

# Cabinet

## Agenda

Thursday 11 October 2018

**The Cabinet will meet at SHIRE HALL, WARWICK on Thursday 11 October 2018 at 13.45.**

Please note that this meeting will be filmed for live broadcast on the internet. By entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

The agenda will be:

### **1. General**

#### **1) Apologies for absence**

#### **2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests**

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with.
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct. These should be declared at the commencement of the meeting.

#### **3) Minutes of the meeting held on the 13 September 2018**

To approve the minutes of the meeting held on 13 September 2018.

#### **4) Public Speaking**

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

**2. Local Government and Social Care Ombudsman Annual Report 2017/18**

Each year the Local Government and Social Care Ombudsman (LGSCO) produces a review letter which contains a summary of statistics on the complaints made about the Council for the year ended 31 March. This report attaches a copy of the LGSCO's letter for 2017/18 and provides more detail in relation to the themes identified by the upheld cases.

Cabinet Portfolio Holder: Councillor Kam Kaur

**3. Transfer of Community Dietetics Budget**

This report concerns the future commissioning arrangements for the Community Dietetics Service

Cabinet Portfolio Holder: Councillor Les Caborn

**4. Warwickshire County Council's Financial Contribution to the Coventry and Warwickshire Growth Hub (2019/20-2021/22)**

This report asks Cabinet to note a requested allocation of £128,000 per year (rising to £130,560 in year 3) for the next three years to the Coventry & Warwickshire Growth Hub and the decision to include this request for funding within the County Council's budget setting process. It also asks Cabinet to agree to receive annual reports on the performance and impact of the Growth Hub.

Cabinet Portfolio Holder: Councillor Izzi Seccombe

**5. Tender to Establish a Dynamic Purchasing System (DPS) for Learning and Organisational Development**

This report asks that Cabinet approve proceeding with a tender for the provision of a Dynamic Purchasing System for Learning and Organisational Development.

Cabinet Portfolio Holders: Councillor Kam Kaur and Councillor Peter Butlin

**6. Children and Families: Early Help Strategy (2018-2023)**

This report concerns a new Early Help Strategy that has been developed in response to recommendations following an OFSTED inspection held in 2017.

Cabinet Portfolio Holder: Councillor Jeff Morgan

## 7. **Communities Overview and Scrutiny Committee Cycling Infrastructure Task and Finish Group**

This report presents the conclusions and recommendations of the Cycling Infrastructure Task and Finish Group

Cabinet Portfolio Holder: Councillor Jeff Clarke  
Chair of Task and Finish Group: Councillor Keith Kondakor

**David Carter**  
**Joint Managing Director**  
**Warwickshire County Council**  
**October 2018**

### **Cabinet Membership and Portfolio Responsibilities**

Councillor Izzi Seccombe OBE (**Leader of the Council and Chair of Cabinet**)  
[cllrmsseccombe@warwickshire.gov.uk](mailto:cllrmsseccombe@warwickshire.gov.uk)

Councillor Peter Butlin (**Deputy Leader, Finance and Property**)  
[cllrbutlin@warwickshire.gov.uk](mailto:cllrbutlin@warwickshire.gov.uk)

Councillor Les Caborn (**Adult Social Care and Health**)  
[cllrcaborn@warwickshire.gov.uk](mailto:cllrcaborn@warwickshire.gov.uk)

Councillor Jeff Clarke (**Transport & Planning**)  
[cllrclarke@warwickshire.gov.uk](mailto:cllrclarke@warwickshire.gov.uk)

Councillor Andy Crump (**Fire & Rescue and Community Safety**)  
[cllrcrump@warwickshire.gov.uk](mailto:cllrcrump@warwickshire.gov.uk)

Councillor Colin Hayfield (**Education and Learning**)  
[cllrhayfield@warwickshire.gov.uk](mailto:cllrhayfield@warwickshire.gov.uk)

Councillor Kam Kaur (**Customer and Transformation**)  
[cllrkaur@warwickshire.gov.uk](mailto:cllrkaur@warwickshire.gov.uk)

Councillor Jeff Morgan (**Children's Services**)  
[cllrmorgan@warwickshire.gov.uk](mailto:cllrmorgan@warwickshire.gov.uk)

Councillor David Reilly (**Environment and Heritage & Culture**)  
[cllrreilly@warwickshire.gov.uk](mailto:cllrreilly@warwickshire.gov.uk)

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All public papers are available at [www.warwickshire.gov.uk/cmis](http://www.warwickshire.gov.uk/cmis)

### **Non-voting Invitees -**

Councillor Jerry Roodhouse (**Leader of the Liberal Democrat Group**),  
cllrroodhouse@warwickshire.gov.uk

Councillor Richard Chattaway (**Leader of the Labour Group**)  
cllrchattaway@warwickshire.gov.uk

or their representatives.

### **Public Speaking**

Any member of the public who is resident or who works in Warwickshire may speak at the meeting for up to three minutes on any item on the agenda for this meeting. This can be in the form of a statement or a question. If you wish to speak please notify Paul Williams (see below) in writing at least two clear working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders (Standing Order 34).

**General Enquiries:** Please contact Paul Williams, Democratic Services Team Leader

Tel 01926 418196 or email: [paulwilliamscl@warwickshire.gov.uk](mailto:paulwilliamscl@warwickshire.gov.uk)

**Minutes of the meeting of the Cabinet  
held on 13 September 2018**

**Present:**

**Cabinet Members:**

Councillors	Izzi Seccombe OBE	Leader of Council and Chair of Cabinet
	Peter Butlin	Deputy Leader (Finance and Property)
	Les Caborn	Adult Social Care & Health
	Jeff Clarke	Transport & Planning
	Andy Crump	Fire and Rescue and Community Safety
	Colin Hayfield	Education and Learning
	Kam Kaur	Customer & Transformation
	Jeff Morgan	Children's Services
	Dave Reilly	Environment and Heritage & Culture

**Non-Voting Invitees:**

Councillor Richard Chattaway	Leader of the Labour Group
Councillor Jerry Roodhouse	Leader of the Liberal Democrat Group

**Other Councillors:**

Councillors Boad, Falp, Gilbert, Olnier, Parsons, Phillips, Rickhards, Webb

**Public attendance:**

None

**Councillor Keith Lloyd.**

The meeting stood in memory of Councillor Keith Lloyd who passed away on 3 September 2018. Councillor Lloyd had been a member of Warwickshire County Council since May 2013. He had also been a member of Stratford-on-Avon District Council and Stratford-upon-Avon Town Council.

**1. General**

**(1) Apologies for absence**

There were no apologies for absence.

**(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests**

None

**(3) Minutes of the meeting held on 24 July 2018 and Matters Arising**

The minutes for the meeting held on 24 July 2018 were agreed as an accurate record and signed by the Chair. There were no matters arising.

**(4) Public Speaking**

None

## **2. One Organisational Plan Quarterly Progress Report: April to June 2018**

Councillor Kam Kaur (Portfolio Holder for Customer and Transformation) introduced the report focusing on the County Council's performance in the first quarter. In particular the updates under the headings, "Children are Safe", "Adult Social Care", "Health and Wellbeing", "Community Safety and Fire", "Economy, Infrastructure and Environment", "Education and Learning" and "Warwickshire Makes the Best Use of its Resources" were highlighted.

Regarding the finance elements of the report Councillor Peter Butlin (Deputy Leader – Finance and Property) drew members' attention to the chart at para 3.1.3 on page 8. Councillor Butlin observed that ideally there would be zero variance between forecasts and budget. However Adult Social Care and Support and Children's Services had witnessed a significant increase in demand which has to be met. Councillor Butlin added that progress against the Council's savings plan is good. A requested drawdown on reserves of £1.946 million will be countered by a request to add £3.960 million to reserves. Councillor Butlin ended his introductory remarks by commending the style of the published report.

Councillor Bill Olnier suggested that the use of reserves was an indication that the Council budget agreed in February 2018 had not been sufficient to cover outgoings. In reply Cabinet was reminded that at the time of agreeing any budget it is not possible to predict all factors that impact on spending over the year or over the life of the One Organisational Plan. It was also noted that the figures before Cabinet were an interim report and that these might change again in the future. An example was provided on adult social care which is currently reporting an underspend owing to the provision of additional funding by government after the Council's budget had been agreed. There is no certainty that that level of funding will be sustained beyond 2020.

Referring to para 3.3.1 on page 11 of 16 of the report Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) highlighted the forecast overspend on special education needs transport. He asked when the task and finish group cited in the report will be established. Officers agreed to respond to Councillor Roodhouse after the meeting.

Councillor Sarah Boad expressed her concern over the extent of capital slippage as reported on pages 12 and 13 of the report. In response Councillor Peter Butlin informed Cabinet that a Capital Working Group is being established to manage expectations and monitor progress with capital schemes. In response to a further question from Councillor Boad regarding the statement that the safer routes to school programme is on hold Monica Fogarty (Joint Managing Director, Communities) stated that the programme remains on the Council's agenda to progress.

The meeting was assured that Warwickshire County Council is not in a similar position to other local authorities that are now in acute financial difficulties.

Regarding Part 3 of Appendix A – Strategic Risk Information Councillor Dave Parsons noted that the risk of "Failure to Adequately Safeguard Children and Vulnerable Adults" is consistently rated as red. He suggested that this indicated a failure to make progress. In response David Carter (Joint Managing Director, Resources) stated that Corporate Board had taken the decision to leave the risk

level at red in recognition of the many factors across Warwickshire's population that can influence this. That it is red does not mean that the Council is not working to address matters. Councillor Butlin added that the County Council has appointed more social workers to meet increasing demand for services. Councillor Jeff Morgan (Portfolio Holder for Children's Services) added that many of the new social workers are relatively inexperienced and could not yet carry a full caseload. He was confident that this would change in time.

Councillor Jeff Morgan asked that the charts in Appendix A be made larger so that they can be more easily read. It was agreed that this would be looked in to.

### **Resolved**

That Cabinet:

- 1) Notes the progress of the delivery of the One Organisational Plan 2020 for the period contained in the report; and
- 2) Approves the net transfer of £2.014 million to Business Unit reserves in order to support the delivery of services in future years, as outlined in section 3.2 of the report.

### **3. 2019-20 Service and Financial Planning Arrangements and the Development of the Strategic Plan 2020-2025**

Councillor Peter Butlin stated that through its Transformation Programme the County Council is planning for the delivery of the next One Organisational Plan. The policy drivers for the organisation as set out in paragraphs 5.2 and 5.3 were highlighted. An update was provided on the statement in paragraph 5.4 regarding the Fire and Rescue Service. Cabinet was assured that work is being carried out to produce a savings plan for the service. Councillor Butlin informed Cabinet of proposals by government to raise the cap on Council Tax from 2 to 3%. With the 2% Social Care Levy on top this could lead to Council Tax increases of 5%. He added that officers are considering the implications of this but are awaiting the proposed Government Green Paper on Social Care to gain a clearer indication of funding in the future.

Referencing paragraph 6.3 on page 6 Councillor Roodhouse emphasised the need to align new structures and delivery models and the Medium Term Financial Plan as soon as possible.

### **Resolved**

That Cabinet:

- 1) Approves the process and timetable for the refresh of the 2019-20 service and financial planning; and
- 2) Supports the inclusion in the 2019-20 budget resolution of the process and timetable for approving the 2020-2025 Strategic Plan.

#### **4. Digital and Technology Strategy**

Councillor Kam Kaur introduced the report emphasising that the strategy was the result of extensive consultation with customers, users, employees, partners and suppliers. Cabinet's attention was drawn to paragraph 2.5 which explained the link between the strategy and the One Organisational Plan 2020.

Councillor Alan Webb requested that a member briefing be organised to explain more fully the role of digital services across the organisation and how this will impact on customers. This was agreed.

Members emphasised the need to ensure that all customers can continue to access the services they require. User focus groups should be used to ensure that nobody is excluded. People also need to be confident that their data is secure. In response to these concerns Councillor Kam Kaur stated that the Council is already working with customers to ensure their requirements will be met. Also for people who cannot, for whatever reason, use digital means (in particular for accessing Universal Credit) staff in libraries are being trained to assist them. With regards to data security members were referred to page 9 of the Strategy which gives assurance that information will be kept secure.

#### **Resolved**

That Cabinet approves the Digital and Technology Strategy for the period 2018 to 2021.

#### **5. Warwickshire Visitor Economy - Forward Plan: 2018-2022**

Councillor Dave Reilly (Portfolio Holder for Environment and Heritage & Culture) highlighted the importance of tourism to the economy of Warwickshire. He briefed Cabinet of the benefits that the OVO Women's and Men's cycle races had brought to Warwickshire. In addition the upcoming City of Culture Year for Coventry will benefit Warwickshire as, "The County of Culture".

Councillor Sarah Boad echoed the comments regarding the cycle races and thanked those involved in their organisation.

Councillor Reilly concluded by stating that that whilst Warwickshire currently has a thriving manufacturing economy it will be important in the future to focus more on the role of tourism and services for economic growth.

#### **Resolved**

That Cabinet endorses the Warwickshire Visitor Economy - Forward Plan: 2018-2022.

