**Appendix A**

# Commentary on Service Revenue Outturn

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

## Communities Directorate

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

| **Education Services Non- DSG - (£3.162m overspend; 7.5% of budget)** |
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| Explanation of the Covid pressures (£0.401m) |
| The Covid pressures include:<br>• £0.242m of loss of income, primarily Marle Hall (pre-closure), Warwickshire Music Service and Warwickshire Attendance Service.<br>• £0.115m on direct costs associated with additional / cover of staff costs.<br>• £0.044m specifically for support to schools. |
| Explanation of the Investment Funds net underspend (£0.236m) |
| The underspend on Investment Funds relates to two key transformation projects with the Education |

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| Service.<br>• Synergy Management (pupils) Information System – There is a £0.052m underspend on the 2021/22 funding due to the timing of recruitment of specialised staff. They were recruited later in the year than expected but are now in place and the funding is therefore requested to fund these key staff for the remainder of the project.<br>• The underspend on the funding provided in 2021/22 for Phase 1/2 for the SEND & Inclusion change programme (SICP) of £0.184m is spread over 30+ workstreams. Recruitment issues and some 3rd party delays in commissioning work have led to this position. Work is now progressing and making positive outcome. The funding is required to continue and complete the programme. |
| Explanation of the Earmarked Funds net underspend (£0.128m) |
| This primarily relates to the school improvement monitoring & brokering grant which along with other funding was under review by the DfE until late in the year. Due to DfE changes being phased in 2022/23 & 2023/24, the service took a cautious approach to utilisation of the funding in 2021/22 in order to smooth out the forthcoming changes, sources, and use of the funding in future years. |
| Explanation of the Remaining Service net overspend (£3.125m) |
| The remaining overspend position is driven by the net of several large variances including:<br>• Children with Disabilities (CWD) Service - £3.315m over-spend. There are significant pressures on the budget for this cohort of Children in Care who have very complex needs, and an overspend on this budget has been projected through the year. The overspend is partly due to lack of residential placements and placement break downs leading to emergency spot/extra care contracts being sought during the year totalling £2.491m. Overall residential placements out turned at £0.313m above budget and although the number of weeks purchased was less than 2020/21, in comparison the average gross weekly fee rose by £301 per week and income (partner contributions) reduced on average by £222 per week.<br>Within the CWD service there are also pressures on the Supported Living and Supported Accommodation budget which overspent by £0.201m, where high weekly fees for a small proportion of Young People can have a significant impact on outturn.<br>• The CWD overspend has been partly offset by a one off in year contribution of £1.463m from the Adults Social Care budget for edge of adulthood and transition care costs.<br>• Mainstream School Transport - £1.631m overspend. This is due to cost pressures on medical transport for pupils with medical conditions, coupled up with cost pressures from taxi services due to rise in the number of number of solo journeys required.<br>• SEN Transport - £0.821m overspend. With reduced market capacity as well as fuel/driver costs, taxi costs increased significantly in the Autumn and Spring terms. There were also increases in final routes and activity.<br>• A £0.578m underspend as a result of the delay in opening the Warwickshire Academy. This funding will be required in 2022-23 and forms part of the carry forward items in appendix E. Without this contribution the £3.315m overspend would have been £4.778m reflecting the level of pressure in the service.<br>• The remaining position is related to smaller variances across services operational budgets, as well as grants and some additional traded income. Some of the underspends to note are from Adult Community Learning, School Governance, Warwickshire Attendance Service, Information, Advice and Guidance and Education Service Development. There were also underspends on pupil premium, the HAF project and the Schools Monitoring and Brokerage grant. There has also been a reduction to the anticipated drawn down of reserves for schools in financial difficulty of £0.191m. The underspends in these areas are primarily due to staffing vacancies, and the achievement of additional income. |
| Change in the Remaining Service position since the position reported at Quarter 3 (increase in overspend by £0.485m) |
| The major reasons for the movement are:<br>• CWD service. The significant increase in expenditure in this area is the key reason for the worsening of the outturn variance from that reported at Q3. The increase was £1.242m. |

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| • SEND Transport. The continuous and increasing issues around market capacity as well as rising fuel/driver costs and taxi costs led to significant increases by outturn from the position reported at Q3. The increase was £0.573m.<br>• There were also some larger un-forecasted (at Q3) under-spends related to one-off items including the £0.578m underspend as a result of the delay in opening the Warwickshire Academy as well as an additional Adult contribution to over edge of adulthood costs for CWD, totalling £0.212m.<br>• Offsetting these key increases in expenditure since Q3 projections, were some budgets which out turned at less that the Q3 forecasted spend, with some reduced staffing costs, increased trading income and some late and/or unexpected contributions/grant notifications being received. |
| Impact on the MTFS |
| From April 2022 the overall CWD service will become part of the Social Care and Support service (previously called Adult Social Care service) within People Directorate. The AD for Social Care and Support and SD for People are reviewing the service in order to keep with the increased (MTFS allocations) 2022/23 budget.<br>The revision of the MTFS for 2022/23 took into account the major pressures identified by the service, and Full Council in February 2022 allocated significant funding. (SEND Transport £1.288m, Mainstream Transport £1.500m and CWD £1.888m). In the first instance any growth in pressures or new pressures will be sought to be covered within the resources allocated. |

