by the Department for Education on 18 May 2023). Absence data for the full academic year will not be published until March 2024. A further report will be presented to this committee in April 2024 reporting on last academic years attendance data.
- 1.3 The landscape around school attendance data is transforming, schools are being asked to share their daily attendance data via the Department for Education (DfE's) attendance data system, known as Wonde. As of June 2023, 82% nationally and 87% of Warwickshire's schools are using Wonde. For the first time since academisation, local authorities will have access to all school's attendance and absence data in a timely manner. It introduces a considerable opportunity for local authorities to pro-actively identify attendance challenges at a county, area, school, phase, year group and pupil level.
- 1.4 School absence levels post pandemic nationally and across Warwickshire are still high, schools are reporting a change in societal/parental behaviours and attitudes to school attendance post Covid.
- 1.5 This report highlights some of the challenges and barriers children, young people and their families are facing with regards to securing regular school attendance. It also identifies some of the factors contributing to high levels of pupil absence in Warwickshire. However, this is a complex landscape that is specific to individual pupils and families. There is no one reason why children and young people do not attend school, it varies by individual, and is usually caused by a combination of various factors and their interaction, rather than a single cause.

## **2. Background**

- 2.1 School attendance is not only important for academic achievement and wellbeing but to support the holistic development of young people as citizens within their community.
- 2.2 Due to the increases in absence levels across the country, school attendance is a high priority both nationally and locally. The Department for Education (DfE) issued new guidance in May 2022; 'Working together to improve school attendance' for maintained schools, academies, independent schools, and local authorities. The guidance emphasises that improving school attendance is not a single agency responsibility and that many barriers to attendance can be removed with the right support from the most appropriate agencies. Following this, several other key pieces of guidance have been published that reference improving school attendance.
- 2.3 The 'Working together to improve school attendance' guidance has not yet been made statutory, as planned. It is understood it remains a priority for the Department for Education and will be pursued at the next available opportunity.
- 2.4 In-line with the DfE's guidance 'Working together to improve school attendance', Warwickshire County Council's approach to improving pupil attendance has changed. The new attendance focused multi-agency approach builds on Warwickshire's Early Help pathway to change, working together with schools and local partners to help maintain high levels of attendance, identify the root cause of absence, and help to remove any barriers to attendance.
- 2.5 Since January 2022, schools have been asked to share their daily attendance data via the Department for Education (DfE's) attendance data system, known as Wonde. Although it is not yet a statutory requirement for schools to share their data via Wonde, as of June 2023, 82% nationally and 87% in Warwickshire are doing so.
- 2.6 With the introduction of Wonde, for the first time since academisation, local authorities will have access to all school's attendance and absence data in a timely manner (albeit with a 2-week lag). It introduces a considerable opportunity for local authorities to pro-actively identify attendance challenges at a county, area, school, phase, year group and pupil level.

## **3. Deep Dive into Absence Data (Autumn Term in academic year 2022-2023).**

- 3.1 The data used in this report is based on Warwickshire's pupil attendance and absence data for Autumn term, academic year 2022/23 (published by the Department for Education on 18 May 2023), as this is the most recent data set local authorities currently have access to.
- 3.2 In addition, information gathered as part of the new multi-agency approach to improving attendance has informed this report.



- 3.3 During Autumn term 2022, Warwickshire's overall absence rate slightly increased by 0.24 percentage points to 7.78%. However, nationally absence rates also increased by 0.63 percentage points to 7.53%. Therefore, the gap between Warwickshire and the national overall absence rate during Autumn term 2022, has started to reduce (Appendix 1, table 1).
- 3.4 Warwickshire's persistent absence (PA) rate, (the percentage of pupils who missed 10% or more sessions), has reduced from 26.24% in Autumn 2021, to 23.55% in Autumn 2022. As a result, Warwickshire PA levels are now 0.92 percentage points below the National Average. (Appendix 1, table 2)
- 3.5 Warwickshire's severe absence (SA) rate, (the percentage of pupils who missed 50% or more sessions) was 2.15%, which is 0.41 percentage points above the 'National Average'. (Appendix 1, table 3). This group is the primary focus of the new DfE guidance, as it indicates there is likely to be considerable barriers to attendance which will require multi-agency and specialist support to improve. As part of WCC's new attendance delivery model, all SA pupils have been identified, barriers to attendance assessed and additional support identified. Where support is not in place or there are additional barriers, work will be undertaken to engage appropriate agencies.
- 3.6 By school type, the absence rates across the Autumn term were:
- Primary schools - 6.1%, the national average was 6.3%.
  - Secondary schools - 9.5%, the national average at 8.8%.
  - Special schools - 13.8%, the national average was 13.4%.
  - Absence levels were at the lowest in Year Groups 3 (5.70%) and 4 (4.91%).
  - Absence levels were at the highest in Year 11 (11.09%) compared to only 6.78% in Year 7. This trend of higher absence levels in Year 11 is also seen nationally.
- 3.7 Children with Special Educational Needs and Disabilities (SEND), including those with an Education, Health and Care Plan (EHCP) and those identified as 'SEN Support' had a higher rate of absence, persistent absence and severe absence than their peers who do not have SEND. The absence rates for children with SEND have increased both nationally and in Warwickshire, (Appendix 1 table 6, 7 & 8). The reasons behind this can often be complex, but it is important that children and young people with SEND are not unnecessarily disadvantaged by irregular attendance. A supportive, proactive engagement with parents/carers to find out what the issues are can create the opportunity for a co-produced solution.
- 3.8 The absence rate for pupils who were eligible for Free School Meals (FSM) was 12.70% compared to 6.41% for pupils who were not eligible for FSM, which matches the National trend. However, in Warwickshire pupils eligible for FSM absence levels are 1.70 percentage points higher compared to the national figure. There is currently no clear evidence to explain why this cohort have higher absence levels, but this will be explored at the new targeting support meetings with schools.

- 3.9 There was no significant difference in the overall absence rate of boys (7.87%) compared to girls (7.69%).
- 3.10 There are multiple reasons for non-attendance, the main reasons identified (using absence codes) in Autumn term 2022 was: illness, other unauthorised absence, leave of absence and medical appointments.
- 3.11 Warwickshire's reporting of authorised absence for illness during the Autumn term 2022 decreased from 5.14% in 2021 to 4.98%. This remains slightly above the national average of 4.46%. It is not clear from the data why Warwickshire's authorised absence levels were higher than national; this will continue to be explored at the termly conversations with schools.
- 3.12 Since the COVID pandemic there has been a reported rise in mental health issues resulting in a growth in emotionally based school avoidance. The prime reason provided by parents who are withdrawing their children for elective home education is currently emotional/mental health reasons.
- 3.13 Emotionally based school avoidance (EBSA, a term referring to reduced or non-attendance at school) recognises that this avoidance has its root in emotional, mental health or well-being issues. It doesn't just mean not attending school entirely, school staff have also observed pupils not going to their classroom, not staying in class, not attending some lessons, and avoiding some spaces. EBSA is a complex issue and may require more targeted interventions to support attendance. From September 2023, WCC as part of the SEND & Inclusion Change Programme, continues to develop an EBSA pathway of support for schools and settings. This is being developed by services across Education, Health and Care, with input from parent/carers and young people.
- 3.14 Warwickshire's reporting of unauthorised absence, has increased from 1.1% in Autumn 2021 to 1.37% in Autumn 2022, and remains lower than the national figure of 1.43%. (Appendix 1 table 8 & 9), which suggests schools are continuing to challenge absences.
- 3.15 Pupil absence levels varied across the five districts in Warwickshire during Autumn 2022, North Warwickshire reported the highest level of overall absence at 8.92%, followed by Nuneaton and Bedworth at 8.70%, compared to 7.02% in Stratford district (Appendix 1, table 4 & 5).
- 3.16 There are various challenges across the county and as such targeted initiatives have been introduced for example: Levelling Up, Nuneaton Education Strategy, Social Workers in Schools, Mental Health in Schools Support Team, and the Lost at School project.
- 3.17 Schools in Warwickshire continue to support families and tackle the issues that might cause some children to miss school. The barriers to accessing education are wide and complex, both within and beyond the school gates, and are often specific to individual pupils and families. The relationship between the school and family is key to both understanding and resolving attendance issues. The local authority provides additional support and escalation where appropriate.

#### **4. Strategies to support reducing absence.**

4.1 Schools and families are being supported by different teams and services across the local authority to understand the challenges and to help to remove the barriers to raising attendance.

4.2 During the summer term the following activities have been undertaken:

- All schools in Warwickshire were RAG rated based on four criteria (overall absence data, persistent absence data, severely absence data and overall Ofsted judgement this has been compared to national and phase level data). This has enabled the Attendance team to prioritise support.
- All maintained schools in Warwickshire were invited to complete and return an 'Attendance Self-Evaluation' framework. This will be extended to all Academy schools from September 2023.
- Academy schools in Nuneaton & Bedworth and North Warwickshire districts with higher pupil absence rates were also invited to complete the 'Attendance Self-Evaluation' framework.
- In line with the 'Working together' guidance, commenced 'Targeting Support Meetings' for maintained schools across the county in April 2023. Meetings for academy schools will begin from September 2023, and meetings will be prioritised based on available data.
- Placed an Attendance Casework Officer with the Virtual School for children with a social worker, to support raising the profile and improving outcomes for vulnerable children.
- Have mapped Attendance Caseworkers to the locality areas of the Targeted Support Officers, to enable greater collaboration and opportunities to meet jointly with schools.
- Links have been established with the Social Workers in Schools project who work with school leaders and families to support and identify the issues leading to non-attendance.
- The Attendance Service Team have supported the Headteacher Coach and Designated Safeguarding Leads network to ensure joined up messaging.
- Key collaborative working partnerships have been established across multiple agencies and teams including Education, Attendance Service, Youth Justice Service, Children's Social Care, Educational Psychologists, SEND & Inclusion, Early Help, Parent/Carer forums.
- Part of the national plan to expand mental health services for children, young people and their families, includes support offered by the 'Mental in Schools Support Team'. 32 schools across Nuneaton/ Bedworth and North Warwickshire are part of the project supporting mental health in education settings including anxiety.
- Offering the right support, at the right time, including the offer of Early Help Pathway to Change and interventions from Family Support Workers.

#### **5. Environmental Implications**

5.1 None.

## 6. Financial Implications

6.1 The County Council has agreed an additional allocation of £335k from April 2023 and £54k from April 2024 to support the delivery of the new attendance model.

## 7. Supporting Information

7.1 None

## 8. Background papers

8.1 Children and Young People Overview and Scrutiny Report, 26/04/2022, School Attendance Performance Report Academic Year 2021-2022

## 9. Appendices

9.1 Appendix 1 -School Attendance Update

	Name	Contact Information
Report Author	Andy Danks Nici Scott-Moylan Sarah Tregaskis	<a href="mailto:andydanks@warwickshire.gov.uk">andydanks@warwickshire.gov.uk</a> <a href="mailto:niciscottmoylan@warwickshire.gov.uk">niciscottmoylan@warwickshire.gov.uk</a> <a href="mailto:sarahrtregaskis@warwickshire.gov.uk">sarahrtregaskis@warwickshire.gov.uk</a>
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The report was circulated to the following members prior to publication:

Local Member(s): This is a County wide report

Other members: Chairs and spokes of Children and Young People OSC

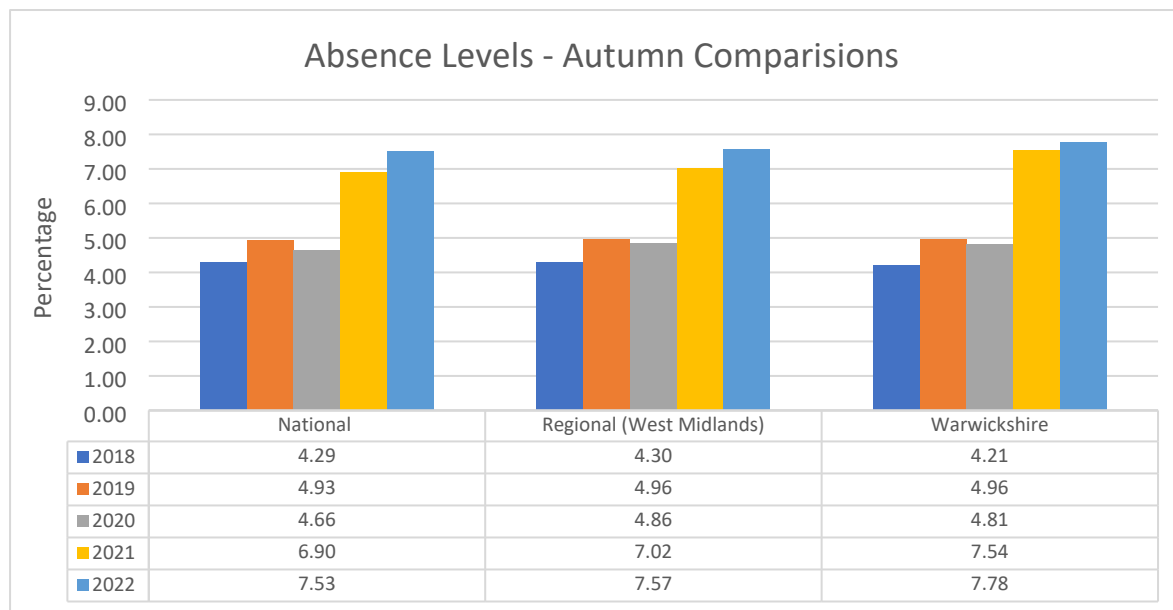
The DfE published the Autumn 2022 data on 18 May 2023.

**Graph Source**

The following graphs are collated from the DfE released data for Autumn Term 2018, 2019, 2020, 2021, 2022.

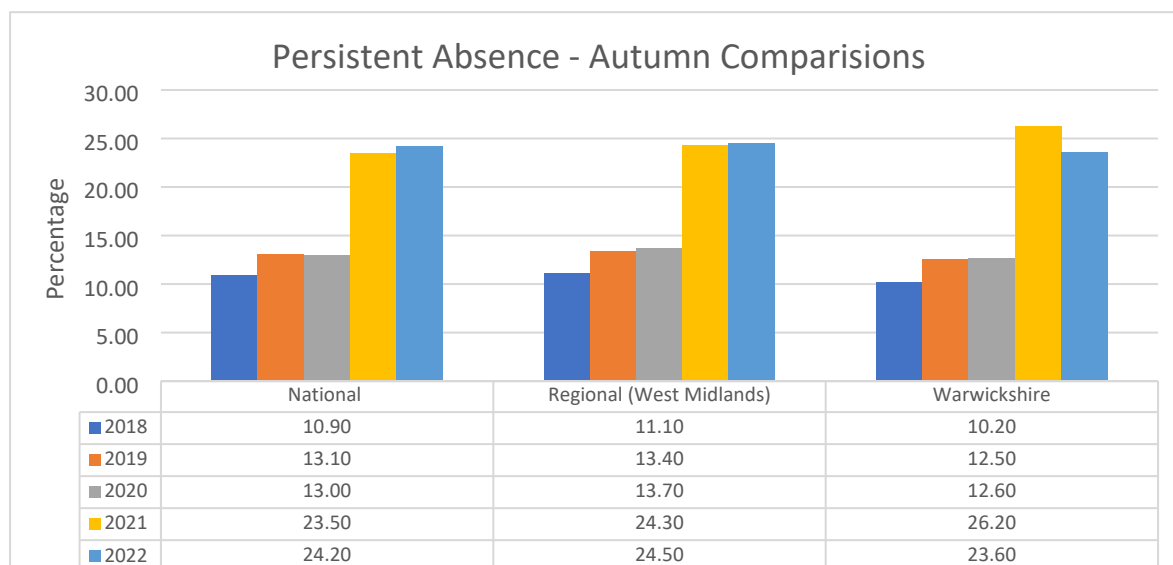
**Overall Absence**

**Table 1 shows Warwickshire’s overall absence rate mirrors the national trend.**



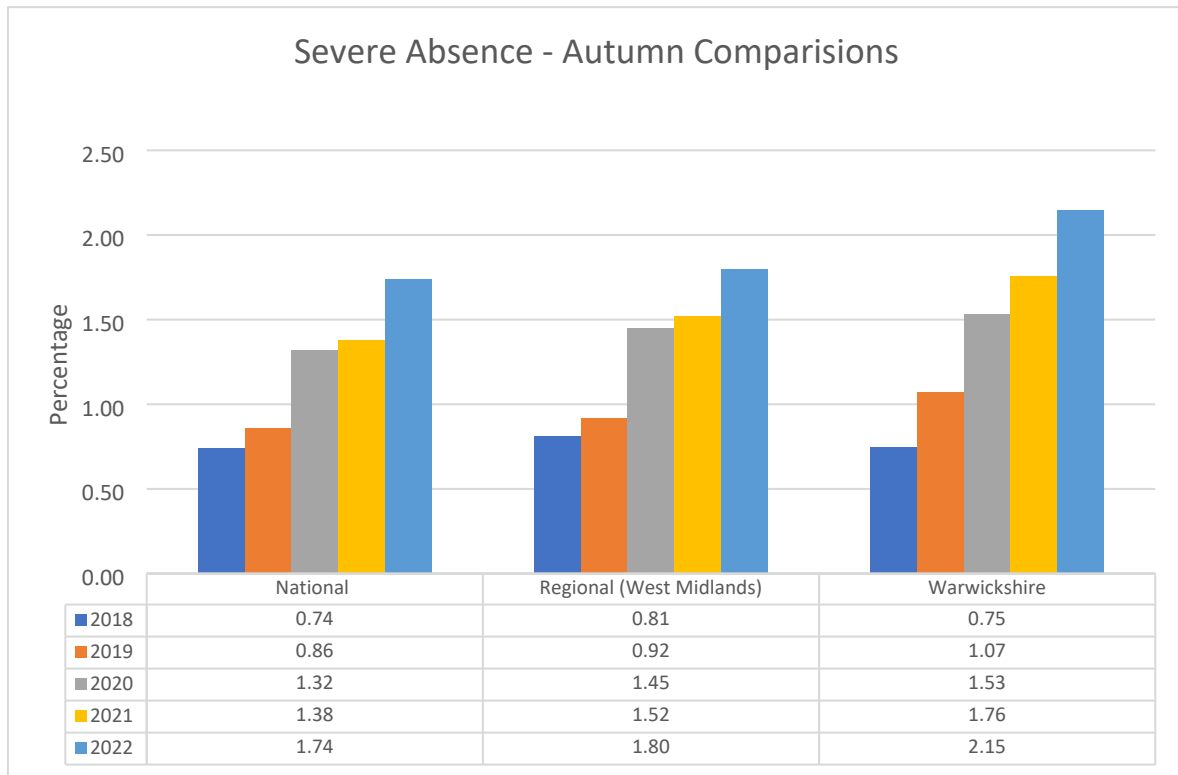
**Persistent Absence**

**Table 2- Persistent Absence Levels (% of pupils who missed 10% or more sessions)**



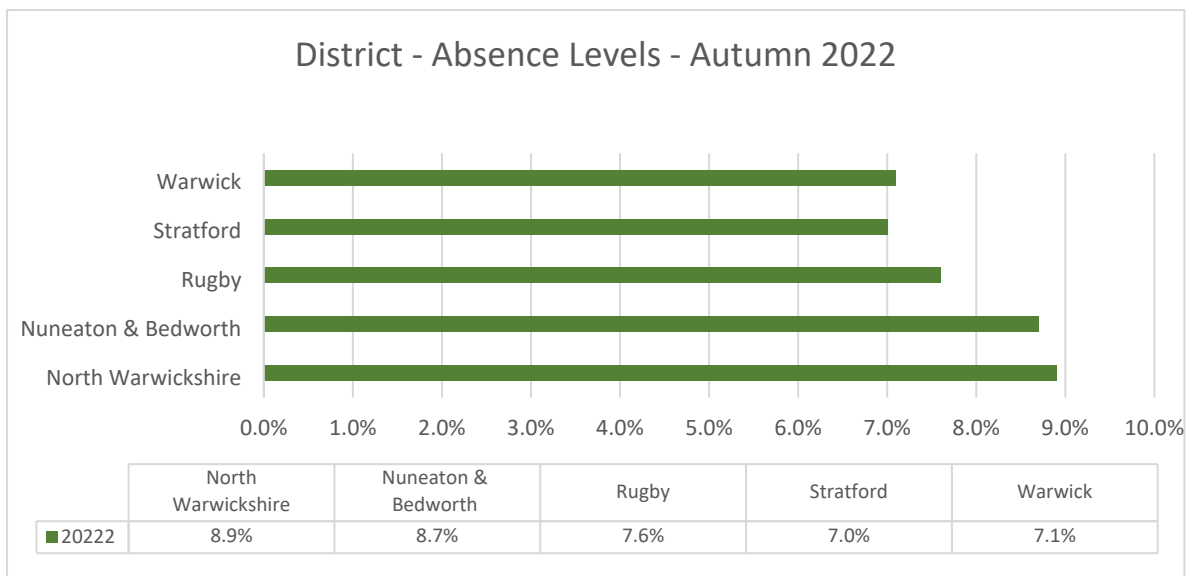
### Severe Absence

**Table 3- Severe Absence Levels (% of pupils who missed 50% or more sessions)**

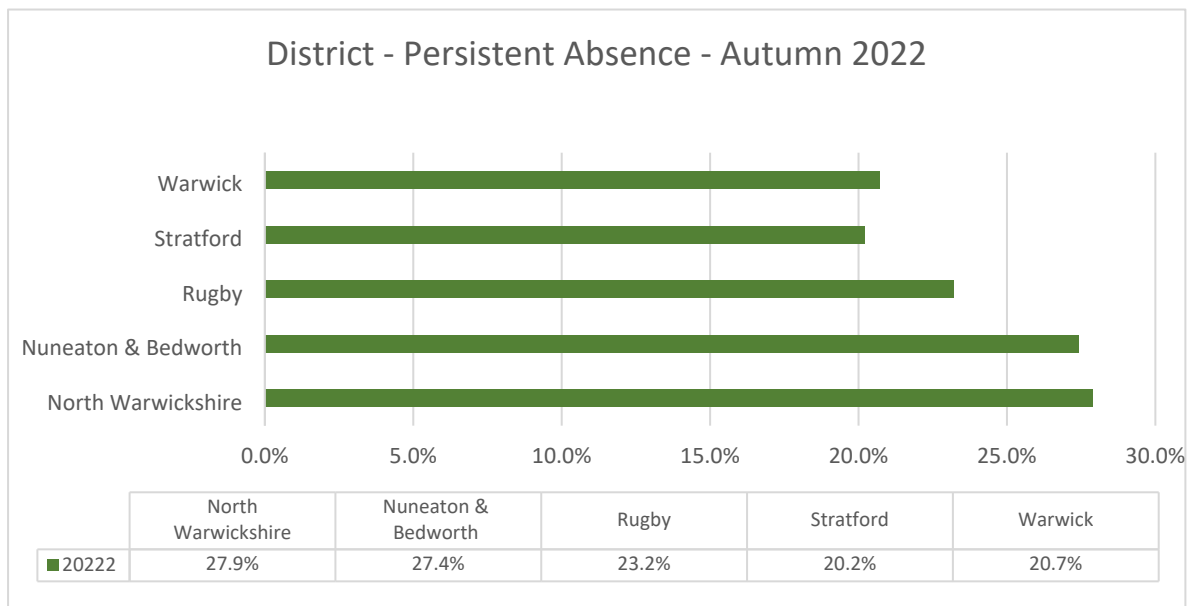


### Absence by District

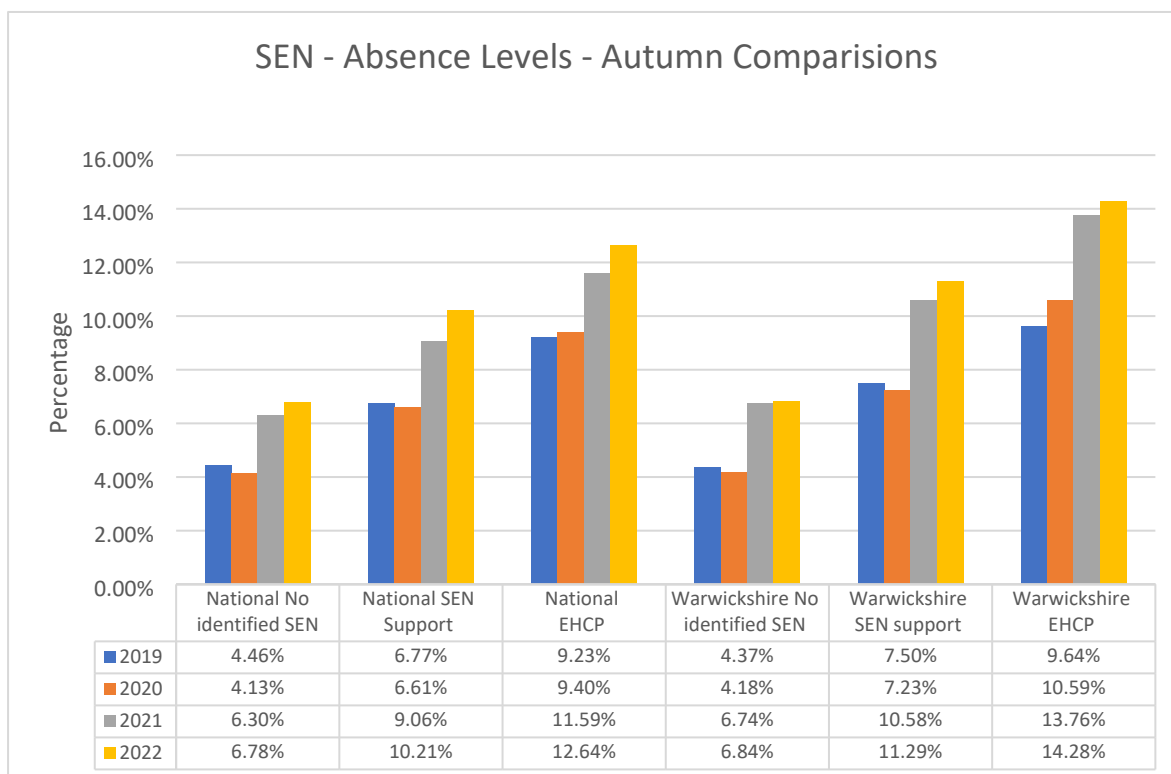
**Table 4 - Overall Absence at District level**