#### **6. Maintenance and Inspection Services of Traffic Signal Equipment and Intelligent Transport Systems, and the Supply and Installation of Traffic Signal Equipment, and Other Works**

Councillor Jeff Clarke (Portfolio Holder for Transport and Planning) introduced this item stressing the need to ensure that road junctions are kept safe through effective signalling. In response to a question concerning of the timing of repairs and



maintenance it was confirmed that any new contract would require that this be done according to the Council's wishes and not be left to the company providing the service to decide.

### **Resolved**

That Cabinet:

- 1) approves proceeding with an appropriate procurement process for the Supply, Installation, Inspection and Maintenance of Traffic Signal Equipment and Intelligent Transport Systems; and
- 2) authorises the Joint Managing Director (Communities) to enter into the relevant contract for the Supply, Installation, Inspection and Maintenance of Traffic Signal Equipment and Intelligent Transport on terms and conditions acceptable to the Joint Managing Director (Resources).

## **7. Public Health and Strategic Commissioning Fitter Futures Warwickshire Proposed Re-tender of Services**

Councillor Les Caborn (Portfolio Holder for Adult Social Care and Health) summarised the published report highlighting the need for weight management support amongst young people and a significant increase in referrals by health professionals to the Fitter Futures programme.

### **Resolved**

- 1) That Cabinet notes the outcome of the consultation process and the outcome of the equality impact assessment for the service;
- 2) That Cabinet approves the proposed new model for Fitter Futures Warwickshire (FFW) services that are based on the findings from the consultation process;
- 3) That Cabinet approves proceeding with an appropriate procurement process for a Fitter Futures Warwickshire framework of providers; and
- 4) That the Strategic Director for People is authorised to commence an appropriate procurement process and award any contracts for the redesigned services on terms and conditions satisfactory to the Joint Managing Director (Resources).

## **8. Children and Young People's Emotional Wellbeing and Mental Health Services Task and Finish Group Review**

Councillor Pete Gilbert who chaired the review into children and young people's emotional wellbeing and mental health services introduced the report. He stated that the review had been informative and that he considered that it had resulted in some constructive solutions. Councillor Les Caborn thanked the review group for its efforts and introduced a series of revised recommendations.

Members stressed the need to ensure that mental health services for children and young people are delivered in a timely and effective fashion. To ensure that this happens, service providers must be held to account.

## **Resolved**

That Cabinet:

- 1) Thanks the Task and Finish Group for its work on this important area.
- 2) Requests that Coventry and Warwickshire Partnership Trust (CWPT) reports back on a six-monthly basis to joint meetings of the Children and Young People and Adult Social Care and Health Overview and Scrutiny Committees to update members on the following performance aspects:
  - CWPT will update members on their performance against their Key Performance Indicators.
  - CWPT will highlight any achievements (including how they have been made) and any areas of concern (including how they will be remedied).
  - CWPT will update members on how children looked after are accessing mental health services.
- 3) Agrees that the performance of Coventry and Warwickshire Partnership Trust should be a specific part of the performance reporting to Cabinet on a six-monthly basis.
- 4) Agrees that a business case evaluation of the Dimensions Tool be undertaken and evaluated by the Joint Managing Director, Resources in consultation with the Portfolio Holder for Customer and Transformation and the Chair of the Children and Young People Overview and Scrutiny Committee.

## **9. Report and Recommendations of the Loneliness Advisory Group**

Councillor Clive Rickhards who chaired the Loneliness Advisory Group thanked those members, officers and partners who had contributed to the review and outlined some of the key issues that had been considered. He emphasised the need to engage GPs in initiatives to address loneliness and commended the work of agencies such as Age UK.

Councillor Les Caborn welcomed the report adding that it should be widely circulated. A minor amendment to recommendation 2 was proposed and agreed. This was in recognition that there will be some reports written that will clearly not have an impact on loneliness.

Councillor Judy Falp commended the work of Warwickshire Young Carers and stressed the need to ensure that the needs of young carers are being met. On this theme members emphasised the need to remember that people of all ages and backgrounds can suffer from loneliness. A major challenge can be in identifying people who are lonely and then encouraging them to accept assistance.

Councillor Jeff Morgan echoed the importance of social prescribing and the role of GPs in helping to address loneliness. Councillor Dave Parsons pointed out that when new estates are built residents and particularly young mothers can feel lonely. This was noted.

## **Resolved**

That Cabinet considers the report of the Loneliness Advisory Group and approves the following recommendations:

- 1) That in view of the prevalence of loneliness and the impact that it can have on people's health and wellbeing, Warwickshire County Council undertakes to raise awareness of the issue amongst its own staff. In addition the messages regarding loneliness should be extended to the wider public sector via the Warwickshire Health and Wellbeing Board;
- 2) That where appropriate authors include in reports specific reference to the impact of proposals on loneliness;
- 3) That from 2019/2020 an additional scoring criterion is considered for inclusion in the Warwickshire County Council Councillors Grant Fund Scheme that relates specifically to the impact of all project applications on reducing loneliness and social isolation;
- 4) That agencies such as Age UK be invited to promote any schemes they operate aimed at reducing loneliness (e.g. befriending schemes) to Warwickshire County Council staff. This will take the form of submissions on the intranet, a presence in Shire Hall and other offices on key dates and articles in staff newsletters, etc.;
- 5a) That GP practices be targeted to ensure that they are sufficiently aware of the benefits of social prescribing to wish to engage with this initiative. GP learning events should be used to assist in the dissemination of this message;
- 5b) That a member development/briefing session be arranged to relay messages about Social Prescribing. This session will cover those actions that members can undertake to promote Social Prescribing in their communities;
- 6) That during the Year of Wellbeing the impact of loneliness is particularly recognised and projects developed to specifically address this;
- 7a) That the Council recognises the value of arts and culture in addressing issues of loneliness and encourages family centres, GP practices and libraries to promote activities around this;
- 7b) That the Council endorses efforts underway to develop a Creative Health Alliance across Warwickshire, to form a strong partnership between arts and culture organisations and health partners, to include supporting partnership bids for external funding;
- 8) That the County Council continue to manage information on events and activities that people can engage with and that this be shared with GPs, Practice Nurses and Social Workers; and

- 9) That EQUIP (the organisation delivering the WCC contract for equalities services within Warwickshire) be requested to raise awareness of, and signpost to, services, support and activities that address loneliness and social isolation for their target groups (as per Outcome 3, 3a of the service specification).

**10. Any Urgent Items**

None

**11. Reports Containing Confidential or Exempt Information**

That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**EXEMPT ITEMS FOR DISCUSSION IN PRIVATE (PURPLE PAPERS)**

**12. Exempt Minutes of Cabinet 24 July 2018**

The exempt minutes of the Cabinet meeting of 24 July 2018 were agreed as an accurate record for signing by the Chair. There were no matters arising.

The meeting rose at 15.06

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Chair

## Cabinet

11 October 2018

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

#### Recommendation

That Cabinet review and comment on the annual review and summary of upheld complaints issued by the Local Government and Social Care Ombudsman in the financial year 2017/18.

#### 1.0 Background

- 1.1 Each year the Local Government and Social Care Ombudsman (LGSCO) produces a review letter which contains a summary of statistics on the complaints made about the Council for the year ended 31 March.
- 1.2 This report attaches a copy of the LGSCO's letter for 2017/18 (See Appendix) and provides more detail in relation to the themes identified by the upheld cases (section 4).

#### 2.0 Upheld decisions in 2017/18

- 2.1 In the financial year 2017/18 69 complaints and enquiries were received by the LGSCO in respect of Warwickshire County Council. Out of the 71 decisions made by the LGSCO in this period (which includes a number received in the previous year) 26 were the subject of full LGSCO investigations and of these 11 complaints were upheld and 15 were not upheld giving the Council an uphold rate of 42%.
- 2.2 45 out of the 71 decisions made by the LGSCO in respect of the Council in this period did not require detailed investigations by the LGSCO and the majority were referred back for local resolution or closed after initial enquiries were made by the LGSCO. These figures can be seen in the table attached to the LGSCO's letter at Appendix 1.
- 2.3 Of the 11 upheld complaints:
  - 8 related to People Group cases and of these 3 related to Children's Safeguarding and 5 to Adult Social Care and Support (1 of these 5 related to a Blue Badge complaint); and
  - 3 related to Communities Group cases and all 3 related to Education & Learning (1 related to a School Admission Appeal and 2 to Education, Health & Care Plan/Special Educational Needs complaints).

- 2.4 Of the 11 upheld decisions, 10 were made in Statements of Reasons (where the Ombudsman is satisfied with the action the authority has taken or proposes to take and it would not be appropriate to issue a formal Report) and 1 Report was issued, requiring a formal response, which was considered by Cabinet on 9th November 2017. This was in relation to a complaint about school transport costs for a child in foster care who was entitled to free school transport.
- 2.5 The LGSCO's Annual Letter refers to 2 formal reports being issued last year (2017/2018), however, one of these reports was actually issued to the Council on 29 March 2017 (although it was published by the LGSCO on 20 June 2017) and was therefore included in the statistics and report to Cabinet last year. This was in relation to a complaint about the failure of the Council and a Borough Council to adequately support an individual to move out of residential care and live independently in the community with appropriate support.

### 3.0 Comparison to previous years and other local authorities

- 3.1 By way of comparison to previous years, the number of upheld complaints in 2017/18 is the same as last year. Whilst there will be various reasons for the year on year variation in the number of upheld complaints, this data can be useful as a general guide to see how the Council is performing when it comes to complaints. The number of upheld complaints in previous years was as follows:

Financial Year	Number of complaints upheld by the LGSCO
2016/2017	11
2015/2016	4
2014/2015	18
2013/2014	19

- 3.2 Comparing the number of upheld decisions to other similar size or types of local authority Warwickshire has the lowest uphold rate. However, unlike last year, this year the LGCSO found that Warwickshire had not remedied any of the complaints which it investigated fully prior to LGSCO involvement:

Local Government & Social Care <b>OMBUDSMAN</b>	Complaints and Enquiries Decided (by Outcome) 2017-18									
	Authority Name	Invalid or Incomplete	Advice Given	Referred Back for Local Resolution	Closed after Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total	Complaints Remedied by LGO
Dorset County Council	5	0	21	14	9	8	47	57	8	0
Gloucestershire County Council	6	0	23	19	8	8	50	64	6	2
Northamptonshire County Council	5	1	40	17	7	21	75	91	18	3
Oxfordshire County Council	2	0	14	12	5	7	58	40	7	0
Staffordshire County Council	7	2	39	28	10	40	80	126	33	5
Warwickshire County Council	2	0	31	12	15	11	42	71	10	0

## 4.0 Themes from upheld complaints

- 4.1 All of the Council's upheld cases were in relation to Adult Social Care, Children's Safeguarding and Education and Learning. This aligns with the overall trend of complaint areas experienced by the LGSCO. The LGSCO has produced a Review of local government complaints for 2017/18 which can be found on the LGSCO website (<https://www.lgo.org.uk/information-centre/reports/annual-review-reports/local-government-complaint-reviews>).
- 4.2 Some themes identified from those complaints the LGSCO upheld in relation to this Council include the following:
- Adequately meeting adult social care needs or meeting them in a timely way;
  - Delays in dealing with enquiries and complaints;
  - Delays in dealing with/reviewing Education Health and Care Plans;
  - Failure to follow own procedures and policies;
  - Failure to properly take into account legal obligations and government guidance when making decisions on eligibility for services.
- 4.3 From the number of upheld complaints where delays in dealing with complaints or enquiries was a factor, it is clear that this is an area where improvements can be made to increase customer satisfaction and reduce further upheld complaints. Specific work is already being carried out in respect of improving the way that adult social care complaints are dealt with and the process around Education Health and Care Plans. Reducing delays should form part of this work and any wider work that is being done to improve the way the Council deals with complaints.
- 4.4 The LGSCO issues themed Focus Reports in respect of issues that their investigations have commonly uncovered across different councils. These are shared with relevant colleagues across the Council. The LGSCO expects councils to have regard to these Focus Reports and is likely to be more critical of the actions of councils in future investigations if it is apparent that the council has failed to take these Focus Reports into account. Last year the LGSCO issued 2 Focus Reports that are relevant to this Council:
- The Right to Decide: towards a greater understanding of mental capacity and deprivation of liberty; and
  - Education, Health and Care Plans: our first 100 investigations.
- 4.5 Officers have arrangements in place to ensure that the themes identified from our own cases and more widely from other LGSCO cases, are shared across the organisation as necessary so that lessons can be learnt and we will continue to keep these arrangements under review.

## **5.0 Reporting upheld complaints**

- 5.1 Our performance in relation to LGSCO complaints is one of the Council's key performance indicators. We currently have a target of no more than 12 upheld decisions (last year the target was 10 but this year's target includes upheld Information Commissioner/Tribunal decisions and Judicial Reviews). So far this year (2018/2019) there have been 6 upheld LGSCO complaints (to week ending 14.09.2018). Performance against this target is reported quarterly to Cabinet as part of our standard reporting arrangements.
- 5.2 In addition to this annual report to Cabinet, specific, individual cases where there has been a significant finding of maladministration (usually by way of a formal Report) are also reported to Cabinet on an individual basis.
- 5.3 Separately, where there are recommendations of ex gratia payments to be made above £1000, there is a requirement for approval from the Regulatory Committee.

