

## Cabinet

22 November 2012

### Going for Growth - Approval of Projects

#### Recommendation

To recommend to Council that it approve the use of £3.475 million General Reserves to support the Going for Growth projects listed in paragraph 1.6 of this report.

#### 1.0 Key Issues

- 1.1 As part of closing the 2011/12 accounts £3.5 million one-off unallocated resource was identified. Members subsequently indicated that they wish this to be directed towards projects supporting the Going for Growth agenda.
- 1.2 Services were asked to complete and submit proposal forms focussed around the aims and objectives detailed within the Going for Growth agenda. In total, 9 Going for Growth proposals, totalling £5 million, were submitted. **Appendix A** summarises the proposals. **Appendix B** includes all the detailed bid forms and is available electronically, with a paper copy placed in each of the Group rooms.
- 1.3 Initial scrutiny of the proposals has been undertaken by a panel of Heads of Service, evaluating the extent to which they believe a proposal would help to make Warwickshire:
  - A place with reduced inequality
  - A place which encourages health and wellbeing for all residents
  - A place with a vibrant economy
  - A place where our town centres compare well with their counterparts in other countries
  - A place where people chose to live and work
- 1.4 The ranking of proposals as a result of this scrutiny are shown in the final column on Appendix A.
- 1.5 Given that there are insufficient funds to support all 9 bids, the view of the Heads of Service was to suggest funding should be allocated to those bids ranked 1-5, scaling down the amount of funding provided to expand the coverage of the superfast broadband across the county to the level of resource available. This proposal is scalable, allowing the Council to provide superfast broadband to 1,423 premises for each £1 million provided.

- 1.6 The views of the Heads of Service were then considered by Corporate Board, who endorsed both the approach adopted and the resulting prioritisation of schemes. Following this, the proposals were considered at a Cabinet/Corporate Board meeting. Members did not support using the limited funding to maximise the use of local labour and community benefit and instead propose using the resource to revitalise Warwickshire's town centres and market towns. It is this proposal that is before Cabinet for approval and is summarised in the table below.

Scheme	2012/13 £000	2013/14 £000	2014/15 £000	Total £000
Supporting small businesses to create apprentice opportunities	79	79	79	237
Internal Apprenticeship Programme	377	867	0	1,244
Additional BDUK Funding to deliver beyond the Government Target	0	432	662	1,094
Revitalising Town Centres and Market Towns	400	0	0	400
Warwickshire Small Business Loan Scheme	500	0	0	500
<b>Total</b>	<b>1,356</b>	<b>1,378</b>	<b>741</b>	<b>3,475</b>

## 2.0 Timescales associated with the decision/Next steps

- 2.1 The funding for any package of Going for Growth proposals is currently held within General Reserves. Only Council is able to approve the use of General Reserves therefore, the recommendation of Cabinet as to which schemes to proceed with will be reported to Council in December for final approval.

## Background Papers

1. None

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## Summary of Going for Growth Proposals

Ref.	Budget Pressure	2012/13	2013/14	2014/15	Total	Description	Note: Heads of Service Original Priority
		£000	£000	£000	£000		
<b>Proposed</b>							
CSG01	Supporting small businesses to create apprentice opportunities	79	79	79	237	The establishment of a virtual Apprenticeship Hub, which will act as the interface between employers, training providers and the National Apprenticeship Scheme. The Hub Co-ordinators main purpose will be to facilitate apprenticeships across Warwickshire, with a particular focus on small businesses and targeted work in areas of deprivation and supporting people facing disadvantage. We would envisage being able to attract a minimum of 100 new businesses a year to take on apprenticeships for the first time, enabling us to create 300 apprenticeship opportunities over the life of the project.	1
RHG01	Internal Apprenticeship Programme	377	867	0	1244	To increase the number of apprentices within Warwickshire County Council, and to provide a supportive infrastructure to ensure we maximise the benefits of these opportunities for young people in Warwickshire. The bid will enable the recruitment a dedicated resource and admin support to employ a target of 51 apprentices.	3
RHG02	Additional BDUK Funding to deliver beyond the Government Target	0	432	662	1,094	As part of setting the 2012/13 budget, the Council approved £3.497 million of funding to provide all premises in Warwickshire the universal minimum of 2Mb/s Broadband speed, and 90% of the premises superfast Broadband of over 24Mb/s. This bid commits additional funding to seek to take the Broadband coverage further still above the 90% target. For each additional £1 million that WCC is to provide, we would reach an additional 1,423 premises, adding 0.57% to the coverage. £2mil therefore represents 2,846 properties and 1.14% coverage.	5
CSG04	Revitalising Warwickshire's Town Centres and Market Towns	400	0	0	400	It is proposed that the money will be spent on a range on initiatives to support footfall, to create a better environment to encourage shoppers' dwell time and to provide increased staffing resources. The original stand-alone proposal was for £300,000 but the allocation has been increased to £400,000 to include a focus on public open spaces.	7
CSG03	Warwickshire Small Business Loans Scheme	500	0	0	500	The scheme will offer small loans up to a maximum of £50,000. £500,000 in 2013/14 to be used as a revolving fund.	4
	<b>Sub-total</b>	<b>1,356</b>	<b>1,378</b>	<b>741</b>	<b>3,475</b>		
<b>Rejected</b>							
CSG02	Maximising Local Labour and Community Benefit	100	100	100	300	To maximize the chance of local residents accessing new jobs during the construction phase of developments and secure end use jobs created by the development and to increase the use of community benefit clauses, such as those to create local jobs in the County Council's procurement.	2
RHG02	Additional BDUK Funding to deliver beyond the Government Target	0	235	671	906	This is the balance of funding compared to the £2 million original bid that could not be funded within the resources available.	5
CSG05	Greening Warwickshire's Towns	200	0	0	200	The creation of green public spaces within Warwickshire's town centres, either by enhancing existing spaces or by transforming derelict sites, waste ground and other under-used areas. The original stand-alone proposal was for £300,000	9
CSG06	Social Engagement Activities for Older People	75	0	0	75	The development and piloting of a menu of placements and activities that Warwickshire residents can commission via their personal budget/direct payments. Services would include structured volunteer placements enabling older people to engage in stimulating tasks and enjoy social contact and a menu of heritage and cultural activities around the county. It would also aim to create a rolling programme of apprenticeships to support the delivery of the programme.	6
RFG01	Life and Property Safety Sprinkler Systems	50	0	0	50	Funding to encourage our business partners (commercial premises owners, housing managers and sprinkler business industry experts) to engage in targeted 'match funding' sprinkler fitments in premises where maximum fire safety benefit can be achieved.	8
	<b>Total</b>	<b>1,781</b>	<b>1,713</b>	<b>1,512</b>	<b>5,006</b>		