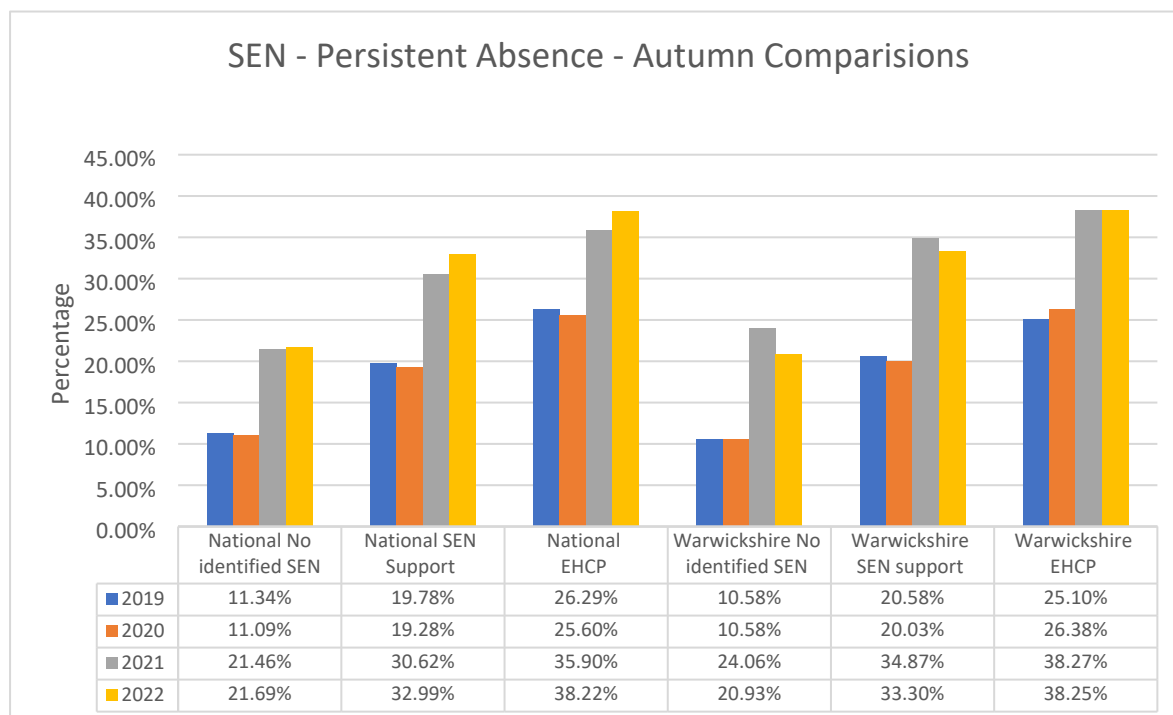
**Table 5 - Persistent Absence at District Level**



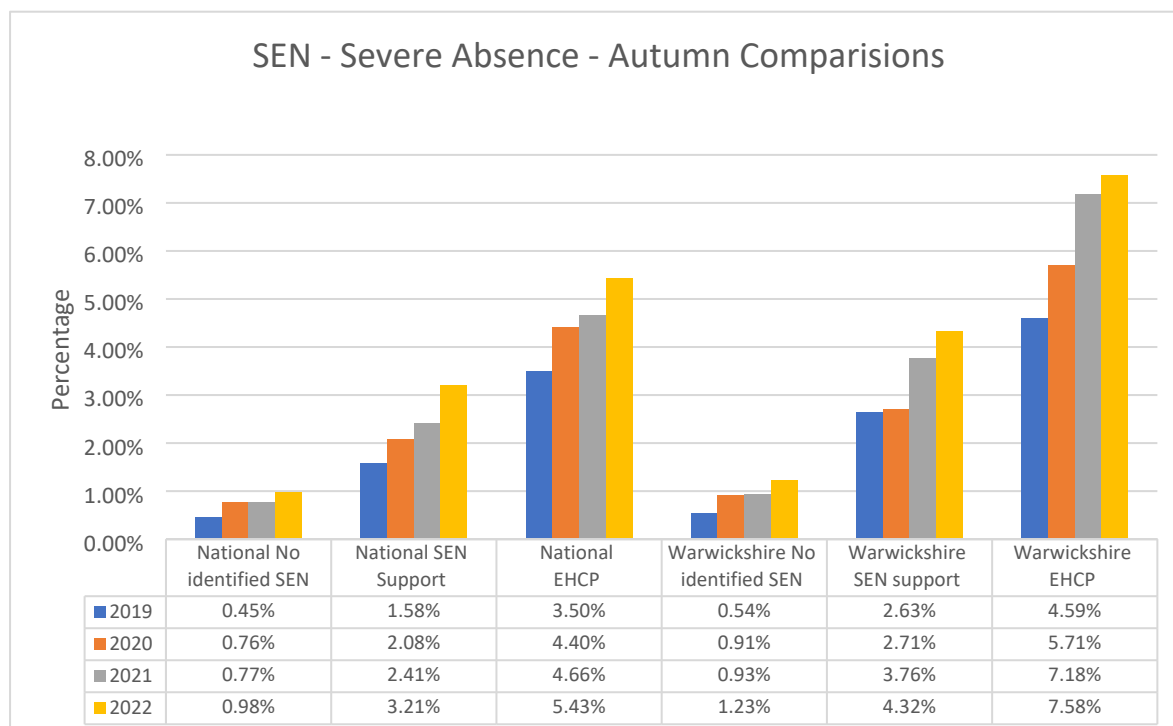
**Table 6 - Absence levels for children with Special Educational Needs (SEND)**



**Table 7 – Persistent Absence levels for children with Special Educational Needs (SEND)**



**Table 8 – Severe Absence levels for children with Special Educational Needs (SEND)**





## Absence Codes

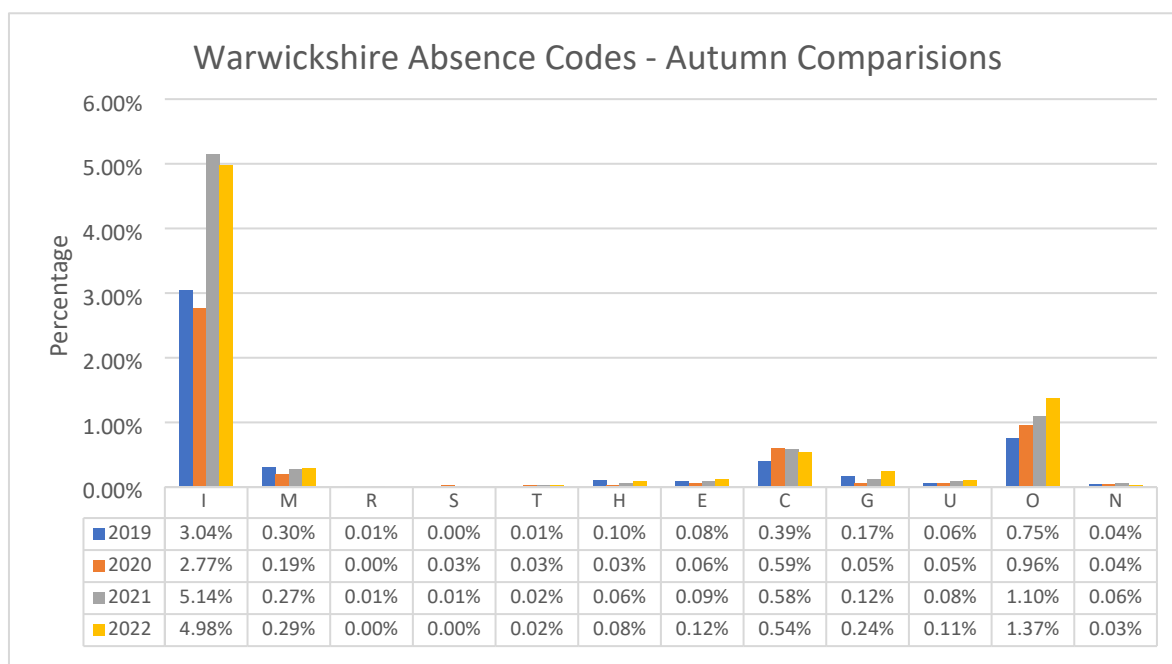
Schools are required to use the appropriate absence codes when taking the attendance register. The table below identifies the current absence codes and definitions.

### Absence codes

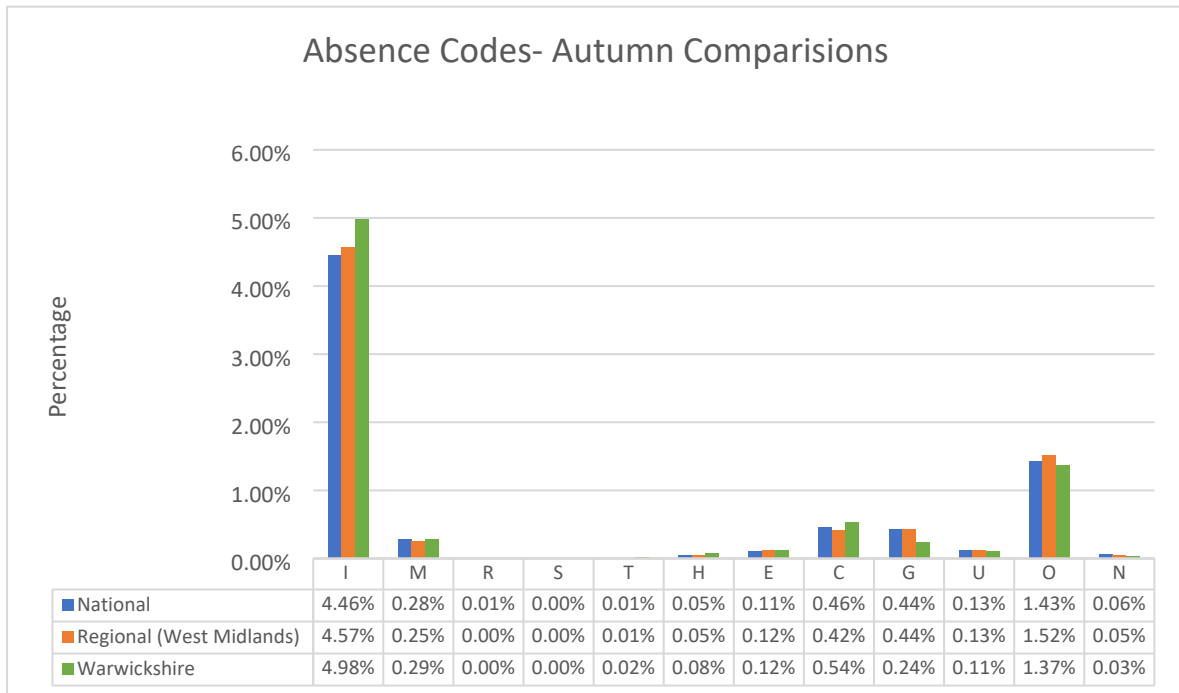
Code	Definition	Statistical Meaning
I	Illness	Authorised absence
M	Medical appointments	Authorised absence
R	Religious Observance	Authorised absence
S	Study Leave	Authorised absence
T	Traveller absence	Authorised absence
H	Holiday approved	Authorised absence
E	Excluded	Authorised absence
C	Leave of Absence – granted by the school	Authorised absence
G	Holidays not approved	Unauthorised absence
U	Late after register	Unauthorised absence
O	Other unauthorised absence	Unauthorised absence
N	Absence reason unknown	Unauthorised absence

**Table 9 – Warwickshire’s use Absence Code**

The use of absence coding by schools since 2019 shows the use of the code ‘I’ (illness – authorised absence) had increased since pre covid. However, this has reduced in Autumn 2022 as schools returned to challenging parentally condoned absence. However, there is still some movement in this when compared to National trends. The use of the ‘O’ code (absent without authorisation) has also increased which confirms the continued challenge to absence by schools.



**Table 10 - Use of Absence codes compared to national**



## Children & Young People Overview and Scrutiny Committee

19 September 2023

### School Admissions Service Progress Report

#### Recommendation

That the Children and Young People Overview and Scrutiny Committee considers and comments on the content of the report.

#### 1. Executive Summary

1.1 School Admissions has a new leadership structure in place and returned to Education services within the People Directorate on 1 January 2023.

1.2 The seven recommendations from the In Year review, commissioned by the Chief Executive in 2022, have been or are in the process of being acted on to ensure lessons have been learnt from previous issues experienced within the service.

1.3 The service has undertaken significant improvement work via a designated plan to ensure it meets its statutory duty, underpinned by robust processes and procedures. A core part of improvement activity has been to ensure children and families are not left in unnecessary distress without school places for unacceptable periods of time. Two thirds of the key actions in the plan have been met since the start of the year. Remaining actions are on track for the conclusion of the plan in March 2024.

1.4 Following the issues associated with In-Year applications in 2022, the service has successfully implemented an auto-allocation process. All applications are now processed within statutory time limits with a fluent procedure in place that is understood by parents and schools. This has reduced manual input and subsequently the possibility of errors.

1.5 Secondary and Primary offer days were both co-ordinated successfully with 94.4 % of families gaining one of their first three preferences in Secondary and 98 % of families in Primary.

1.6 Complaints have reduced by 72% from the corresponding period twelve months ago. This has been achieved following dedicated work from the leadership team to ensure that emails are managed and triaged effectively, and calls are answered promptly without unnecessary delays. Cases identified that could escalate are shared on a Challenging calls log and case records are recorded accurately with all Admissions Officers having access. This avoids families having to share their story multiple times. Responses are provided with empathy and due consideration, even if the service cannot provide families with the outcome they want.

1.7 A comprehensive exercise has been undertaken with Admissions Officers to identify skills and training requirements with our internal Organisational Development

team. The service is currently working through key actions to further support staff development.

1.8 The Improvement Plan runs until March 2024. The service is currently developing a Roadmap for future years to ensure that continuous improvements can be made to the service to ensure overall efficiency and effectiveness in the long term.

## **2. Scope of School Admissions Service**

2.1 Admissions arrange school places for:

- all children starting school.
- all children at an infant school moving to junior school.
- all primary school children moving to secondary school.
- children moving schools within Warwickshire.
- children moving into Warwickshire.
- all Warwickshire Grammar schools.

2.2 In addition the service:

- promote and process every application for Free School Meals including those applications where the family want to apply for vouchers.
- manages the process for families wishing to delay their children starting school or educating them out of year group.
- manages the process for Fair Access, which supports children and families who require additional assistance with getting a school place (for example children who have been excluded from a school).
- attends all legal appeals where parents have been refused admission into a school and ensure all the paperwork is ready for the family and Appeal Panel.
- allocate school places for all children moving into Warwickshire and support families from overseas, endeavouring to make the process easy to navigate and a supportive experience.
- support families wanting to change school, including offering advice to ensure this is the right decision for their children.
- work with schools to ensure they are at capacity where possible and that they follow the Admissions Code.
- supports split families where parents cannot agree on the school application for their children.
- provide advice where support is needed from additional services within the council such as Family Information Service.
- manage all 11+ testing arrangements for our grammar schools, ensuring all children with additional access requirements are given equal opportunity.
- work with services such as Children Missing Education and Access for Education, to ensure that we reach all families to support them and help get children back into school.
- support SENDAR with places for children with Education, Health, and Care Plans.

- provide webinars, websites, information, advice, for our children and families, face to face meetings with our family of schools and colleagues to achieve the best experience with our service.

### **3. Progress on Recommendations from the 2022 Review of Schools In-Year Admissions**

3.1 In 2022, the Chief Executive commissioned a review into the issues that had been experienced regarding In-Year applications. The review findings and recommendations were presented to Fire and Rescue Overview and Scrutiny Committee on 22<sup>nd</sup> February 2022 due to the service having previously been located in Resources.

3.2 Progress against each recommendation is detailed as follows:

***Designate a single officer to be accountable for all aspects of school sustainability, including admissions. This officer should adopt the role of “champion of parents and children,” understand the Admissions Code and be empowered to lead this vital Council service to improvement and sustainable performance.***

A new leadership team is in place within Education. This is led by Director of Education Johnny Kyriacou, Matt Biggs Head of Access to Education, Louise Church Admissions Delivery lead and three further staff (Structure chart is in Appendix 5). The Admissions Delivery Lead acts as the champion of parents and children and ensures the Admissions Code is adhered to.

***Review provision of the in-year admissions service. The demand created by in-year admissions is high. WCC is not obliged to provide this service for all schools and could, subject to Government education policy being clearer, consider giving responsibility back to those schools for which we do not statutorily need to provide the service.***

The focus of the current Improvement Plan has been to ensure the In-Year service provided is efficient and effective. The service is now running smoothly with statutory time limits being met. Further decisions regarding the future of delivering an In-Year service will be reviewed in future years.

***Reduce failure demand. Admissions officers should spend more time on processing applications. The standard approach of other councils is for permanent call handlers in the Customer Contact Centre handling most admissions calls.***

As part of the Customer Improvement Work, we are currently working with the Customer Service Delivery Lead looking at all the options available. One of these options includes the Customer Service Centre managing all non-complex communication.

We have kept the temporary Customer Service Advisers as this has been beneficial to managing our call volume and allowing Admission Officers to deal with the more complex workloads.

There are currently 12 Admission Officers in post. We are ensuring that they are multi-skilled and provided with relevant training and information.

**Clear accountability for admissions. The admissions service requires designation of responsibility for the commissioning and delivery of admissions in the wider context of sufficiency, and work to align these colleagues with those responsible for school transport provision, to deliver the most integrated service to families.**

The return of the service to Education means there is no longer a commissioning/delivery arrangement in place. Clear accountability rests in one place and the service works closely with all interfacing areas to Admissions across Education and Children and Families.

**Simplify the application process. It should be easier for families to make an application. Families applying for a place for their child should expect their application for a school place, transport, and Free School Meals, to be handled seamlessly, in one contact.**

The service is looking at an option for offers for Primary, Junior and Secondary places to be made via an auto-accept model in future. This would reduce the burden on parents having to accept places and on officer time. This approach is currently being modelled ahead of a decision being made prior to 2024 offers.

In relation to seamless applications:

- Free School Meals

The FSM (Free School Meal) process has been simplified to make navigation easier for parents with a link is now available in the 'Application Submitted' screen following an application for a school place. Parents also have an option to provide feedback via a link on the 'Application Submitted' screen, so the FSM link has also been added to the "Thank you" screen that appears once feedback has been submitted. This therefore means that the FSM link appears regardless of the pathway the parent uses. If a parent applies for FSM following an application for a school place, relevant core data will have already populated the FSM application.

- Transport

It is planned to add a tick box to the parent portal on the school place application screen.

This will have text added 'Would you like to be assessed for home to school transport?'

Data will be shared automatically and the next step will be to investigate how to import Synergy (Education Management Information System) data into Flexi-route (Transport Management Information System). Applications would then be assessed in the usual way.

**Support leaders to develop and succeed. Support the career development of the service leaders to develop the skills required to deliver these recommendations. Assistant Directors should also consider the structures of their teams, including the span and scope of their organisations.**

Leaders are supported within education through regular 1 2 1s and annual appraisals are conducted alongside personal development plans. As part of the

transformation work taking place, the education service is looking at the span, scope and coverage of individual areas.

***Build better relationships between the Admissions Service and schools. The team need relationships with schools to be one of partnership, working together to place children.***

When the service moved to education, we communicated early to schools to share our commitment to them and ambitions to deliver an improved service.

Staff have been visiting schools, offering support and guidance and are available when they are needed. The Schools' Direct Line has been promoted to schools and is available for them to contact the service and additional call handling capacity has helped to ensure enquiries are dealt with promptly.

Newsletters are now available for schools to share updates and information twice a term. Webinars for schools are available along with guidance including 'how to' videos. A Schools' Intranet is also under construction which will be a valuable source of information.

Feedback is welcomed and responded to in a timely fashion. We have received many compliments from schools which has been a good sign of the positive direction the service is moving in.

#### **4. Admissions Service Improvement Plan and progress within the service.**

4.1 The Admissions service is committed to providing the best possible service to families and schools. The service ethos acknowledges that the support a family needs may stretch beyond the need for a school place and signposting and referrals to other council services is an important part of the services remit.

4.2 A core issue for the service in moving to education was managing incoming calls and emails. All emails are now answered within five working days and calls are answered with an average wait time of two minutes.

4.3 The Improvement Plan is underpinned by six themes:

- Customer Service
- High Quality Service Delivery
- Workforce Development
- Performance
- Finance
- Communications

4.4 The core focus of the plan is to ensure the service is fit for purpose and meets both statutory requirements and those which we are commissioned to deliver on the behalf of schools such as 11+ and In-Year Admissions.

4.5 The golden thread running throughout the plan is business continuity and resilience underpinned by a requirement to build greater knowledge across the service, reduce single points of failure and ensure a robust set of processes, procedures and guides are in place for the future.