## **6.0 Looking to the future**

- 6.1 In his Annual Letter the LGSCO refers to the plans to move away from a simplistic focus on complaint volumes and instead focus on the lessons that can be learned from complaints. The LGSCO will therefore publish a wider range of data in next year's Annual Review Letter, which will include further information on remedies and whether local authorities have complied with recommended remedies in the timescales set out by the LGSCO in decision letters.
- 6.2 It is therefore clear that the Council needs to have an increased focus on trying to resolve complaints where possible before the LGSCO gets involved. Where the LGSCO investigates and suggests remedies to put right any injustices that have occurred, the Council needs to ensure that it is satisfied that the remedy is appropriate and achievable within the timescales required before they are agreed, as the LGSCO will be measuring compliance against these agreed remedies.
- 6.3 Complaints about the Council are becoming increasingly complex involving multiple teams across the Council and other partners such as service providers or other public bodies like the NHS. There is a need to ensure that early on in a complaint investigation an appropriate individual is identified to lead on the investigation to ensure that responses are coordinated and complete. Contractual and partnership arrangements should therefore be clear about how complaints are dealt with to ensure that appropriate actions are taken in an effective and timely manner.
- 6.4 Legal services will work with the Customer Relations Team to ensure that these highlighted issues are addressed so that lessons can be learned from previous upheld LGSCO complaints.



## Appendix

LGSCO Annual Letter

### Background papers

None

	<b>Name</b>	<b>Contact Information</b>
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Portfolio Holder	Cllr Kam Kaur	<a href="mailto:cllrkaur@warwickshire.gov.uk">cllrkaur@warwickshire.gov.uk</a> Tel: 07985 251851

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

Local Member: N/A

Other members: Councillors Boad, Kaur, O'Rourke, Crump, Singh Birdi, Timms

18 July 2018

*By email*

David Carter  
Joint Managing Director  
Warwickshire County Council

Dear David Carter,

### **Annual Review letter 2018**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGSCO) about your authority for the year ended 31 March 2018. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

#### **Complaint statistics**

In providing these statistics, I would stress that the volume of complaints does not, in itself, indicate the quality of the council's performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes can be a worrying sign that an organisation is not alive to user feedback, rather than always being an indicator that all is well. So, I would encourage you to use these figures as the start of a conversation, rather than an absolute measure of corporate health. One of the most significant statistics attached is the number of upheld complaints. This shows how frequently we find fault with the council when we investigate. Equally importantly, we also give a figure for the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. Both figures provide important insights.

I want to emphasise the statistics in this letter reflect the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

I issued two public reports about your Council last year.

The first report concerned the Council's refusal to pay the school transport costs for a child placed with foster carers and who was entitled to free school transport. The Council was

treating the children it cared for differently to those living with their families. After taking its own advice, the Council accepted our position was correct. The Council acted on our recommendations. It apologised to the foster carers involved and paid them the costs they had incurred - £1,218. It also agreed to remedy the injustice others may have suffered by writing to all its foster carers about the case inviting them to make a claim if they believed a child they had cared for should have received free home to school transport. In addition, it reviewed its payments to foster carers and its school transport policy. I welcome the action the Council has taken and am pleased to note the Council fully complied with these recommendations.

The second report was a joint report with a borough council concerning the Councils' failure to support a man to move out of residential care to live independently in the community with appropriate support. We found the Council delayed finding appropriate accommodation for the man. It failed to properly support him through the care planning process, made assumptions about his capacity and failed to follow the best interests process in its decision making. It also failed to work together with the borough council to take an overview of the man's needs and how these could be best met.

The Council acted on our recommendations to apologise to the man, pay him £2,000 and review its practices to ensure mental capacity assessments were carried out at the appropriate times. I am pleased to note the Council fully complied with these recommendations. We also recommended both Councils reviewed how they worked together to ensure there was a coordinated approach to cases involving social care and housing. I am pleased to note the Council, as part of its programme board approach, has taken this a step further to ensure working practices are improved and there is better coordination between it and all five housing authorities in its area in relation to housing and social care.

I am pleased to see the steps the Council has taken to implement the recommendations from these two reports and am encouraged by how it has used the learning from these complaints to drive improvements to services.

### **Future development of annual review letters**

Last year, we highlighted our plans to move away from a simplistic focus on complaint volumes and instead turn focus onto the lessons that can be learned and the wider improvements we can achieve through our recommendations to improve services for the many. We have produced a new [corporate strategy](#) for 2018-21 which commits us to more comprehensively publish information about the outcomes of our investigations and the occasions our recommendations result in improvements to local services.

We will be providing this broader range of data for the first time in next year's letters, as well as creating an interactive map of local authority performance on our website. We believe this will lead to improved transparency of our work, as well as providing increased recognition to the improvements councils have agreed to make following our interventions. We will be seeking views from councils on the future format of our annual letters early next year.

### **Supporting local scrutiny**

One of the purposes of our annual letters to councils is to help ensure learning from complaints informs scrutiny at the local level. Sharing the learning from our investigations and supporting the democratic scrutiny of public services continues to be one of our key priorities. We have created a dedicated section of our website which contains a host of information to help scrutiny committees and councillors to hold their authority to account – complaints data, decision statements, public interest reports, focus reports and scrutiny questions. This can be found at [www.lgo.org.uk/scrutiny](http://www.lgo.org.uk/scrutiny). I would be grateful if you could encourage your elected members and scrutiny committees to make use of these resources.

### **Learning from complaints to improve services**

We share the issues we see in our investigations to help councils learn from the issues others have experienced and avoid making the same mistakes. We do this through the [reports](#) and other resources we publish. Over the last year, we have seen examples of councils adopting a positive attitude towards complaints and working constructively with us to remedy injustices and take on board the learning from our cases. In one great example, a county council has seized the opportunity to entirely redesign how its occupational therapists work with all of its districts, to improve partnership working and increase transparency for the public. This originated from a single complaint. This is the sort of culture we all benefit from – one that takes the learning from complaints and uses it to improve services.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2017-18 we delivered 58 courses, training more than 800 people. We also set up a network of council link officers to promote and share best practice in complaint handling, and hosted a series of seminars for that group. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

**Local Authority Report:** Warwickshire County Council  
**For the Period Ending:** 31/03/2018

For further information on how to interpret our statistics, please visit our website:  
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
30	0	2	31	1	5	0	0	0	69

## Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
2	0	31	12	15	11	42%	71

### Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.  
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

### Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
10	0

## Cabinet

11 October 2018

### Transfer of Community Dietetics Service

#### Recommendations

- 1) That Cabinet approves the payment of the £700,000 annual budget (pro-rated for 1 November 2018 to 31 March 2019) for the Community Dietetics Service to South Warwickshire Clinical Commissioning Group (SWCCG) for the full delivery of the Community Dietetics Service under SWCCG's Out of Hospital Services (OoH) contract until 31 March 2021
- 2) That Cabinet approves the joint management of the Community Dietetics Service element of the OoH contract by SW CCG and Warwickshire County Council (WCC) Public Health and Strategic Commissioning
- 3) That the Strategic Director of the People Group be authorised to agree and execute an agreement under Section 75 of the National Health Services Act 2006 on terms and conditions acceptable to the Joint Managing Director (Resources).

#### 1.0 Key Issues

- 1.1 The Community Dietetics Service is an integral part of the Dietetics Service currently provided by South Warwickshire Foundation Trust (SWFT) which includes treatment, specialist advice, training and education for adults and children. The Dietetics Service is comprised of a Community Dietetics Service commissioned by WCC and an Acute Dietetics Service commissioned by SW CCG. The Community Dietetics Service has undergone a full commissioning review in collaboration with Warwickshire's three clinical commissioning groups (CCGs) to ensure it is fit for purpose.
- 1.2 The current contract arrangements for the Dietetics Service are split between SW CCG and WCC. SW CCG is responsible for commissioning and managing the contract for the Acute Dietetic Service (inpatient) on behalf of the CCGs across Warwickshire. WCC commissions and manages the contract for the Dietetic Community Service (outpatient) across the county. SWFT is the provider of the WCC and the SW CCG contracts comprising the Dietetics Service. The WCC contract with SWFT for the Dietetic Community Service ends on 31st October 2018.
- 1.3 When the SW CCG's Out of Hospital (OoH) services contract was recently commissioned, the Community Dietetic Service was included within the scope of the OoH services contract. The OoH contract was awarded to SWFT for a

3 year term from 1 April 2018 and is managed by SW CCG for all three Warwickshire CCGs.

- 1.4 With the exception of the Community Dietetics Service, all other community based services included within the scope of the OoH contract are commissioned by SWCCG on behalf of all the Warwickshire CCGs and delivered by SWFT across the county.
- 1.5 The logistics of disaggregating the Community Dietetics element of the Dietetics Service to tender the service separately would be very challenging and costly and therefore difficult to justify for the following reasons:
  - The Dietetics Service is currently managed as one team and staff work across both the Acute and Community Service elements
  - Staff specialise in different areas of dietetics across the Acute and Community elements
  - Patient referrals are managed within one service

## **2.0 Proposal**

- 2.1 It is proposed that SW CCG takes on responsibility for contracting all elements of the Dietetics Service including the Community elements as part of SW CCG's OoH service contract and that SW CCG and WCC Public Health and Strategic Commissioning jointly monitor the delivery of the community element of the Dietetics Service. As set out above at paragraph 1.3, the scope of the OoH contract that was awarded to SWFT, following a procurement process, includes the provision of the Community Dietetic Service. Therefore, no further procurement process, and no variation of the OoH contract, would be required should the current proposal be approved. Prior to the procurement of the OoH contract, WCC and SWCCG agreed that it would be desirable for the Community Dietetic Service to be included within the scope of the OoH contract to enable the Dietetics Service to be commissioned and managed as a whole.
- 2.2 The proposal is to pay the full budget for Community Dietetics to SW CCG through a Section 75 agreement for the remainder of the OoH contract. For the avoidance of doubt, the full budget for the remainder of the 2018/2019 financial year would be pro-rated. The Section 75 agreement will enable joint management and monitoring of the service under a partnership arrangement and pooled budgets. This will ensure a more joined-up approach to planning and commissioning across out-of-hospital care and support efforts to deliver more integrated, person-centred care.
- 2.3 As part of the section 75 agreement it is proposed that a funding contribution cap be implemented to alleviate any risk that WCC will be asked to pay anything above the £700,000 annual payment. In conjunction with SW CCG the service will also be reviewed annually to identify whether any efficiency savings can be made. There is an expectation that over the next 18 months patient activity to the Community Dietetics Service will reduce as more patients will be referred to other prevention services such as Fitter Futures

and the National Diabetes Prevention Programme resulting in potential savings.

2.4 The benefits of transferring the contractual arrangements for the Community Dietetics Service to SW CCG include:

- Community Dietetics can continue to be delivered alongside other community service within community hubs closer to home reducing the risk of non-attendance at clinics
- Better monitoring of patients pathway from acute to community to ensure the best outcome is achieved for patients and the service
- Facilitated discharge from Secondary Care and admission avoidance
- Referral of patients to other services within the OoH contract which might be more appropriate to patients needs
- Identify potential savings through shared administration and with other services located within the OoH contract
- Reduction of management overheads with the bringing together all community services under one contract
- Rationalisation of all community service within the OoH contract will ensure the service is fit for purpose

2.5 The risks of tendering the Community Dietetics service and the potential for a private provider to be awarded the contract include:

- Disaggregation of the Dietetics service leading to confusion amongst patients
- Disruption to patient pathway resulting in loss of confidence of patients, an increase in non-attendance at clinics and poorer outcomes for patients
- Risk of staff leaving and affecting business continuity
- Increase costs in management and administration and hiring of premises
- Potential issues with data sharing agreement between NHS and private provider regarding patient records
- Rationalisation of all community services within the OoH contract will not be achieved



### 3.0 Timescales associated with the decision and next steps

Action	Date	Responsible Officer
Section 75 agreement is drawn up for transfer of budget to SW CCG	1st October 2018	Sue Wild/Michaela Meeraus
Cabinet approval for section 75 agreement	11 <sup>th</sup> October 2018	Sue Wild
Section 75 agreement signed	31 <sup>st</sup> October 2018	Sue Wild/John Linnane
Transfer of Community Dietetics budget to SW CCG	1 <sup>st</sup> November 2018	Sue Wild/Stephanie Jones
Joint management arrangements in place	1 <sup>st</sup> November 2018	Sue Wild
Report to HOSC as required	Ongoing	Sue Wild

### Background papers

1. Briefing Paper: Prevention developments in support of the STP/The Better Care Fund and Out Of Hospital commissioning plans for Warwickshire using a prevention based approach - Prepared by: Fran Poole/Kate Woolley, Warwickshire County Council Public Health. Date: 31 August 2016
2. Service Specification: South Warwickshire NHS Foundation Trust Community Dietetics Service 1<sup>st</sup> April 2017 – 31<sup>st</sup> March 2018