# Sustainable Communities Louise Wall

## 2013/14 Going for Growth

Proposal Title	<b>Supporting local businesses to create apprentice opportunities</b>
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### Explanation of Proposal

#### Background

The current difficult economic climate has led to a significant increase in youth unemployment, and reduced chances for young people leaving school and college to access employment. The number of 18-24 year olds who are out of work and claiming Jobseekers Allowance has increased by 50% since the start of 2008, and now stands at over 2,200. Of even greater concern is the number of 18-24 year olds that have been out of work for more than 6 months. This has more than tripled since 2008, and now stands at around 700 people. Longer-term unemployment can reduce the chances of an individual finding work, and has a significant negative effect on aspirations and confidence of young people. An apprenticeship provides an excellent stepping stone from education to employment, with strong financial support for training available from the Government.

There is strong political support for Apprenticeships in the context of the Council's 'Going for Growth' agenda and the wish to provide opportunities to young people, thus increasing the employability and skills of young people, and reducing youth unemployment in the area.

As part of the "Going for Growth" agenda, WCC has conducted a survey of local small and medium enterprises to ascertain the reasons for them not recruiting apprentices and what support they would require. The findings were that 38% of the 123 responders didn't know how the apprenticeship scheme worked and a further 32% didn't know where to get information about the scheme, meaning that 70% of our local businesses find the current mechanisms for recruiting apprentices confusing. At the same time 44% of the responses said that they felt an apprentice would be of benefit to their company and 46% have asked for more information.

The current main source of information is the National Apprenticeship Service website. This has a generally low profile and poor recognition by the business community, and those who are aware of it do not find it a useful or accessible service. The National Apprenticeship Service focuses its support on larger businesses to enable economies of scale, and so the needs of the small business community are not being effectively met. Local training providers (i.e. Colleges) equally target the larger companies to promote apprenticeship opportunities as it is not economically viable for them to spend time contacting lots of small businesses. Businesses have also stated that they prefer an independent broker of objective information, rather than the service deliverer themselves.

The Colleges and other training providers do a lot of work with young people to get them interested in apprenticeships, and prepare them for work based learning. Colleges and training providers can suffer from a lack of suitable businesses for their cohort of potential apprentices, or finding new placements for apprentices who may be mid-way through a course but for some reason or another the initial host business cannot maintain the apprenticeship. The Hub will help generate an increased number of business interest, enabling the colleges and training providers to focus on what they do best – educate and up-skill young people.

Currently, the key business network agencies in the area do not promote or support

effectively, the take-up of apprenticeships. The Chamber of Commerce have their own revenue-generating training arm (Coventry & Warwickshire Training), which they promote to their members, and so cannot be seen as independent brokers. The Federation of Small Businesses is a lobbying body, representing the needs and issues of small business. The FSB has contributed to the development of this bid, and helped with our survey of SMEs in the area, but does not have the capacity to undertake work proactively in this area.

There is significant untapped potential for more apprenticeship opportunities within the County, if quality and accessible information and support is made available and effectively promoted to businesses.

What can WCC do to remedy this situation?

Establish a virtual Apprenticeship Hub, which will act as the interface between employers, training providers and the National Apprenticeship Service. Using tried and tested methods of contacting employers we could direct them to this hub for information, working closely with the Federation of Small Businesses and the Chamber of Commerce. The Hub would be branded “WCC Going for Growth”, and carry independent and objective information about how apprenticeship schemes operates, contacts for local training providers and the services that they provide. The Hub would bring together a range of information, and different strands of activity from various different providers/organisations (i.e. Colleges, training providers, business networks, targeted youth support services, etc.) into an accessible, single whole system.

The Hub would act as a broker between apprenticeship frameworks available for businesses in the area, and the particular needs of the business in question. We would also provide a telephone service for employers that would prefer to gain information verbally, simply don't have the time to look it up, or require advice and support. The Hub would also provide a matching service between individuals looking for apprenticeship opportunities (and people who have perhaps recently completed an apprenticeship) and businesses (who could specify in more detail what they are looking for). We believe such a Hub will raise awareness and understanding of apprenticeships, make it as easy as possible for businesses to go through the process of finding a provider and apprentice, and overcome myths and misconceptions.

With the input and support from WCC, the various business networks, and through our Warwickshire Rural Growth Network pilot, we can effectively reach and engage a greater number and broader range of small businesses, which will increase the number of apprenticeship opportunities in the County.

The Hub could also be used as a vehicle for businesses to promote and advertise their apprenticeship opportunities – something that has been requested through a number of “Going for Growth” meetings with companies. Currently, we have developed a section on our recruitment website to cover this, but a dedicated and well marketed Hub would provide much greater reach to local residents.