| **Environment Services - (£0.138m overspend; +0.5%)** |
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| Explanation of the Covid pressures (£1.692m) |
| The Covid pressures include:<br>• £0.849m School transport and local bus services.<br>• £0.370m town centre barriers.<br>• £0.399m A46 Stoneleigh Improvement Scheme.<br>• £0.075m Community Safety. |
| Explanation of the Investment Funds net underspend (£0.031m) |
| The investment fund underspend is made of two projects, both of which are expected to complete in 2022/23. These are:<br>• Highways Management Information System – the final element of street lighting has gone live but there are still issues being worked through with suppliers which gives an underspend of £0.011m.<br>• Greater Crested Newts – The project has been delayed due to Covid and long term sickness within the team which has caused the underspend (£0.020m) which will add to the remaining part of the project to complete in 2022/23. |
| Explanation of the Earmarked Funds net underspend (£0.671m) |
| The earmarked funds underspends are in the following areas and largely relate to funds we are holding on behalf of partners or for specific purposes:<br>• £0.392m Local Resilience Forum.<br>• £0.150m Section 38 developer income.<br>• £0.095m Flood & Water Management.<br>• £0.030m Community Safety.<br>• £0.003m Domestic Homicide Reviews. |
| Explanation of the Remaining Service net underspend (£0.852m) |
| The service underspend is largely made up of the following:<br>• Within Transport Delivery there was a net underspend (£0.731m), comprising of an underspend in Transport Operations (£0.894m) offset by an overspend in County Fleet Maintenance (CFM) (£0.164m).<br>- Within Transport Delivery the reduced use of bus services meant operating costs were lower and the number of capacity claims was significantly reduced (£0.281m). |

- There was also an underspend against a DfT grant for supported bus services, a project whose start was delayed due to Covid (£0.303m) and for which carry forward is now requested.
- Additionally, there were underspends on vehicle hire, lease costs and concessionary travel (£0.337m) due to a reduction in people travelling because of Covid which reduced costs on all the necessary infrastructure.
- The CFM overspend was mostly due to reduced income from internal work, most likely due to Covid restrictions.

- Engineering Design Services had an in year underspend (£0.146m) due to reduced agency costs and additional income being generated.
- One off surplus income was recovered from aged s278 schemes through an archiving and clearing process (£0.174m).
- The underspends were partly offset by an overspend in Planning Delivery of £0.265m which was a temporary post-Covid result of insufficient income being generated to fully cover staffing costs within Archaeology and Flood & Water Management.

Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.106m)

There was no significant change to the Q3 reported position.

Impact on the MTFS

Many of the savings in year were due to things that have changed and slow recovery post Covid. Further monitoring will be needed to establish whether any of these savings could become permanent. However, it may be that savings seen in reduced use of bus services are driving a reduction in the internal CFM work.

It would be reasonable to expect that the peaks in income being achieved may reach a plateau and then return to a more normal level of activity but this would also need careful monitoring.

**Fire and Rescue - (£0.046m underspend; -0.2%)**

Explanation of the Covid pressures (£0.152m)

The Covid pressures relate to:

- £0.125m - Staff costs to support Covid regulation requirements.
- £0.027m - Ventilation at the Kingsbury training centre.

Explanation of the Investment Funds net underspend (£0.052m)

The underspend relates to the Building Capacity and Cultural change project and is a result of delays in recruitment, so will be required in 2022/23 to complete the project.

Explanation of the Earmarked Funds net underspend (£0.042m)

The movements on earmarked reserves are as follows:

- £0.049m draw from the Fire Pensions reserve – due to ill health retirements in year and the transitional costs of outsourcing pension administration.
- £0.075m contribution to the Emergency Services Network (ESN) reserve due to national delays experienced within the programme.
- £0.016m contribution to the Vulnerable People reserve due to recruitment delays for a 2 year post.