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

Local Members: N/A

Other Members: Councillors Caborn, Seccombe, Golby, Parsons, Redford, Rolfe

## Cabinet

11 October 2018

### Warwickshire County Council's Financial Contribution to the Coventry & Warwickshire Growth Hub (2019/20-2021/22)

#### Recommendations

That Cabinet:

- 1) Notes the requested allocation of £128,000 per year (rising to £130,560 in year 3) for the next three years to the Coventry & Warwickshire Growth Hub.
- 2) Considers this request for funding as part of the framework of the County Council's 2019/20 budget setting process.
- 3) Agrees to receive annual reports on the performance and impact of the Growth Hub

#### 1 Background

- 1.1 The Coventry & Warwickshire Growth Hub emerged through the Wave 2 City Deal process, and coincided with a wider Government ambition to establish local centres for advice and support to businesses. The Coventry & Warwickshire City Deal was based around simplifying access to, and increasing the provision of, business support to companies within the Advanced Manufacturing & Engineering sector. A "Clearing House" was established, with Government providing rent free space (for the first 2.5 years) at Cheylesmore House, Coventry. Funding of £2.7m was also secured through the Regional Growth Fund to support the running of the Clearing House, and to provide additional business support (grants to businesses in the sector looking to grow and expand, innovation support and grants, skill support and grants, and inward investment and international trade support).
- 1.2 Local match funding was required to draw down this Regional Growth Fund resource, and demonstrate local commitment to the model. The eight local authorities of the City Deal area (Coventry, Warwickshire and Hinckley & Bosworth) agreed to provide initial funding in year 1, with an expectation that any future funding would be secured from the CWLEP, future Government funding streams, European funding, and private sector resources. These

contributions were based on the average of Spending Baseline and Spending Power of each constituent local authority, which for Warwickshire County Council amounted to £528,371 (47% of the total). There was also a shared expectation that the Growth Hub would become self-sustaining over time thereby removing dependence on local authority resource.

- 1.3 At end of year 1, the Growth Hub expanded its role and remit beyond companies within the advanced manufacturing and engineering sector only, to all business sectors. This coincided with the change of name from the Clearing House to the Growth Hub, and aligned the Coventry & Warwickshire model with other Growth Hubs established around the Country.
- 1.4 In 2016, the Coventry & Warwickshire Local Enterprise Partnership wrote to the local authorities of Coventry & Warwickshire to request further funding support to continue the work of the Growth Hub for the period 2016-2019. Warwickshire County Council agreed to provide further funding of £100,000 a year for the three year period. During this time, the Growth Hub has been successful in securing European Regional Development Funding (as part of the wider Coventry & Warwickshire Business Support Programme) to support some of their work, and have established a trading arm to their operation (Business Growth Solutions) to generate income for the Growth Hub. Income generation is hoped from a range of activities, including a recruitment support service, procurement portal, enterprise toolkit, and sponsorship through the Coventry & Warwickshire Business Festival.
- 1.5 The inaugural Coventry & Warwickshire Business Festival was held in November 2017. Over the course of two weeks, 114 different events were held, with just under 5,000 attendees, of which nearly a quarter came from outside of the Coventry & Warwickshire area and included delegates from Italy, Nigeria and Sweden. Warwickshire County Council sponsored the event, and were involved in running a number of events, including the Warwickshire Food & Drink Festival, Economic Outlook Breakfast event, and Access to Finance and Procurement workshops. The Festival is viewed as a success, and will be held again in 2018 and 2019.

## **2. Funding request from the Coventry & Warwickshire Growth Hub**

- 2.1 Over the course of the last 4 years, the Growth Hub has reduced its overheads by relocating to new premises and has pursued a blend of funding, maximising opportunities from European funding, to make it more resilient.
- 2.2 The Growth Hub Subsidiary Board at its March meeting agreed the operational budget for the Hub for 2018 at £745k. The figures below outline the shortfall between committed revenue and indicated income.

*Projected income and expenditure assuming 2% inflation over 3 years*

Income	2019/20	2020/21	2021/22
BEIS Funding 2018/19	£ 300,000		
ERDF Funding	£ 109,000	£ 110,000	
<b>LA Funding</b>	<b>£ 336,000</b>	<b>£ 336,000</b>	<b>£ 342,720</b>
Total	£ 745,000	£ 436,000	£342,700
Operating budget	£ 745,000	£ 759,000	£ 774,180
<i>Contingency balances</i>		£ 313,000	£ 431,460
Shortfall	0	0	0

The line above regarding contingency budgets is the expected income from Government via further BEIS funding, and locally generated income from tradeable activities to make up the shortfall.

It is not possible at this stage to accurately identify the sources and level of funding for beyond 2021, but it is believed by the CWLEP that there will be further funding from BEIS and opportunities from the UK Shared Prosperity Fund which will replace European Funding beyond Brexit. This does therefore constitute a potential risk to the local authority contributions.

- 2.3** Blending together core funding with Business Festival contribution, the following table indicates the ask of Local Authorities proposed by the Growth Hub:

Local Authority	2019/20	2020/21	2021/22
Warwickshire CC	£ 128,000	£ 128,000	£ 130,560
Coventry CC	£ 128,000	£ 128,000	£ 130,560
Nuneaton BC	£ 15,000	£ 15,000	£ 15,300
Warwick DC	£ 15,000	£ 15,000	£ 15,300
Rugby BC	£ 15,000	£ 15,000	£ 15,300
Hinckley/ Bosworth BC	£ 10,000	£ 10,000	£ 10,200
North Warks BC	£ 10,000	£ 10,000	£ 10,200
Stratford BC	£ 15,000	£ 15,000	£ 15,300
<b>Total Funding</b>	<b>£ 336,000</b>	<b>£ 336,000</b>	<b>£ 342,720</b>

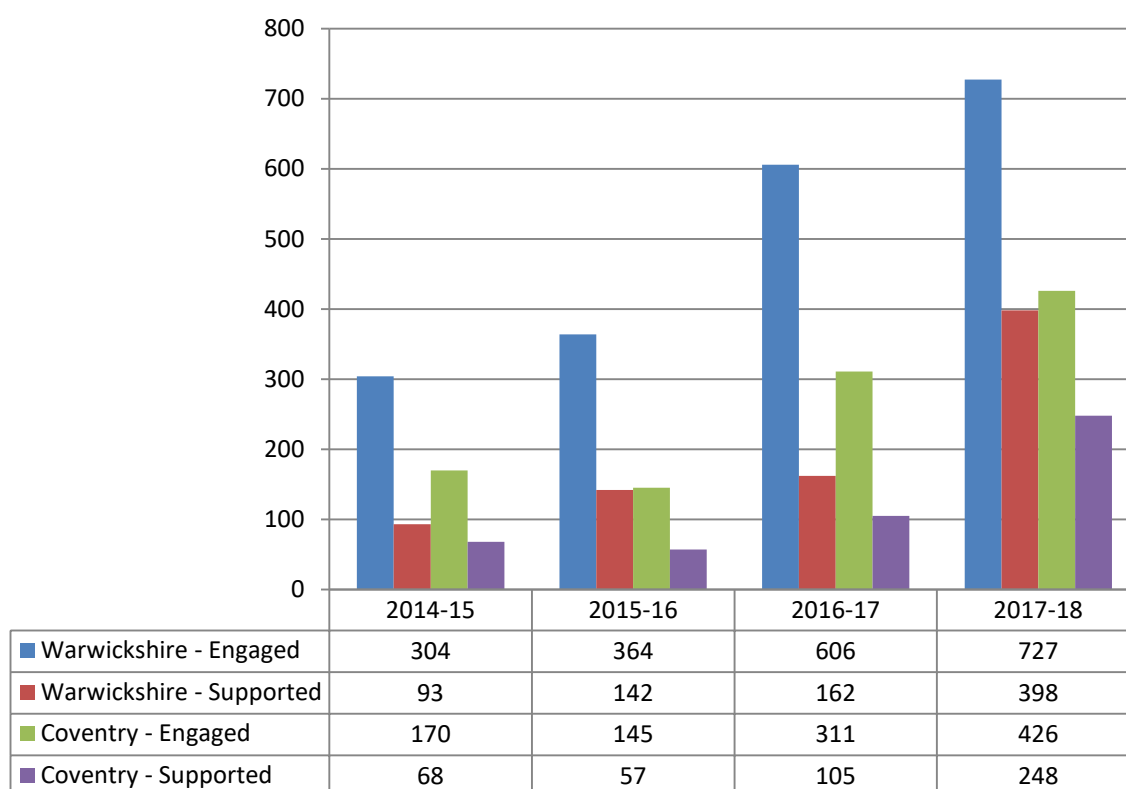
A three year deal with local authorities is being sought, which rises after year 2 with inflation, thus increasing to £ 342,720 in 2020/21, assuming a rate of inflation of 2%.

- 2.4** Given the uncertainties identified above regarding “contingency balances” and future income opportunities, it is recommended that the requested local authority contributions be considered as the maximum level of support, and that these contributions should reduce if additional income is secured/generated.

### **3. Role & impact of the Coventry & Warwickshire Growth Hub**

- 3.1 There is a range of business support available in the market, and it was recognised that businesses can find this confusing and difficult to navigate. This can act as a barrier which reduces their engagement in this support. Research shows that businesses who do engage in business support programmes are more likely to succeed and grow (and less likely to fail) than those who do not. The Growth Hub was therefore established to be a one-stop shop to enable businesses to be informed of the range of support available, and to be brokered to the most appropriate delivery partner/programme. All key delivery partners within the Coventry & Warwickshire area recognise the need and importance of having this accessible “front door” to business support, and recognise the role of the Growth Hub.
- 3.2 The Growth Hub therefore acts as an independent and objective broker, seeking to understand the needs and issues of the company/individual, and then brokering for them the most suitable support programme(s) available. This is classed as a “Business Engaged” in the performance monitoring detailed below.
- 3.3 It should be stressed that the Growth Hub does not itself provide or deliver business support. Instead, it seeks to engage businesses/individuals, and successfully broker them into support programmes which will provide this support. When the business or individual has been provided with the support of an external agent, the Growth Hub counts this as a “business supported”.
- 3.4 It is imperative that the Growth Hub remain neutral and objective in their provision of information, advice and brokerage. It will therefore be essential to ensure that any activity undertaken through the new trading arm of the Growth Hub aligns with this principle, and does not compete with any existing provision in the area.
- 3.5 Figure 1 below provides a summary of the number of businesses engaged and supported (successfully brokered into support programmes) over the past four years of operation of the Growth Hub.

Figure 1: Businesses engaged and assisted by the C&W Growth Hub



- 3.6 The Growth Hub is a key priority for the Coventry & Warwickshire Local Enterprise Partnership, and its role as a front door for business support is recognised within the revised Coventry & Warwickshire Strategic Economic Plan. Moreover, the business community strongly support the simplification and improved accessibility of business support programmes that has been achieved through the Growth Hub. Furthermore, the Government remain committed to the development of Growth Hubs as part of their Industrial Strategy as they are “determined to promote strong, sustainable and balanced growth across the country, helping all of our cities, towns and counties reach their full potential. Growth Hubs will be critical to this and will play a key role”.
- 3.7 The Growth Hub also plays a pivotal role within the Coventry & Warwickshire Business Support Programme (a comprehensive set of business support, utilising European Regional Development Funding, delivered through two linked projects run by Coventry City Council and Warwickshire County Council), and is seen as critical for providing an overarching marketing and promotion role, undertaking initial engagement, and then brokering into the various delivery arms of the programme.

#### 4. Warwickshire County Council's Future Investment in the Growth Hub

- 4.1 Given the key role that the Coventry & Warwickshire Growth Hub plays in the business support partnership landscape within the local area, it is recommended that Warwickshire County Council should continue to provide investment into the Coventry & Warwickshire Growth Hub.
- 4.2 It is therefore recommended that this request be included within the County Council's budget setting process.

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This report was circulated to the following elected members prior to publication.

Local members: N/A

Other members: Councillors Boad, Seccombe, Timms, Butlin, O'Rourke, Singh Birdi

## Cabinet

11 October 2018

### Tender to establish a Dynamic Purchasing System (DPS) for Learning and Organisational Development

#### Recommendations

That Cabinet:

- 1) Approve proceeding with a tender for the provision of a Dynamic Purchasing System for Learning and Organisational Development.
- 2) Authorise the Joint Managing Director (Resources) to enter into a DPS arrangement for the provision of Learning and Organisational Development as well as all subsequent call-off Contracts there-under.