At the same time we would also be promoting the hub as a source of opportunities and information for colleagues working in the Work Based Learning Team & the Secondary Phase Team (to provide links with schools and colleges and increase the number of young people looking at apprenticeships as an option) and with looked after children in order to support those that are disadvantaged. As well as making it easy for businesses to take on apprentices, the Hub will make it easy for individuals to find out about apprenticeships (including video case studies, etc.), for them to find the right opportunity for them (i.e. uploading interests and academic background which can then be matched against opportunities), and to provide clear information as to what they might need to do first (i.e. perhaps some pre-apprenticeship training).

The Hub would be supported by an officer with a high level of knowledge about both local and national training schemes and experience in delivering information, advice and guidance

in order to ensure that appropriate and accurate information is provided. The Hub Co-ordinator's main purpose will be to facilitate apprenticeships across Warwickshire. However there will be a particular focus on small businesses (who we believe will be the main beneficiaries of this) and targeted work to attract businesses and create apprenticeship opportunities in areas of deprivation and supporting people facing disadvantage.

Once established, the Hub could easily be expanded to cover a wider range of elements to help businesses find suitable labour, and for individuals to register themselves and their skills sets to find suitable work and/or experience. This could provide an excellent vehicle to help individuals who will have completed Warwickshire County Council's internal apprenticeship programme and might be looking for employment elsewhere. It could also help support and promote services available from the Universities around graduate placement programmes and work experience. For example the University of Warwick runs a Graduate Assurance programme where they work with graduates from the previous year that have not been successful in finding work and try to find employers that could offer the graduates a 6-8 week work placement. During the placement the university pays the graduate. WCC's Hub would be the perfect place to highlight the scheme to local employers, increasing the opportunities of employment at minimal cost. Given that the University has found that 50% of employers that use this scheme keep the graduate on after the period of work experience this mechanism would also be a tool to help local businesses grow. Many businesses are also be interested in work experience placements from colleges and university students, and the Hub could provide an ideal matching service.

Particularly the work of the Economic Development Team and their engagement and support with businesses; the delivery of business support programmes by external bodies (i.e. the Rural Growth Network; the Coventry & Warwickshire Enterprise & Business Growth Package, etc.); business networks (including the FSB, Chamber and the Rural Growth Network); and the Work Based Learning and Secondary Phase Teams in the People Group. The Hub can also be used to help co-ordinate, shape, inform and, where appropriate, deliver funding bids to secure further activity to support youth employment initiatives in the future.

#### Project Outcomes

We would envisage being able to attract a minimum of 100 new businesses a year to take on apprentices for the first time, enabling us to create **300 apprenticeship opportunities** over the life of the project.

The project would raise also help residents within Warwickshire to access apprenticeship opportunities, with a particular focus on our more disadvantaged areas. The Hub would help create better linkages and understanding between businesses, training providers and individuals looking for work/apprenticeships, which has been identified by businesses through the "Going for Growth" agenda as a key issue.

#### Business Requirement

The recent "Going for Growth" publication highlights the County Council's commitment to "stimulate and influence the business and economic environment (with the necessary educational, skills development and community ambitions) to deliver 'growth' for Warwickshire". This fully supports this ambition and enables the Council to facilitate and support growth within our wider economy. The Hub would complement the internal apprenticeship scheme being set up by the HR Business Partners. Increasing the number of apprenticeships being undertaken both within WCC and in the wider Warwickshire economy are also key performance indicators for "Going for Growth" (and the number of apprentices in Warwickshire is also a Corporate Plan target).

The work of the Hub Co-ordinator would include specifically targeting businesses within our more disadvantaged areas to help stimulate and increase apprenticeship opportunities in these areas, therefore helping address a key objective of WCC to reduce inequalities.

The Co-ordinator would also work with the Early Intervention team to help utilise the Hub to promote apprenticeship opportunities to looked-after children and those leaving care and help secure relevant placements with businesses.

The Hub would also provide an effective service on apprenticeships that could also be utilised by the Troubled Families initiative. WCC will ensure that this Hub is co-ordinated and integrated into other activities.

### **Estimate of Cost**

Funding is required to enable a Virtual Hub to be designed and built. It is expected that this would cost in the region of £30,000, with a small fee for ongoing maintenance of the site (c. £3,000 p.a.)

A Hub Co-ordinator is required to undertake the necessary work to attract suitable small businesses to the resource, ensure the Hub is up to date, accurate and displaying a range of opportunities, and has the ability to find a suitable learning provider. It is anticipated that such a role would cost in the region of £38,070 - £40,475 including employment costs. A small amount would also be needed to fund marketing and promotional activity: £10,000. Total costs for Year 1 = £80,475

It is envisaged that towards the end of three years the scheme should be achieving its aims and moving towards self-sufficiency. Costs would also reduce over the three years: Year 2 would be £54,000 (£3,000 site maintenance, £41,000 salary, £10,000 marketing), and Year 3 would be £55,000 (£3,000 site maintenance, £42,000 salary and £10,000 marketing). A 2.5% contingency has been built in initially, to be reviewed once the project is operational.

### **Exit Strategy**

Once established, promoted and marketed we believe the Hub model would demonstrate its usefulness and effectiveness. The work of the Co-ordinator would reduce as the awareness and benefits of apprenticeships (and indeed other schemes) will have increased within the business community, and could be integrated within WCC. The costs to cover ongoing maintenance and upkeep of the Hub could be generated through advertisement/ sponsorship/subscriptions from training providers, colleges and universities; and potentially small fees from businesses to post their apprenticeship opportunities.

### **Which Going for Growth indicators will this help?**

The proposal will impact on the following indicators:

- A place with reduced inequality
- A place with a vibrant economy, offering high quality jobs
- A place people choose to live and work

### **Benefits**

The establishment of apprenticeships strongly supports the Going for Growth agenda, helping remove barriers to small local businesses, providing skills and experience to young people, helping reduce youth unemployment, and supporting growth within our business base. Without additional resources, small businesses will continue to have poor understanding of apprenticeships, and to be put off by the perceived bureaucracy and work required to take on an employee.