4.6 Restoring confidence amongst members, schools and parents is also paramount to the improvement being undertaken. Regular performance updates are now scheduled with members and engagement takes place with schools through conferences and network meetings.

4.7 Whilst the Improvement project end date is not until March 2024, 66% of set actions have already been met.

## 5. In-Year service and progress

5.1 The council co-ordinates an In-Year service for Warwickshire schools. This is to allocate places for children who require provision outside of the normal point of entry for Primary and Secondary education.

5.2 Schools are given the opportunity to opt-in or opt out with only 9% in the county choosing to opt out.

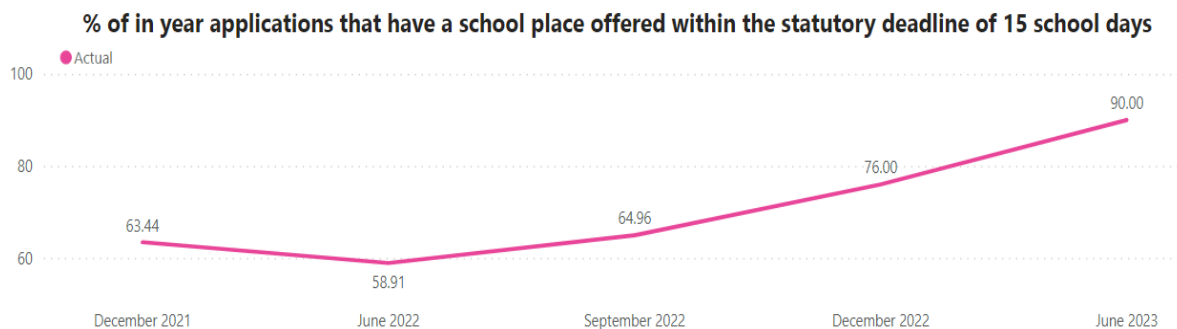
5.3 In 2022, this area of the service was not functioning well and a decision to move to the auto-allocation of places led to a backlog of application un-processed over the summer period.

5.4 The service has received 9090 In-Year applications this year (a 5% rise from 2021/22) attributed to the popularity of Warwickshire schools and significant housing growth across the county.

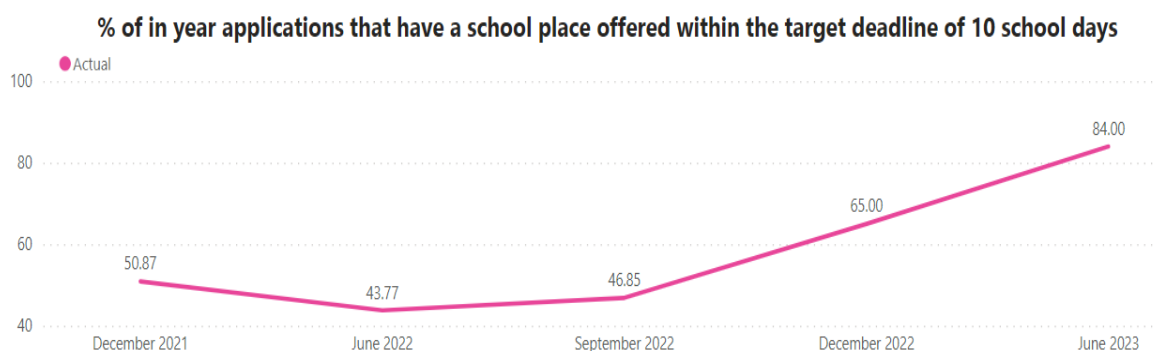
Admissions Round	Number of 2021-2022 Applications (whole year)	Number of 2022-2023 Applications (whole year)
Yr R	889	1262
Yr 1	737	761
Yr 2	697	722
Yr 3	787	759
Yr 4	686	692
Yr 5	661	629
Yr 6	406	476
Yr 7	2270	2013
Yr 8	573	646
Yr 9	510	572
Yr 10	348	400
Yr 11	120	158
<b>Total</b>	<b>8684</b>	<b>9090</b>

5.5 Applications are now processed weekly, excluding school holidays, for children moving schools or into the area (in year) within statutory timescales (15 days) being met consistently.





5.6 Admissions also report on allocating school places within 10 school working days and from the same period last year and we have led improvement in activity from 43.77% to 84%.



5.7 The positive data has been supported by the successful implementation of an auto-allocation process with data exchange shared between schools and the council via a digital platform. This has reduced the possibility of errors from traditional manual processing which was also time-consuming.

## 6. Primary and Secondary Transfer

6.1 The council has a statutory duty to co-ordinate places for the year of entry for Reception, Junior (where applicable if children are attending Infant School) and Secondary places.

6.2 Despite changes to the entire leadership team and the introduction of many new personnel to the service, detailed preparation meant that Offer Days went smoothly with all families receiving offers on time. Advance planning with ICT meant that anticipated call traffic was managed without issues with 83% of all calls answered within two minutes or less.

6.3 For Secondary, 94.4% of on time Warwickshire applicants received one of their first three preferences on Offer Day, in line with the previous year. 80% received their first preference, down 2% from 2022.

6.4 For Primary, 98% of on time Warwickshire applicants received one of their first three preferences on Offer Day, up 1% from 2022. 91% received their first preference, up 1% from 2022.

## 7. Complaints

7.1 When the service moved to Education, a high number of complaints were being handled directly from parents and often via MPs and local councillors on their behalf.

7.2 The service processes in excess of 25,000 applications every year and therefore a small proportion of complaints are to be expected.

7.3 The service identified that some of the complaints could have been prevented by better communication from the outset.

7.4 Through better management of calls and emails, families are receiving prompter responses to their enquiries. Notes are accurately recorded on the Management Information System which means families do not have to re-tell their story. A challenging calls log is now also in operation so that officers are aware of cases that could escalate and can seek advice and support to resolve.

7.5 A process is in place to ensure an expression of dissatisfaction from a school or family is escalated automatically to a senior member of staff and dealt with accordingly.

7.6 Responses to enquiries from Councillors, MPs and Senior Colleagues are all dealt with within corporate guidelines ensuring responses are robust and offer next steps for the affected families.

7.7 As a result of the approaches taken, we have seen complaints reduce by over 72% since January in comparison to the same period last year.

Date Range	Complaints Received
01/01/2023 – 25/08/2023	18
01/01/2022 – 25/08/2022	64

## 8. School Appeals

8.1 All parents when applying for school places have a legal right of appeal. The Admission Service attend every appeal representing the admission authority and on occasion the school.

8.2 We have seen over 40% rise of appeals in 2022-23 academic year compared with the previous year for In-year school places which requires robust planning to ensure staff availability and all legal paperwork ready for statutory timescales. This is attributed to greater demand for places In-Year which we are working to address with schools.

8.3 We have increased the number of staff members trained and attending appeals within the service and to support with the legal paperwork.

### Warwickshire Appeals for a five-year period for each academic year (including In-Year)

	1 September 2022 - 20 July 2023	1 September 2021 - 31 August 2022	1 September 2020 - 31 August 2021	1 September 2019 - 31 August 2020	1 September 2018 - 31 August 2019
<b>Dealt with</b>	<b>1539</b>	<b>1196</b>	<b>886</b>	<b>849</b>	<b>1071</b>
<b>Heard</b>	893	659	534	536	536
<b>Successful</b>	198	131	70	73	108
<b>Unsuccessful</b>	695	528	464	463	428
<b>Settled</b>	276	235	170	148	255
<b>Withdrawn</b>	248	193	113	84	166
<b>Rejected</b>	122	109	69	81	114

### 9. Future roadmap for the service and improvements

9.1 The service recognises that improvements must continue beyond the lifecycle of the Improvement Plan which is due to be completed in March 2024.

9.2 We are developing a roadmap to focus on further improvements within the service over future years.

9.3 Future efforts will focus on:

- how we can harness and utilise innovative technologies to improve the way we engage and interact with families and schools and improve efficiency in the way we work.
- Providing future resilience by working with our Customer Service Centre to look at how initial enquiries can be managed and responded to more efficiently and effectively.
- Reviewing the way Appeals work and consider innovative approaches.
- Pursuing options regarding auto-acceptance for families at Transfer stage to ease the burden on them and reduce traffic and demand into the service.
- Further improving our website, communications, and work with some of the big employers in the surrounding areas which bring families into Warwickshire. Providing a welcome pack to support families with their move to Warwickshire and finding school places. We will also explore how we can enhance online tools like one showing school vacancies. This will help families with making informed decisions.
- Further seek active feedback from all our customers and use this intelligence to shape our service now and in the future. We will undertake continued liaison with other local authorities to review our processes, procedures and performance and seek best practice.

### 10. Financial Implications

None – Service has a balanced staffing budget with funding from Central School's Block.

**11. Environmental Implications**

None

**12. Supporting Information**

See Appendices

**13. Timescales associated with the decision and next steps**

Not applicable

**Appendices**

- Appendix 1 - Complaints Received
- Appendix 2 - Compliments
- Appendix 3 - Secondary Offer Day Data
- Appendix 4 - Primary Offer Day Data
- Appendix 5 - Structure Chart

	<b>Name</b>	<b>Contact Information</b>
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Executive Director	Nigel Minns	<a href="mailto:Nigelminns@warwickshire.gov.uk">Nigelminns@warwickshire.gov.uk</a>
Portfolio Holder	Portfolio Holder for Education Kam Kaur	<a href="mailto:Kamkaur@warwickshire.gov.uk">Kamkaur@warwickshire.gov.uk</a>

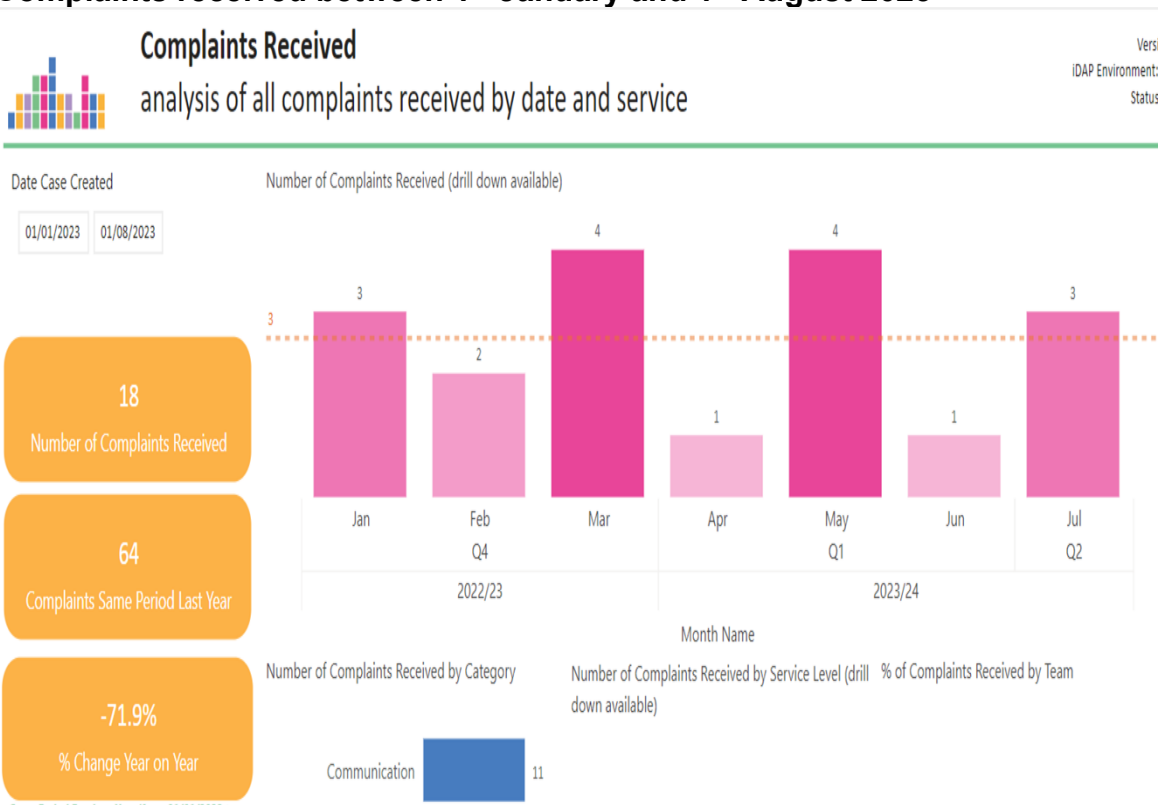
The report was circulated to the following members prior to publication:

Local Member(s):

Other members: Chair & Spokes of Children & Young People OSC

## Appendix 1

### Complaints received between 1<sup>st</sup> January and 1<sup>st</sup> August 2023



Appendix 2  
**Compliments**

*I am writing to share my sincere gratitude with you both for helping to rectify these two problems so quickly. You really have relieved a lot of worry from two families and this is going to make such a difference to two children's lives. I appreciate that you're both very busy so your support is truly appreciated*  
A School

*CXXX is an amazing admissions officer even when she delivers bad news (could not get XXX into the primary I wanted) she was very clear, transparent and offered alternatives. I appreciate your jobs are demanding especially with parents like me but please know I am grateful to CXXX for both my experiences with her.*  
A Family

*I just wanted to send a heartfelt thank you for helping me resolve xxxxx getting into xxx All this wouldn't have been possible without you in my corner and I'm so happy they're starting at xxx I could cry! Thank you a million times over!*  
A Family

*Hi KXXX, I cannot thank you enough for all this essential information. It will help to give our grandson a chance to achieve his potential and for us all to understand how the 11 Plus works administratively and educationally. It's an example of kind efficiency and a very impressive example of public service at its best. Thank you once again.*  
A Family

*I wanted to say a big thank you for enabling NXXX to come and visit our school last week. She has been so supportive during the first two years of my role and it was really great to meet her and show her around our school. It is great to put a face to the voice! She is always so friendly and helpful and we are very lucky to have her on hand. Thanks again.*

*A School*  
*Thank you and really well done. Some positive feedback for you, I've had several head teachers at the Head Teachers conference this morning saying really positive things about you and the service as a whole. Speak soon and thank you again*  
A Colleague

### Appendix 3 Secondary Offers

The table below shows how this compares to the past 3 years and was accurate as of Offer Day 1 March 2023:

<b>Applications from Warwickshire residents</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Number of on-time applications received	6,155	6,352	6,771	<b>6,720</b>
Warwickshire on-time applicants offered their first preference school	4,943	4,993	5,526	<b>5,395</b>
	80.3%	79%	82%	<b>80.3%</b>
Warwickshire on-time applicants offered one of their first three preferences	5,759	5,538	6,380	<b>6,342</b>
	93.5%	87%	94.2%	<b>94.4%</b>
Warwickshire on-time applicants not offered one of their preferences	255	260	290	<b>284</b>
	4.1%	4%	4.3%	<b>4.2%</b>
Total number of Warwickshire secondary school places available	6,962	6,507	7,228	<b>7,456</b>

## Appendix 4

### Primary Offers

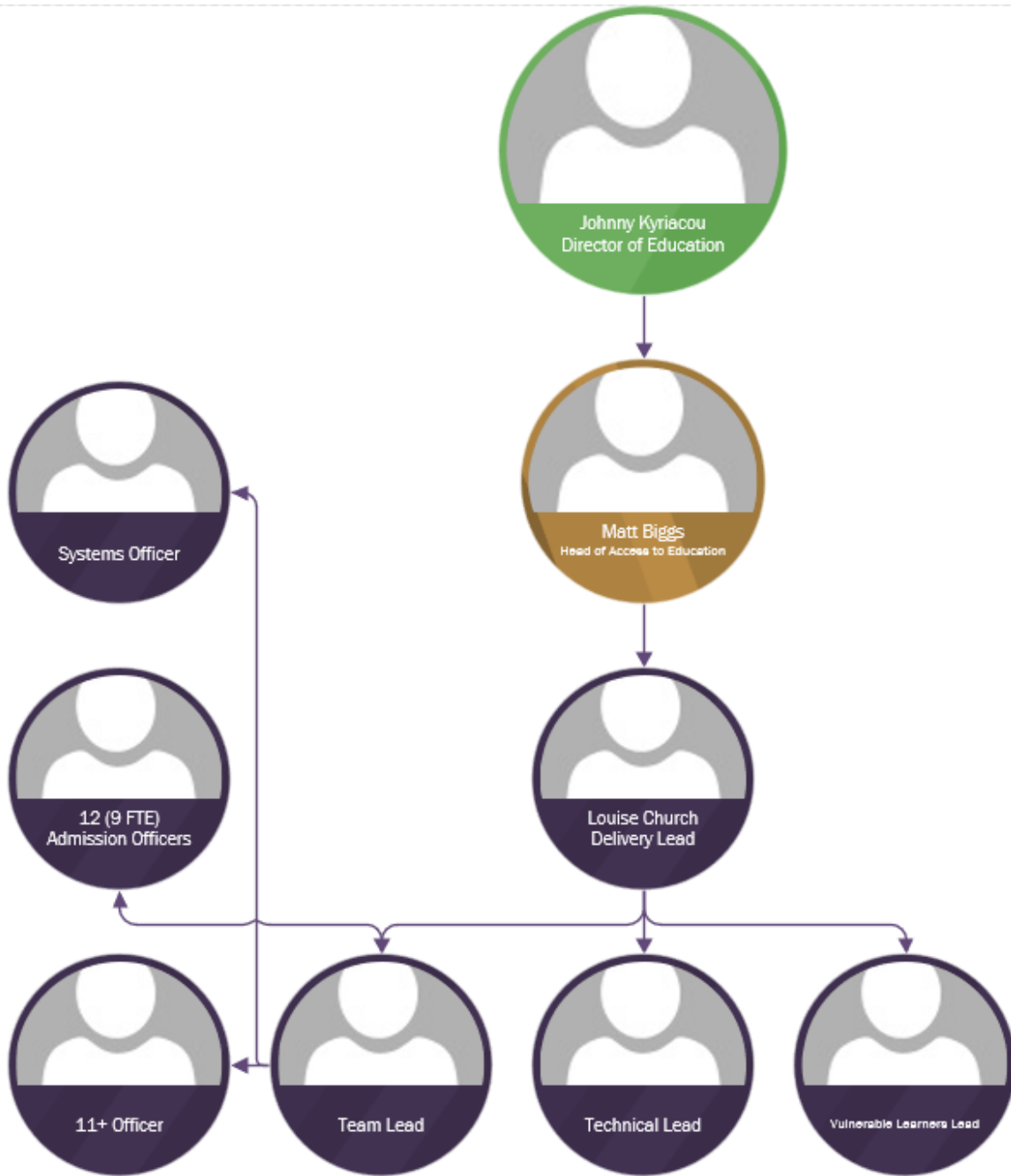
The table below shows how this compares to the past 3 years and was accurate as of Offer Day 17 April 2023

<b>Applications from Warwickshire residents</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Number of on-time applications received	5962	Data not recorded	6237	<b>6333</b>
Warwickshire on-time applicants offered their first preference school	5543	5521	5607	<b>5746</b>
	93%	92%	90%	<b>91%</b>
Warwickshire on-time applicants offered one of their first three preferences	6073	5887	6042	<b>6221</b>
	95%	98%	97%	<b>98%</b>
Warwickshire on-time applicants not offered one of their preferences	111	164	151	<b>80</b>
	2%	3%	2%	<b>1%</b>
Total number of Warwickshire school places available	7186	7196	7134	<b>7143</b>



## Appendix 5

### Structure Chart



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## **Children and Young People's Overview and Scrutiny Committee**

**19 September 2023**

### **Sustainable Futures Strategy**

#### **1. Recommendation**

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments upon the Sustainable Futures Strategy and supporting action plan attached at Appendix 1 and 2, prior to final consideration by Cabinet in November 2023.

#### **2. Executive Summary**

- 2.1 This report provides the Committee with an opportunity to review and comment on the final draft of the Sustainable Futures Strategy. It also provides an update on progress made since reporting to Cabinet in June 2023 and sets out the planned next steps for the Strategy prior to consideration by Cabinet in November. The draft Strategy and Action Plan can be found in Appendix 1 and 2 respectively.
- 2.2 The new Council Plan identifies Sustainable Futures as one of our top priorities as a Council and the draft Sustainable Futures Strategy has been developed to support this commitment. This was considered by Cabinet in October 2022. A public and stakeholder engagement programme was undertaken following the October Cabinet meeting, and feedback from this engagement programme has been used to finalise the strategy.
- 2.3 There has been wide engagement on the draft Sustainable Futures Strategy between November 2022 and February 2023. This has included public surveys, focus groups, and written submissions from the public and stakeholders. A series of expert panels have been engaged in August 2023.
- 2.4 Cabinet received a summary of the feedback available at that time and proposed next steps at its meeting on 15 June 2023. This included an update on the actions that are already progressing to support our climate change ambitions and the projects in development. An extract of the project progress and plans are included in Appendix 3.
- 2.5 In reviewing the feedback received, Cabinet supported further stakeholder engagement through a series of expert panels to take advantage of the strong willingness from a range of experts from business, public sector, academia and the wider community to work together to deliver on the Council's ambitions. These panels took place during August and were 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. They provided a strong sense of feedback and support for our direction of travel and provided significant opportunity to deepen partnerships and engagement.

- 2.6 The final version of the Sustainable Futures Strategy will take account of feedback received at all stages of stakeholder engagement, including the expert panels.

### **3. Draft Sustainable Futures Strategy**

- 3.1 In the Council Plan 2022 – 2027 we have committed to becoming a County with a sustainable future, which means adapting to and mitigating climate change and meeting net zero commitments. To deliver this, a Sustainable Futures Strategy (the Strategy) has been developed which addresses:

- Our commitment to be a net zero carbon Council by 2030
- Leading Warwickshire in becoming net zero by 2050
- Our biodiversity commitments
- Commitments to support and deliver on the UN sustainable development goals (SDGs)

- 3.2 The Committee is invited to review the draft Strategy and action plan in Appendix 1 and 2.

- 3.3 Key features of the Sustainable Futures Strategy are:

- 3.3.1 The use of six delivery themes to focus activity and assign objectives and actions for both the 2030 and 2050 targets. These themes are:

- Transport;
- Energy;
- Built environment;
- Resources, waste and circular economy;
- Green economy and sustainable communities; and
- Natural capital and biodiversity.

- 3.3.2 The adoption of delivery principles that are essential to having the right approach to implementation, together with strategic enablers that are essential components to ensure the strategy is both deliverable and affordable.

- 3.3.3 Clarity on what is and is not within scope of our 2030 Council carbon footprint, with an emissions reduction trajectory to 2030.

- 3.3.4 Alignment to WCC's approved Countywide approach to Levelling Up in Warwickshire, with Sustainable Futures being one of the four core elements of Levelling Up and defining what that means at county, place and community level.

- 3.4 The Strategy recognises that we cannot deliver the 2050 Warwickshire target alone and summarises the various levels of influence the Council has and the partnerships the Council maintains and establishes that will help to deliver on the ambitions of the Strategy, including engagement with residents, communities, and business. Furthermore, the Strategy recognises the need to secure governmental and regional funding and private sector investment to deliver on the objectives.
- 3.5 Delivery of the Strategy through its Action Plan will enable the Council to accelerate progress towards meeting our net zero carbon commitment for the Council by 2030 and the 2050 net zero commitment for Warwickshire alongside our approach to Levelling Up.