Explanation of the Remaining Service net underspend (£0.104m)

The net underspend comprises of an underspend for which a carry forward is requested offsetting a service level overspend as explained below:

- Within Fire Protection core funding was allocated in response to the Grenfell Tower disaster. Subsequently a grant allocation was made to cover costs. The grant however is one-off and there is no indication of the likelihood of it continuing. The grant has been utilised to cover the spending in year and therefore, the underspend against the core budget (£0.203m) is requested for carry forward so that the Fire Protection can be supported and work continued in the absence of any further government grant.
- Within Business Support there is an underspend (£0.047m) which mostly relates to in year

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| underspends on legal costs.<br>• The underspend is partly offset by an overspend in training (£0.142m) due to delays in completing our own facilities. In the interim, costs are higher due to hiring external facilities. |
| Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.033m) |
| There was no significant change to the Q3 reported position. |
| Impact on the MTFS |
| The in year underspends mask an underlying overspend within Fire. The service was not able to deliver all MTFS savings requirements, in particular those against third party payments (£0.015m), which were not achieved during 2021/22 and there is concern as to whether they can be met in 2022/23. |

| **Strategic Commissioning for Communities - (£1.420m overspend; +5.7%)** |
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| Explanation of the Covid pressures (£4.739m) |
| The Covid pressures relate to:<br>• £1.577m – grants to businesses for Adapt & Diversify and Hospitality.<br>• £1.531m – loss of parking income.<br>• £1.303m – waste disposal contracts, composting and waste initiatives.<br>• £0.134m – losses of income in business centres and traffic planning management and costs of traffic model revenue fund.<br>• £0.098m – new equipment in country parks.<br>• £0.096m – road safety. |
| Explanation of the Investment Funds net underspend (£1.145m) |
| With the exception of an underspend against the Stoneleigh Park Accommodation Bridge Design (£0.046m) which arose due to the timing of external funding being received, all other fund underspends will be reprofiled into later years. They are as follows:<br>• £0.902m Rugby Parkway due to delays in procurement and the appointment of a lead designed.<br>• £0.067m Economic recovery projects and survive, sustain and grow – there have been some procurement savings on projects which will be reprofiled and utilised as part of the Tourism Sector growth plan. This is expanding the scope of the original project.<br>• £0.051m Travel Plan.<br>• £0.041m underspend on the Art Challenge project due to the timing of when the event takes place.<br>• £0.038m Digital Market place. |
| Explanation of the Earmarked Funds net underspend (£0.095m) |
| The movements to earmarked funds is due to a net underspend on Speed Awareness workshops (£0.095m) largely due to surplus income being received which is contributed to the Speed Awareness reserve. |
| Explanation of the Remaining Service net underspend (£2.079m) |
| The underspend is made up of the following factors:-<br>• Communities Management underspent (£0.195m) largely due to reductions in legal costs for the year.<br>• Within Transport and Highways a significant underspend arose (£0.418m) and was largely attributable to lower spend on the Civil Parking Enforcement contract as a result of lower deployment hours due to significant staff shortages by the contractor.<br>• In the area of Infrastructure and Sustainable Communities underspends arose due to delays on the Phase 2b announcement relating to HS2 (£0.099m), in year salary underspends due to vacancies not being filled (£0.294m), an over achievement of income from rentals together with a reimbursement of income (£0.188m) and various smaller underspends across the area (£0.028m).<br>• There was a high level of underspend within Waste and Environment (£0.696m) due to the |

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| income generated from the Lower House Farm waste operations being higher than expected due to processing delays. Work will be carried out in 2022/23 to establish whether this level of income will continue.<br>• Economy and Skills underspent (£0.161m) mostly as a result of in year staff vacancies. |
| Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £1.698m) |
| The change in the service variance compared to Q3 mostly arose from:-<br>• The lower than anticipated Civil Parking Enforcement costs (£0.601m) due to the ability of the contractor to deploy the staff expected.<br>• A decision to no longer hold funding for HS2 given the delays in the project along with increased staff vacancies that could not be filled in year (£0.208m)<br>• The additional unanticipated income from Lower House Farm (£0.596m) due to the delays in processing data to inform the forecast.<br>• Higher than anticipated Business Centre income being received together with building maintenance costs being lower than expected (£0.278m). |
| Impact on the MTFS |
| The staffing underspends relate to delays in recruitment and hard to fill posts. Once the posts have been filled the underspends are unlikely to be repeated.<br><br>The underspend on Civil Parking Enforcement should be a one off problem as much of the difficulties and staff shortages were related to the impacts of Covid and isolation as well as the Contractor being unable to recruit to vacant positions. This would need to be monitored carefully to understand if there is an ongoing impact into 2022/23.<br><br>Reviews need to be undertaken of Waste and Environment to better understand the future impacts Covid may have had on the service. Although the MTFS allocated additional funding for waste services we will not know the full impact Covid has had until we have a more sustained period of less restrictions. |