More broadly, the Hub will act as a talent pool within Warwickshire, enabling businesses to find the right skills and talent to help grow their business and, therefore, in the longer-run create more jobs and wealth in the County.

# Sustainable Communities Business Unit

## Louise Wall

### 2013/14 Going for Growth

<b>Proposal Title:</b>	<b>Maximising Local Labour and Community Benefit</b>
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#### Description

1. Access to jobs for local residents through the planning system (from private sector investment): promoting and matching jobs for local people, increase opportunities for the local supply chain, and skills training.
2. Increase the use of community benefit clauses, such as those to create local jobs, in the County Council's procurement.

#### Explanation of Proposal

There are two key elements to this proposal.

##### 1. **Access to jobs for local residents via S106 agreements.**

Aim: To maximize the chance of local residents accessing new jobs during the construction phase of developments and secure end use jobs created by the development.

Action:

- a) For major developments we will endeavor via clauses in S106 agreements to provide access to jobs for local residents
- b) Working in partnership with developers to introduce Employment & Skills programmes linked to new major developments in the County and work with the District and Borough Councils.

The Access to Jobs and Services Co-ordinator would be charged with negotiating employment and training opportunities for local residents as part of the planning process and WCC's own procurement. Examples already in place;

1. Combine Heat and Power Plant by SITA in Coleshill a £20m investment. SITA have agreed to fund the following:
  - a. During the construction phase to offer jobs and training to local residents;
  - b. SITA will endeavour to source plant, equipment and materials locally. They will hold open days to meet local companies therefore, to increase "spend" in the local supply chain.
2. Coventry and Warwickshire Gateway site. This is a major strategic project and we are already working with Coventry City Council and Warwick District Council and the developers to secure commitments to provide jobs to the local labour market. In addition open days for local businesses are planned so they can to bid for goods and services needed during the build phases of the development.
3. Pride in Camp Hill regeneration project inserted clauses into a tender document for prospective developers required securing local labour and training for local residents.

This is a real opportunity to act as a catalyst and assist access to jobs for local residents and improve the expenditure in the local supply (therefore increasing further jobs). We need a postholder to advise and help to deliver the job opportunities and increasing expenditure for



the local supply chain across a broad range and number of projects.

**Brief description of project:**

To recruit an Access to Jobs and Services Co-ordinator. The purpose of the role will be to:

- Promote the use of community benefit clauses in procurement and deliver the requirements of S106 agreements that include employment and training matters.
- Support procuring managers on how to include community benefit clauses
- Support contractors to achieve community benefits
- Support in the development of the community and voluntary sector

The Social Value and S106 employment and training clauses can achieve:

- Commitments to create jobs and/or training for our residents
- Increased Use of local labour
- Increased use of local supply chains
- Improved environment
- Reduced landfill
- Reduced carbon emissions
- A reduction in LA payments of Housing and Council Tax Benefits (given that the budget for Council Tax benefit is going to be reduced this is one way in which we could address the shortfall)
- Fewer requests for free School Meals
- Decreased demand for support to homeless people
- Reduced pressure on welfare rights and debt advice services
- Fewer demands on mental health support services

The County Council as a procurement body for its goods and services would seek to include community benefit clauses in its contracts. We would encourage contractors to take into account local labour markets and create jobs for locally disadvantaged groups as well looking at ways to create a positive environmental impact by reducing landfill waste or carbon emissions.

**Estimate of Cost**

	2013/14	2014/15	2015/16	<b>Total Cost</b>
	£000	£000	£000	<b>£000</b>
Revenue	100	100	100	<b>300</b>

This would provide the additional staff resources needed (1) to negotiate with developers and to work with partners to commission employment and skills programmes and (2) to advise internal managers carrying out procurement on behalf of WCC. Posts would be subject to the JEQ process to ascertain final costs but for the purposes of this paper have been estimated at scale L/M. A budget of £100,000pa would be sufficient funding to cover additional resourcing costs that may be required.

It is recognised that Going For Growth funding is time limited. Using the funding for 3 years would provide an opportunity to pilot the process during which we would identify the social return on investment and seek to secure on-going funding via S106 agreements.

**Which Going for Growth indicators will this help (please indicate)?**

The proposal will impact on the following indicators:

- A place with reduced inequality
- A place with a vibrant economy, offering high quality jobs
- A place people choose to live and work

**Additional information**

The Public Services (Social Value) Bill has recently passed through parliament and is likely to become law in December. The Bill requires local authorities to consider:

- How what is proposed to be procured might be improve the economic, social and environmental well-being of the relevant area
- How, in conducting the process of procurement, it might act with a view to securing that improvement

Following consultation with the planning, procurement and economic development teams it was identified that at the present time across the WCC does not have the manpower to deliver these requirements.

# Sustainable Communities Business Unit

## Louise Wall

### 2013/14 Going for Growth

<b>Proposal Title</b>	<b>Warwickshire Small Business Loans Scheme</b>
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#### **Explanation of Proposal**

There is a clear gap in the market for loans to small businesses who cannot get adequate finance from the mainstream banking sector. The scheme will offer small loans up to a maximum of £50,000.

WCC would go out to tender for an existing provider to deliver the scheme on our behalf. (There are a small number of successful providers with the infrastructure already in place including Coventry and Warwickshire Reinvestment Trust which WCC helped establish in 2004/ 2005). WCC would clearly set the criteria that we would want to see included. This would cover our key outcomes, ensuring our risks were covered in terms of state aid compliance, minimum requirements around project appraisal and due diligence, and communications/engagement with WCC. The appointed provider would then take responsibility for undertaking issues such as appraisal, due diligence, ensuring compliance with EU state aid rules, re-payments, and monitoring. WCC would also ensure that the loan and interest re-payments are reinvested in the scheme and, specifically, in Warwickshire businesses.