#### **4. Expert Panels**

- 4.1 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.
- 4.2 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 took place at MIRA (Nuneaton), Garden Organic (Ryton) and Warwick University. The panels were attended by 69 individuals across a range of organisations, including some of our significant industries.
- 4.3 The panels reviewed ambitions and objectives from the Strategy, discussed a shared stakeholder delivery plan for Warwickshire, and reviewed delivery principles. There was significant engagement by those present and the outputs (which included commitments to shared actions ) will be built into the Climate Change Programme and Actions Plans supporting the Strategy..
- 4.4 The general feedback from all the panels was positive and there was strong support for the Council's strategy, and an agreement that the objectives and direction of travel is correct. There were offers of ongoing collaboration, further advice and guidance and a willingness to work and learn in partnership over the long-term.
- 4.5 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 apprenticeships 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

## **5. Financial Implications**

5.1 The financial implications have not altered since the June 2023 Cabinet Paper which confirmed that:

5.1.1 At the start of 2023/24 the Council's Revenue Investment Fund contained over £10 million revenue funding which will be topped up during the five-year period as our finances allow. The allocation of this funding is deliberately flexible and may be varied as bids emerge and are prioritised. The February 2023 budget resolution states that it is expected a minimum of £2 million will be allocated against each of the Best Lives, Sustainable Futures and Thriving Economy and Places blocks. In addition, the Capital Investment Fund currently has £90 million to invest in the Council's assets/infrastructure over the next five years. The revenue and capital funding for the delivery of the Sustainable Futures strategy will need to be sourced from these Funds or from accessing external third party funding.

5.1.2 The initial actions in train (see Appendix 3) have an estimated revenue cost of £265k over the next two years plus £30k capital investment and £187k revenue from third party funding. Applications to the Revenue Investment Fund totalling £265k are expected to come forward for approval during Q3 once the work on the costs and expected benefits have been finalised. This demand will grow as new opportunities arise. In addition, several further schemes have been identified and it is expected that business cases for these will be prepared and brought forward for approval over the course of this financial year.

- 5.1.3 There will be significant capital and revenue implications in delivering the full action plan when it is brought forward for approval, which will inevitably and significantly exceed the Council's resources. There will also be savings which in the long term may outweigh the initial costs. A variety of internal, public, and private funding sources are expected to be required to finance these actions and seeking external funding will always be prioritised where it makes sense to do so minimising as far as possible the direct financial impact on the Council resources. We have created a Sustainable Futures Finance officer role from within existing resources with a specific remit to identify live and upcoming funding streams and assist in applications including co-ordinating joint partner funding bids. Potential funding sources have been established and mapped within the draft Strategy, but the full cost and likelihood of receiving that funding is not known. This will be understood progressively as the Strategy actions are developed in detail.

## **6. Environmental Implications**

- 6.1 These environmental implications have not altered since the June 2023 Cabinet Paper which confirmed that:
- 6.1.1 This Strategy and associated action plan will define our strategic direction in meeting the aims of our sustainable futures strategic priorities and establish what actions need to take place to accelerate progress towards our linked targets.
- 6.1.2 Delivering the associated actions to meet our 2030 net zero carbon estate target would result in emission reductions of 46% totalling 8,430 tCO<sub>2</sub>e and additionally require the removal of 9,816 tCO<sub>2</sub>e from the atmosphere through inseting and offsetting measures from 2030 and beyond calculated from our 2019 baseline. Refer to paragraph 4.2 (ii) (Projects in development) for an example of the difference between inseting and offsetting.
- 6.1.3 Delivering our net zero Warwickshire target in partnership with the public sector, residents, communities, and business, will result in emission reductions of close to 5,509,000 tCO<sub>2</sub>e in 2050 from our 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 tCO<sub>2</sub>e. 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 inseting and offsetting measures may also play a part as full decarbonisation will not be realised in all sectors.

## 7. Timescales and next steps

- 7.1 All expert panels have now taken place and work is underway to analyse the outputs from those sessions.
- 7.2 This paper will be presented to all Overview and Scrutiny Committees during September 2023 and feedback will be used to inform the final strategy.
- 7.3 The final Sustainable Futures Strategy and 2030/2050 action plan are expected to be presented to Cabinet for approval on 9th November 2023

## Background Papers

Cabinet Report 15<sup>th</sup> June 2023, Sustainable Futures Strategy

## Appendices

**Appendix 1:** Draft Sustainable Futures Strategy

**Appendix 2:** Sustainable Futures Action Plan

**Appendix 3:** Project progress and those in development

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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, Warwick, Humphreys, Barker.

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# WARWICKSHIRE SUSTAINABLE FUTURES STRATEGY

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*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 tackle climate change and the biodiversity crisis. Taking action now, so that Warwickshire is a County with a sustainable future, is one of our key strategic priorities. We have already started work towards our goals of reducing 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 important issues facing the world. 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 Warwickshire's communities and economy.

At the same time, more than two-fifths of UK species, including animals, birds and butterflies, have seen significant population declines in recent decades. With thousands of acres of habitats lost to development, and pollution affecting our natural environment, the decline in **biodiversity** is impacting directly on our wellbeing and economic prosperity.

Our Sustainable Futures Strategy establishes our direction and priorities to reduce carbon emissions, support biodiversity and promote economic growth across our County.

Our vision is for a Warwickshire that is low in carbon with vastly reduced energy bills, that has landscapes with plenty of wildlife that people can enjoy and farms that provide us with local food, supported by a thriving sustainable economy and resulting in communities that are happier, healthier and empowered.

And our goal is simple; to make Warwickshire sustainable now and for future generations.



**Heather Timms,  
Portfolio Holder for Environment, Climate and Culture  
Warwickshire County Council**

# Executive Summary

**This Sustainable Futures Strategy has been developed with three challenges facing the UK today in mind: *Climate Change, Loss of Biodiversity* and the *Cost of Living Crisis*. It aims to set out a framework, key action areas and principles for delivering the strategic priorities of being a County with a sustainable future, adapting to and mitigating climate change and achieving the nationwide target of net-zero carbon emissions by 2050. We have committed to net zero carbon for our Council emissions by 2030 and net zero carbon for County emissions by 2050.**

Since 2005, County wide emissions have reduced by 24%. During this period, emissions from the transport sector have remained static, while emissions from industry, domestic and commercial buildings have been steadily declining.

Council related activities currently account for 19,500 tonnes of CO<sub>2</sub>e per year. To meet our net zero commitment, our emissions will have to be reduced by at least a further 29% by 2026 and 46% by 2030. Reductions are anticipated to occur primarily from transport (-28.5% by 2030) and building use (-17.5% by 2030). To meet these targets, immediate and decisive action must be taken. The actions and strategies within this document have been created to establish a clear pathway towards these goals.

To support this, our Strategy focuses on six key themes:

- **Transport:** We aim to reduce carbon emissions from the transport sector by 1,300 tonnes of CO<sub>2</sub>e by 2030, through a transition to alternative fuels and the implementation of a more efficient staff travel plan. We plan to support further emission reduction through promoting integrated and place-based transport planning, supporting the uptake of active travel and zero-emissions vehicle ownership and transitioning to more sustainable fuel sources for commercial and freight transport.
- **Energy:** To maximise decarbonisation of the energy used by the Council, we are committed to identifying opportunities to increase the installation of renewable technologies on Council owned buildings and the volume of in-County renewable energy generation.

- **Built Environment:** Our goal is to reduce emissions from Council buildings by a minimum of 1,700 tonnes of CO<sub>2</sub>e by 2030. We will increase our knowledge of energy use within our decentralised assets, decarbonising our natural gas heat supply where viable, identifying opportunities to co-locate with partners, undertaking further property decarbonisation feasibility studies and supporting renewable energy schemes.
- **Resources, Waste and Circular Economy:** Reducing waste and resource usage while supporting a transition to a circular economy are vital steps in moving towards a sustainable future. Following on from the existing National Resources and Waste Strategy, we aim to improve and increase educational campaigns and encourage behaviour change around consumption. We will also identify opportunities to use waste as a resource and work with manufacturers to promote the use of sustainable and reusable materials, extend product life and reduce packaging and single use plastics.
- **Sustainable Communities and Green Economy:** We are committed to supporting a green economy while providing environments that contribute to happy and equitable communities. While efforts to support a low-carbon economy have begun, we plan to intensify these efforts by prioritising investments where green economy principles are integrated, engaging more fully with our community and interest groups.
- **Natural Capital and Biodiversity:** Solutions to the global biodiversity and ecological crisis must begin at local level. This begins by recognising that economies are embedded in the natural environment, not external to it, and that nature itself should be viewed as a critically important asset. We plan to support these principles by developing a natural capital investment strategy, encouraging policies that prioritise environmental net gain, developing a natural capital account to manage our natural assets and by implementing an offsetting strategy for our tree planting targets.

Critical to our success in delivering our ambitions across these themes are our eight delivery principles and seven strategic enablers, ensuring effective change management, changed behaviours, accountable governance, appropriate engagement, and the right policies. Substantial financial investment will be required in the next decades for decarbonisation, with funding critical to enable actions. Aside from securing financial resources, we will need to consider opportunities for upskilling, redirecting resource and potentially increasing staffing levels in specific areas.

We recognise that it will not be possible to reduce emissions within the County to absolute zero, so it is therefore important to invest in a robust carbon offsetting strategy. We plan to establish a tree nursery to supply specific varieties of flora that thrive in the Warwickshire region. This will assist in meeting our tree planting targets of 566,000 new trees in Warwickshire, with the potential to increase this number even further.

Several actions in support of this Strategy should also result in wider benefits for our communities. For example, implementing reduction and efficiency measures in our own buildings and supporting the community to do the same will help to reduce energy costs. Throughout this Strategy, we have identified how individuals in Warwickshire can contribute to creating a sustainable and prosperous community. For example, by prioritising walking or cycling, improving home energy efficiency, reducing waste, buying sustainable, local products and produce, and taking an active role in the protection and enhancement of our natural spaces.



# Introduction and Context

Warwickshire County Council (WCC) recognises that climate change, biodiversity, the cost of living for households and increased costs for businesses are amongst the most important issues facing the UK today. The County's infrastructure assets and economy are under threat from the impacts of climate change, which if left unmitigated will cost the County far more in the long run than implementing mitigation and adaptation measures now. Our response to these issues on behalf of communities, businesses and Council services begins with the development of this Sustainable Futures Strategy.

The UN's [Sustainable Development Goals](#) (UN SDGs) provide a shared blueprint of peace and prosperity for both people and the planet, now and into the future. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. Whilst this Strategy has a strong focus on the reduction of carbon to mitigate climate change and meet net zero commitments, it also aims to achieve wider sustainability by aligning with the UN SDGs.

We have used six thematic areas in this Strategy to mitigate the effects of climate change, biodiversity loss and the cost of living crisis. They represent the areas with the most ability to make a difference: transport, energy, built environment, waste and circular economy, 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 important issues facing the world. The resulting emissions from continued burning of fossil fuels has been causing a global warming effect which has altered weather patterns, melted polar ice and increased ocean acidification leading to changes in sea life, in addition to causing devastating extreme weather events which has led to flooding, heatwaves, drought and wildfires. These events pose a direct risk to Warwickshire's communities and economy.

In 2008 the UK Government created the Climate Change Act, which was updated in 2019 to commit the UK to Net Zero Carbon by 2050 (reducing emissions to 100% lower than the 1990 baseline). It has further committed to reducing economy-wide greenhouse gas (GHG) emissions by at least 68% by 2030, compared to 1990 levels.

The Intergovernmental Panel on Climate Change (IPPC) warned in 2018 that urgent action was needed to cut greenhouse gas emissions and limit global warming to 1.5°C above the pre-industrial baseline, to avoid the most catastrophic impacts of climate change, including risks to food and water security.

In response to this required urgency and the known risks from climate change to our communities, in July 2019, WCC declared a climate emergency. Since then we have committed to becoming carbon net zero as an organisation by 2030, and to support Warwickshire County to become carbon net zero by 2050.

[Our Council Plan](#) (2022-2027) sets out a vision to make Warwickshire the best it can be, sustainable now and for future generations. A key priority of the plan is sustainable futures and climate change. It recognises that climate risks will disproportionately impact the poorest and most vulnerable. The transition to and beyond net zero and associated nature recovery must therefore be managed in a way that widens opportunities through the growth of high value, green-related business sectors and jobs.

“

People are rightly concerned, with the latest IPCC report showing that if we fail to limit global warming to 1.5°C above pre-industrial levels, the floods and fires we have seen around the world this year will get more frequent and more fierce, crops will be more likely to fail, and sea levels will rise, driving mass migration as millions are forced from their homes. Above 1.5°C we risk reaching climatic tipping points like the melting of Arctic permafrost – releasing millennia of stored greenhouse gases – meaning we could lose control of our climate for good.

”

*Net Zero Strategy:  
Build Back Greener.  
October 2021. BEIS*



## 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 from sewage and agricultural run-off also continue to cause problems for natural areas such as 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, along with many governments across the globe, responded in 2019 by declaring a biodiversity emergency. Globally, the UN Convention on Biological Diversity (CBD) released a draft global biodiversity framework, to guide actions worldwide through to 2030, to preserve and protect nature and its essential services to people.

In order to achieve the framework, many other European countries will be following the EU Biodiversity Strategy for 2030, with specific actions, commitments and tracking. The UK will instead be following the Nature Positive 2030 reports.

Warwickshire needs a strategy and vision of how to implement and deliver these evidenced requirements of how to live in harmony with nature. What are we aiming for locally? What are the focus areas we need to work on over the next few decades?

“

**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*



## Cost of Living Crisis

At the time of developing this strategy the UK is under pressure from a cost of living crisis. With inflation rising and the cap on energy bills being increased drastically, along with the impacts of the Russian invasion of Ukraine on fuel and food prices, huge pressures and burdens are being placed on families and businesses. There is significant concern for people's health (both physical and mental) and the ability of smaller firms to stay afloat with the soaring cost of energy. This crisis has also contributed to widening inequalities across the UK, further emphasising the need for Levelling Up on a local level.

This is a long-term Strategy to create a sustainable economy and communities, so it does not seek to address this crisis in the short-term. However, many of the objectives and actions identified will help to alleviate this burden in the long term through measures such as improving energy efficiency to reduce fuel bills, thus reducing fuel bills and addressing the *take-make-dispose* economic model which traps consumers in a constant state of needing to replace products.

“

**Our "consume-as-you-go" model, based on over-consumption as a premise for economic growth, has attained its limits at a high price for our planet, the worse-off among the population and future generations. Our consumption-based economic model needs to undergo a significant overhaul.**

”

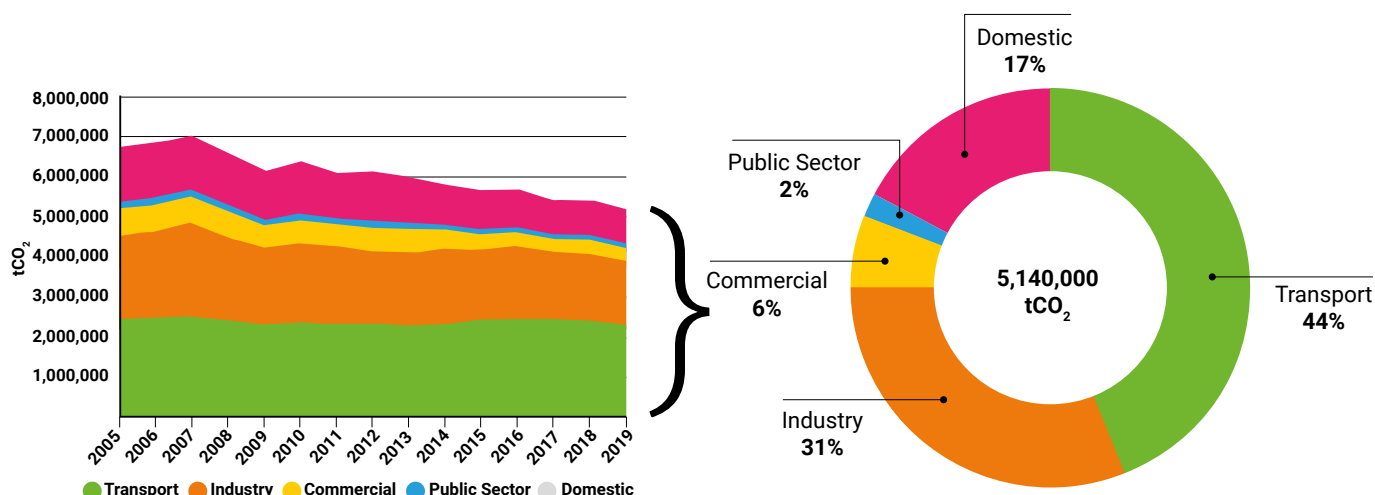
*Monique Goyens, Director General, The European Consumer Organisation*

# Our Carbon Emissions

## Warwickshire County-Wide Emissions

### Where we are now

Since 2005, the County's emissions have reduced by 24%, arriving at 5,140,000 tonnes of CO<sub>2</sub> in 2019<sup>1</sup>. The biggest sources of emissions are from the transport and industry sectors, followed by the domestic and commercial sectors, with the public sector making up the smallest proportion of emissions. Transport emissions in the County have remained largely static whilst emissions from industry, domestic and commercial buildings have steadily decreased.



### Reaching our net zero 2050 target

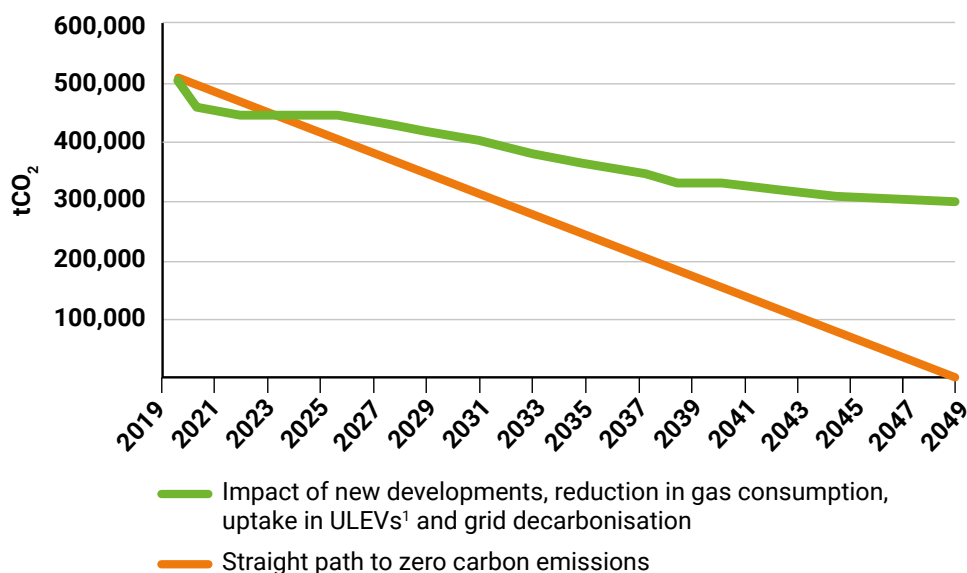
Our County-wide target to be net zero by 2050 is aligned with the UK's legal commitment to deliver net zero by 2050. We will need to accelerate our emissions reductions if we are to achieve this. We have currently mapped the impact on the County's emissions of:

- Grid electricity decarbonising as projected by the Department for Business, Energy and Industrial Strategy (BEIS) – this will reduce emissions.

<sup>1</sup> [www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics](http://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics)

- New housing and non-domestic developments currently planned to be built under the District and Borough Local Plans by 2050 – this will increase emissions.
- Heating technology projections for new housing and non-domestic developments, based on the National Grid’s Future Energy Scenarios (FESs), where the natural gas demand for heating in homes decreases by 18% by 2030 and 99% by 2050, and for heating in commercial and industrial buildings decreases by 11% by 2030 and 95% by 2050 (assuming a 2020 baseline) – this will reduce emissions.
- Likely decarbonisation of the transport sector as a result of national policies to ban the sale of new petrol and diesel cars, vans and HGVs – this will reduce emissions.

When this is compared to a straight-line pathway to zero emissions by 2050, it highlights there is still a need for the County to take greater, more ambitious action.



We will achieve net zero across the County through reducing emissions directly. However, it is anticipated that there will be a small percentage of 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 progress towards 2050.

<sup>1</sup> Ultra Low Emission Vehicles

## Warwickshire County Council Emissions

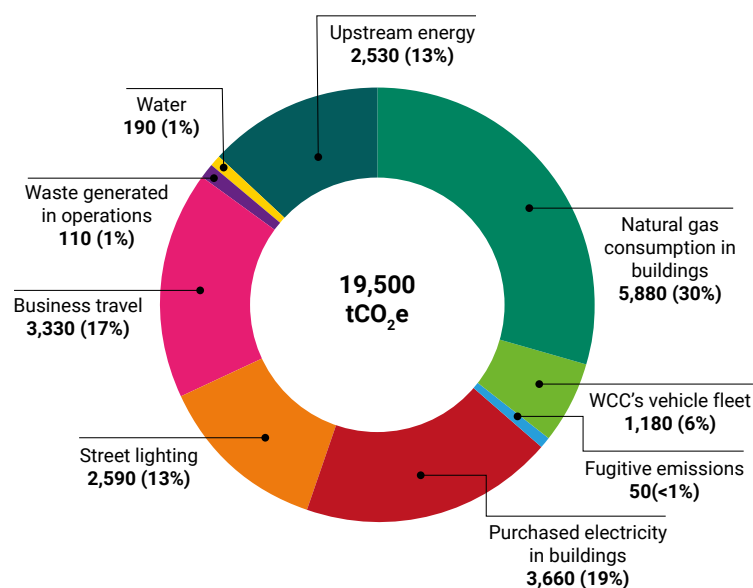
### Where we are now

Since 2014, we have reported on our emissions related to natural gas and electricity use in our buildings, electricity use 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 primarily been due to the decarbonisation of grid electricity and the replacing of 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 sources equated to 19,500 tonnes of CO<sub>2</sub>e. We have set this as our baseline from which to measure future progress towards our 2030 target. At present, some of these emissions are estimated using industry benchmarks, so we will also continue to improve the quality of primary data we gather.

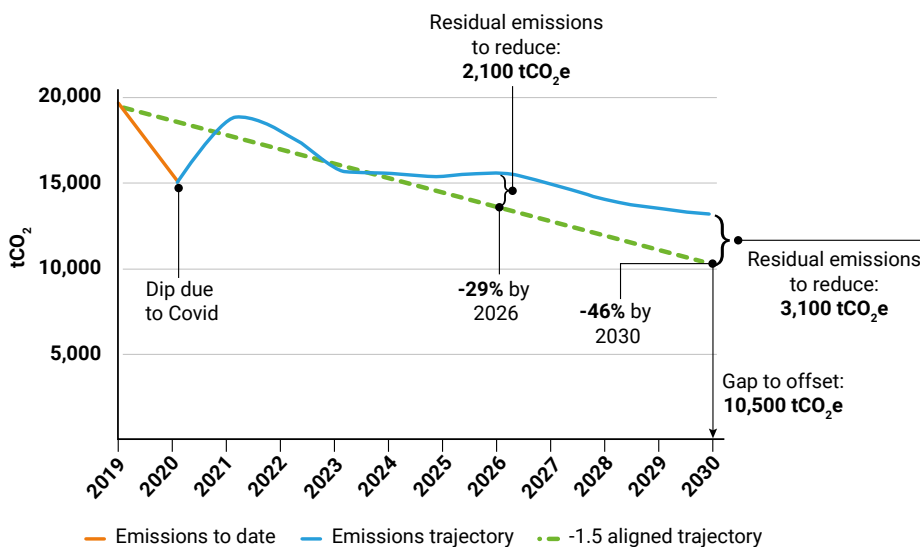


## Reaching our net zero 2030 target

To better understand the gap to meet carbon net zero by 2030, we have mapped the likely trajectory of the emissions in scope. This considers externalities including the projected impact of grid electricity decarbonisation and national policy banning the sale of new petrol and diesel cars, vans and HGVs.