**People Directorate**

| **Adult Social Care - (£4.568m underspend; -2.9%)** |
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| Explanation of the Covid pressures (£3.140m) |
| The Covid pressures relate to:<br>• £3.066m enhanced hospital discharge activity which is funded from the Covid Hospital Discharge Grant.<br>• £0.075m targeted financial support to providers.<br>• Covid spend reduced from £3.590m forecast at Q3 to £3.140m at outturn predominantly due to a reduction in the number of people and costs incurred in relation to the enhanced hospital discharge process, in comparison to the trends experienced earlier in the financial year. |
| Explanation of the Investment Funds net underspend (£0.073m) |
| • £0.073m underspend on the Integrated Care Project due to reduced project management expenditure, increased from a forecast of £0.023m underspend at Q3. |
| Explanation of the Earmarked Funds net underspend (£3.026m) |
| • £2.860m further contribution from the CCG to the development fund for funding discharge to assess services to help facilitate a patient’s timely discharge from hospital for the next two years.<br>• £0.166m underspend of Community Mental Health Transformation funding in relation to the provision of specialist community mental health team, neither of which were confirmed at the point of reporting for Q3. |

| Explanation of the Remaining Service net underspend (£4.609m; -2.9%) |
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| The material variances in the service are as follows:<br>• Older People underspend of £5.834m includes £2.538m covid expenditure in relation to the hospital discharge process which is funded from the hospital discharge grant and accounts for 44% of the underspend. 54% of the underspend is due to client contributions totalling £3.146m more than the budgeted value. Further, direct payments has seen expenditure reduced due to a 6% reduction in the number of packages since the start of the year and a higher value of clawback than expected, thought to be due to covid restrictions impacting on the ability to spend and receive care via direct payments.<br>• Changes to equipment usage as a result of hospital discharge and lack of capacity to run assistive technology pilots account for £0.949m of the underspend within Integrated Care Services, this is in addition to a £0.319m staffing related underspend.<br>• The impact of these underspends has been partially mitigated by overspends elsewhere in the Adult Social Care service:<br>• There was an overspend of £1.555m due to the need to increase the bad debt provision by £0.812m to bring the contribution in line with the agreed policy and the £1.463m contribution towards the costs of children with disabilities transitioning into adulthood.<br>• Disability Services has a net £0.569m overspend. Pressures are within supported living with an overspend of £2.920m. This is due to an increase in complexity of packages which is reflected by a 9% increase in the average package cost when compared to March 2021. This has been offset by a reduction in day care of £0.458m as clients are slow to return to services following Covid, reduced expenditure of £0.816m due to a reduction in the number of people accessing/remaining in residential care and for direct payments of £0.325m and an increase in client contributions of £0.834m which includes a one-off windfall contribution of £0.377m relating to previous years.<br>• Mental Health Services have overspent by £0.369m due to increases in the complexity of younger adults in supported living in the north and a lack of alternatives to costly nursing care in the south of the county, the impact of which has been partially mitigated by delays in issueing the Code of Practice for the implementation of Liberty Protection Safeguards. |
| Change in the Remaining Service position since the position reported at Quarter 3 (reduced net spend of £4.729m) |
| The movement since Q3 is due to a combination of factors, including unexpected changes to activity partly due to the added complexity resulting from Covid, a high number of outstanding packages of care to be sourced and therefore expenditure not being incurred in relation to these individuals, and increases in the proportion of expenditure being funded by client contributions, above previous year trends and the trend experienced earlier in 2021/22.<br><br>The main areas with significant movements since Q3 are:<br>• £1.823m increase in client contributions particularly in Older People Services where the proportion of income in relation to expenditure increased above that indicated by historic trend data.<br>• Mental Health forecast reduced by £0.598m from Q3 to outturn due to the forecast growth in demand not materialising combined with a number of packages of care expected from health not transferring to social care in year.<br>• £0.587m reduced net cost of Disabilities direct payments as there has been a higher value of clawback than expected, thought to be due to covid restrictions impacting on the ability to spend and receive care via direct payments.<br>• £0.377m due to a one-off windfall contribution following settlement of a longstanding Continuing Health Care negotiation.<br>• Disabilities homecare saw reduced expenditure expectations in the final quarter of the year leading to a reduction in homecare of £0.301m between Q3 and Q4.<br>• Increased contribution to the bad debt provision of £0.213m to bring the contribution in line with the agreed policy<br>• Increased contribution to Children with Disabilities of £0.212m in line with approvals. |

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

Impact on the MTFS

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

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

Explanation of the Covid pressures (£2.254m)