WCC would want to capitalise on the skills of those who have the experience in delivering such schemes to set out how they think it would work best to achieve what we want to see. For example, we would look to those tendering to set out viable time-periods for repayments. We would highlight the importance of recycling, and so would look for schemes that could demonstrate this, taking account of the fact that this is also dependent on the individual businesses and size of the loan.

The detailed Business Case would need to include a risk assessment on the likelihood of bad debts (and the opportunities for successes), and how any such bad debts would be funded (e.g. from the revolving fund, by the operator, etc).

#### **Estimate of Cost**

	2013/14	2014/15	2015/16	<b>Total Cost</b>
	£000	£000	£000	<b>£000</b>
Capital	500	-	-	<b>500</b>

The £500,000 in 2013/14 would be used as a revolving fund. This would support at least **20 small businesses** in Warwickshire (based on an average loan of £25,000) and create or safeguard **50 jobs** (based on an average cost of £10,000 per job). It would also unlock **additional private sector investment**.

Further small businesses would be supported and jobs created or safeguarded as the funding is re-invested.

**Which Going for Growth indicators will this help (please indicate)?**

The proposal will impact on the following indicators:

- A place with reduced inequality
- A place with a vibrant economy, offering high quality jobs
- A place where our town centres compare well with their counterparts in other Counties
- A place people choose to live and work

The scheme will help small businesses access the finance they need to expand and grow.

It is also worth noting that, as part of the Warwickshire Rural Growth Network, WCC will be appointing a provider to deliver an access to finance service. Additional Going for Growth resources would allow us to **expand coverage across Warwickshire**. (Normally DEFRA funding can only be used in rural areas so ruling out Nuneaton & Bedworth, Warwick/Leamington, Rugby town, Stratford town, etc).

# Sustainable Communities Business Unit

## Louise Wall

### 2013/14 Going for Growth

<b>Proposal Title</b>	<b>Revitalising Warwickshire's Town Centres and Market Towns</b>
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#### **Explanation of Proposal**

Warwickshire's large town centres and smaller market towns have been badly hit during the economic downturn. A loss of any national high street staple is bad news for business at a national level, but has local repercussions as the town's offer is reduced, and people choose to shop elsewhere. This impacts in the remaining area, often hitting hard independent businesses and a steady decline can follow. A declining town centre is more than about individual businesses failure, which can be devastating for families; it is also about the loss of a central hub for the community. A viable and prosperous high street is a key barometer to a successful local economy, as well as promoting civic pride, benefiting the wider community in many more social as well as economic ways.

Towns that we may support:

Bedworth	Rugby
Shipston-on-Stour	Leamington Spa
Southam	Nuneaton
Warwick	Kenilworth
Henley-in-Arden	Atherstone
Polesworth	Alcester
Coleshill	Stratford-upon-Avon

Last year the Government launched its Portas Pilot project, encouraging new groups of 'town teams' to form and work towards revitalising town centres. The project was enormously popular with well over 300 towns applying, including several Warwickshire towns, big and small. Leamington Old Town was successful in the second tranche, leaving many of the other towns with an enthusiastic town team of willing volunteers comprising representation from local businesses and residents groups along with the local authorities, but with little resource to deliver change.

Many of the towns are looking to proactively support their business environments through a much better use of social media, national market days and events and activities to increase footfall. The newly formed groups are an ideal conduit to get projects up and running quickly, and for the County Council to be able to work alongside the business community, rather than leading from the front, will no doubt bring longevity to the outcomes.

#### **Estimate of Cost**

	2013/14	2014/15	2015/16	Total Cost
	£000	£000	£000	£000
Revenue and Capital	300	-	-	300

£300k to be spent across Warwickshire's larger town centres and smaller market towns. It is proposed that the money will be spent on a range on initiatives to support footfall, to create a better environment to encourage shoppers' dwell time and to provide increased staffing

resources. This could include:

- A contribution to Town Centre Manager posts
- Events and festivals
- Shop front improvement grants
- Marketing
- Social media development

By working with the existing organisations and newly formed Town Teams to deliver these projects, we will be moving to a commissioning approach; supporting town centres in the way we have done so successfully in the past but with fewer staffing resources within the County Council

Following requests from various groups across the County, the Regeneration & Special Projects Team has identified some very limited resources to help, but without Going for Growth funding, progress will be slow and limited at a time when proactive change is required now.

### **Which Going for Growth indicators will this help (please indicate)?**

This project supports ALL of the Going for growth indicators:

#### A place with reduced inequality

By supporting town centres, including the smaller market towns across the whole County, all communities will be given equal opportunities to protect and support their local town centres.

#### A place which encourages health and wellbeing for all residents

Declining high streets and town centres can bring with it more than just empty properties. An increase in betting shops and take away food outlets often replaces previously diverse high streets, which in turn undermines health and well-being of communities.

Busy high streets are safer and less intimidating places, which in turn increases footfall creating even safer and more prosperous places. Safer towns encourage a night time economy, currently woefully under-exploited in Warwickshire. The potential for increasing economic activity well into the evening is considerable.

#### A place with a vibrant economy, offering high quality jobs

New businesses seeking to invest into the County need to convince their staff to follow or join them. They do this by looking carefully at the environment and services that are on offer, as well as the infrastructure for their business. Bustling town centres attract better investment into Warwickshire, creating high quality jobs.

#### A place where our town centres compare well with their counterparts in other Counties

Each town centre is directly competing with all those within easy reach across borders, but also with large destination shopping centres across the country. With other counties supporting town centres, we will need to be proactive just to maintaining the status quo. If we want our town centres to punch above their weight, we need to invest accordingly.

#### A place people choose to live and work

We all would prefer to live and work in a place with a prosperous, attractive and safe town centre, with a strong sense of community and distinctive identity. Warwickshire is lucky that it enjoys many of these characteristics, but some centres are starting to fall behind and further work is needed to help revitalise and strengthen our town centres.