Using the 1.5°C Sectoral Decarbonisation Approach (SDA) pathway from the SBTi Target Setting tool<sup>1</sup>, we have set targets to reduce emissions in scope of our 2030<sup>2</sup> target by 29% by 2026 and 46% by 2030. This SDA is a scientifically informed method for companies to set greenhouse gas reduction targets necessary to stay within a 1.5°C temperature rise above preindustrial levels.

To meet these targets, we will need to lower any residual emissions not reduced through externalities through the initiatives and actions outlined within this Strategy and the accompanying action plan. Whilst we will work to reduce emissions as far as feasibly possible by 2030, based on a target of 46% reduction, 10,500 tonnes of CO<sub>2</sub>e annually would be required to be offset.



<sup>1</sup>[www.sciencebasedtargets.org](http://www.sciencebasedtargets.org)

<sup>2</sup>Note, these targets have not been verified by SBTi.



### Iterative updates to our targets

During the life of this Strategy, we will need to ensure we are using improved data as it becomes available.

We will also need to continually review the scope of the Council's net zero target to include our full Scope 3 footprint. This includes other sources of indirect emissions; for example, from the goods and services that we purchase and from our leased buildings.

We have already started initial work on our Scope 3 to understand where our target areas for reductions will be and plan to continue building upon this. As we have less control over these emissions, we will need to work with our contractors, suppliers and other partners to deliver reductions in these areas.

# Strategy Aims

**The aim of this Strategy is to set out a framework, key action areas and principles for delivering on 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.***

This is a draft Strategy. Public engagement is planned from November 2022 into early 2023 to capture views on our approach.

The scale and pace required to meet the 2030, 2050 and beyond 2050 targets is ambitious; business-as-usual activities within the Council and across the County are not going to be sufficient. This Strategy recognises that we need to do more and faster; it also challenges us to think outside the box, be innovative and to consider what powers of devolution we might need to enable us to deliver our objectives.

Whilst mitigating carbon emissions to keep the global temperature increase below 1.5°C, we must recognise that the effects of climate change are already being felt. As such our Climate Adaptation Plan, which is soon to be released, considers the impacts of higher emissions scenarios which would result in greater temperature increases.

This Strategy is based on current evidence and data. Areas such as technology and UK policy are constantly evolving; as new information emerges, we will adapt our actions appropriately.

2030  
Council carbon  
net zero

2050  
Warwickshire  
carbon net zero

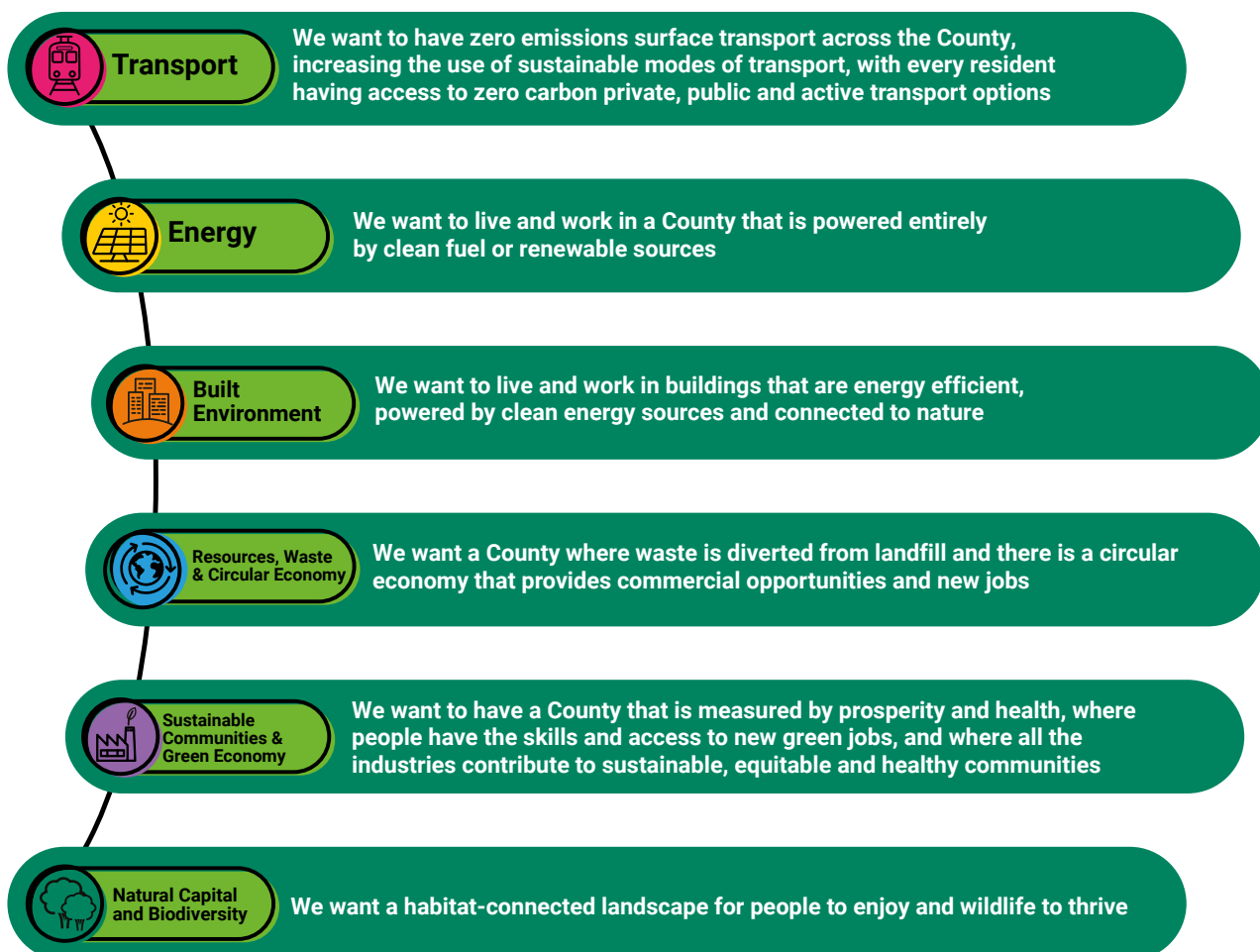
2050+  
Carbon  
surplus

“  
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

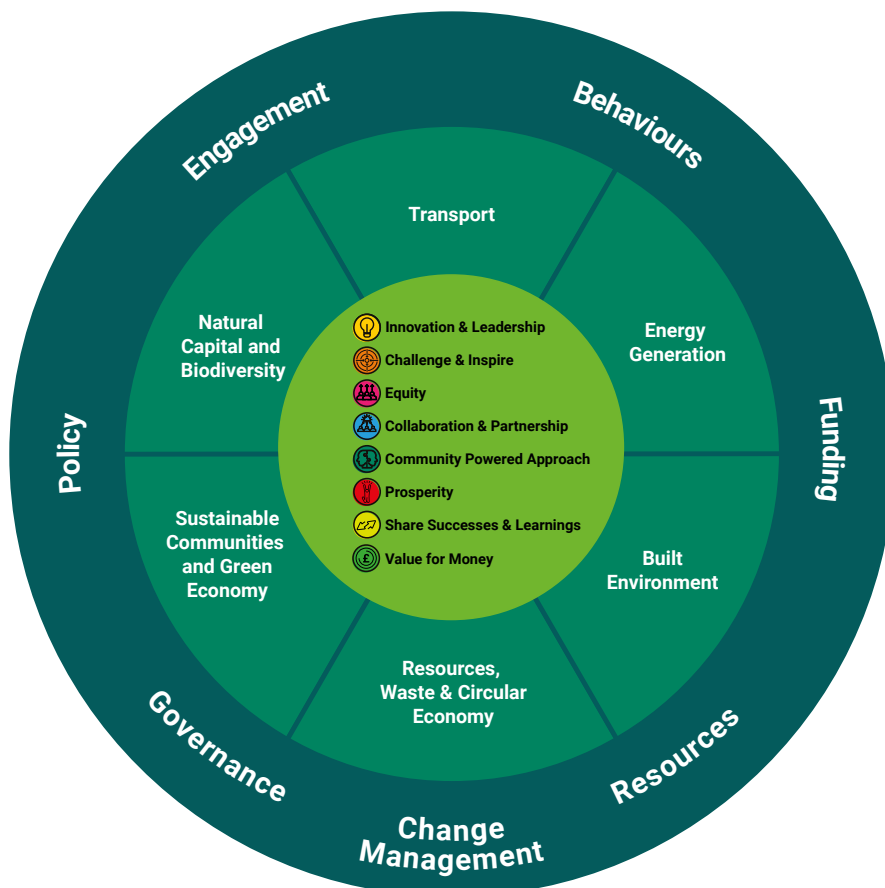
We are ambitious about what we want our future to look like. Within the next few decades, we want our County to be reimagined – low in carbon with vastly reduced energy bills, landscapes with plenty of wildlife that people can enjoy and farms which provide us with local food, a thriving sustainable economy and communities that are happier, healthier and more engaged. Our vision of the future is outlined below:



# Delivering Success

This Strategy uses six delivery themes to focus the Council's efforts and assign objectives and actions for both 2030 and 2050 targets. Critical to our success in delivering our ambitions across these themes are our eight delivery principles and seven strategic enablers. The need to engage communities and deliver actions through community powered action is critical and complex; therefore, this is addressed through both the delivery theme of 'Sustainable Communities and Green Economy', and the delivery principle 'Community Powered Approach'.

This Strategy is based on current evidence and data and is supported by comprehensive action plans. We recognise that technology and UK policy are constantly evolving and as such, we expect our action plans to be adapted as new information emerges. We will be using key performance indicators to track our progress against each of our six themes, and will continue to share this on our [www.warwickshireclimateemergency.org.uk](http://www.warwickshireclimateemergency.org.uk) website.



## Strategic Enablers:

-  **Effective change management**
-  **Changed behaviours**
-  **Adequate resource management**
-  **Adequate funding**
-  **Accountable governance**
-  **Appropriate engagement**
-  **The right policies**

## Delivery Principles

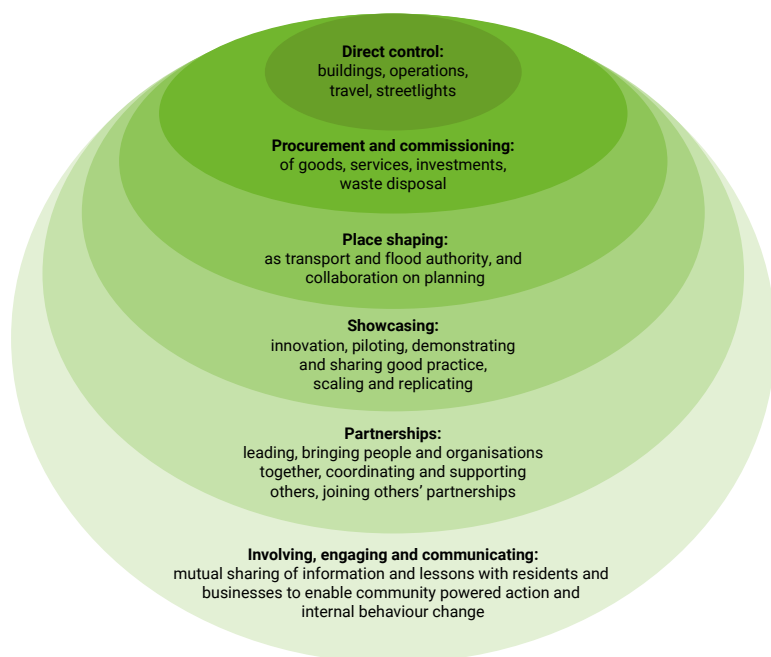
We will:

-  **Be innovative in our thinking and lead others on the journey**
-  **Not accept the status quo; we will challenge and inspire**
-  **Address climate change and biodiversity justly and equitably**
-  **Be collaborative and work in partnerships**
-  **Take a community powered approach**
-  **Emphasise prosperity as a focus for sustainable growth**
-  **Share our successes and learnings**
-  **Deliver a strategy that is value for money**

A green economy is broader than a low carbon economy; it aligns to the wider context of the UN SDGs. A green economy is 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.

## Opportunities

This Strategy identifies opportunities for change in accordance with the Climate Change Committee’s six ‘spheres of influence’<sup>1</sup> that Councils have over carbon emissions, adaptation and wider sustainability objectives:



Broadly within WCC these can be split into three main action types:

**Direct Actions:** actions WCC can take that will directly reduce emissions, particularly significant in areas where we have direct control such as Council buildings

**Enabling and Showcasing Actions:** actions that WCC can take that will allow others to directly reduce emissions that they have control over and actions that show others what can be done

**Partnering and Engaging Actions:** actions WCC can take to promote collaboration and support regional delivery of ambitions through partnerships

<sup>1</sup>The Local Pathway to Net Zero, Local Government Association (2021)

## Engagement and partnership

Engagement and partnership are central to how this Strategy and associated action plans will work and are integrated into our Delivery Principles. The actions that will have the biggest impact on enhancing biodiversity, reducing emissions in Warwickshire and providing equity across our communities are not always within the gift of the County Council to enact.

Many of them will be the responsibility of the District and Borough Councils, Town and Parish Councils, Central Government, other public service providers or with businesses, landowners and residents. Providing a partnership, supporting and coordinating role between the District, Borough, Town and Parish Councils, and a central forum for businesses and residents is going to be key for the County Council and we will commit whole-heartedly to this role. To this end, following on from the Warwickshire and Coventry Climate Conference in March 2022, we have set up a Warwickshire Public Sector Net Zero Group. This group is a space for all of Warwickshire's public sector organisations to share best practice, collaborate to realise efficiencies, and build a sense of common ownership and shared responsibility, helping to turn the challenge into practicable, deliverable activities. We will also continue to engage and strengthen partnership working with local climate and community groups, with our neighbouring Councils, NHS, the West Midlands Combined Authority and with Central Government.

## Governance

Once this Strategy has been endorsed, we will establish relevant governance structures to monitor our progress and provide clear and transparent reporting mechanisms. Reporting will be incorporated into our Integrated Delivery Plan with named Assistant Directors responsible for the actions. We expect to review this Strategy every three years.

We recognise we may need to make some changes within our Directorates and services to align roles and responsibilities with the priorities of this Strategy, and to set ourselves up for delivery of the actions.

# Funding the Strategy

**Local authorities play an essential role in driving local climate action. WCC has significant influence over the key sectors, including energy and transport, which will need reform if we are to achieve net zero.**

Funding is a key aspect of our ability to deliver the Sustainable Futures Strategy and substantial financial investment will be required in the next decades for decarbonisation, with funding critical to enable actions. In addition to potentially borrowing from sources such as the UK Infrastructure Bank and Public Works Loan Board, we will be investigating and seeking to use a number of areas of funding available to us such as:

- Dedicated grant funding for work related to net zero, which is open to bids from local authorities. Key sources include Public Sector Decarbonisation Scheme, Active Travel Fund, Green Homes Grant, Local Authority Delivery Scheme and All Electric Bus Town or City Scheme. Wider funding is also available that is targeted at other or more general outcomes, such as social or economic growth, but which require, encourage or allow the delivery of net zero objectives. Examples include the Towns Fund, Levelling Up Fund and the UK Shared Prosperity Fund which include criteria or statements designed to encourage local authorities to invest in projects that support the achievement of net zero.
- Additional funding opportunities linked to a potential devolution deal, allowing investment to be channelled towards our net zero and green economy ambitions.
- Funding leveraged from the commercial sector. This could be through developer contributions such as the Community Infrastructure Levy (CIL), or embedding net zero and circular economy requirements into public procurement. Furthermore, certain net zero investment opportunities have the potential to generate revenue for the Council which can be reinvested.
- Voluntary, Community and Social Enterprise organisations can derive funding for local projects from sources that would otherwise be unavailable to the private sector and businesses. This includes lottery and trust funding.



- Innovative funding solutions, such as Community Municipal Bonds (CMBs), which offer local people an opportunity to invest in net zero projects in a way similar to crowdfunding and to make a return from doing so. CMBs offer the potential of providing low-cost capital for Councils to deliver socially and environmentally positive outcomes. We will work with District and Borough Councils to understand the most effective way CMBs would work.
- For biodiversity, a natural capital investment approach coupled with grant funding will be required. The biodiversity net gain planning contributions capital already accrued through planning may be used. If public and private investment is directed towards habitat enhancements in strategic locations, they can also achieve other multifunctional nature-based solution benefits that are marketable, through programmes such as the Woodland Carbon Code.

In utilising these sources of funding, we have the opportunity to progress shared investments with partners and combined schemes. These have the potential to reduce overall funding requirements through economies of scale, affording us greater efficiency and buying power.

However, despite this range of funding sources, we recognise that there are a number of challenges. A combination of a funding squeeze following the 2008 financial crisis, the Covid-19 pandemic, inflationary pressures and a growth in demand for services has resulted in many local authorities' finances, including ours, being placed under pressure, which will limit our ability to invest in sustainable interventions.

The private sector will therefore have a key role to play with this transition, not only by reducing their own emissions, but through providing the funding for green and circular infrastructure at a local level, with investors being a source of long-term capital that can complement public funds. It will be imperative to support capacity building in the supply chain to ensure investments to support our net zero ambitions can be delivered.

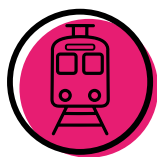
Partnership working between us, other local authorities, central government, and private businesses will be vital to delivering this strategy, realising the net zero vision, contributing to Levelling Up across Warwickshire and enhancing prosperity.

# Key Themes

**We have identified six key themes that are fundamental for achieving our strategic aims and aspirations. The following section looks at each theme and summarises what we have done, where we are going, and the gaps that need to be bridged to meet our objectives. The themes are presented separately but there is inherent overlap and synergy between them all.**

We have identified in detail our first phase actions to deliver those objectives that relate to our goal of reducing carbon emissions to net zero across the Council by 2030. These are outlined in our **Draft Action Plan**.

It is important to track and share our progress against these objectives and we will do so by using key performance indicators selected from the list of indicators shown for each delivery theme.



# Transport

## Context

**Transport is the largest source of carbon emissions in the County, accounting for 44% of emissions in 2019<sup>1</sup> (our baseline year). Whilst total emissions from the transport sector in Warwickshire have remained relatively static over recent decades, the proportion of emissions generated has steadily increased, due to a fall in emissions from other sectors.**

As the Transport Authority, we have a key role in enabling the County 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 will need to prioritise options for more sustainable travel that can reduce private car use and inspire behaviour change across the County. In selecting options, we will need to reflect the different challenges and barriers for rural areas versus towns.

## Where we are now

### Council

**To date, we have reduced our own Council transport-related emissions by:**

- Investing in two electric cars for Warwickshire Fire and Rescue Service and 10 new school buses with solar panel arrays and battery storage to power ancillary services.
- Initiating a trial to pilot HVO (hydrotreated vegetable oil) in non-operational fire appliances.

### County

**At a County level, we have supported the decarbonisation of the transport sector by:**

- Under the SAfER Schools Award (Sustainable Active Focussing on Environment and Road safety) we work with over 80 schools resulting in air quality and carbon benefits.
- Funding four active travel projects and four projects to implement EV charging points through the first round of the Green Shoots Community Climate Change Fund.

“  
85.5% of respondents ranked climate change/carbon emissions as a top three priority when thinking about transport and the environment.”

*(Local Transport Plan consultation)*

<sup>1</sup> [www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics](http://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics)

- Commissioning a study to understand the scale of the decarbonisation challenge for the transport sector in Warwickshire and key priority areas.
- Committing funding towards on-street EV charging infrastructure.
- Exploring the potential use of hydrogen. Warwick District Council is establishing a Hydrogen Hub which will fuel Warwick and Stratford District Councils' refuse collection vehicles and may be used to fuel other heavier vehicles such as buses.

## What we have planned

### Council

- We are retaining our flexible agile working policy so that our commuting emissions remain low and we will continue to encourage staff to travel to and from work via more sustainable modes of travel where possible e.g., public transport, walking or cycling.

### County

- Continue to engage with the Government's strategy for EV charging and seek funding through government schemes for EV developments.
- Implement a pilot to assess the suitability of delivering on street, residential EV charging points using existing street lighting connections as part of a trial in 2022/23.
- Continue to investigate the development and implementation of rural charging hubs in Warwickshire.
- We are currently drafting our Local Transport Plan 4 (LTP4) which prioritises a shift in travel behaviours. As part of this, we are developing strategies on active travel, public transport, motor vehicles and managing space.

## Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce Council emissions from business travel	<ul style="list-style-type: none"> <li>• % total electric/low carbon Council vehicles</li> <li>• % of total journeys completed by green travel</li> </ul>
Reduce carbon emissions from Council fleet	<ul style="list-style-type: none"> <li>• % total electric/low carbon vehicles</li> </ul>
Improve capacity of EV charging, across the County	<ul style="list-style-type: none"> <li>• £ million Government funding secured</li> <li>• Number of chargers installed by type</li> <li>• Area coverage of charging points</li> <li>• % total electric/low carbon vehicles</li> </ul>
Encourage residents in Warwickshire to make green travel choices, through engagement and communication schemes	<ul style="list-style-type: none"> <li>• Number of campaign engagements</li> <li>• Number of people engaged with for their views and schemes</li> </ul>
Provide low emission public transport options to serve sustainable communities	<ul style="list-style-type: none"> <li>• % of bus fleet Euro 6</li> <li>• % of bus fleet low emissions</li> <li>• % of all trips made by bus and rail</li> <li>• Average time to a bus stop/ train station by active travel methods</li> </ul>
Reduce emissions relating to school transport	<ul style="list-style-type: none"> <li>• Number of partnership projects completed</li> </ul>
Engage with key stakeholders, including District and Borough Councils and highways contractors, to reduce emissions in their areas of responsibility	<ul style="list-style-type: none"> <li>• Number of partnership projects completed</li> <li>• % emissions reductions in District and Boroughs and third-party contractors through WCC support/partnership</li> </ul>
Support residents in Warwickshire to shift from cars to walking and cycling	<ul style="list-style-type: none"> <li>• £ of Council funding invested in walking and cycling projects</li> <li>• £ spent by Council in administering incentives</li> <li>• Number of joint projects implemented</li> <li>• Number of people completing cycling training</li> </ul>

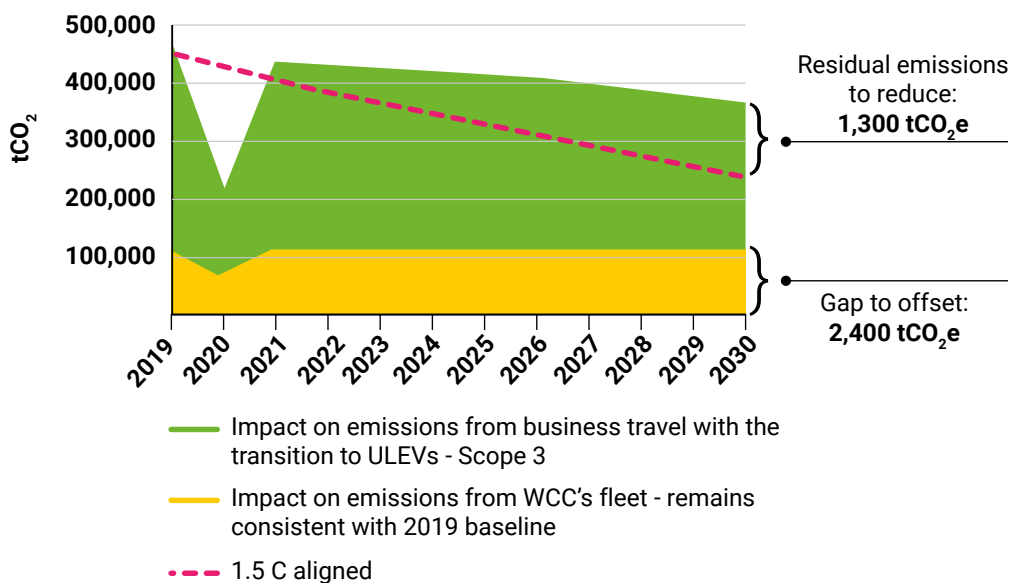
## Where are the gaps?