#### 1.0 Background

- 1.1 The Learning and Organisational Development (L&OD) Team are responsible for commissioning learning and organisational development interventions across the County Council which consist of the 'Corporate Menu' - a range of core skills training programmes for all staff, management and leadership training, organisational development programmes to support change and transformation and learning and development programmes for all staff across the People Directorate. The learning and development commissioned by L&OD is supplemented by specific learning and development (often as part of continuing professional development arrangements) by Directorates and Business Units locally.
- 1.2 The L&OD team is currently utilising the ESPO Framework for Managed Training Services to procure L&OD supply via a Managed Service Provider (MSP).
- 1.3 The Council has been using this Framework for 4 years and over the course of the contract, the rates offered through this arrangement have increased and are no longer considered to offer best value when compared to purchasing from the training providers directly. The suppliers required for learning and organisational development provision across the Council need to cover a wide range of different specialisms and access to a large and flexible supply chain is essential. It is therefore considered appropriate to now establish new competitive procurement arrangements.



## 2.0 Proposal

- 2.1 It is proposed that the Council develop a Dynamic Purchasing System (DPS) to procure learning and organisational development. Evaluation of other procurement methods found that a DPS would be the most suitable method, due to its flexibility to continually grow a supply chain and its simplicity of use for both suppliers and the Council.
- 2.2 A DPS is a completely electronic system used by a Contracting Authority (WCC as buyer) to purchase commonly used goods, works or services. Unlike a traditional procurement framework, suppliers can apply to join at any time. It is an 'open market' solution which will provide WCC with access to a pool of pre-qualified suppliers
- 2.3 The set-up of a DPS will require interested companies to complete an initial pre-qualification questionnaire before they can be invited to bid for individual call-offs. This process will be fully compliant with the Public Contract Regulations and will allow for submissions throughout its validity. It is anticipated that as more suppliers are approved on to the DPS, an increase in both competition and savings will be realised as suppliers drive down prices to remain competitive. The DPS gives no guarantee of volume of work or the value at which it will be carried out. These variables are determined under the individual call-offs as and when they occur. There are a number of DPS arrangements active within the authority that have proved to be successful in both reducing costs and procuring services effectively.
- 2.4 Use of a DPS offers the following potential advantages:
  - 2.4.1 Competition on price via evaluation of tenders using cost and quality criteria or a two stage process, whereby all tenderers of sufficient quality would be invited to a price 'auction' which will enable WCC to commission the supplier providing best value.
  - 2.4.2 WCC will be able to fix prices for the duration of the call off contracts.
  - 2.4.3 Continual advertising of the DPS will ensure access to a wide supply market as suppliers can join at any time.
  - 2.4.4 Once a tender is awarded a supply of dates can be requested and scheduled efficiently as contact will be direct with the suppliers.
  - 2.4.5 Automated administration of the DPS via 'CSW Jets', Coventry Solihull and Warwickshire's on-line e-procurement system.
  - 2.4.6 The need for fewer exemption requests to Contract Standing Orders.
  - 2.4.7 Reduced costs incurred by WCC from supplier travel expenses, as there is a potential for more local supply to be generated.

- 2.4.8 The County Council can determine the length of the DPS and can cancel it when appropriate with one months' notice.
- 2.4.9 The contract will be procured in a manner that will allow Coventry City Council, Solihull MBC and certain other Public Bodies to access the contract, therefore enabling procurement on a collaborative basis if required.
- 2.5 This existing framework arrangements would continue to be utilised until the Dynamic Purchasing System (DPS) is developed to ensure continuity of service provision. WCC may also continue to contract from the framework arrangement after the development of the DPS, where conditions are favourable.
- 2.6 The proposals outlined in this report can be funded from within the Business Unit's existing resources.

### 3.0 Timescales associated with the decision

- 3.1 If Cabinet approval is granted; the DPS should be available as a procurement method by December 2018. It is proposed that the DPS will be advertised with an initial 'period of validity' of 7 years but will be kept under constant review and the validity period shortened or extended as appropriate.

### 4.0 Background Papers

None

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

Local members: N/A

Other members: Councillors Boad, Kaur, O'Rourke, Singh Birdi and Timms

## Cabinet

11 October 2018

### Warwickshire Early Help Strategy (2018-2023)

#### Recommendation

- 1) That Cabinet recommends to Council that the Warwickshire Early Help Strategy (2018-2023) be approved and included as part of the Policy Framework
- 2) That any future action plan is submitted to Cabinet for approval

#### 1. Introduction

- 1.1 Following the Ofsted Inspection in May 2017, the Children and Families Business Unit in partnership with the Warwickshire Safeguarding Children Board (WSCB) invited the LGA to conduct a bespoke Peer Review across our Early Help offer. This was in direct response to the WSCB recommendation 'Complete a review of the effectiveness of the early help offer in Warwickshire'
- 1.2 The review took place from 13 -15 November 2017. The key lines of enquiry were focused on:
  - a) Governance and leadership of Early Help in Warwickshire
  - b) Do partners fully understand the part they play in safeguarding children and young people at the earliest opportunity?
  - c) Does the local 'Thresholds for intervention' document support partners in their decision about where a child, young person or family's needs are best met?
  - d) Further development of Early Help going forward.
- 1.3 A key recommendation of the Peer Review was the convening of a Conference to address the findings from 2017 and ensure a multi-agency approach to future direction through the formulation of a Strategy. This has been encapsulated in the form of the Early Help Strategy which is attached as Appendix 1 for consideration.
- 1.4 The Strategy has been endorsed by the Warwickshire Safeguarding Children's Board with the proviso that individual logos of the partner organisations that comprise the Board are attached to the Strategy. This acknowledges that whilst the Board have an assurance role in relation to Early Help, responsibility for delivery rests with individual organisations

albeit working in partnership. Logos are currently being collated from Partner agencies and will be attached to the final iteration of the Strategy following consideration and endorsement by Cabinet.

## **2. The Strategy**

### Approach

- 2.1 The Ofsted Inspection and Peer Review led to a combined action plan that brought together the Board's recommendations for improvement and those recommended by the Peer Review. Since January 2018, the Children and Families Transformation Partnership Board have been tasked with overseeing the delivery of the action plan with primary emphasis being given to ensuring a multi-agency approach to the formulation of an Early Help Strategy and agreement through a conference. Representatives from the Board (initially via the Early Help Action Group-a sub group from the Board) across a number of agencies assisted in producing an outline that was agreed as the basis of the 1<sup>st</sup> draft of the Strategy.
- 2.2 The 1<sup>st</sup> Draft was the subject of consultation on a much wider level including Children and Young People OSC, WSCB and its Sub-Groups in June 2018. In the spirit of co-production, parents and carers have also had input in the production of the Draft Strategy. Comments received were incorporated into a Near Final Draft that was then considered by the Annual Conference on 2<sup>nd</sup> July. Approximately 80 people were in attendance at the event where the Strategy was considered along with the priorities and pathways that would underpin the delivery of the Strategy. Comments during the Conference have been noted and reflected in the new Strategy.

### The Strategy

- 2.3 The Strategy is attached as Appendix 1 to this report and very much follows on from peer review feedback that it be high level, brief and multi-agency in focus. The underlying theme of the Strategy is the need to ensure that early help empowers individuals and communities promoting independence, self-help and resilience. In addition to addressing demand it is envisaged that this approach will also then ensure that resources are targeted towards those who need it most. Actions that will underpin the Strategy will be focussed on the following key outcomes

- We are clear
- We listen
- We are accessible
- We Support
- We work as a team

- 2.4 As the Action Plan is being developed we will also ensure that monitoring and accountability arrangements are in place to ensure that work is progressed and evaluated for effectiveness.

#### Next Steps

- 2.5 Cabinet is invited to approve the Strategy which is currently being used as the basis of developing an action plan over the autumn in conjunction with partners.

## **Appendix**

Warwickshire Early Help Strategy 2018-2023

### **Background papers**

- Ofsted Inspection Report (May 2017)
- LGA Peer Review Report (November 2017)

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This report was circulated to the following elected members prior to publication.

Local members: N/A

Other members: Councillors Morgan, Hayfield, Dahmash, Williams, Davies, Roodhouse

# Early Help in Warwickshire



*The right support*



*at the right time*



Warwickshire  
Safeguarding  
Children Board

*Partnership draft strategy* **2018-2023**

# Foreword



Warwickshire  
Safeguarding  
Children Board

We know that there is so much good work going on to support children, young people, families and communities throughout Warwickshire, ranging from our universal services (available to all) to our safeguarding and specialist services for the most vulnerable.

But we also understand there is a need to change. Resources are shrinking and demand for our most specialist and expensive services is growing with increasing complexity. It is more crucial than ever that we come together in partnership to focus on the support we can give to families and communities at the earliest opportunity.

- We need a common vision, a common understanding and a common language about what this means here in Warwickshire.
- We need to have excellent information and advice available to all through our universal services, so that risks and vulnerabilities can be prevented from turning into problems and needs.
- We need to build on the strengths within families and communities to ensure they are resilient and able to support themselves and each other, without the need for avoidable intervention.
- We need to ensure that those who do need our help are able to receive it easily and quickly, before their problems have a chance to worsen.
- We need to continue to support families after we have helped them, to ensure they are able to manage their own difficulties and their problems do not return to a higher level of need.

The key to doing this effectively lies in our partnership work. We have a shared commitment to working together across our agencies and in partnership with families and communities to deliver this vision. Our shared commitment comes hand in hand with a shared accountability.

This strategy has been written for all professionals working with children, young people and families, but it is informed by the views of parents and professionals alike. We will not stop here. We will continue to review and develop our strategy in partnership with those best placed to tell us what's working and what needs to change in the months and years to come.

Draft following consideration by



Warwickshire  
Safeguarding  
Children Board



# What is early help?

We asked parents what early help means to them...

“

**“Early should mean early and help should mean help.”**

*“Prompt, proactive, accessible and professional help, support and advice for children and families as soon as they need it.”*

*“Access to services as soon as a need is identified.”*

*“Prevention rather than a cure.”*

*It includes both the “kind of things every parent is doing” and “help for specific concerns.”*

*“Being the support network or ‘village’ that [families] need.”*

## Working Together to Safeguard Children (2018)

Providing early help is more effective in promoting the welfare of children than reacting later. Early help means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years. Early help can also prevent further problems arising; for example, if it is provided as part of a support plan where a child has returned home to their family from care, or in families where there are emerging parental mental health issues or drug and alcohol misuse.

**Effective early help relies upon local organisations and agencies working together to:**

- identify children and families who would benefit from early help
- undertake an assessment of the need for early help
- provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to improve the outcomes for the child

Local authorities, under section 10 of the Children Act 2004, have a responsibility to promote inter-agency co-operation to improve the welfare of all children.

## The right support at the right time

In Warwickshire, early help is summarised as the right support at the right time. The right support means understanding and building a family’s strengths and needs and quickly identifying the most appropriate help for them. It also means helping parents to have the confidence to seek their own solutions. The right time means early in the development of the problem, which could be at any point in the child’s life. The right support at the right time will reduce the likelihood of problems escalating or recurring.





# Why do we need an early help strategy?

**National research tells us that early help is worth investing in. Its long-term impact is better for families, services and the public purse.**

- Frank Field (2010). Report into the prevention of child poverty.
- C4EO (2010). Grasping the Nettle report into early intervention.
- Graham Allen (2011). Children and families need to be empowered with an ‘emotional bedrock’ of resilience.
- Eileen Munro (2011). Focus on the ‘child’s journey’.
- Action for Children (2017). Revolving Door report into missed opportunities for early help, which lead to escalation of problems and re-referral.
- Action for Children, National Children’s Bureau and The Children’s Society (2017). Turning the Tide report on reducing funds versus increasing demand.



## Smart Start

### Our local Smart Start research 2015–16

complements these findings. Common themes highlighted by parents and professionals included the need for better universal services in the community so that those in need of a little advice or social interaction didn’t feel stigmatised as being ‘in need’. Respondents also wanted more universal parenting education, respectful and welcoming relationships with professionals, better early mental health support and a more joined-up approach across agencies. Family support services were highly valued by parents and professionals alike.

Recent inspections in Warwickshire have highlighted some effective practice. However, they have also identified areas for development. Our early help strategy needs to ensure that these good practices move from being the exception to the norm and that they are being applied consistently across agencies, areas and families.

- Not all children and families get the help they need at the right time.
- Not all partners understand or are engaged in early help.
- Thresholds for stepping up or down from early help are not always understood or consistently applied.
- Documentation and language around early help needs to be simpler.
- The voice of the child is not always reflected in assessments or used to inform future plans.



**Our Ofsted inspection in May 2017** reported that Warwickshire children’s services **require improvement** to become good.




**We asked a group of parents** what is currently good about early help in Warwickshire and what needs to improve. Their comments tell us that services are not working together consistently. The experience from the families’ perspective, therefore, is often disjointed and repetitive. Our early help strategy needs to change this.

### What’s good?



- ✓ Good multiagency working in the early years between health visiting, children’s centres and nurseries.
- ✓ Easy access to universal services.
- ✓ Great facilities – welcoming and equipped.
- ✓ Praise for staff and volunteers – “some amazing people.”
- ✓ Many agencies doing a great job in the face of challenging budget cuts.

### What’s not so good?



- ✗ Feeling like “one size fits all” rather than help tailored to individual need.
- ✗ Help for teens is harder to navigate than help for 0–5s.
- ✗ Help can be “fragmented” and families have to “start from scratch” with each new service.
- ✗ Services don’t always acknowledge that “struggles happen in a context” and aren’t ready to support subsequent issues that are identified.