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

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

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

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

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

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

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

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

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

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

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

| **Strategic Commissioner for People - (£0.470m overspend; 1.3%)** |
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| Explanation of the Covid pressures (£4.970m) |
| The Covid pressures relate to:<br>• £1.107m Improving Mental Health Covid recovery project.<br>• £1.064m Public Health increased staffing capacity funded from Test & Trace Grant.<br>• £0.884m Controlling hyper local covid outbreaks.<br>• £0.517m Supporting high risk workplaces.<br>• £0.464m Support for Covid impacted contract delivery.<br>• £0.935m across twelve other approved areas of covid spend including reducing the impact of Covid on BAME communities, nursing outreach and support to the homeless and suicide prevention.<br>Covid spend reduced from £5.748m forecast at Q3 to £4.970m at outturn predominantly due to a reduction from £0.750m to £0.019m expenditure on school air quality and ventilation improvements as this work will be done in the summer holidays to limit the disruption to staff and pupils. |
| Explanation of the Investment Funds net underspend (£0.383m) |
| The key projects where spend has been reprofiled are:<br>• £0.199m Tackling Inequalities project started later than planned due to the strategy sign off taking longer than anticipated.<br>• £0.154m Creating a healthy social prescribing system has been repeatedly delayed due to the progress with our Partners being delayed as a result of Covid restrictions.<br>• £0.027m on Developing a perinatal Mental Health Visitor Cadre as the project nears completion and transitions into business as usual in 2022/23. |
| Explanation of the Earmarked Funds net underspend (£2.725m) |
| This net transfer of £2.725m to reserves consists of:<br>• £1.040m underspend of the Domestic Abuse Safe Accommodation grant for the new statutory duty. The service has advanced the plans since Q3, but expenditure has not yet been incurred due to delays in the publication of Central Government's guidance.<br>• £0.986m grant/other income from Community Discharge, Integrated Commissioning for Learning Disabilities and Autism whilst spending plans are developed by the Transforming Care Partnership.<br>• £0.347m income from the CCG for (i) a contribution to Kooth suicide prevention costs and (ii) 18-25 transitions service for Child and Adolescent Mental Health Services, being held while specific plans are developed.<br>• £0.352m underspends on Universal Drugs Grant, Omicron Support Fund to support ASC providers, NHSE Keyworker Pilot Grant and CCG Diabetes Funding. Note that all but the latter are required to be spent in 2022/23.<br>Transfers to reserves have increased from £1.454m since Q3. This is due to:<br>• £0.527m increased underspend of the Domestic Abuse Safe Accommodation grant for the |

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| new statutory duty.<br>• £0.274m Autism Strategy funding received in January 2022.<br>• £0.247m due to underspend on 18-25 transitions from Children's Mental Health Services as a result of staff turnover and the contribution from the CCG for the continuation of Kooth Suicide Prevention.<br>• £0.223m consisting predominantly of an underspend on the Omicron Support Fund to be used to support ASC providers in 2022/23. |
| Explanation of the Remaining Service net underspend (£1.392m 3.9%) |
| A wide range of factors has contributed to the underspend position which include:<br>• £0.365m due to reduced activity in relation to sexual health out of area, GP and pharmacy costs (unrelated to the integrated sexual health contract).<br>• £0.341m underspend on domestic abuse due to additional income.<br>• £0.280m underspend on actions required within homelessness strategy due to the focus on Covid and additional income received, this underspend is subject to a carry forward request.<br>• £0.265m staffing underspends in particular due to high turnover in Public Health..<br>• £0.208m underspend within all age specialised provision due to the legacy of a previous funding arrangement that has now been resolved.<br>• £0.194m Health and Wellbeing underspends mainly due to reduced activity within weight management and NHS health checks.<br>• In addition there have been a range of other less material variances. |
| Change in the Remaining Service position since the position reported at Quarter 3 (reduced spend/increased underspend of £0.792m) |
| The increased underspend since Q3 is predominantly due to:<br>• £0.360m in relation to Domestic Abuse additional income, some of which has been received late in the financial year.<br>• £0.288m staffing and staff related underspends particularly due to turnover in Public Health<br>• £0.165m further reduced activity in relation to sexual health out of area, GP and pharmacy costs (unrelated to the integrated sexual health contract).<br>• A range of other minor increases and decreases. |
| Impact on the MTFS |
| The above does not impact on the service's future ability to deliver savings. As some underspends are due to Covid related reductions in service provision, the demand and requirement to deliver these services may increase in future years as our customers and services 'catch up'. |

**Resources Directorate**

| **Business and Customer Services - (£8.361m overspend; +43.0%)** |
|---|
| Explanation of the Covid pressures (£9.046m) |
| This Covid pressures consist of:<br>• £1.785m additional welfare support.<br>• £0.655m Backward Contact Tracing Team.<br>• £0.437m Staffing/Agency Costs.<br>• £4.297m Welfare and Critically Extremely Vulnerable (CEV) Support.<br>• £0.200m income losses in Heritage & Environment.<br>• £0.056m Befriending Service.<br>• £0.189m Digital Poverty.<br>• £1.392m New Social Fund & Social Supermarkets.<br>• £0.035m Various smaller Covid spending across the service. |
| Explanation of the Investment Funds net underspend (£0.127m) |