### Council

We have mapped how national policies banning the sale of new petrol and diesel car and van sales from 2030 and HGV sales from 2035/2040 will likely impact our business travel emissions. It has been assumed that emissions from the Council’s fleet remain consistent with the 2019 baseline. As a minimum by 2030 we will need to reduce our fleet and business travel emissions by approximately 1,300tonnes of CO<sup>2</sup>e in line with a science-based 1.5°C warming trajectory<sup>1</sup>, but where possible we will reduce emissions further and faster.

To close this gap, we will need to focus on a combination of the following:

- Upgrading our car and van fleet to EVs and continuing to investigate alternative fuels for our other vehicles, including fire engines.
- Implementing a staff travel plan to reduce business travel emissions.
- Assessing emissions related to the care sector and how we can support our staff and contractors to reduce those associated with travel for care work.



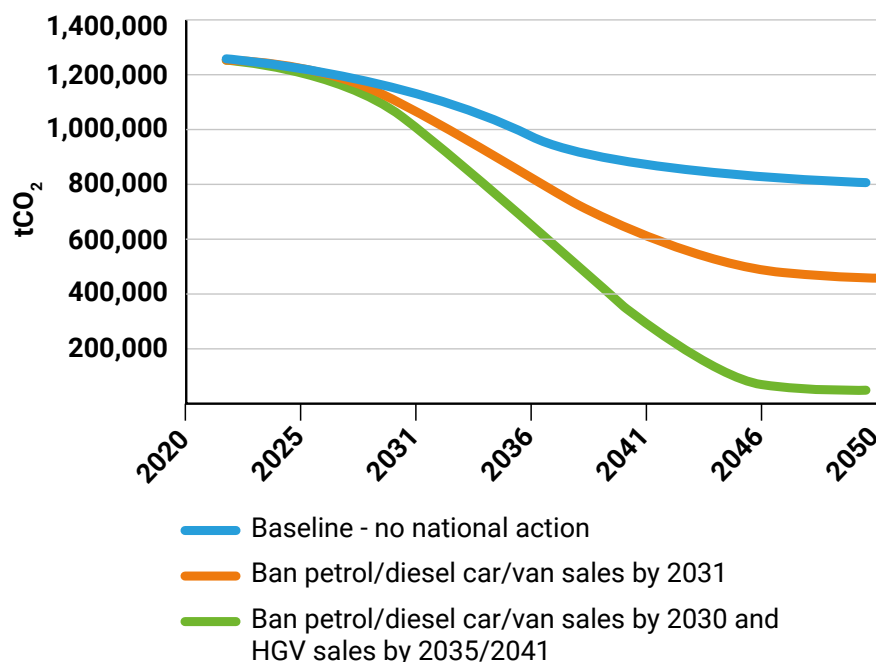
<sup>1</sup>Refers to emissions reduction targets developed to limit global average temperature increase to 1.5°C above pre-industrial levels

## County

The national Government policies of banning petrol and diesel vehicles have been mapped to understand the gap to net zero associated with County-wide transport emissions. No other scenarios, such as modal shift, have been mapped at this stage. The graph indicates that a gap of 43,400 tonnes of CO<sub>2</sub>e remains for the County to reach net-zero by 2050.

To close this gap, we will need to build on what is already outlined within Local Transport Plan 4 and link strategies to focus on:

- Promoting integrated and place-based transport planning and development.
- Supporting actions to increase the uptake of active travel by our residents.
- Continuing to support the increase of low and zero emissions vehicle ownership by investing in affordable and accessible public charging infrastructure.
- Investigating the use of alternative and future fuels to reduce emissions from commercial and freight transport. This includes the use of hydrogen as a transport fuel and working with industry to see what further opportunities are available, especially in the north east of the County where there are logistics and distribution headquarters.



You can help by choosing to travel by more sustainable modes of transport where possible e.g., using cycling or walking (especially for short distances), public transport or EVs.



# Energy Generation

## Context

**The UK Government has predicted that the electricity grid will decarbonise by 95% within the next 30 years. This means the electricity will be generated by sources other than fossil fuels such as wind, solar, and potentially nuclear.**

Right now the UK is experiencing a fuel crisis. In 2020, 14.3% of Warwickshire households were experiencing fuel poverty and this is predicted to rise over the coming months, bringing concerns that residents and businesses in Warwickshire will have to make extremely difficult choices.

As such, we not only need to move away from fossil fuels for the climate but also to provide ourselves with affordable energy and to improve energy security within our own borders.

Core to the UK Government's Net Zero Strategy is delivering zero carbon energy. So, to support the national grid decarbonisation ambition and to be a County that is powered by clean fuel, we must play our part in generating our own electricity, clean heat and provide more District heat networks. To assist in this goal, we will contribute by supporting clean energy and heat generation projects developed by the Districts and Boroughs Councils.

## Where we are now

### Electricity

- The County uses approximately 2,333,000 MWh of electricity per year. To support renewable energy generation across Warwickshire we launched the Solar Together Warwickshire Programme which planned for 509 installations of high-quality solar photovoltaic (PV) panels and battery storage. As of June 2022, 21% of these have been completed. We will continue to seek funding to maintain this programme. Through the first round of our Green Shoots Community Climate Change Fund, we have funded six PV projects.
- Additional Solar PV has also been installed at Elliot Park Innovation Centre, which has saved 36 tonnes of CO<sub>2</sub>e between December 2021 and September 2022.

“

**84% of respondents said they were aware that renewable or zero carbon electricity can be purchased from energy providers.**

”

*(Voice of Warwickshire panel)*



## Heat

- Heat decarbonisation is another critical part of our route to net zero. It is early days in this area across the County, but heat pumps have been successfully installed at one of our fire stations and one of our care homes as alternatives to gas fired heating.
- At the County level, the Warm and Well in Warwickshire programme, delivered by Act on Energy, has been in place as a tool to support with private energy change queries and opportunities for change within homes and businesses.

## What we have planned

### Council

- We are currently planning to develop an Energy Policy and Energy Strategy for the Council and identify funding by the end of 2022 for the delivery of our first renewable targets anticipated from 2023 onwards.

### County

- We will continue to increase energy flexibility within the County and support the remaining 80% of installations under Solar Together.

You can help by, where possible, purchasing energy from renewable sources and taking opportunities for renewable energy installations on owned buildings. Act on Energy can be used as a resource to provide advice on potential options.

## Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce carbon emissions from the Council's existing buildings	<ul style="list-style-type: none"> <li>• Agree a revised Energy Policy and Strategy</li> <li>• MWh heat delivered through heat network</li> <li>• Number of buildings connected to heat network</li> <li>• tCO<sub>2</sub>e saved by heat networks</li> <li>• Total kilowatts peak (kWp) installed</li> </ul>
Identify and implement opportunities for District heat networks Countywide	<ul style="list-style-type: none"> <li>• MWh heat delivered through heat network</li> <li>• Number of buildings connected to heat network</li> <li>• tCO<sub>2</sub>e saved by heat networks</li> </ul>
Identify opportunities for hydrogen production	<ul style="list-style-type: none"> <li>• % energy replacement by hydrogen (as a comparison against total energy demand)</li> </ul>
Identify and implement community schemes	<ul style="list-style-type: none"> <li>• Total kilowatts peak (kWp) installed</li> <li>• tCO<sub>2</sub>e/year saved compared to grid electricity</li> <li>• MWh of renewable heat installed</li> <li>• Number of installations</li> <li>• £ funding secured to allow delivery of first renewable energy scheme</li> </ul>
Engage with stakeholders (e.g. Energy Innovation Zones, Midlands Energy Hub, Energy Systems Catapult) for lessons learnt and joint partnership opportunities	<ul style="list-style-type: none"> <li>• Number of partnership projects identified</li> </ul>
Identify and implement opportunities for battery storage technologies	<ul style="list-style-type: none"> <li>• MWh installed storage capacity</li> <li>• tCO<sub>2</sub>e/year saved compared to grid electricity</li> </ul>
Facilitate the expansion of electrification of heating and transport by working with partners and accelerate take-up of smart energy systems and storage where feasible.	<ul style="list-style-type: none"> <li>• Negative impacts have a mitigation plan</li> </ul>

## Where are the gaps?

### Council

Going forward, it will be key to identify opportunities and undertake feasibility studies for the installation of renewable technologies on Council owned buildings and land, to help decarbonise the electricity the Council consumes. Furthermore, identifying funding and financing options, including crowdfunding and community energy funds, will play a key role in this decarbonisation goal.

### County

To help meet national grid electricity decarbonisation targets and support the decarbonisation of heating, we will need to continue to increase the volume of in-County renewable energy generation, encourage change to alternative heating networks, and understand and exploit the opportunities presented by the hydrogen economy. We will address this gap through studies and investigations into the opportunities available to us, particularly in addressing the objectives we have set out above.



# Built Environment

## Context

**Emissions associated with the built environment are a significant contributor to the County's emissions and make up 72% of our own scope 1 and 2 carbon footprint. The main challenge for the built environment, both domestic and non-domestic, is tackling emissions from heating and cooling, particularly in the use of natural gas. Constructing new and retrofitting existing buildings to minimise energy consumption and shift to renewable sources is vital to support the built environment to become net zero by 2050 and for us to meet our Council target to be carbon net zero by 2030.**

Addressing energy consumption and efficiency within domestic buildings will help to also tackle fuel poverty. Decreasing electricity demand will also provide energy security for the commercial and industrial sectors while reducing business costs.

## Where we are now

### Council

- We currently purchase 100% green electricity for our own buildings and have already undertaken some initial investigations to understand how we can reduce energy consumption by improving the energy efficiency of our buildings.

### County

- Through the first round of our Green Shoots Community Climate Change Fund, we funded nine projects to improve energy efficiency
- In 2021, we also launched the Warwickshire Property and Development Group (WPDG) to deliver new affordable and market priced homes and a range of commercial, mixed use and renewable energy opportunities across the County to support the County's decarbonisation journey.
- We have been replacing sodium bulbs with LEDs in our streetlights.

## What we have planned

### Council

- Continue the replacement of sodium bulbs in streetlights with LEDs.
- Whilst we have made a start on understanding the requirements of our buildings and what needs to be done, we will continue to refine and implement findings from studies already undertaken.
- Include emissions and energy performance as a potential consideration when deciding which surplus buildings to divest.

### County

- At the County level, more effort will be placed in developing partnerships, especially with the District and Borough Councils over the role of the planning and development process. The reality is that the biggest carbon reductions are going to occur by decarbonising existing and new houses, and as the Local Housing Authorities, the District and Borough Councils will play the lead role on this. It is expected that households most vulnerable to fuel poverty will be prioritised.

## Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce carbon emissions from the Council's existing buildings	<ul style="list-style-type: none"> <li>• kWh/m<sup>2</sup>/year energy consumption of Council buildings</li> <li>• Reduction in natural gas consumption in Council buildings</li> <li>• tCO<sub>2</sub>e/year from Council buildings</li> <li>• £ million Government funding secured</li> <li>• Number of completed net zero audits</li> <li>• % of staff trained in energy efficiency, capability/ knowledge in fitting new technologies and retrofitting</li> <li>• % of total energy consumption covered by green tariffs</li> </ul>
Develop programme to reduce water wastage	<ul style="list-style-type: none"> <li>• Behavioural and maintenance programme established to reduce wasted water</li> </ul>
Minimise carbon emissions in any new WCC building	<ul style="list-style-type: none"> <li>• % of new developments/buildings achieving net zero standards</li> </ul>
Support local private businesses to meet the net zero target	<ul style="list-style-type: none"> <li>• £ grants provided to businesses</li> <li>• kWh/m<sup>2</sup>/year energy consumption from commercial sector</li> <li>• Number of businesses participating</li> <li>• Number of partnership projects completed</li> <li>• % of new developments achieving net zero standards</li> </ul>
Support residential care to reduce carbon	<ul style="list-style-type: none"> <li>• £ grants provided to businesses</li> <li>• kWh/m<sup>2</sup>/year energy consumption from care sector</li> <li>• Number of training events delivered</li> </ul>
Work in partnership with our Districts and Boroughs to minimise carbon emissions in existing housing and net zero in new housing	<ul style="list-style-type: none"> <li>• % compliance amongst landlords reviewed</li> <li>• Number of homes retrofitted</li> <li>• Number of homes in each EPC band</li> <li>• Number of partnership projects completed</li> <li>• % of new homes achieving net zero standards</li> </ul>
Engage with partners to overcome current barriers	<ul style="list-style-type: none"> <li>• Number of changes, decisions, ideas taken forward through engagement</li> </ul>

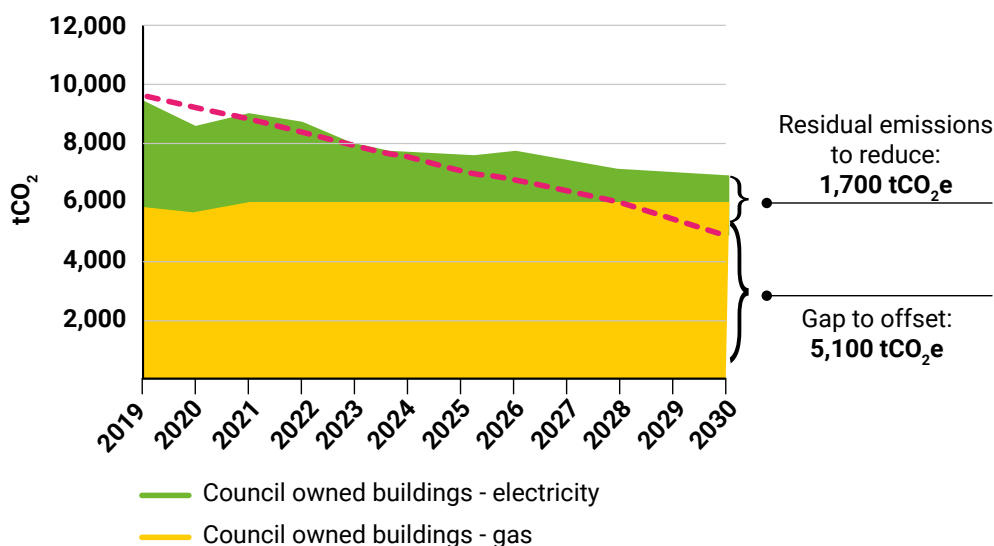
## Where are the gaps?

### Council

To remain in line with the 1.5°C science-based climate change trajectory, we must reduce our emissions from Council buildings' energy use by a minimum of 1,700 tonnes of CO<sub>2</sub>e by 2030. To close this gap, we will need to focus on:

- Addressing the current gap in our knowledge of energy use within our decentralised assets. This will enable us to develop a priority list of assets to be decarbonised.
- Post-2030 emissions associated with electricity use will continue to decrease as the grid electricity decarbonises. Whilst we must still have a focus on operating buildings efficiently, our main challenge will be decarbonising our natural gas heat supply.
- Undertaking further property decarbonisation feasibility studies to identify the best options for retrofit and building decarbonisation across our portfolio.
- Completing a review of all our owned or leased buildings with service areas to identify future needs, how this might impact energy use and our carbon footprint.
- Identifying increased opportunities to co-locate with partners.
- Using our estate to support renewable energy schemes.

### County



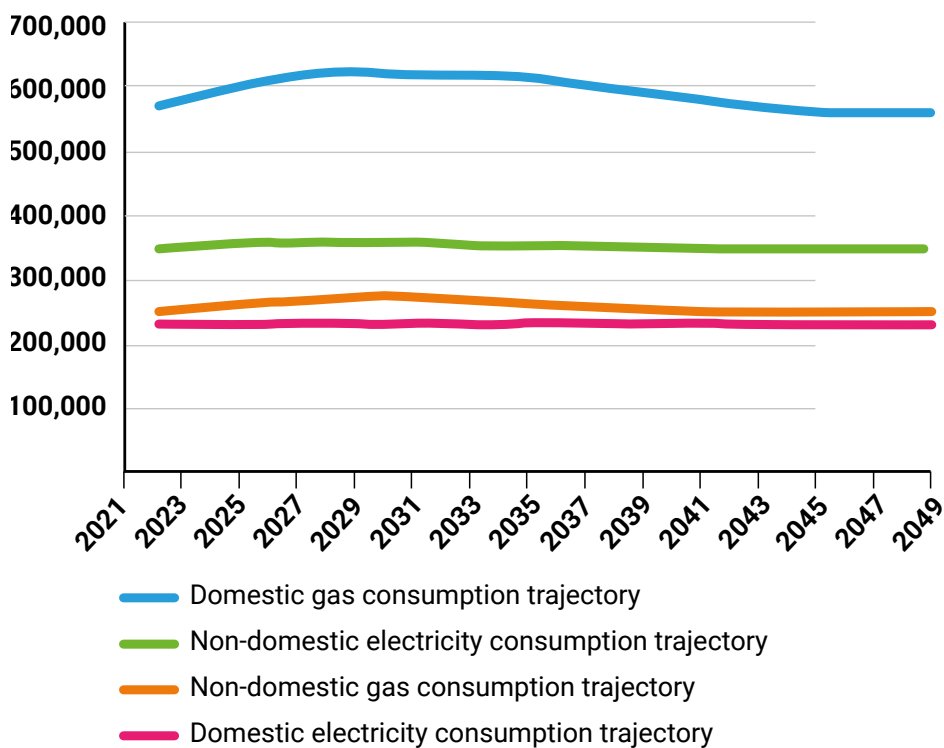
Scenario analysis has helped us understand our future energy use and associated carbon emissions based on national policies and our existing plans. Decarbonising heat (i.e., a replacement for natural gas) is a key priority.

To close the gap, we will need to focus on:

- Prioritising retrofit options e.g., fabric first approach, energy control and monitoring system, energy efficiency measures followed by heat and electricity changes.
- Encouraging behaviour change across the County, including working with District and Borough Councils, landlords and homeowners to support property retrofits that improve energy efficiency, with a particular focus on homes with high energy costs and households vulnerable to fuel poverty.
- Investigating setting up a task force of experts from local and national government, academia and infrastructure to drive the decarbonisation of heat.
- Working with planning authorities to create sustainable developments (such as 15-minute neighbourhoods) and setting ambitious net zero carbon policies and standards<sup>1</sup> for new builds that exceed Part L Building Regulations.
- Working with, supporting and encouraging local businesses to retrofit and implement new technologies which reduce reliance on natural gas.
- Continuing to liaise with District and Borough Councils to discuss how planning considerations can include options for climate change mitigation.

<sup>1</sup>A cross industry initiative has been activated to develop a UK Net Zero Building Standard. [www.nzbuildings.co.uk](http://www.nzbuildings.co.uk)





You can help by improving the energy efficiency of your house through using energy responsibly and prioritising retrofit options where available.



# Resources, Waste & Circular Economy

## Context

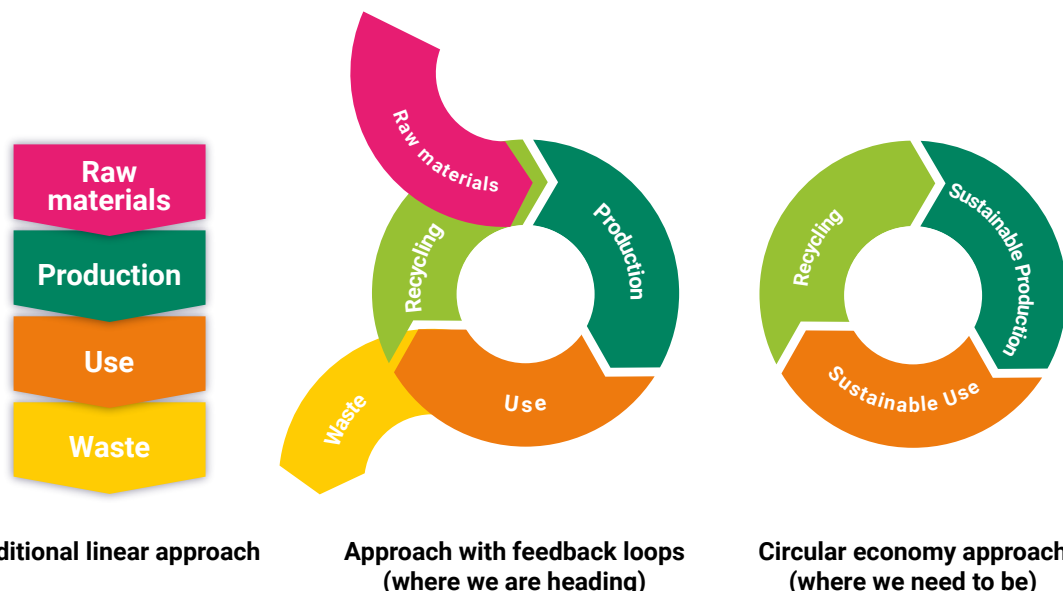
**We are the waste disposal and planning authority within Warwickshire. We adopt the waste hierarchy to prevent, reduce, reuse, recover and only then, dispose of our waste. But we want to go much further and adopt the principles of a circular economy.**

Circular economy principles move away from a linear *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.

The linear economy results in the production of cheap products that wear down easily and lead to a higher rate of disposal. This places consumers in a vicious cycle of continuously replacing cheap items. A circular economy looks to address this imbalance with a focus on better quality products that last longer and repair and return services for items that break or are worn out.

The circular economy considers the whole cycle of resources - design, manufacture, use, (e.g., repair cafes, resource exchange and second-hand shops), followed by operations for retaining resource value (such as recycling) at the end of life.

Combining waste management with economic design and innovation and by working in partnership with partners and businesses, we can also add social value across the County.



Traditional linear approach

Approach with feedback loops  
(where we are heading)

Circular economy approach  
(where we need to be)

## Where we are now

Much of the work we have done has focused on waste reduction. Actions we have already taken include:

- Considered the environmental and carbon impact of our waste services e.g., haulage services when awarding contracts.
- Procured a food waste recycling service at a facility that is dedicated to treating food waste.
- Given residents three options for green garden waste (pay for green bin kerbside collection; Council subsidised hot and cold composting bins; take to recycling centre) .
- Used energy recovery facilities to recover value from residual waste by producing electricity and heat, whilst aiming to send less than 10% of our total household waste to landfill.
- Holding quarterly meetings with Districts and Borough Councils on waste – the Warwickshire Waste Partnership.
- Establishing reuse shops or collection points at all our recycling centres.

## What we have planned

In the next two years we will be implementing the following emissions and waste reduction activities:

- Warwick and Stratford District Councils have moved to general waste collection every three weeks, with weekly separate food waste collection. We expect recycling within those Districts to subsequently increase and for residual waste to be minimised. Once the new collection arrangements have been evaluated, other Districts and Boroughs may consider a similar approach.
- Responding to the National Resources and Waste Strategy consultation to help central government shape the future of waste. The three core pillars are likely to be extended to producer responsibility, deposit return scheme and consistency in collections.
- Preparing and implementing a new Local Resources and Waste Strategy following publication of the National Strategy.