### What does this strategy need to change?

- Make sure we only have to tell our story once.
- Help us to navigate the various systems rather than passing us on.
- Listen to us and respect the journey we’ve had so far.
- Understand the strengths and needs of our particular family rather than categorising us.
- “Hold my hand” and show me what support I can get.

**A survey of professionals across partner agencies** prior to Warwickshire’s peer review of early help in 2017 told us that, overall, professionals know when and how an early help assessment should be completed, but that thresholds, procedures, pathways and guidance need to be much clearer. This strategy needs to be the first step towards improving this for professionals and families alike.



# Where are we now?

## Our children and families

- There are **125,554** children and young people aged 0–19 resident in Warwickshire.
- **82,062** pupils are on roll at Warwickshire maintained schools.
- There are **64,973** households in the county with dependent children.

## Early Help Single Assessment

Around **1,000** early help single assessments are initiated each year.

- Almost **2,000** are open at any point in time.

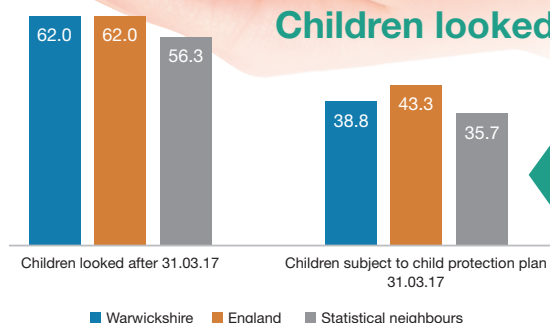
## Children in Need

*(2018 figures are provisional until 31.07.18)*

- There were **10,750** referrals to the Multiagency Safeguarding Hub (MASH) during the year ending 31 March 2018.
- There are **564** children subject to a child protection plan (**49.8** per 10,000 child population).
- There are **711** children looked after in the county (**62.8** per 10,000 child population). This includes **61** unaccompanied asylum-seeking children.
- Excluding the asylum-seeking children, the most common reasons for children being looked after are abuse or neglect (**58.6%**), family dysfunction (**22.2%**) and family in acute stress (**9.8%**).
- In addition to those with child protection plans and children looked after, **2,618** children have an open child in need plan (**231** per 10,000 child population).

Data sources: ONS mid-2016 population estimates; Pupil Census January 2018; National Census 2011; Children & Families One Team dataset; Mosaic database. Please note: Safeguarding figures for the year ending 31 March 2018 are provisional while quality checks are completed before submission to the Department for Education.

## Children looked after in Warwickshire



### High rates

of children looked after and children subject to child protection plans when compared with similar authorities (per 10,000 child population)

# A challenging future ahead

## Increasing demand ...

Figures from the Association of Directors of Children's Services (ACDS) project that between 2010 and 2022, we will see nationally:

- More than a **30%** rise in education, health and care plans
- A **180%** increase in child protection enquiries
- A **56%** rise in child protection plans
- A **20%** increase in children in care

## ... versus reducing budgets

The Turning the Tide report (2017) projects a **29%** real terms reduction in central government funding for local authority early intervention between 2016/17 and 2019/20.



## Please reassure us

Our consultation group of parents wanted us to understand the uncertainty and concern caused by the significant changes and cuts that have happened in recent years. They felt that listening, talking and reassurance were the best first steps towards building family and community resilience in these challenging times.

# £16.6bn

The cost of 'late help' in the UK in one year, as reported by the Early Intervention Foundation (2015). **£5bn** of this is the cost of looking after children in care; **£4bn** is spent on benefits for 18–24-year-olds not in education, employment or training; and **£900m** is spent on helping young people suffering from mental health, drug or alcohol problems.

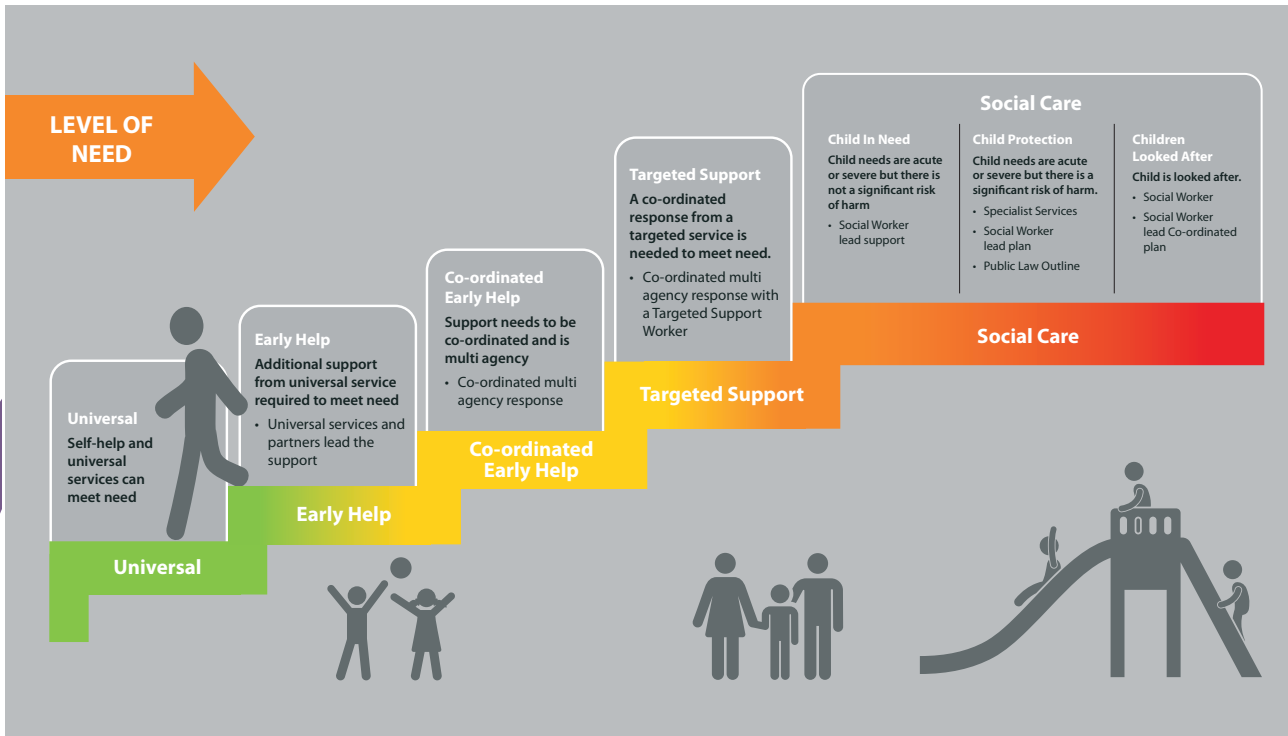
**Our strategy** commits us to investing in early help, with a view to avoiding the need for what is deemed 'late help' in the future. This is balanced against the need to protect and care for those who do need our specialist services.



# Where do we want to be?

## A clear Early Help pathway for practitioners and users

Professionals across partner agencies in Warwickshire are already working towards a coordinated model for delivering children’s and family services. The diagram below seeks to encapsulate the approach that will be taken in Warwickshire and will be used as a basis for developing a clear and understandable pathway for practitioners and users of the service.



## We asked parents how they like to access early help

- Health visitor
- Children’s centre/family centre
- GP if appropriate
- Online peer support groups
- School or other educational setting
- Single phone number
- Email option for sensitive issues

**Our strategy** will ensure there is a range of access points to early help within local communities. Information, advice and guidance will be easy to find and understand, so that families are empowered to make choices and changes for themselves. If they do need more support, we will make it easy to find out who they need to talk to.



# How will we get there?

## Our commitments

- ✓ *The right support*
- ✓ *at the right time*

### We are clear

- ✓ **We will** clarify our thresholds, assessment protocols and referral pathways and communicate these so that there is a common understanding across agencies and families.
- ✓ **We will** clarify what we, as agencies and partners, expect from one another, and that we know what our responsibilities are.



### We listen

- ✓ **We will** understand the needs of the child within the context of their family and community, rather than seeing them in isolation.
- ✓ **We will** review our early help based on the impact it has on the child, rather than being led by service capacity or boundaries.
- ✓ **We will** continue to engage with and listen to children, families and communities as our strategy and services develop.
- ✓ **We will** listen to research and evidence to help us understand what's working and not working here and elsewhere.



### We are accessible

- ✓ **We will** develop our service directory, online offer and Family Information Service to ensure that information is easily accessible for families and professionals.
- ✓ **We will** think about pathways from the family's perspective and ask them to help us with this.



### We support

- ✓ **We will** work with children, families and communities to build capacity to support themselves. We will help them look at strengths and assets to help build resilience that is sustainable.
- ✓ **We will** build and maintain relationships with families so they feel supported and assured.



## We work as a team

- ✓ We will strengthen our partnership arrangements at both strategic and local practice levels, including options for joint commissioning.
- ✓ We will hold each other to account through strengthened governance arrangements across the partnership.
- ✓ We will address structures to ensure services are designed with our shared vision in mind, rather than being service-led.
- ✓ We will develop our vision for integrated working within communities through children and family centres and local hubs, building on the work already started for 0–5s through Smart Start.
- ✓ We will promote the culture change that this will involve, through shared training, support and regular peer discussions about the practical application of this strategy.



## We will have the right conversations with the right people at the right time

- ✓ We will make our access points clear so families know who they can talk to for help or information.
- ✓ We will talk to each other so that families don't have to tell their story to multiple people multiple times.
- ✓ We will train and communicate with professionals in children and family centres, educational settings and community health services, so they know where to find help or information for families who need it.
- ✓ We will guide families through their next steps if they need support, rather than just 'signposting'.
- ✓ We will quickly refer families to safeguarding or specialist help if they need it.

## We will develop a partnership action plan

to deliver the vision set out in this strategy, beginning with a partnership conference in July 2018. The plan will include actions, measures, timescales and accountability. Clear multiagency policies, procedures and pathway maps will follow this action plan. We will review our strategy at its halfway point in 2020/21 and will continue to develop our co-ordinated model of delivery.



# How will we know whether we are getting it right?

**Our action plan** will include **qualitative** and **quantitative** measures so we can check how well we are delivering our vision. Our high-level aims are below; the detail of these, including numerical targets, will be developed alongside our specific actions.

## What children and families will say

- **I understand** what early help means in Warwickshire.
- **I can** find the information I need about services and help.
- **I know** where to go if I need help.
- **I feel** listened to and respected by professionals I talk to.
- **I understand** the process I need to go through to get the help I need.
- **I understand** what will happen after I have received help.
- **I was** part of my early help assessment.
- **I feel** better equipped to manage my family's problems now I have had guidance or help.



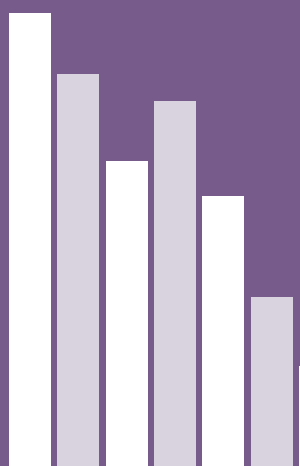
## What professionals and partners will say

- **I understand** what early help means in Warwickshire.
- **I understand** my role in the locality where I work.
- **I know** when and how to complete an early help assessment.
- **I know** where to find guidance and procedures relating to early help and safeguarding.
- **I understand** the guidance, procedures and thresholds relating to early help and safeguarding.
- **I know** the local assets available to help support children and families



## What our numbers will say

- Fewer children are looked after and fewer have child protection plans.
- More early help single assessments are initiated, particularly by health professionals.
- Fewer re-referrals are made to early help and safeguarding.
- Savings targets are achieved.
- Targets relating to specific family interventions are met.
- Fewer children require other specialist services, such as Youth Justice and Child and Adolescent Mental Health Services (CAMHS).