| |
|---|
| The underspend has arisen on three projects: Information and Advice (£0.057m), Enhanced Time Banking (£0.037m) and SLS Great School Libraries (£0.033m). All of the projects have been impacted by delays due to Covid and are expected to complete during 2022/23. |
| Explanation of the Earmarked Funds net underspend (£0.235m) |
| Within the Welfare Scheme there were in year underspends against food and energy costs (£0.230m), likely to be the result of some usual claims being picked up by specific Covid grants. |
| Explanation of the Remaining Service net underspend (£0.323m) |
| The remaining service variance of £0.323m underspend is the result of:<br>• £0.130m one off underspend across the AD held budgets is primarily attributable to the release of uncommitted budget within the Customer Journey area.<br>• £0.331m underspend across Operational Excellence (including Customer Relations, Localities and Partnerships, Councillor grants to communities) relating to less than projected external grant payments.<br>• £0.146m underspend within Customer Experience - Telephony & Digital which is due to a staffing vacancies and increased income.<br>• £0.069m underspend within Community Hub is mainly due to increased income.<br>• The underspends are offset by a £0.353m overspend across Business & Customer Support on staffing and employee costs, where there have been increases in demand, particularly in relation to Adults and Children & Families. |
| Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.251m) |
| The movement compared to Q3 arises from:<br>• Operational Excellence where there were underspends on Armed Forces Covenants (£0.118m) which was in part due to a movement of funds from Children and Families into Business Support near the end of the financial year. These funds are held on behalf of partners and therefore are requested to be carried forward into 2022/23.<br>• A reduction in the anticipated consultancy costs that would be spent in year (£0.088m)<br>• The remaining change (£0.045m) was mostly due to increased salary underspends and some additional income being generated. |
| Impact on the MTFS |
| The underspends that have arisen within BCS are expected to be one off in nature and do not impact any future savings targets. There is therefore work to be done within the area to meet future MTFS savings targets. |

| **Commissioning Support Unit - (£1.195m overspend; +15.8%)** |
|---|
| Explanation of the Covid pressures (£2.270m) |
| The Covid pressures consist of:<br>• £1.891m Covid Community Testing (included contract management costs).<br>• £0.216m outbreak management activities<br>• £0.132m Compliance Measures related to PPE.<br>• £0.020 Surge Testing.<br>• £0.011 Other Covid related spend. |
| Explanation of the Investment Funds net underspend (£0.805m) |
| This can mostly be attributed to a number of projects within Business Intelligence and Change Management where the timing of work has not matched the financial year the funding was originally allocated and so have been reprofiled into 2022/23, giving rise to underspends of £0.359m and £0.434m respectively. |
| Explanation of the Earmarked Funds net under/overspend (£0.00m) |
| No required commentary. |
| Explanation of the Remaining Service net underspend (£0.270m) |
| • Within Contract Management and Assurance and Business Intelligence there was an in year underspend (£0.263m) due to in year staff vacancies and the achievement of additional income. |

| |
|---|
| • In PMO the delayed recruitment for a fixed term post to develop integrated planning work that was largely responsible for the underspend (£0.104m)<br>• The underspends were offset by an overspend of £0.097m largely due to additional spending on the Bin, Scan, Store project. |
| Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.042m) |
| There was no significant change to the Q3 reported position. |
| Impact on the MTFS |
| There is no anticipated impact on the MTFS. |

| **Enabling Services - (£2.106m underspend; -8.1%)** |
|---|
| Explanation of the Covid pressures (£0.415m) |
| The Covid pressures consist of:<br>• Property services cleaning costs, security and loss of income from catering (£0.365m).<br>• Loss of income on childcare vouchers and WFH equipment (£0.024m)<br>• Telephone and Broadband costs (£0.026m). |
| Explanation of the Investment Funds net underspend (£1.503m) |
| There are multiple digital and transformation projects within ICT Strategy & Commissioning which have experienced delays either in procurement or the availability of internal resources due to a focus on Covid or other organisational priorities. This led to an underspend on investment funding (£1.366m) for some key projects such as Contact Centre Telephony and migration to Sharepoint which will be re-profiled into later years.<br><br>Within HR Enabling there are 5 projects that were completed during the year and underspent in total by £0.104m. It is expected that this underspend will be returned to centrally held funds.<br><br>The remaining £0.033m underspend was also in HR Enabling for projects that will continue in 2022/23 for both Our People Performance and Our People Leadership. |
| Explanation of the Earmarked Funds net overspend (£0.435m) |
| The overspend relates to the Apprenticeship programme which is funded each year via a drawdown from the Apprenticeship reserve. |
| Explanation of the Remaining Service net underspend (£1.453m) |
| The underspend is made up of the following:<br>• ICT Strategy & Commissioning – a combination of budget right-sizing (explained in 'Impact on the MTFS' below) and in year vacancies (£0.708m).<br>• Property Services – there have been in year vacancies and reduced spend on utilities and cleaning costs as utilisation of building has remained low (£0.294m).<br>• In addition there were underspends as a result of over achievement of income targets, further in year staff vacancies and operational budgets (£0.451m). |
| Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.055m) |
| There was no significant change to the Q3 reported position. |
| Impact on the MTFS |
| The largest in year savings as a result of right sizing budgets in ICT Strategy & Commissioning are already part of the MTFS plans and the budget for 2022/23 reflects this. As the utilisation of building increases post Covid it would be expected that in year savings on low usage would not be repeated. Similarly savings on utilities will not be likely to be repeated due to the current price increases on energy. |

**Finance Service – (£0.281m underspend; -4.1%))**

Explanation of the Covid pressures (£0.126m)

The Covid pressures include:

- £0.067m within Finance Delivery to cover additional staffing costs.
- £0.037m within Investments, Treasury & Audit for a Risk Officer.
- £0.022m within Finance Transformation to cover agency staff and equipment costs.