**You can help by reducing overall consumption and repairing your items rather than buying new. Consider where you purchase your items. Reduce single use plastic and buy local.**

## Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce amount of waste per head to near zero to landfill by 2050	<ul style="list-style-type: none"> <li>• Total waste (kg) per household</li> <li>• Total waste (kg) per business</li> <li>• kgs of residual household waste per household</li> <li>• % household waste sent to landfill</li> <li>• Number of households receiving Waste Education</li> <li>• % of household waste re-used, recycled and composted</li> <li>• % of household waste re-used, recycled and composted at the household waste recycling centres</li> </ul>
Reduce Council building waste	<ul style="list-style-type: none"> <li>• Weight of waste (kg) reduced against previous year</li> <li>• % waste to landfill</li> <li>• % waste recycled</li> </ul>
Reduce emissions from collected waste	<ul style="list-style-type: none"> <li>• Tonnes of carbon emitted by the Council as a waste disposal authority</li> <li>• Tonnes of carbon emitted by the District and Borough Councils</li> </ul>
Drive ambition for circular economy approaches and reduction of waste	<ul style="list-style-type: none"> <li>• Number of engagements with other Councils</li> <li>• 100% Circular Economy Roadmap delivered</li> </ul>
Support communities and residents to adopt circular economy approaches	<ul style="list-style-type: none"> <li>• Number of events per year and number of attendees at events</li> <li>• Number of training events</li> <li>• £ from grants delivered for circular economy initiatives (via community grants programmes)</li> </ul>
Support businesses to adopt circular economy principles	<ul style="list-style-type: none"> <li>• £ from grants delivered for circular economy initiatives (via business grants programmes)</li> <li>• Number of events/hubs per year and number of attendees at events</li> </ul>
Council adopting circular approaches in procurement	<ul style="list-style-type: none"> <li>• % contracts which include circular economy specifications</li> <li>• % recycled content on new roads</li> <li>• % of Council spend on circular products and services</li> </ul>
Drive circular construction and maintenance	<ul style="list-style-type: none"> <li>• % projects/developments delivered with reclaimed and/or recycled materials</li> </ul>

## Where are the gaps?

Our future Local Resources and Waste Strategy, which will follow on from the National Resources and Waste Strategy, will provide details on how our circular economy objectives will be developed and implemented.

To fill the gaps, we will need to:

- Improve education campaigns to encourage behaviour change on reducing consumption.
- Work with our manufacturing businesses to change the approach to design, so that within our County we are using sustainable materials in the first instance; reducing the use of materials; remanufacturing products during use; designing for disassembly at end of life; and recycling where there is no preferred option.
- Work across all sectors to extend product life. As a Council we need to support reuse, sharing, redistributing, donating, repairing, and remanufacturing within our County. We will need to work with shops and businesses, as well as community projects, to provide the infrastructure and tooling to allow this to happen.
- Explore new business models. We will look at our business grants, loans and funding mechanisms to encourage new and innovative products e.g.: 'as a service' offerings, product renting, sharing, re-selling, or leasing.
- Treat waste as a resource. We will look for opportunities to use waste of any kind as a source for a new product.
- Encourage the prioritisation of resources that are renewable, non-hazardous, compostable and have minimal packaging.

We need to do all this whilst recognising that the population is growing and under current trends waste is predicted to increase.



# Sustainable Communities & Green Economy

## Context

**A sustainable community is one where people are supported to live healthy, happy, equitable and independent lives. A green economy supports sustainable economic growth with a central focus on reducing societal and environmental risks and embedding climate adaptation into its construct. This theme is based on the following principles:**

- All people are supported to create and enjoy prosperity. There is a focus on growing wealth for wellbeing (not just financial wealth but the full range of human, social, physical and natural capitals). People are supported to live active lifestyles with access to healthy, local, affordable food that is grown sustainably and with regenerative methods.
- Equity is promoted. It has a community powered approach – conditions are created for communities to help themselves and lessen the gap between the most and least capable. Equitable distribution of opportunity and outcome is promoted.
- 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.
- Sustainable consumption and production are supported, resulting in a low-carbon, resource-conserving, diverse and circular economy with local access to goods and services. Economic development enables economic growth without raising resource consumption.
- Communities are connected physically, digitally and with a sense of community spirit. No one is left in isolation, loneliness or in poverty.
- Accountable and resilient institutions are the cornerstone. This means institutions that are collaborative and coherent. It requires a joined up collaborative approach to amplify and maximise impact. In doing so, communities will feel a sense of democratic empowerment.

We want to see the development of new green jobs and technology, whilst supporting the 'greening' of our key priority sectors – automotive, manufacturing and engineering; tourism; and digital creative. We recognise the important role played by our farming community and want to encourage local, sustainable enterprise that supports healthy lifestyles<sup>1</sup> and diets.

This is a change from the status quo and will involve a shift in priorities.

*<sup>1</sup>Healthy lifestyles support economic growth through less premature death which increases the working age population. When people are healthy, absences in sickness decline and workers are less distracted by managing their conditions or those of loved ones.*

## Where we are now

- We have been delivering industry-based support across different programmes and finance schemes as part of the process for long-term business growth in Warwickshire (e.g. through the Warwickshire Recovery Investment Fund). Some of this support prioritises investment to energy efficiency and low carbon innovation.
- Our partnerships are vital in helping create regional change and expanding the boundaries and capabilities of Warwickshire businesses. For example, we have worked with Coventry City Council through the Innovation Programme to help businesses become more innovative and efficient. Additional work with Coventry is delivered through the Coventry and Warwickshire Green Business Programme, which promotes and supports energy efficiency measures.
- In addition to these partnership efforts, we have delivered a series of webinars to Warwickshire's small and medium enterprise businesses, to provide inspiration and practical support in their journey to net zero.
- The Community Powered Warwickshire programme, initiated in 2021, is being used as a pathway for harnessing the power of our communities to tackle inequality and social inclusion. This is being funded through the Warwickshire Social Impact Fund. A notable strength of Warwickshire is the ability for community action to make a positive contribution, especially noting the role of our active voluntary community and social enterprise (VCSE) sector. Community Power has been identified as a place shaping approach to help deliver on the Council Plan priorities of Vibrant Economy and Places, Best Lives and Sustainable Futures. We are taking forward the learnings from this to longer term community-led approaches.
- We are increasing resilience, adaptability, and mitigating climate change whilst using community powered initiatives in Warwickshire such as the Green Shoots Community Climate Change Fund.



## What we have planned

- We are and will continue to participate in the EcoSchools programme which empowers and motivates pupils to drive change and improve environmental awareness in their school, local community and beyond.
- Following the publication of our Countywide approach to Levelling Up, written in response to the Government's Levelling Up White Paper we will be supporting the most vulnerable communities and promoting regeneration in the right places. Partnering with District and Borough, and Town and Parish Councils is key to this.
- Under our current business support programmes, we will continue working with local businesses to promote and support a low-carbon County, and further support businesses to change their supply chains to more sustainable options.
- As the Administrating Authority of the Warwickshire Pension Fund, we will be implementing our Investment Strategy for our over 50,000 members, having regard to environmental factors in the operation of the Fund as expressed in Responsible Investment and Climate Risk Strategies. The Fund will consider divestment where engagement does not or cannot work. We have also recently updated our Procurement Strategy which through the Social Value strategic pillar seeks to secure wider benefits for communities, the economy and the environment and support our vision to strengthen communities across the County. The Fund will engage with our 206 active employers to influence and promote responsible investment, carbon reduction and other activities to fight climate change and to mitigate exposure to climate risk and its resultant impact on asset liability.

You can help by being engaged with us, by supporting businesses with a green ethos, and by being innovative to reduce consumption.

## Objectives

Objective	Potential Key Performance Indicator (KPI)
Lead by example, procuring sustainably and supporting new green markets	<ul style="list-style-type: none"> <li>• % contracts which include green economy specifications</li> <li>• % of Council spend on circular products and services</li> <li>• Number of of main contractors providing carbon emission data e.g., highways, property and social services</li> </ul>
Support businesses and communities to adopt a green economy	<ul style="list-style-type: none"> <li>• Number of of public resources shared</li> <li>• Increase take-up of the Coventry and Warwickshire Green Business programme from 56% to 65% by 2023</li> <li>• £ from grants delivered for green economy initiatives (via community and business grants programmes)</li> <li>• Value of loans and grants funded by WCC</li> </ul>
Target business support for low carbon development, as well as minority and socially responsible businesses	<ul style="list-style-type: none"> <li>• % of support provided to target groups</li> </ul>
Support economic growth of key sectors and help them transition to a low carbon economic model	<ul style="list-style-type: none"> <li>• £ of funding secured to advance transition to low carbon economic models</li> <li>• % growth of key business sectors</li> </ul>
Increase engagement (two-way) and partnership with community groups	<ul style="list-style-type: none"> <li>• Number of of engagements increased</li> <li>• Number of of changes, decisions, ideas taken forward made through engagement</li> <li>• £ spent on supporting EcoSchools</li> </ul>
Encourage increase in sustainable food production and access to local markets	<ul style="list-style-type: none"> <li>• Number of of markets selling locally produced sustainable food</li> <li>• Number of of Council-owned farms producing sustainable food</li> </ul>
Integrate healthy diets into The Healthy Lifestyles Programmes	<ul style="list-style-type: none"> <li>• Number of of programmes delivered</li> <li>• Number of of people receiving programmes</li> </ul>
Increase direct access to Council support	<ul style="list-style-type: none"> <li>• Number of of people making contact with Council</li> </ul>

## Where are the gaps?

We have begun supporting a low carbon economy, but we recognise we need to do more. We will:

- Define a strategy and roadmap for adopting the sustainable communities and green economy principles aligning with the circular economy principles.
- Change the conditions by which we invest in, and support businesses, so that a green economy principles are prioritised, along with ensuring skills and training reflect the skills gap. We will engage with partners and educators to deliver specific skills and training opportunities to alleviate stress from technological unemployment.
- Convene stakeholders to scope transition pathways, and to generate shared commitment and effective partnerships. We need to engage more fully with community and interest groups.
- Leading by example by changing our procurement processes and priorities to support a green economy including low carbon, social equity, and increased biodiversity.
- Lead by example through ensuring our own companies take action to support green economy including the Warwickshire Property and Development Group, Educaterers and others.



# Natural Capital and Biodiversity

## Context

**Global threats to biodiversity and the climate emergency are two of the largest threats to humanity that require both local and global action. Biodiversity should be protected and enhanced because it provides the foundations for life on earth, supporting the provision of ecosystem services and socio-ecological resilience for humans. This was evidenced by The Dasgupta review on the 'Economics of Biodiversity' (2021) which recognised that the solution to the biodiversity emergency starts with recognising that economies are embedded within the natural environment, rather than being external to it. The review calls for transformative change in the way we think, act and measure success.**

More broadly, a natural capital approach is increasingly recognised as a way of viewing nature as an asset that should be protected given its critical importance to our own survival. The approach highlights the range of goods and services which make human life possible. Some of these are tangible – like water and food – while others are intangible, like clean air, a stable climate, and biodiversity. A natural capital approach focuses on these benefits and attempts to factor them into more balanced and sustainable decisions.

A natural capital approach underpins the UK Government's 25-Year Environment Plan and its underlying objectives. It also helps with monitoring the environment and ensuring the delivery of nature positive outcomes, including those required by environmental markets such as voluntary carbon markets. The UK Government has made continued efforts to promote the use of a natural capital approach by developing national accounts and disseminating evidence that can be used in decision-making.

## Where we are now

We have undertaken a number of initiatives related to natural capital and biodiversity including:

- In 2008 we published our Biodiversity Strategy "Working for Warwickshire's Wildlife".
- Our 2013 Sub-regional Green Infrastructure (GI) Strategy set out evidence for the preparations of plans, policies and programmes to protect and enhance GI, while recognising the importance of GI in delivering multiple ecosystem services that contribute to our environmental, social and economic wellbeing.

- In 2014 we participated in Defra's Biodiversity Offsetting trial. Since then, we have set up the first Local Planning Authority-led mandatory Biodiversity Net Gain (BNG) market and rolled-out the Warwickshire BNG metric . This has generated over £5 million of funding for the protection and enhancement of our natural assets.
- In 2016, an Ecosystem Service Mapping project was undertaken for Warwickshire, Coventry and Solihull.
- We set up the initiative to plant a tree for every resident in Warwickshire alongside partners, amounting to around 566,000 trees by 2030.
- Published a Natural Environment Investment Readiness Fund (NEIRF) report which explores potential funding mechanisms to support our environmental ambitions.

## What we have planned

**A key focus of our Strategy is to develop our philosophy for using our Biodiversity Investment Fund and for furthering recommendations in the NEIRF. Two key components of this investment philosophy will be:**

- New sites within Warwickshire should be chosen strategically to maximise habitat connectivity and benefit to wildlife, where long-term management can be secured.
- Using a small proportion of the fund to finance competitive prizes that incentivise emerging environmental pilots and markets that deliver multi-functional benefits.
- Our current biodiversity strategy (2008) should be updated to reflect new environmental legislation and enable us to remain agile in the face of future legislation.
- With clear timescales and targets for tree planting, we have committed to plant 566,000 trees by 2030. We are focused on delivering at scale by directly planting at least 20,000 trees by 2023, reaching a total of 352,000 by 2030, with the remainder planted in partnership with the District and Borough Councils and landowners. It should be noted that the target to deliver 566,000 trees may be increased due to incoming policy updates within the new Local Plan. We are also exploring the development of a Warwickshire-based carbon offset market, to support tree planting and alignment with the Woodland Carbon Code.

- The NEIRF strategy explored the potential for the development of further ecosystem services markets beyond biodiversity and carbon. It highlighted that an air quality market would be required, subject to significant research in appropriate mitigation measures and their estimated costs. The strategy also identified significant potential to develop a voluntary nutrient balancing market linked to agriculture. We are planning to explore the potential for mandatory or voluntary markets relating to these ecosystem services.
- We will continue to monitor and manage our GI assets and expect that the national BNG metric and market will supersede our current approach. Furthermore, we will be working with Natural England to develop a Local Nature Recovery Strategy.
- We are planning to establish a tree nursery, enabling and ensuring the supply of trees to meet Warwickshire's 2030 tree planting pledges and replacement stock. This will include the added benefit of the ability to grow specific varieties of flora that thrive in Warwickshire and are resistant to pests and disease, have a low carbon footprint from reduced transport and the potential for the development of arboriculturist apprentices.

## Objectives

Objective	Potential Key Performance Indicator (KPI)
Support District and Borough Councils to become leading local planning authorities in embedding natural capital into decision making	<ul style="list-style-type: none"> <li>• Number of of WCC landholdings with natural capital accounts</li> <li>• County wide metrics for key ecosystem services</li> </ul>
Establish innovative environmental markets to achieve Environmental Net Gain and fund nature recovery and enhancements across the County by 2050	<ul style="list-style-type: none"> <li>• Number of of pilot Payment for Ecosystem Services (PES) schemes undertaken by 2030</li> <li>• £ secured for the provision and enhancement of ecosystem services</li> <li>• % increase in key ecosystem service provision by 2050</li> </ul>
Further develop plans and strategies in response to the enhanced 'Biodiversity Duty' on public bodies. Support people to understand the value of the natural environment	<ul style="list-style-type: none"> <li>• Plans are updated by 2024.</li> <li>• Number of of engagements increased - engaging with people to understand value of natural environment</li> <li>• Number of of changes, decisions, ideas taken forward made through engagement</li> <li>• Number of officers identified as formal biodiversity champions within each WCC department</li> </ul>
Provide strategies and plans for key sectors across the County to deliver measurable enhancement, increases, and protection of target habitats and species, as well as their connectivity, abundance, quality, and diversity by 2050	<ul style="list-style-type: none"> <li>• % increase in coverage and connectivity of habitats in Warwickshire</li> <li>• Area of additional land purchased for habitat connectivity</li> </ul>
Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	<ul style="list-style-type: none"> <li>• % increase in green space</li> <li>• Number of trees planted</li> <li>• Number of tonnes of CO<sub>2</sub>e sequestered through habitats per year by 2030</li> <li>• of carbon credits created through the Woodland Carbon Code per year until 2030</li> </ul>

## Where are the gaps?

It is recognised that we still have a long journey ahead. We aim to be an example to other local authorities by delivering BNG, net zero, and environmental net gain, via the following objectives:

- Develop a natural capital investment strategy, including a roadmap in terms of how we manage our natural assets. It will outline our approach to investing in nature and biodiversity.
- Work with the District and Borough Councils to encourage policies into Local Plans that embed the idea of environmental net gain through maintaining and enhancing the provision of ecosystem services.
- Explore further funding opportunities to support tree planting initiatives and the development of further County-wide Payment for Ecosystem Services markets.
- Scope and design a pilot scheme for the high priority potential environmental markets identified in the NEIRF report.
- Develop and regularly update a County wide baseline natural capital account to monitor and manage our natural assets.
- Develop a robust plan for use by local developers, consultants and planners to transition from our BNG metric to the national mandatory BNG metric.
- Develop an offsetting strategy for our tree planting targets to determine their spatial scope and ensure they contribute to our 2030 net zero targets.

You can help by taking an active role in the protection and enhancement of natural environments and habitats when visiting natural spaces.



# Appendix A

## Terminology

<b>Absolute reduction</b>	Generally, 90% reduction from the baseline across Scope 1, 2 and 3.
<b>Biodiversity Net Gain</b>	A concept for development and/or land management that aims to increase biodiversity, using quantitative and qualitative approaches.
<b>Carbon Neutral</b>	Balance between carbon emitted and carbon removed from the atmosphere through investment in carbon offsets.
<b>Carbon Offset</b>	A reduction in GHG emissions – or an increase in carbon storage (e.g., through land restoration or the planting of trees) – that is used to compensate for emissions that occur elsewhere.
<b>Circular Economy</b>	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.
<b>Green Economy</b>	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.
<b>ISO14001 Environmental Management System</b>	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.
<b>Natural Capital</b>	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.
<b>Natural Capital approach</b>	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.
<b>Net Zero</b>	Balance of carbon emissions and removals, focusing on ‘absolute reductions’ in operational boundaries prior to investments in external carbon removals.
<b>Sustainable</b>	Meeting the needs of current generations without compromising the needs of future generations.
<b>Prosperity</b>	Growing wealth for wellbeing (not just financial wealth but the full range of human, social, physical and natural capitals).
<b>Zero Carbon</b>	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 has been 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) provides an indication about how the government will address energy related climate change challenges

**Transport**  
Move towards electric vehicles

**Automation**  
Risks of technological unemployment, impact to food supply and others

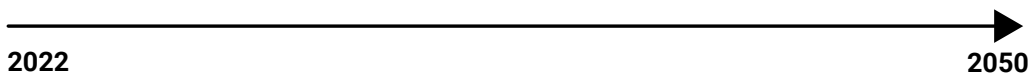


### Policy Changes

**Changes in Energy**  
New policy and strategic intents to influence response to medium-term challenges e.g. Climate Change Committee 6th Carbon Budget

**Waste Management**  
Encourage residents and businesses to participate in a circular economy, minimise waste, and maximise recycling and reuse

**Net Zero Carbon Target**  
Influence of climate change on the economy



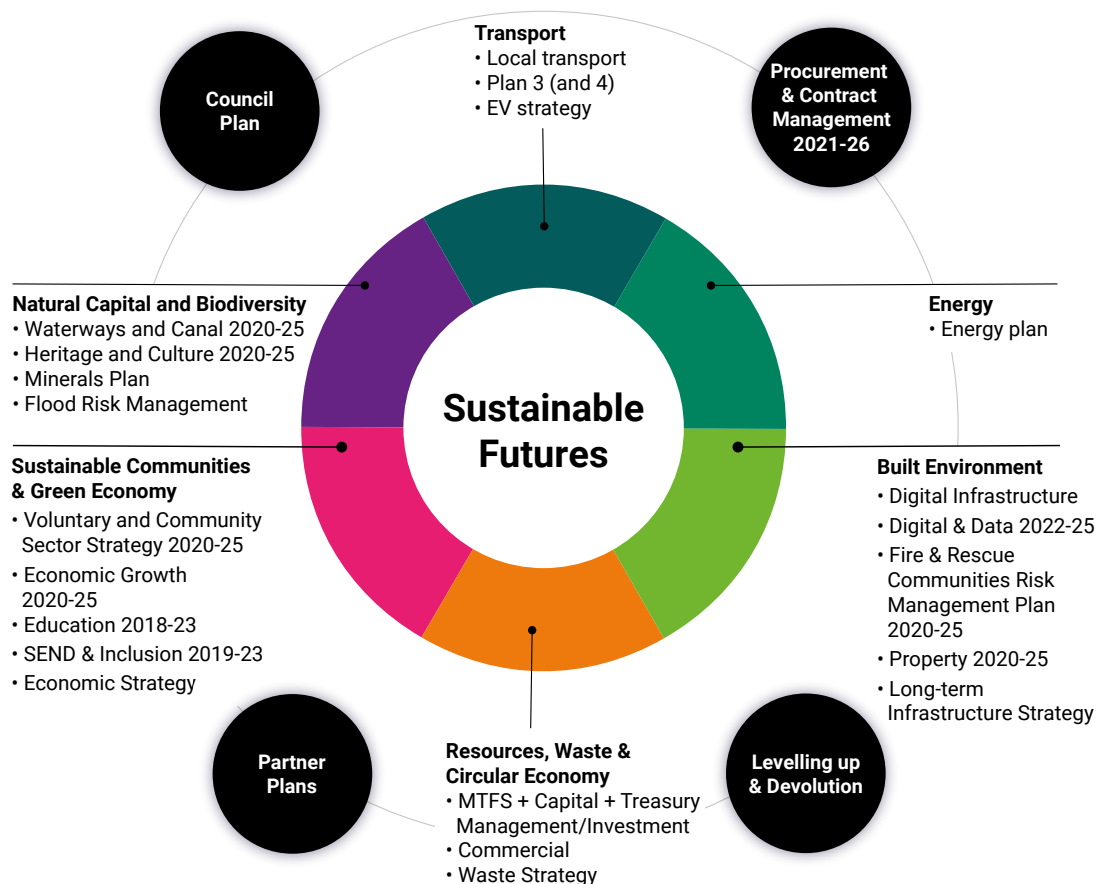
# Appendix C

## Strategy Alignment

### Warwickshire County Council policies, plans and strategies

**This strategy combines our ambitions related to climate change, biodiversity and creating a sustainable County while aligning with other key Council plans and strategies to support delivery.**

There is clear alignment between our Sustainable Futures Strategy and the Council's overall strategic framework and our delivery approach. Sustainable Futures is a key priority in the Council Plan (2022-2027) and we are committed to make Warwickshire the best it can be, sustainable now and for future generations. Both set out the strategic aims and aspirations to achieving net zero and tackling the global biodiversity crisis. This strategy is relevant to every part of the Council, and we are clear that we need to integrate sustainable thinking in all that we do. There is a natural link to the UN Sustainable Development Goals, and we are committed to actions in support of these goals where they are relevant to our locality.



## Alignment with UK Legislation

This Strategy is comprehensively aligned with UK policies and strategies.

## Levelling up approach

In July 2022 WCC's Cabinet approved the Countywide approach to Levelling Up in Warwickshire. The intention of Levelling Up is to support communities and places, helping those that need it most to improve life outcomes across all aspects of life, including health, education and employment. The approach translates the national agenda for the County, creating a local definition that complements the 12 national missions set out in the Levelling Up White Paper. Sustainable Futures is one of the four core elements, defining what Levelling Up in Warwickshire means at County, place and community level.