# Jargon Buster

<b>Accessible</b>	When services are accessible, it means people can easily find them, reach them and use them. When documents are accessible, it means people can easily read them, understand them and use them.
<b>Accountability</b>	Accountability shows whose job it is to do something. They can be held to account for that action.
<b>Action plan</b>	Following a strategy, an action plan details exactly what needs to be done to deliver it. It also includes timescales and whose job it is to do particular tasks.
<b>Assets</b>	Assets are the existing strengths of people and places. An asset-based approach involves identifying, using and building on these to enhance outcomes for an individual or family.
<b>Children and family centres</b>	Children and family centres are being developed across Warwickshire to deliver a range of services for families under one roof within local communities. They will encompass many of the existing children's centre services for 0–5s but will extend to support families with children up to the age of 19.
<b>Child protection plan</b>	If a child is found to be in significant need of protection due to abuse or neglect, a child protection plan is put in place. The plan includes details of what the family and professionals need to do in order to protect the child's safety, welfare and health.
<b>Children in need</b>	A child in need is defined under the Children Act 1989 as a child who is unlikely to achieve or maintain a reasonable level of health or development, or whose health and development is likely to be significantly or further impaired, without the provision of services; or a child who is disabled (WT p.18)
<b>Children looked after</b>	Children looked after are also referred to as looked after children or children in care. It means they are in the care of the local authority, either under a legal order (where the authority takes on parental responsibility) or voluntarily (usually shorter term, where the parent retains responsibility). Looked after children are placed in foster care where possible, but can also live in specialist residential placements depending on their needs.
<b>Commissioning</b>	Commissioning is the whole process of researching, planning, developing, ordering and buying something. In the context of this strategy, it usually relates to one organisation commissioning services from another. Joint commissioning is about organisations getting together to commission services.
<b>Communities</b>	Communities are where people feel they belong. This strategy largely relates to the local area in which people live, but it can also mean the groups and networks to which people belong, or where they feel they belong.
<b>Early help</b>	Early help means providing support to a child and their family as soon as a problem emerges. This can happen at any point in the child's life, not just in the early years. Early help can reduce the risk of problems getting worse or returning later down the line. In Warwickshire, early help is summarised as 'the right support at the right time'.
<b>Early help single assessment</b>	If more than just information and guidance are needed, a family may be asked to work through an early help single assessment. Any professional can lead this (e.g. teacher or health visitor) but it can't happen without the family's agreement or participation. The assessment helps professionals to understand the problem(s) faced by the family so they can help them get the right support. This assessment replaces what was previously known as the common assessment framework (CAF).
<b>Evidence</b>	Evidence is proving what works and what doesn't work about support for families. It is about properly measuring how we know we've made a difference. We gather evidence ourselves through our own services and use evidence from others.
<b>Integration</b>	When services properly join up to manage and deliver services, this is called integration. It is about more than just working in the same building or talking to each other.
<b>Intervention</b>	Intervention is about putting a particular service or plan in place to help a family get through their problems. An intervention will be short to medium term and will involve a plan for what happens when the intervention finishes. It could be something like attending a course or going through a specified programme of support.
<b>Late help</b>	Late help is often what is needed if opportunities for early help are missed or are ineffective. Late help means that problems have got worse and the support the family needs is more critical, specialist and expensive.
<b>Measures</b>	Measures are used to tell how well we're doing. They can be quantitative (numbers) or qualitative (descriptive). The best way of measuring performance is to have a mix of both
<b>Multiagency/ multidisciplinary</b>	When a team consists of professionals from more than one agency or more than one skill, they are known as being multiagency or multidisciplinary.

<b>Needs</b>	Needs are about what is holding a child or family back from thriving to their potential. Needs can be met if the right support is provided.
<b>Partnerships</b>	Partnership is often about agencies working together with each other, but it can also be about agencies working together with families.
<b>Pathways</b>	Pathways are the journeys families and professionals take through services. They are about how services and systems are initially accessed, and about the people, places and decisions that are made along the way.
<b>Policies &amp; Procedures</b>	Policies and procedures are about how the strategy will be delivered in practice. Procedures may include mapping pathways as above.
<b>Prevention</b>	Prevention is about stopping problems from happening in the first place. It comes at an even earlier stage than most 'early help'. Prevention includes things like general health promotion, universal parenting courses and internet safety guidance.
<b>Professionals</b>	Any trained member of staff working with a family is included as a professional within this strategy. It includes those from social care, education and health disciplines, as well as those delivering other family services within communities.
<b>Resilience</b>	Resilience means the ability to bounce back from setbacks, adapt to change, and feel equipped to deal with one's own problems.
<b>Restorative Practice</b>	Whilst traditional methods of conflict solution start by seeking blame and administering punishment, restorative solutions start by seeking understanding. Restorative practice is a way of behaving rather than a theory or process. Restorative practice offers a chance to rebuild relationships that have been broken, giving everybody a chance to explain their actions and building solutions together for the future.
<b>Right Support</b>	The right support means understanding a family's problem and quickly identifying the most appropriate help for them.
<b>Right time</b>	The right time means early in the development of the problem, which could be at any point in the child's life.
<b>Safeguarding</b>	Safeguarding in this context is about protecting the safety and welfare of children. It includes child protection and looked after children, as well as identifying risks to safety and welfare early in their development.
<b>Service directory</b>	Warwickshire has a searchable online directory of services and resources.
<b>Smart Start</b>	Smart Start is Warwickshire's strategy for supporting 0–5s and their families to get the best start in life. Early help is a significant part of this, and equally, the Smart Start strategy forms a strong basis for developing our early help strategy.
<b>Specialist services</b>	Specialist services are those provided to address the most critical needs. They include safeguarding, mental health, and drug and alcohol services.
<b>Stepped Approval</b>	The stepped approach, shown on page 8 of this strategy, is Warwickshire's recognised model of service delivery, ranging from universal provision to the most specialist services.
<b>Strategy</b>	A strategy is a high-level document outlining a vision for where we want to be and how we want to work.
<b>Support</b>	Support for families usually just means a helping hand so that they can then go on to manage difficulties themselves. It includes advice and guidance and might stretch to some lower-level interventions. Support will also be given following an intervention, so that families are not just left to themselves immediately.
<b>Targeted services</b>	Targeted services come in between early help and specialist services. The need for targeted services might come to light during an early help single assessment. Targeted services focus on a specific need, sometimes only for a specific period of time. They include services like family mediation programmes, intensive family support, equipment or adaptations for a child with disabilities, or a particular youth development programme.
<b>Thresholds</b>	Thresholds are the different criteria set in place to help professionals assess what 'the right support' means for a child and their family.
<b>Universal</b>	Universal means something that is available for everyone. Examples are schools, public information, and GP surgeries. It also includes any other support people can access without being assessed, e.g. an open parenting course or a workshop on family budgeting.
<b>Vulnerable</b>	If a child or family is vulnerable, it means there are certain risk factors in their lives that may hold them back from thriving, e.g. living in a deprived area or being a lone-parent family. However, these risks may not come to anything if families are sufficiently resilient and have access to universal community support and information should they need it. Being vulnerable doesn't necessarily lead to being 'in need'.



# References and resources

## With thanks to ...

Parents from **Hearing the Voice of Families in Warwickshire** online group and professionals from the **Early Help Action Group**.

### Local documents

Early help action group documentation

Local Government Association early help peer review (November 2017)

Ofsted Single inspection of local authority children's services (May 2017)

Warwickshire Child Poverty Strategy 2014–2018

Warwickshire Children & Family Centres – Service offer and delivery model

Warwickshire Children looked after needs assessment, Part 2: Focus on Prevention (2016)

Warwickshire County Council One Organisational Plan 2020

Warwickshire Health & Wellbeing Board Strategy 2014–2018

Warwickshire Priority Young People Strategy (2015)

Warwickshire Safeguarding Children Board Strategic Plan 2015–2018

Warwickshire Smart Start Strategy 2016–2020

Warwickshire Thresholds for Services (April 2017)

## Research and references (links accessed May 2018)

**Action for Children (2017)**. Revolving door: are vulnerable children being overlooked?

<https://www.actionforchildren.org.uk/media/9363/revolving-door-report-final.pdf>

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Warwickshire  
Safeguarding  
Children Board

*Partnership strategy* **2018-2023**

Published: July 2018

## **Cabinet**

**11 October 2018**

### **Communities Overview and Scrutiny Committee Cycling Infrastructure Task and Finish Group**

#### **Recommendation from Communities Overview and Scrutiny Committee:**

That Cabinet supports the recommendations of the Cycling Infrastructure Task and Finish Group (as set out below) and considers the proposals which require new financial commitments as part of the 2019/20 budget process.

#### **Recommendations of the Cycling Infrastructure Task and Finish Group**

##### ***Cycling networks and scheme prioritisation***

- 1) That the County Council develops a Local Cycling and Walking Infrastructure Plan (LCWIP) by the start of 2020/21, in accordance with the technical guidance published by the Department for Transport, to set out a long term, prioritised and costed programme of cycling infrastructure improvements for Warwickshire.
- 2) That an interim list of prioritised and costed cycle schemes is produced by Autumn 2018 and presented for Cabinet approval, in advance of the development of a Local Cycling and Walking Infrastructure Plan.

##### ***Cycling infrastructure***

- 3) That, further to the Warwickshire Local Transport Plan 2011-26 Policy CY4, the West Midlands Cycling Design Guidance is recognised as the overarching guidance for the design of new cycling infrastructure in Warwickshire, complemented by ongoing best practice research into new approaches to delivering high quality, innovative and effective cycling schemes.
- 4) In accordance with the Warwickshire Local Transport Plan 2011-26 Policy CY5: 'Maintenance', that the County Council takes account of the particular needs of cyclists in maintaining the highway network and ensure that off-carriageway cycle routes are maintained to a good standard.

- 5) That the County Council works with the District and Borough Councils to secure appropriate cycling infrastructure through the planning system, including that:
  - a. New developments provide an appropriate level of cycling infrastructure within the site.
  - b. That development sites are appropriately connected to the wider cycling network.
  - c. That contributions to the development of the local cycling network are secured in line with planning regulations.
- 6) That a countywide Bike Share scheme which is accessible to all is developed in Warwickshire to complement and add value to the programme of cycle infrastructure improvements. The scheme should be compatible with emerging technology for travel & payment.
- 7) That the Council implements route signage schemes for cyclists and pedestrians in all of Warwickshire's urban areas to direct cyclists to primary destinations having engaged with cycle forums and other interested groups on the route signage plans.
- 8) That the Council works with and supports local businesses to encourage work based cycling including through raising awareness of cycle routes and the provision of facilities for cyclists such as storage and changing facilities, bike share and purchase schemes.

### ***Funding***

- 9) That the Council create a dedicated capital cycle infrastructure fund for cycling from 2019/20 to enable the planning and delivery of a countywide programme of cycle infrastructure schemes.
- 10) That each area Cycle Forum is allocated a small annual funding pot to finance a programme of community led minor cycle infrastructure improvements.
- 11) That the portfolio holders for Health and Transport ensure that all potential opportunities to secure external funding for improving cycling infrastructure are fully exploited.
- 12) That Warwickshire County Council's representative on the Coventry and Warwickshire Local Enterprise Partnership Board requests that CWLEP incorporate consideration of scheme impact on active travel into the evaluation of all future funding bid business cases.

### ***Consultation and partnership working***

- 13) That, in accordance with Local Transport Plan 2011-26 Policy CY1: 'Consultation and partnership working', countywide cycle forum coverage is achieved by establishing a forum in North Warwickshire and by providing officer support to all of the forums.

- 14) That the Council encourages a countywide, multi-agency partnership approach to the development and promotion of cycling that highlights the benefits of cycling and raises awareness of cycling facilities. This should include encouraging cycling as part of the place based health agenda and working with the district, borough, town and parish councils to secure cycling infrastructure through the planning process.

### ***Implementation and monitoring***

- 15) That a representative Member working group is established to oversee the development of the LCWIP and the delivery of a programme of cycle infrastructure improvements. This should include periodic reviews of the programme of schemes within the LCWIP.
- 16) That Warwickshire County Council leads by example by supporting cycling as part of its Green Travel Plan and health and wellbeing agenda.
- 17) That a methodology is established for carrying out annual cycle counts to monitor levels of cycling and review the effectiveness of Council cycling interventions. That a further indicator of success is established based on length of route made safe for cycling.

## **1.0 Background**

- 1.1 On 12 September 2017 the Communities Overview and Scrutiny Committee agreed to establish a Task and Finish Group to consider Cycling Infrastructure to address concerns over the lack of connectivity between Warwickshire's cycle paths. Members were particularly concerned about the connectivity of newly built housing estates with the existing network, and how these developments connected to schools, hospitals and areas of employment.
- 1.2 The members of the task and finish group were Councillors Keith Kondakor (Chair), Mike Brain, Jenny Fradgley, John Holland and David Reilly (replaced in July by Councillor Pam Williams),

## **2.0 Focus and key findings of the review**

- 2.1 Whilst the focus of this review is on the provision of infrastructure, there are secondary benefits expected from this work, including an increase in cycle journeys (with the benefits this brings for individuals and wider society) and improved cycle safety.
- 2.2 The Task and Finish Group gathered evidence from a number of sources, as outlined in paragraph 2.3 of their report, and its findings confirmed that cycling has a key role to play in the overall transport network and an increase in cycling would have significant benefits for the economy, health, air quality and quality of life of Warwickshire residents. The Group has concluded, however, that the current level of infrastructure provision for cyclists means that the County is not meeting its potential to increase cycling levels and capitalise on

the benefits that this would bring. The recommendations therefore focus on both improving the provision and integration of cycling routes and promoting and encouraging cycling.

### **3.0 Financial Implications**

- 3.1 During the course of the review, Council debated a motion on cycling provision and agreed the following:

That the Council requests that Cabinet reviews the report of the Cycling Task and Finish Group and considers which of its recommendations can be implemented within existing resources and which need to be considered as part of the 2019-2020 budget refresh of the Medium Term Financial Plan.

The report includes an estimate of costs against each of the recommendations.

- 3.2 The Recommendations Analysis identifies that the majority of the recommendations can be delivered within existing resources; however resources will be required to deliver recommendations 7, 9 and 10 as outlined below, for which funding is either not currently in place or there is a significant funding gap.