# Sustainable Communities Business Unit

## Louise Wall

### 2013/14 Going for Growth

<b>Proposal Title</b>	<b>Greening Warwickshire's Towns</b>
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#### **Explanation of Proposal**

Town centres that have a high quality public realm, with the inclusion of green spaces and natural elements, create more attractive settings for investment and act as a catalyst for wider regeneration. High quality environments attract skilled and mobile workers which in turn encourage business investment.

This proposal is for the creation of green public spaces within Warwickshire's town centres, either by enhancing existing spaces or by transforming derelict sites, waste ground and other under-used areas. Suitable sites would be identified through the emerging LDFs and other studies, along with Community & Business Forums. The Regeneration and Special Projects team would work with these town centre communities to promote the economic value of greenspace and ensure they are involved in the decision making process and are fully supportive of any schemes.

The public spaces created would be high quality, vibrant and attractive places which may take the form of pocket parks, community spaces or even just small seating areas. The landscaping of these areas would aim for naturalistic style planting, e.g. trees and wildflowers which are more sustainable than high maintenance annual bedding displays, but still visually attractive. This 'greening' of our towns would contribute to their green infrastructure - a multi-functional network of green spaces and other natural assets, with one of these many benefits being to attract visitors and investment and therefore improving the local economy.

The provision of quality green space in towns represents very good value for money, with many economic benefits seen in return for a relatively small amount of investment.

#### **Estimate of Cost**

	2013/14	2014/15	2015/16	<b>Total Cost</b>
	£000	£000	£000	<b>£000</b>
Revenue and Capital	300	-	-	<b>300</b>

The money would be used to set up a project to work alongside town centre communities to identify suitable sites and design and implement environmental improvements, for example:

- tree and shrub planting
- creation of wildflower meadows
- installation of benches, litter bins, footpaths etc. if creating a small 'pocket park'.

**Which Going for Growth indicators will this help (please indicate)?**

The proposal will impact on the following indicators:

- ***A place which encourages health and wellbeing for all residents:***  
Many studies have been carried out linking the benefits of the natural environment with improvements to our health and wellbeing. Pleasant, attractive and safe outdoor environments encourage people to be more active. The presence of greenery and natural elements can also help to reduce blood pressure, stress levels and promote faster healing, and they also have a positive effect on our sense of happiness and well-being. Trees also improve health by helping to clean the air and protect people from pollution, and by providing shade which can lower the risk of skin cancer.
- ***A place with a vibrant economy, offering high quality jobs:***  
Increasing the amount of public green spaces in our towns will create spaces that users can connect with and enjoy spending time in. This will lead to increased footfall and amount of time and money spent in towns, which in turn will benefit local businesses. High quality environments, with trees and other natural elements, encourage businesses to invest in an area. It has also been seen elsewhere that Local Authority investment in an area in turn attracts more private sector investment. Employment sites with access to natural green space tend to have more productive employees with a greater job satisfaction.
- ***A place where our town centres compare well with their counterparts in other Counties:***  
There are many examples all over the country (and abroad) where the creation or enhancement of public green spaces has been beneficial to the local economy. A recent example is, of course, the Olympic Park in London, where the landscape has been designed to be sustainable and to benefit biodiversity, but also to retain an aesthetic appeal. This has proved to be very successful and popular with visitors, demonstrating the attractiveness of parks and green spaces. We need to build on successful schemes we have previously carried out e.g. Stratford, where we have seen increased matching investment resulting from the creation of a high quality public realm / green space, and extend this to our other towns.
- ***A place people choose to live and work:***  
There is no doubt that people prefer to live and work in attractive surroundings with trees and green space. Towns with such spaces enhance a local sense of place where people show pride in their surroundings, and they can also foster a community spirit. Quality environments with green spaces and trees are more attractive to investment and tourism and can therefore stimulate employment opportunities. An attractive, green environment is also more likely to encourage staff to move with a business into a new area.



# Localities and Community Safety

## Mark Ryder

### 2013/14 Going for Growth

<b>Proposal Title:</b>	<b>Social Engagement Activities for Older People</b>
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#### Explanation of Proposal

This proposal supports the development and piloting of a menu of placements and activities that Warwickshire residents can commission via their personal budget/direct payments. The aim is to enable people to remain independent and active, minimising costs associated with formal care.

The services would include:

- structured volunteer placements enabling older people to engage in stimulating tasks and enjoy social contact based on and in their local community
- a menu of heritage and cultural activities around the county aimed at promoting social contact, learning new skills, trying new hobbies and interests. This might include craft sessions inspired by items from our collections, family and local history sessions, reminiscence work, etc.

The service design and development phase would aim to create a rolling programme of apprenticeships to support the delivery of the programme. The national apprenticeship framework offers two potential programmes which could support the delivery of this proposal. Both are within the Health, Public Services and Care sector. The first is Health and Social Care and the second is Libraries, Archives, Records and Information Management. This proposal would evaluate which is the best approach and make recommendations for future delivery on this basis.

As part of working up the detailed business case, the detailed payment mechanisms that are possible will be evaluated and a solution recommended.

This proposal supports WCC's response to the Government White Paper "Caring for Our Future" 2012:

Culture "in all its forms... helps to provide the social fabric of communities, making them "communities" in the real sense and sustaining the individuals within them"  
Culture and Health: Making the Link – London Health Commission

Estimate of Cost				
	2013/14	2014/15	2015/16	<b>Total Cost</b>
	£000	£000	£000	<b>£000</b>
Revenue	75	-	-	<b>75</b>

This proposal requests £75K start-up funding which will be allocated as follows.