This Sustainable Futures Strategy, and plans being developed by the District and Borough Councils, are critical to making this happen. We have built the Levelling Up approach into this Strategy by considering how we will work with communities and partners, in prioritising actions within the County and our access to funding.

## Local Councils and Partners

Working with Warwickshire District, Borough and Town and Parish Councils and our health partners is essential to becoming a net zero county by 2050. This Strategy aims to align their objectives and strategies with our own, so we are all moving in the same direction within Warwickshire. This Strategy identifies the importance of directing sustainable actions where there is more appropriate control. Therefore, in some themes, actions are about supporting and partnering with other Councils and organisations to deliver their ambitions through effective collaboration and sharing best practice.

## Wider regional alignment

Our County is well placed to work with wider regional partners including Coventry City Council and Solihull Metropolitan Borough Council, the West Midlands Combined Authority, local universities, the NHS and the Coventry and Warwickshire Integrated Care System, Warwickshire Police and others. To enable effective partnership working and use our collective powers, this Strategy reflects lessons learnt and opportunities from regional partners' strategies.



# WARWICKSHIRE SUSTAINABLE FUTURES STRATEGY DRAFT ACTION PLAN

This document includes our first phase planned actions to meet our goal of reducing carbon emissions to net zero across the Council by 2030. They are each aligned to the six key themes outlined in the draft Sustainable Futures Strategy. Actions will regularly be updated as progress is made and new ones are identified. Updates on this action plan will be shared via [www.warwickshireclimateemergency.org.uk](http://www.warwickshireclimateemergency.org.uk)

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
Transport	Council Business Travel	Reduce Council emissions from business travel	Care worker travel - investigate options for better journey/visit planning to stop multiple cross County journeys every day and make visits more efficient. This will reduce emissions. Options could include a digital solution to plan journeys/visits. Also consider including contract conditions on external providers to have a plan to reduce inefficient journey planning	Short-Term	Reduction by 2030, as the increase of efficient care work travel will lead to a direct decrease of emissions associated with business travel	Funding Behaviours Engagement
Transport	Council Business Travel	Reduce Council emissions from business travel	Care worker travel - investigate ULEV and ZEV leasing schemes for care workers, and for contracting staff. Supporting both staff and contactors to change their vehicles will reduce emissions quickly and drastically	Short-Term	This will support the carbon reduction by 2030, as the increase of low carbon vehicles will lead to a direct decrease of emissions associated with business travel	Behaviours Engagement
Transport	Council fleet	Reduce carbon emissions from Council fleet	Replace end of life Council fleet with ULEV and ZEV and low carbon fuels	Long-Term	This will support the carbon reduction by 2030, as the increase of low carbon vehicles will lead to a direct decrease of emissions associated with business travel	Funding Resources
Energy	Council owned buildings	Develop revised Energy Policy and Strategy	Agree a new Energy Policy and Strategy with the objective of accelerating the implementation of energy efficiency measures and renewable energy generation expansion	Short-Term	A new Energy Policy and Strategy in place will provide policies, direction and procedures for how low carbon energy is to be generated and used within council buildings. This will indirectly contribute to decarbonisation of the Council's estate by 2030	Resources

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Complete area mapping to identify opportunities for renewable technologies to be installed in Council owned buildings and land	Short-Term	Mapping activity must occur as it enables follow-on feasibility studies and ultimately directly contributes to carbon reduction by 2030	Funding
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Complete feasibility studies based on the results of the area mapping and generate a list of priority opportunities for renewable technologies	Medium-Term	Feasibilities studies must occur to support the development of options for the installation of renewable technologies	Funding
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Identify and seek to mitigate planning and grid connection requirements that may present a barrier to implementation of renewable technologies	Short-Term	Through the mitigation of potential barriers, this action will encourage the implementation of renewable technologies, in this way directly supporting the 2030 reduction target	Funding
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Identify funding and financing options including crowdfunding and community energy funds and create a prioritised list of options including timescales for seeking funding for renewable technologies. Develop renewable technologies implementation plan.	Medium-Term	The plan directly supports the implementation of renewable technologies which directly support the reduction of carbon for the 2030 target	Resources
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Feasibility study to identify solar PV potential	Short-Term	Identification of the most feasible ways to expand solar PV installations, will support effective implementation of further renewable energy generation, and directly supports the 2030 target	Funding

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
<b>Energy</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Work with internal stakeholders and construction partners to identify opportunities to incorporate low carbon electricity and heating systems in new buildings	Short-Term to Long-Term	New buildings incorporating opportunities for low carbon energy generation will directly contribute towards the 2030 target	Resources
<b>Built Environment</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Define approach and scope for further energy efficiency audits and detailed decarbonisation plans of Council owned/occupied estate	Short-Term	A precursor for completing energy efficiency audits and implementation of actions which in turn support the 2030 carbon reduction target	Resources
<b>Built Environment</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Complete energy efficiency audits and develop decarbonisation plans of the highest consuming Council owned / occupied estate and incorporate findings into decision making for Estates Master Plan (EMP)	Short-Term	A precursor for completing energy efficiency measures which directly supports the 2030 carbon reduction target	Resources
<b>Built Environment</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Review findings of energy efficiency audits and implement decarbonisation plans (we would expect these to include fabric first energy efficiency approaches, lighting efficiency measures, low carbon heating, etc)	Short-Term	Actioning detailed plan to implement the previously identified efficiency measures, will reduce energy use and consequently carbon emissions associated with building use, thus directly supporting the 2030 reduction target	Resources Funding Significant costs for implementation
<b>Built Environment</b>	Council owned buildings	Seek to reduce carbon emissions from the Council's existing buildings	Explore the impact of more flexible working and the opportunity to fully occupy available space (aligned with the existing building utilisation KPI)	Short-Term	Optimisation of energy consumption will lead to a direct reduction in carbon emissions associated with building used, therefore this action directly contributes towards the 2030 carbon reduction target	Resources



Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
<b>Built Environment</b>	Council owned buildings	Seek to reduce carbon emissions from the Council's existing buildings	Identify opportunities to link upgrade works with other public sector retrofits including engaging with tenants to identify and bring forward targeted energy efficiency retrofits (e.g., through incentives, sharing energy savings)	Short-Term	Identification of the most feasible retrofit opportunities, will support effective implementation of these efficiency measures, leading to a reduction on emissions from building use	Engagement Resources
<b>Built Environment</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Review scope of building management systems, and make updates if required	Short-Term	Optimisation of energy use in Council owned buildings will lead to a direct reduction of associated carbon emissions, and therefore directly supports the 2030 carbon reduction target	Funding Resources
<b>Built Environment</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Develop programme to reduce water wastage	Medium-Term	Through a combined behavioural and maintenance programme we can reduce wastage resulting in carbon and cost savings	Resources Behaviours
<b>Built Environment</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Review and refresh Mechanical & Electrical framework for maintenance contractors and maximise alignment with maintenance strategy and retrofit opportunities	Short-Term	Precursor to the following action	Resources Market conditions
<b>Built Environment</b>	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Work with suppliers in compliance with the framework, ensuring the new requirements are met	Short-Term	Ensuring that all contractors follow the new low carbon requirements, will lead to a direct decrease in the Council's Scope 3 emissions associated with purchased goods and services, which will indirectly support the 2050 reduction (not the 2030 because purchased goods and services is not part of the Council's baseline)	Conditional on achieving changes to maintenance framework action

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
<b>Waste and Circular Economy</b>	Waste Authority	Reduce waste from Council-owned buildings	Introduce food recycling in partnership with the Council's waste contractor throughout all Council owned buildings	Short-Term	The outcome of this action will increase the proportion of Council's waste that will get recycled, and therefore directly contributes towards the 2030 target	Resources Behaviours
<b>Waste and Circular Economy</b>	Waste Authority	Reduce waste from Council-owned buildings	Develop waste strategy for worst-performing buildings including education campaign for staff	Medium-Term	Acting on the developed action plan for worst performing buildings will lead to a reduction of waste generated by the Council, directly contributing towards the 2030 target	Resources Behaviours
<b>Waste and Circular Economy</b>	Waste Authority	Reduce carbon emissions from managing municipal waste	Transition Council-owned waste vehicles from fossil fuel to alternative fuels (e.g., electric) in line with rest of council fleet	Medium-Term	This action will directly lead to a reduction of emissions associated with waste haulage done by the Council, thus directly contributing towards the 2030 target	Resources Funding
<b>Natural Capital and Biodiversity</b>	Environmental Net Gain	Encourage establishment of innovative environmental markets to achieve Environmental Net Gain and fund nature recovery and enhancements across the County by 2050	Seek to establish a local Warwickshire carbon offsetting market between the six Warwickshire Councils and developers where offsets are purchased directly from Woodland Carbon Code projects established in the County, this should be linked directly with all actions set out in the 'Sequestration and storage' activity area.	Medium-Term	Establishing a local carbon offsetting market will encourage the uptake of offsetting, which will support the 2050 carbon net zero target	Resources Funding Policy
<b>Natural Capital and Biodiversity</b>	Environmental Net Gain	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Establish a carbon offsetting strategy which identifies a shortlist of sites to develop initial schemes on	Short-Term	Establishing a carbon offsetting strategy will encourage the uptake of carbon sequestration, in this way contributing towards the 2050 target	Resources Policy

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
<b>Natural Capital and Biodiversity</b>	Sequestration and storage	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Establish guidelines such as planting and management protocols that means any woodland establishment in the County is applicable for WCC credits	Short-Term	Action will lead to increased carbon sequestrations, contributing towards the 2050 target	Resources Policy
<b>Natural Capital and Biodiversity</b>	Sequestration and storage	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Identify emerging carbon markets for habitats besides woodland (e.g. for hedgerows, saltmarsh and soils) and where these habitats are located within the County. This will prepare the County for when these markets become active.	Short-Term	Action will lead to increased carbon sequestrations, contributing towards the 2050 target	Resources
<b>Natural Capital and Biodiversity</b>	Sequestration and storage	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Ensure the County's natural capital accounts are recording the annual sequestration rates of all habitats in the WCC portfolio	Long-Term	Action will lead to increased carbon sequestrations, contributing towards the 2050 target	Resources

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## Appendix 3:

### Sustainable Futures Strategy, Project Progress & Projects in Development

The information below is an extract from the June 2023 Cabinet Paper where an update on progress was provided.

#### 1. Progress Update

- 1.1 In the November 2022 Sustainability West Midlands Local Authority Benchmark report, the Council ranked 7th out of 21 participating authorities, improving on the prior year's overall score. Of 10 themes, resource efficiency, natural environment, social equity and health were ranked 2nd, 4th, and 5th respectively.
- 1.2 With regards to progress towards achieving our 2030 net zero target, the period to 2021/22 has seen an 8% reduction in carbon emissions expressed as tonnes of carbon dioxide equivalence (CO<sub>2</sub>e) against our 2019/20 baseline. A reduced mileage from vehicles used by staff for business purposes and reductions in emissions associated with electricity for streetlighting and powering buildings have delivered the greatest reductions. This performance is in line with the trajectory required to meet our 2030 target. This has been aided by the impact of Covid-19 and it should be noted that reductions will become increasingly challenging over time. The largest single source of emissions is from the use of gas for heating buildings. Lower carbon technologies to either displace gas or improve efficiencies where gas is continued to be used will need large-scale capital investment and may present operational challenges. Solutions will need to begin to be rolled out over the next two years to meet an interim target of a 29% reduction in emissions against our 2019/20 baseline by 2026. The Council is developing a pipeline of projects designed to maintain progress against this target. It is proposed to publish progress against the Strategy and action plan on the Council's climate emergency website.
- 1.3 Actions to meet the Council's climate change commitment for net zero carbon emissions by 2030 has been published. Actions associated with delivering on our 2030 net zero commitment, alongside further actions to deliver on the Council's 2050 commitment and those in support of the delivery of the six strategy themes have been embedded into the Council's 2023-2025 Integrated Delivery Plan, agreed at Cabinet in May 2023. Direct staffing resourcing has also increased to support delivery.
- 1.4 **Transport.** Our work on the proposed New Local Transport Plan for Warwickshire (LTP4) (also on this Cabinet agenda) has reached final draft stage. With environment as a central theme, LTP4 is intended to provide travel options that will reduce reliance on private car usage and increase take-up of active travel, safe and convenient public transport and encourage a

switch to electric vehicles. In addition to the health and air quality benefits this will bring, this plan will be critically important in setting Warwickshire on the path to net zero carbon.

- 1.5 **Electric vehicle charging.** The Council has been allocated £3.295m capital to deliver electric vehicle charge points primarily for residents who do not have off-street parking. A dedicated strategy is in place and a policy officer has now been recruited to fully secure the grant. Subject to securing the grant, tranche 1 of the award will allow the Council to proceed to procurement in 2023/24 and delivery early in 2024/25. Numbers will depend on several factors with the current expectation being 300-350 charge points funded through the grant.
- 1.6 **Energy and renewables.** Work on developing a new Council energy strategy is well underway and will be presented to Cabinet for approval later this year. This is detailed in paragraph 4.3 (i). A part grant funded large scale solar installation at Eliot Park Innovation Centre started generating solar power in December 2021. When averaged over a year, 23% of the building's electricity demand is now from roof mounted solar which will continue to contribute to reductions in the Council's carbon footprint. A total of 42.8 tCO<sub>2</sub>e from the date of installation to May 2023 has now been saved.
- 1.7 **Green shoots phase 2:** 38 projects were allocated funding in November 2022 bringing the total to 107 funded projects across two phases utilising £1m fund after operating costs. There is a roughly even distribution of funding across all Districts and Boroughs in the County per head of population for Phase 1 & 2 combined (£1.50 - £1.60) except in Stratford which received a considerable amount in Phase 1. As of May 2023, there are 27 case studies on the Council's Climate Emergency website designed to inspire and engage.
- 1.8 **Tree planting.** More than 2,000 trees have been planted using the Local Authority Treescape Fund. These supplement the trees planted by community groups using the Green Shoots grant, not least the Leasowe Farm Children's Forest project which has planted 2,600 trees on 4 ha of land. During 2023/24 the target is to plant 60,000 trees (30 ha) as part of the Council's commitment to plant one tree for every Warwickshire resident by 2030. Support will be provided by two newly recruited officers until March 2025 using a grant secured from the Woodland Creation Acceleration Fund.
- 1.9 **Tree nursery.** 20,000 acorns have been collected from trees on the nearby highway and planted at the recently established tree nursery demonstrating minimal carbon impact. The project will provide the trees at a sustainable cost and availability with a reduced carbon footprint and expand on the genetic stock to support the tree planting project and provide climate resilient trees for the future. Over time, the nursery will be self-sustaining with income from tree sales.

- 1.10 **Waste and recycling.** The recycling rate for 2022/23 was 36.7%, rising to 45.6% when confidential waste is included. This exceeds the corporate target set in March 2020 to reduce residual waste by 30% by March 2023. A new waste target for 2023 onwards is currently being developed.
- 1.11 **Climate change adaptation.** Work has completed on two major reports which are published on the Council's Climate Emergency website. Warwickshire Fire and Rescue Service, Flood Risk Management, and Public Health have all now benefited from a process to assess climate change risk, establish new risk registers and develop action plans to better prepare these sensitive service areas to the impacts of climate change. This process will be rolled out to further service areas in 2023/24. Officers are engaging locally and regionally to discuss our priorities and to determine ways in which partners could help in accelerating adaptation.
- 1.12 **Marketing and Communications.** Since January 2023, the Council has produced a series of Sustainable Warwickshire podcasts to bring together an internal offer and external expert to discuss a topic related to the Sustainable Futures Strategy. Four have been produced and published to date.
- 1.13 **Climate Action Group.** Work continues to increase in-house engagement in sustainability. An established group of officers drawn from all parts and levels of the organisation meet and collaborate to help drive the Council to meet the Council and County net-zero targets. We are developing a proposal to take this to the next level by implementing carbon literacy training as detailed in paragraph 4.1 (vii).

## 2. Projects in development

- 2.1 A first phase of projects has been identified and it is planned to make applications to the Revenue Investment Fund in 2023/24 as follows;
- i. **Low carbon fuel.** A phased 5-year rollout of a certified waste derived low carbon biofuel across our vehicle fleet. A small-scale trial has been successfully completed in the fire service. This provides the basis for moving forward with a larger trial on a range of core fleet vehicle types, initially costing £37k of project support over two years and £58k of revenue and £30k of capital costs in 2024/25. Early estimates suggest this fuel could be applied to 160 of our 200 vehicle core fleet. When fully adopted, this initiative alone could allow us to deliver a third of our estate carbon target ahead of 2030. Officers are in discussions with District and Borough counterparts to establish how a collaboration of this type will support them to meet their targets.
  - ii. It is acknowledged that biofuels present only a temporary solution. Additional work is ongoing to define, cost and establish a time-bound **plan to fully decarbonise our vehicle fleet** and funding of around £50k will be needed to develop a strategy and action plan to move our Council fleet to sustainable energy for delivery during 2023/24.

- iii. **Detailed building retrofit surveys.** An application for revenue grant funding of £187k with a focus on decarbonising high consuming buildings with boilers over 10 years old has been made. Grants will be awarded in June 2023 with work to be completed by March 2024.
  - iv. Some project management support, costing an estimated £20k, for developing a **plan to remove inefficient, high consuming boilers** from our building stock and replacing with cleaner alternatives.
  - v. **Support for schools to participate in eco-schools:** To further school engagement in climate change we are planning to fund 200 schools at the rate of 50 per year for them to participate in eco-schools and in parallel leverage a free first year subscription to take up a platform to score and act on sustainability. The tailored offer would seek to ensure even distribution of take-up across the County in support of our Countywide Approach to Levelling Up. This is estimated to cost in the region of £30k.
  - vi. **An offer to local SMEs** to take up a platform to score and act on sustainability. Sustainability actions are scored providing the potential for SME's to demonstrate performance and engagement to customers and clients. As per the schools offer, tailoring would seek to ensure even distribution of take-up across the County. Our first-year cost is £25k which covers 100 subscriptions, with an additional 100 added by each of the supplier and the sponsor taking the total to 300. Should this prove successful we propose to invest a further £20k in year 2.
  - vii. We have now introduced an introductory **carbon literacy** e-learning module which is being promoted for existing staff and all new starters. We are reviewing in person training. A range of options are being considered, one of which is an accredited offer to 250 officers and members costing circa £25k. We are also reviewing more substantive options which would involve employing a small team to deliver across the organisation at pace and provide training for our communities and as a traded service to businesses requiring an investment of an estimated £250k in year one.
- 2.2 The next phase of projects due for development in 2023/24 are;
- i. **Renewable energy plan.** To invest in exploring the installation of further renewables/energy technologies within buildings and land across the County estate.
  - ii. **Offsetting and insetting plan.** A review of options, viability and costs to close the gap between decarbonised emissions and residual emissions to reach net zero. Example options include insetting initiatives which take place within the boundaries of Warwickshire, a prime example being the tree planting project. The plan will also review offsetting options, initiatives outside of Warwickshire, which need to be considered within an overall plan.
  - iii. **A review of hydrogen for transport** to assess market opportunities, applications, barriers, costs and time horizons. This would link with the



Council's fleet decarbonisation plan as well as delivering insight for Warwickshire-wide development opportunities.

2.3 Additional work planned or being delivered using internal resource is as follows;

- i. We are in the final stages of developing an **Energy Strategy** using existing internal resource. The strategy will establish a clear direction and action plan for sustainable energy management, how we plan to reduce, use, measure, and generate energy to support the council's net zero targets and ensure we meet all applicable energy legislation requirements. We intend the strategy will be brought forward for approval at Cabinet in July 2023.
- ii. We plan to explore opportunities to **target private domestic properties for energy efficiency improvements**, initially through a data driven work package delivered by Business Intelligence to determine clusters of poor energy performing properties and homeowners to work with.
- iii. **Greenshoots phase 3 or similar scheme**. Following on from the success of prior rounds of Greenshoots, we are considering options to run a further round in a financially sustainable way. One option to explore is the potential to leverage external funding and partner with a suitable organisation to assist in delivery and engagement.

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**Children and Young People Overview and Scrutiny Committee: August 2023**

Item	Report Detail	Date of Meeting
Questions to Cabinet Portfolio Holders	Up to 30 minutes of the meeting are available for members Committee to put questions to the Cabinet Portfolio Holder for Education and Learning and Cabinet Portfolio Holder for Children's Services.	Standing items for every meeting
Updates from Cabinet Portfolio Holders and Assistant Directors	Cabinet Portfolio Holders and Assistant Directors are invited to provide any updates they have on issues within the remit of the Committee.	
Corporate Parenting Panel Update	<p>Portfolio Holder for Children &amp; Families is invited to provide an update on the work of the Corporate Parenting Panel.</p> <p>To include an update from the Voice, Influence &amp; Change Team.</p> <p>Verbal Update from Care Leavers Joint Forum Meetings (next due 14<sup>th</sup> November 2023)</p>	
Integrated Performance Report	<p>Quarterly performance updates presented to the Committee.</p> <p><a href="#">Link to Power BI Platform</a></p>	Quarterly Reports – next due on 17 November 2023
Report Detail		Date of Meeting
<ul style="list-style-type: none"> <li>• School Attendance Performance</li> <li>• School Admissions Review to include update on transfer offers and in year arrangements.</li> <li>• Feedback on the SEND Core Offer consultation</li> <li>• DRAFT Sustainable Futures Strategy</li> </ul>		19 September 2023
<ul style="list-style-type: none"> <li>• Update from Care Leavers Joint Forum Meetings (11/07 &amp; 10/10)</li> </ul>		14 November 2023

Report Detail	Date of Meeting
	27 February 2024

### Future Items to be added to the Work Programme

- Visit for the Committee to be arranged to the Warwickshire Academy (Formerly the PEARS site)
- Joint meeting with the Adult Social Care and Health OSC in relation to Mental Health and its impact on Children
- Sustainable Futures Strategy (*possibly September meeting*)

### Motions from Council – none currently

### Briefing Notes/Information to be circulated

- Briefing note in relation to unplaced offers at schools (Councillor Kam Kaur)
- School Absence Data Comparison – *information circulated via email 04/05/2023*
- Briefing regarding Exploitation in Nuneaton and Bedworth (restricted content) – *Circulated via email 05/05/2023*

### Member Development Sessions relevant to the committee

***To be updated prior to the September meeting***

Please note all member development sessions are held via Microsoft Teams, unless otherwise stated. Please contact Democratic Services if you have not received a Teams calendar invitation.

**Items on the Forward Plan relevant to the remit of the Committee**

Decision	Description	Date due	Decision Maker
Annual Education Sufficiency Update 2023	Annual Education Sufficiency Update 2022 - providing updated data and context in support of the Education Sufficiency Strategy	12 October 2023	Cabinet
Warwickshire 0-25 Education Sufficiency Strategy	Refresh of the Warwickshire Education Sufficiency Strategy	14 Dec 2023 Cabinet	19 December 2023 County Council
School Sufficiency Strategy	A report setting out updates to the School Sufficiency Strategy	14 Dec 2023 Cabinet	19 December 2023 County Council

- **Next Committee Meeting. These meetings will be held at Shire Hall, Warwick.**
  - 14 November 2023 @ 10am
  - 27 February 2024 @ 10am
- **Next Chair and Spokes Meeting - these meetings will be held virtually via Microsoft Teams**
  - 25 October 2023 @ 10am
  - 13 February 2024 @ 10am

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