Explanation of the Investment Funds net underspend (£0.422m)

This primarily reflects the reprofiling of the Agresso development programme to allow for completion of the required upgrades in 2022/23 before the start of Phase 2.

Explanation of the Earmarked Funds net overspend (£0.052m)

The Schools Absence Insurance Revenue Cost Centre overspend has been met by the Schools Absence Insurance Equalisation Account.

Explanation of the Remaining Service net underspend (£0.037m)

The remaining service underspend is made up of various small operational variances across the service.

Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.073m)

There was no significant change to the Q3 reported position.

Impact on the MTFS

There is no anticipated impact on the MTFS.

**Governance and Policy – (£0.033m overspend; +1.2%)**

Explanation of the Covid pressures (£0.709m)

The Covid pressures consist of:

- £0.400m within Communications for additional employee costs, printing, and advertising.
- £0.130m in Legal Services in respect of the cost of locums to cover a backlog of Child Care cases, set against the internal charging rates which do not allow for the full recovery of costs.
- £0.084m in Democratic Services related to the reinstatement of face-to-face Council meetings in Old Shire Hall in a Covid safe environment.
- £0.070m within Property Management: for the delayed Montague Road relocation, Occupeye costs related to new ways of working, and Croxhall Street.
- A further £0.025m within HROD and Information Governance for less material operational costs attributable to Covid.

Explanation of the Investment Funds net underspend (£0.039m)

The underspend on investment funds is due to Covid delays affecting progress on the FOM implementation (£0.015m) and the Our People – Property project (£0.024m).

Explanation of the Earmarked Funds net overspend (£0.084m)

The draw from reserves relates to the One Public Estate (OPE) project which is entirely funded via the specific reserve.

Explanation of the Remaining Service net underspend (£0.721m)

The remaining service underspend predominantly comprises of:

- Business as usual work in Communications being replaced by Covid activity and funding in addition to additional income being generated (£0.526m).
- An over achievement of income targets within Legal Services due to additional external work being attracted as well as reduced staff costs due to delays in recruitment (£0.448m).
- Within Corporate Policy and HROD in year staffing vacancies. In addition savings were made against consultancy costs and additional income generated. (£0.328m).
- The underspends are largely offset by historic savings dating back to 2017/18 (further information in 'Impact on the MTFS' below) which are no longer achievable within the Strategic Asset Management service (£0.521m) and other small variances across the service (£0.060m).

| Change in the Remaining Service position since the position reported at Quarter 3 (reduction of £0.905m) |
|---|
| The change in service level position compared to Q3 is mostly as a result of:<br>• The timing of additional income in Legal Services being confirmed just after the Q3 reporting period had closed (£0.458m).<br>• In year salary underspends within Property Management from a number of posts due to be filled by Feb 22, but this did not take place, and underspends arising on Consultancy costs due to delays on the WPDG project (£0.330m).<br>• Increased underspend on salary costs within Communications coupled with an unexpected influx of work in last 2 months of the year generating additional unexpected income. (£0.133m). |
| Impact on the MTFS |
| The MTFS has resolved the historic savings issue so this will not repeat in future years. The nature of the savings within Communications being replaced by Covid activity would not expect to be repeated, however, consideration should be given to investigating the ongoing levels of income that could be generated and if there are any potential future savings from there.<br><br>The MTFS already includes targets for Legal Services income. |

**Corporate Services and Resourcing**

| **Corporate Services and Resourcing - (£23.727m underspend; -20.3%)** |
|---|
| Explanation of the Covid underspend (£15.728m) |
| Of the £15.728m favourable Covid variance £17.136m represents Covid grant income received during 2021/22 above the budgeted £10.843m. This income is offset by expenditure reported in the Services. The remaining £1.407m adverse Covid variation represents Covid expenditure incurred in Other Services as follows:<br>• £1.000m support to maintain Educaters capacity to deliver services.<br>• £0.100m Mortuary cost.<br>• £0.298m Increased in Coroners fees. |
| Explanation of the Earmarked Funds net underspend (£2.640m) |
| The net impact on earmarked reserves of £2.640m is attributable to the following areas:<br>• £1.647m – Decrease in Financial Instruments Reserves to fund a technical accounting adjustment relating to unrealised losses on the valuation of investment assets.<br>• £0.313m – Planned use of Quadrennial Elections Reserve to fund the cost of the May 2022 elections above the budgeted level.<br>• £0.057m – Decrease in the Audit fee reserve to fund the increase in audit fees due to additional fees for Value for Money work, new accounting standards and IAS19 charges.<br>• £0.452m – Increase in the Apprenticeship Reserve as a result of an in-year underspend on the Apprenticeship Levy and apprentice salaries.<br>• £0.593m – Decrease in the Insurance Reserves due to an in-year overspend caused by schools opting for alternative insurance provider.<br>• £0.037m – Increase in Oxygen Volatility Reserve as a result of overachievement of the current year saving target.<br>• £0.223m – Increase in the Capital Fund due to underspend relating to expenses incurred during the sale of assets.<br>• £0.246m – Decrease in the Schools Liability Reserves as a result of additional cost relating to Trinity and Lillington forced academisation and compulsory land purchase.<br>• £0.1258m – Increase in the Commercial Risk Reserve as a result of an in-year underspend on the support for the Warwickshire Property and Development Group and the Council's governance and oversight due to the delay in the implementation of the business plan.<br>• £3.525m – Increase in the NNDR appeals reserve as a result of the 2021/22 pooling gain |