- |   |      |
|---|------|
| • Fixed term staff contract               | £40K |
| • Resources development                   | £10K |
| • Pilot delivery phase                    | £15K |
| • External evaluation and recommendations | £5K  |
| • Marketing and promotion                 | £5K  |

**Which Going for Growth indicators will this help (please indicate)?**

The proposal will impact on the following indicators:

- A place which encourages health and wellbeing for all residents
- A place with a vibrant economy, offering high quality jobs
- A place people choose to live and work

There is no capacity in Heritage and Culture to develop the programme without one-off funding. Funding will enable:

- liaison with colleagues in Social Care to ensure a tight focus on customer needs
- development of performance measures consistent with the Caring for Our Future White Paper which demonstrate the improvement in health, wellbeing and independence levels within the county as a result of this programme
- development and piloting of a cost effective and pragmatic delivery and charging model which is financially and operationally sustainable
- evaluation of whether the programme can be delivered in part through the Corporate Apprenticeship programme.
- the creation of a volunteer programme aimed at the over 50s which tackles social isolation
- the creation of a series of activities and learning sessions aimed at tackling social isolation and promoting independence and wellbeing
- the costs of marketing the new services to customers

# Fire and Rescue Service Gary Phillips

## 2013/14 Going for Growth

<b>Proposal Title</b>	<b>Life and property safety fire sprinkler systems.</b>
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### Explanation of Proposal

It has been established that the provision of fire sprinklers in premises housing vulnerable people, such as houses in multiple occupation, care homes, nursing homes or very sheltered accommodation would greatly enhance the safety of residents from the effects of fire.

In support of the WCC's Going for Growth agenda WFRS wishes to submit a bid for revenue funding to encourage our business partners (commercial premises owners, housing managers and sprinkler business industry experts) to engage in targeted 'match funding' sprinkler fitments in premises where maximum fire safety benefit can be achieved. It is anticipated we would target both residential premises (life safety) and commercial premises (building and firefighter safety). This will assure the safety from fire of those residents and provide a high level of business security to the management of these types of premises.

Without the introduction of legislation to encourage social care organisations, builders and developers to invest in such systems, it is difficult to encourage the installation of sprinklers in existing properties without providing a positive incentive over and above the incentive to ensure their vulnerable residents are protected from fire. The provision of partial funding to engage partners this way would enable this to happen and through effective communications would also further promote these effective active fire safety systems.

A successful bid would further reduce the risk of increasing the economic cost of fire, both from a commercial perspective and from the very large multi-agency costs associated with fire death and serious injury inquiries.

Estimate of Cost	2013/14	2014/15	2015/16	Total Cost
	£000	£000	£000	£000
Revenue	50	-	-	<b>50</b>

### Which Going for Growth indicators will this help (please indicate)?

The proposal will impact on the following indicators:

- **A place which encourages health and wellbeing for all residents** - This funding would help to ensure that vulnerable residents are protected from fire.
- **A place with a vibrant economy, offering high quality jobs** - If a business premises is badly damaged by fire; this can potentially cause job losses for the employees who worked within those premises. A successful bid would further reduce the risk of increasing the economic cost of fire, both from a commercial perspective and from the very large multi-agency costs associated with fire death and serious injury inquiries.
- **A place people choose to live and work** - This funding would help to ensure that vulnerable residents are protected from fire.

# Human Resources and Organisational Development

## Sue Evans - Head of Service

### 2013/14 Going for Growth

<b>Proposal Title:</b>	<b>Internal Apprenticeship Programme</b>
<b>Explanation of Proposal</b>	
<p><u>Summary</u></p> <p>The aim of the project is to increase the number of apprentices within Warwickshire County Council, and to provide a supportive infrastructure to ensure we maximise the benefits of these opportunities for young people in Warwickshire</p>	
<p><u>Background</u></p> <ul style="list-style-type: none"> <li>• WCC has pledged its commitment, as a large scale employer, to the Apprenticeship agenda and this commitment has to be a long term one if the organisation is to reap the rewards in respect of a younger workforce for the future. However, the infrastructure to enable WCC to offer and deliver a worthwhile Apprenticeship experience has not been in place to date.</li> <li>• There is key political support for Apprenticeships in the context of the Council's 'Going for Growth' agenda and the wish to provide opportunities to young people, thus increasing the employability and skills of young people, and reducing youth unemployment in the area.</li> <li>• Both the Communities and the Resources Groups have expressed a desire to engage Apprentices from a range of services.</li> <li>• A significant degree of work has been, and continues to be undertaken, in order to establish the infrastructure; including the work programme, the pay framework, access to induction and internal training, establishing links with qualification/training providers, and the setting up of a mentoring facility.</li> <li>• In context, the recent workforce planning exercise has identified a workforce age profile that is predominately in the higher reaches, and the need to attract and develop a younger workforce if the organisation is to have an appropriately qualified and skilled workforce in the future.</li> <li>• Work to establish the infrastructure for an Apprenticeship programme continues within existing resources within the HR Business Partnership at present, although this is impacting on other work which needs to be prioritised. A dedicated resource is now required in order to move this project to the next level in terms of supporting the Apprenticeship programme and taking it forward. This will include providing the critical links between WCC, as the employer, the Apprentices and the qualification/training provider, and to regularly monitor progress to ensure the programme is working effectively.</li> <li>• A further key role for the additional dedicated resource will be to develop, to promote and extend the Apprenticeship offer in a range of settings across the whole organisation.</li> </ul>	
<p><u>Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Recruit a full time additional resource to manage and develop a successful apprenticeship programme, to ensure a ready supply of placements, and effective</li> </ul>	

processes are in place.