and higher than expected s31 grants reflecting the additional rate relief billing authorities provided to businesses during the pandemic.

**Explanation of the Remaining Service net underspend (£5.359m)**

The remining service variance is attributable for the following areas:

- £3.096m – Additional un-ringfenced grant income received during the year including:
  - £1.715m Social Care grants.
  - £0.502m Extended Rights to Travel grant.
  - £0.357m Public Health Grant.
  - £0.297m Fire revenue grants.
  - £0.106m Community Voices grant.
  - £0.119m various other revenue grants.
- £1.937m – Capital contingency not utilised during the financial year.
- £0.269m – Underspend on members allowances and expenses due to less travel and fewer face to face events.

**Change in the Remaining Service position since the position reported at Quarter 3 (increase in underspend of £1.747m)**

- £0.705m – increase in underspend due to delay in implementing the business plan for WPDC/WRIF.
- £0.100m – reallocation of sickness cover costs to the appropriate Service.
- £0.709m – reduction in the forecast underspend on capital financing charges and capital contingency as a result of changes in the timing of capital spend and the receipt of income to resource it.
- £1.845m – increase in underspend due to additional unplanned grant income in the last quarter from central government.

**Impact on the MTFS**

As a result of the outturn position for Other Services the Available to Use reserve balance increased by £5.359m.

**Appendix B**

# Commentary on Services Capital Outturn

### This Quarter – Delays in capital spend by service

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

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

**Education Services** – £19.989 million delay caused by:

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

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

**Environment Services** – £4.855 million delay caused by:

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

**Fire and Rescue** – £1.217 million delay caused by:

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

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

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

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

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

**Adult Social Care** - £0.313 million delay caused by:

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

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

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

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

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

**Enabling Services** - £0.919m million delay caused by:

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

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

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

**Corporate** - £2.000 million delay caused by:

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

**Appendix C**

# Covid related income and expenditure 2021/22

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

| | Covid reserves opening balance 01/04/2021 | | Covid income 2021/22 | | Covid Expenditure 2021/22 | | Covid reserves closing balance 31/03/2022 | | Covid Commitments in Future years | | Uncommitted Covid funding balance | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Ringfenced | Unringfenced | Ringfenced | Unringfenced | Ringfenced | Unringfenced | Ringfenced | Unringfenced | Ringfenced | Unringfenced | Ringfenced | Unringfenced |
| Test & Trace | (2.040) | | | | 1.064 | | (0.977) | | 0.977 | | | |
| Bus Service Operators Grant | (0.100) | | (0.688) | | 0.669 | | (0.119) | | 0.119 | | | |
| Contain Outbreak Management Fund (COMF) | (7.250) | | (2.798) | | 7.806 | | (2.243) | | 2.243 | | | |
| Backward Contact Tracing (COMF) | (0.014) | | | | | | (0.014) | | 0.014 | | | |
| LA Emergency Assistance | | (0.128) | | | | | | (0.128) | | | | (0.128) |
| Clinically Extremely Vulnerable (CEV) | | (0.420) | | (0.931) | | 0.067 | | (1.283) | | | | (1.283) |
| General COVID grant | | (14.493) | | (10.843) | | | | (25.336) | | | | (25.336) |
| Sales, Fees & Charges income support | | | | (0.377) | | | | (0.377) | | | | (0.377) |
| Local Council Tax Compensation Scheme* | | | | (4.891) | | | | (4.891) | | 4.891 | | |
| Covid Contingency for Fire Service | | | | (0.062) | | | | (0.062) | | | | (0.062) |
| Winter Grant Fund (became Local Support Grant) | | | (0.017) | | 0.017 | | | | | | | |
| Covid Local Support Grant | | | | (1.652) | | 1.652 | | | | | | |

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

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

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

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

**Appendix D**

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

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

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

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

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

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

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

**Appendix E**

## Request to carry forward funding allocations from the Revenue Investment Funds

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

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

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

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

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

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