- Autumn 2012 – up to 11 x Apprentices are planned to be recruited to WCC. There are currently 8 planned in Communities Group: 4 x administrative roles (Waste Management, Trading Standards, 2 x County Highways); 2 x engineering roles in County Highways; 1 x Waste Management Technician and 1 Arborist in our Forestry Section. There are currently 3 planned in the Resources Group in ICT.
- In addition, the Head of Human Resources and Organisational Development would like to drive investment in our future workforce by setting a recruiting target of three apprentices per business unit over the next 12 months. These apprentices will have the opportunity to gain experience in a diverse range of services that will provide them with a broad knowledge base of Local Government and employer required skills to compete in the wider workforce and to improve the employment prospects for young people across Warwickshire. This cannot be funded from within existing service budgets and so it is proposed that these are funded corporately.
- In launching and funding a significant programme it is intended that WCC can establish an Apprenticeships “Hub” for Warwickshire and in so doing link with local employers in placing apprentices and promote the employment of young people.

<b>Estimate of Cost</b>				
	2013/14	2014/15	2015/16	Total Cost
	£000	£000	£000	£000
Revenue	377	867	-	1,244

- A resource dedicated to the internal Apprenticeship programme is required. A role description needs to be drafted and a JEQ completed with a view to formally evaluating the role. It is anticipated that such a role would be targeted at Scale L. Consequently, costs of such a role would be £30,851 - £32,800 plus 23.4% on-costs (£38,070 - £40,475).
- It is felt that this new initiative would require a degree of part time administrative support. It is anticipated that such a role would be targeted at Scale F. Consequently costs of such a role would be £8,415 - £9,563 plus 23.4% on-costs (£10,384 - £11,800).
- The cost of employing the additional target of 51 apprentices (as detailed above) is £316,214 in year one, based on £5,200p.a per apprentices plus on costs. In addition a further £792,934 in year 2 will be required to fund these targeted apprentices.
- Dependent upon Government funding, which is linked to the age of the Apprentice, WCC may be required to support the qualification/training costs incurred. These costs may vary dependent upon the offering.

Total budget required.

£ 80,950 – Dedicated Management Resource  
 £ 23,600 – Part time Administrative Resource  
 £1,139,148 - Salary cost for Business Unit Apprentices (inc on costs)  
 \*Plus training costs as above.

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 £1,243,698  
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# Information Assets Tonino Ciuffini

## 2013/14 Going for Growth

Proposal Title	Additional BDUK Funding to deliver beyond the Government Target
<p><b>Explanation of Proposal</b></p> <p>In the 2011 Budget cycle, the Council approved £3,497,000 of funding to lead a joint project with all our sub-regional council partners to support the Government BDUK Initiative to improve Broadband in the Warwickshire Area.</p> <p>The project has also since been adopted as one of our primary Going for Growth Activities, supporting the economic and social benefits that the original bid outlined.</p> <p>As part of the BDUK scheme, our funding identified last year along with funding from the Warwickshire Districts will be matched by the Government funds allocated for the BDUK project. This should then attract further matched funding from the successful supplier that we will select through a Government Framework competitive process.</p> <p>We still believe at this stage that the funding allocated in 2011 should allow us to achieve the Government target of all premises in Warwickshire receiving the universal minimum of 2Mb/s Broadband speed, and 90% of the premises receiving superfast Broadband of over 24Mb/s. However, as clearly stated at the time of the original bid we will not know the precise figure that can be achieved until the tender process has been completed and the supplier selected.</p> <p>With the creation of the Going for Growth fund, we could consider a further Warwickshire County Council option to commit additional funding to seek to take the Broadband coverage further still above the 90% target. However, if we add further money to the fund, it is unlikely to attract any further BDUK matched funding, as this has already been allocated across the country, but could still attract a similar level of additional investment from the supplier. We believe this because one of the two companies remaining on the Government framework has previously stated that they would match pound for pound any funding as part of the overall BDUK project.</p> <p>If we do add additional funding we will reach further premises and increase the superfast coverage, but it must be recognised that we are starting to tackle the more remote and expensive properties. Indeed the cost figure increases exponentially as we try to address the final few percentages.</p> <p>Our work with our advisors on the project, Ansys Mason, who have also been advising the Government suggest that for range of properties in the 90-98% coverage area, for each additional £1,000,000 that Warwickshire was to provide, we would reach an additional 1,423, premises, adding 0.57% to the coverage.</p> <p>This means that we can consider a range of options for adding additional funds to the project if we want to, and four levels are provided in the cost section to demonstrate this.</p> <p>The funding would suit the Going for Growth fund model, as like the original BDUK bid it is one off funding that would be passed to the Private Contractor and would not require on-going revenue support. At this stage we would not expect to pay for the above 90% element until the end of the project which is likely to be 2015 at the earliest.</p>	

One option also worth considering is that as we cannot be certain what level of coverage would be achieved until the tender has been completed, one option might be to consider reserving the funding for this purpose, but in the tender asking for the option, and not committing the funding to be spent until we have a firm offer that we are happy with in the tender process.

<b>Estimate of Cost</b>				
	2013/14	2014/15	2015/16	<b>Total Cost</b>
	£000	£000	£000	<b>£000</b>
Capital	667	1,333	-	<b>2,000</b>

Assuming that the current BDUK programme will deliver 90% coverage, then any expansion over 90% can be delivered in tranches depending on the resources available.

<b>Increased</b>		
<b>Funding</b>	<b>Premises</b>	<b>% Coverage</b>
£500,000	711	0.28%
£1,000,000	1,423	0.57%
£1,500,000	2,134	0.85%
£2,000,000	2,846	1.14%

This is assuming “that BT/Fujitsu would, but BDUK would not match fund”.

#### **Which Going for Growth indicators will this help (please indicate)?**

The proposal will impact on the following indicators:

- A place with reduced inequality – Yes taking the Superfast Broadband coverage further
- A place which encourages health and wellbeing for all residents – by providing access to superfast broadband and possible future tele-health facilities
- A place with a vibrant economy, offering high quality jobs – superfast broadband will attract both businesses and individuals, and for the last 10% increase likelihood or rural employment/home working
- A place people choose to live and work – again the availability of superfast broadband does influence people’s choice, and the message that Warwickshire is committing beyond the national approach is a positive one.