- Recommendation 7; Route signage.  
Estimated cost: £100,000k to sign primary existing cycle networks in and around main towns.
- Recommendation 9; Cycle infrastructure fund.  
The estimated cost to deliver approximately 60 cycle routes identified as being required to complete the core local cycle networks is £40 million. The estimated minimum funding required to deliver 20 very high / high priority cycle routes is £7.5 million. This is based on a total estimated delivery cost of £18.6 million, of which £1 million has been secured and there is potential to secure up to a further £11 million from external sources.
- Recommendation 10; Cycle forum fund for minor infrastructure improvements.  
Estimated cost £25,000 per annum.

- 3.3 The Council is not subject to any specific statutory duties to promote cycling, although the Council is subject to more general duties to promote public health, equality and the safe and convenient use of the highway. Measures to promote cycling are therefore primarily discretionary, although there is a duty to keep the highway in good repair which can be of particular significant for cyclists.



## 4.0 Conclusion

The Communities Overview and Scrutiny Committee welcomed the work undertaken by the Task and Finish Group and agreed that the report and recommendations be submitted to Cabinet for consideration and that Cabinet be requested to consider the resourcing of the proposals which require new financial commitment as part of the 2019/20 budget process.

## 5.0 Background papers

None

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The report was circulated to the following members prior to publication for the Communities Overview and Scrutiny Committee meeting on 18 September 2018:

### Members of the Task and Finish Group:

Councillors Keith Kondakor (Chair), Mike Brain, Jenny Fradgley, John Holland and Pam Williams.

### Communities Overview and Scrutiny Committee Chair and Group Spokespersons:

Councillors Alan Cockburn (Chair), Dave Shilton, Neil Dirveiks and Jenny Fradgley.

Cabinet Portfolio Holders: Cllr Jeff Clarke, Portfolio Holder for Transport & Planning  
Cllr Les Caborn, Portfolio Holder for Adult Social Care and Health



## **Communities Overview and Scrutiny Committee**

### **Cycling Network Task and Finish Group Report**

*Working for  
Warwickshire*

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## 1.0 Executive Summary

The Cycling Network Task and Finish Group was set up in September 2017 to review the provision of cycling infrastructure in Warwickshire and to make recommendations to Cabinet on the approach to developing and managing cycling infrastructure to increase cycling levels and support the achievement of the Council's priorities. In addition, the County Council resolved on 20 March 2018, that Cabinet would review the report of the Task and Finish Group and consider which of the recommendations can be implemented within existing resources and which need to be considered as part of the 2019-20 budget refresh of the Medium Term Financial Plan.

The Task and Finish Group has gathered and reviewed a range of evidence to support their work and has reached the following key conclusions:

- That cycling has a key role to play in the overall transport network.
- An increase in cycling levels would have significant benefits for the economy, health, air quality and quality of life in Warwickshire residents.
- That the current level of infrastructure provision for cyclists means that the County is not meeting its potential to increase cycling levels and capitalise on the benefits this would bring.
- An exercise to identify, cost and prioritise the cycle routes required to complete the core local cycle networks has identified approximately 60 routes at an estimated cost of £40 million.
- A prioritisation process has categorised each route according to its effectiveness, how it meets policy objectives, deliverability and economic criteria. This has identified 20 very high / high priority schemes, which would deliver the greatest outputs in terms of increasing cycling levels in the shorter term. The total cost of these schemes is estimated at £18.6m, of which £1.1m has been secured. The minimum funding shortfall to deliver these very high / high priority schemes is around £7.6m, however this is reliant on securing an additional £9.9m of external funding.
- A review of funding sources identified that there are limited opportunities to secure the funding required to implement improvements to cycling infrastructure and that this is hampering the delivery of the cycle network plans.

In response to its findings the Task and Finish Group has made a series of recommendations that focus on improving the provision and integration of cycling routes and promoting and encouraging cycling.

## 2.0 Introduction

### 2.1 Purpose of Review

On 12 September 2017, the Communities Overview and Scrutiny Committee resolved to set up a Cycling Network Task and Finish Group to address concerns over the lack of connectivity between Warwickshire's cycle paths. Members of the Committee were particularly concerned about the connectivity of newly built housing estates with the existing network, and how these developments connected to schools, hospitals and areas of employment.

Whilst the focus of this review is on the provision of infrastructure, there are other secondary benefits expected from this work including an increase in cycle journeys and improved cycle safety.

Incorporating cycling into everyday life can have many benefits for individuals and wider society. These include economic benefits, improvements to health and wellbeing, improved air quality and reduced congestion. There is considerable potential to increase levels of cycling in Warwickshire. Nationally, two out of every three personal trips are within five miles, an achievable distance to cycle for most people, with many shorter journeys also suitable for cycling or walking. There is however an over dependency on the private car for travel and a reluctance to cycle which means these benefits are not being realised.

In Warwickshire, the lack of integrated cycle routes and gaps in the network means that it is sometimes impractical, and in some situations unsafe, to cycle. It is recognised that a significant amount of work has already been undertaken in recent years to provide residents with an integrated network of cycle routes. However, councillors have reported that the network's connectivity is insufficient in some areas. By making the network more accessible, comprehensive and connected, cycling can become a more attractive option to residents.

In April 2017, the Government published a Cycling and Walking Investment Strategy, which set out ambitions to increase the number of people cycling and walking. As part of this, the Government is asking local authorities to develop Local Cycling and Walking Infrastructure Plans (LCWIP), which will identify the infrastructure improvements required and enable a long-term approach to developing cycling networks. Accordingly, a member led review is timely. The work of this group also supports the Council's priority to ensure that Warwickshire's communities and individuals are supported to be safe, healthy and independent and that Warwickshire's economy is vibrant and supported by the right infrastructure.

The County Council on 20 March 2018 considered a motion requesting the development of a strategic costed three year cycling plan and agreed that Cabinet reviews the report of this Task and Finish Group and considers which of its recommendations can be implemented within existing resources and which need to be considered as part of the 2019-20 budget refresh of the Medium term Financial Plan.

## 2.2 Members and Contributors

The members of the task and finish group were:

- Councillor Keith Kondakor (Chair)
- Councillor Jenny Fradgley
- Councillor David Reilly who was replaced by Councillor Pam Williams
- Councillor Mike Brain
- Councillor John Holland

The Group has been supported by the following officers from Warwickshire County Council:

- Stefan Robinson - Senior Democratic Services Officer
- Shirley Round – Interim Democratic Services Officer
- Stephen Rumble – Transport Planning Team Leader
- Lisa Jones – Principle Transport Planner
- Daniel Morris – Senior Transport Planner

## 2.3 Evidence

The Group held a number of information gathering sessions and engaged with a range of expert officers from Warwickshire County Council. The following publications were used as sources of evidence:

- The Value of Cycling 2016 – Department for Transport
- Cycling and Walking Investment Strategy - Department for Transport (DfT)
- Cycling and Walking Infrastructure Plans – DfT Technical Guidance
- District / Borough infrastructure plans
- Warwickshire Local Transport Plan Cycling Strategy
- Healthy Travel Choices in Warwickshire.

The Group also gathered information by speaking to:

- Joanne Archer, Principal Development Management Engineer at the County Council about the process and opportunities for securing cycling infrastructure through the planning system.
- Tony Buttery, Programme Development Officer, Coventry and Warwickshire Local Enterprise Partnership (CWLEP) about CWLEP funding opportunities.

## 2.4 Dates and Timescales

17 November 2017	-	Scoping Meeting
17 January 2018	-	Evidence Gathering (Funding)
6 March 2018	-	Evidence Gathering (Planning)
17 May 2018	-	Evidence Gathering (CWLEP)
5 July 2018	-	Evidence Gathering (Routes)

30 July 2018	-	Final recommendations
18 Sept 2018	-	Report to Communities OSC
11 October 2018	-	Report to Cabinet

## 3.0 Overview

### 3.1 Policy context

There is increasing recognition of the importance of increasing cycling to deliver a range of policy objectives:

- Supporting economic growth: through reducing congestion, creating healthier workforces, improved access to employment and education, direct job creation, leisure and tourism;
- Improving health: helping to prevent and manage a range of chronic health conditions, tackling obesity, improving wellbeing;
- Reducing CO2 emissions / air pollution and improving air quality;
- Improving accessibility: by providing a low cost and inclusive transport option;
- Improving retail vitality and quality of life through improved access and public realm.

The following publications set out the key local and national policy context for cycling.

#### **Warwickshire Local Transport Plan 2011-2026**

The [Warwickshire Local Transport Plan](#) (LTP) contains a series of policies and strategies that set out how Warwickshire's transport network will be maintained and improved over the period 2011 to 2026. This includes a Cycling Strategy that sets out how the county council, with its partners, intends to address the actual and perceived barriers to cycling and seek to increase levels of cycling in the county. The overall aim of the strategy is to bring about an increase in the amount of cycling in Warwickshire by improving the safety and quality of the cycling environment and promoting cycling as a healthy, sustainable and attractive transport choice.

#### **Healthy Travel Choices Warwickshire**

The importance of providing safe and attractive cycling infrastructure to encourage healthy lifestyles and improve public health is recognised in Warwickshire Public Health's [Healthy Travel Choices Warwickshire \(2016\)](#).

#### **Government's Cycling and Walking Investment Strategy**

The Government published a [Cycling and Walking Investment Strategy](#) in May 2017, setting out its ambition to make walking and cycling the natural choices for shorter journeys or part of a longer journey. The plan included guidance for local authorities on the preparation of Local Cycling and Walking Infrastructure Plans (LCWIP). LCWIPs set out a long-term approach to developing comprehensive local cycling and walking networks, assisting in making the case for future funding for walking and cycling infrastructure.

## National Planning Policy Framework

National planning policy is set out in the [National Planning Policy Framework](#) (NPPF) which promotes planning policies and decisions which aim to achieve healthy, inclusive and safe places and which achieve sustainable development. This includes by focusing significant development ‘on locations which are or can be made sustainable’ and that:

*Planning policies should ... provide for high quality walking and cycling networks and supporting facilities such as cycle parking (drawing on Local Cycling and Walking Infrastructure Plans).*

### 3.2 Current cycling levels

Cycling declined in the UK as a form of transport from a peak in the 1950s and 1960s and even though there has been a resurgence in cycling in some areas in recent years, the overall proportion of trips made by bicycle remains low at just 2.1% (National Travel Survey: All trips by mode, England 2012-16). This is comparatively poor in comparison to some other European countries, for example cycling has a nationwide mode share of 27% of all trips in the Netherlands ([Cycling in the Netherlands 2009](#): Ministry of Transport, Public Works and Water Management).

[The Active People Survey](#) 2016 revealed that about 4m people in England cycle at least once a week, representing about 9% of the population over the age of 16. [The National Travel Survey](#) also showed that only 42% of people own a bicycle, suggesting that despite owning a cycle many people do not use it regularly. [Government figures](#) show growth in cycling nationally, with pedal cyclists travelling 36% farther in 2016 compared to twenty years ago and pedal cycle traffic increasing by 23% between 2006 and 2016. Census data shows that the number of people cycling to work nationally increased by 90,000 between 2001 and 2011 with significant increases recorded in London and other cities including Brighton, Bristol, Manchester, Newcastle and Sheffield. These increases often coincide with areas that have experienced significant investment in cycling such as through the Cycling Demonstration Towns and Cycling Cities schemes. However in the majority of local authorities the numbers of people cycling to work declined between 2001 and 2011 and as a proportion of working residents, the share of cycling to work was unchanged at 2.8%.

Although overall local cycling levels are difficult to measure, cycling levels in Warwickshire appear to broadly reflect the national picture and anecdotal evidence suggests a recent rise in cycling. Census data shows that in Warwickshire the proportion of people cycling to work has declined over recent decades, however the most recent available census data is from 2011 and this may no longer reflect current cycling trends. The proportion of people cycling to work fell from 5.6% in 1981 to 3.8% in 1991, 3% in 2001 and 2% in 2011. The proportion of journeys to work by cycle varies across the county as shown in the table below.



Authority	Number of residents 16-74 cycling to work		Proportion of residents 16-74 cycling to work	
	2001	2011	2001	2011
Nuneaton & Bedworth	1,559	1,268	2.8	2.1
North Warwickshire	383	353	1.3	1.1
Rugby	1,724	1,505	4.0	3.0
Stratford	1,443	1,260	2.6	2.1
Warwick	2,204	2,171	3.5	3.1
<b>Total</b>	<b>7,313</b>	<b>6,557</b>		

Data from Sport England's Active Lives Survey shows that cycling levels in Warwickshire are slightly lower than the national average with 5% of Warwickshire residents cycling once a week for travel in 2016 compared to 6.3% nationally. In Cambridge, the best performing local authority, 52.6% of people cycled for travel at least once a week.

Anecdotal evidence suggesting growth in cycling locally includes:

- Increasing numbers of leisure cyclists in the countryside
- Growth of cycling clubs and an increase in the number of organised leisure rides.
- Cycle parking provision has been expanded at some stations and is being well used.
- Some businesses are reporting growth in the number of employees cycling to work.

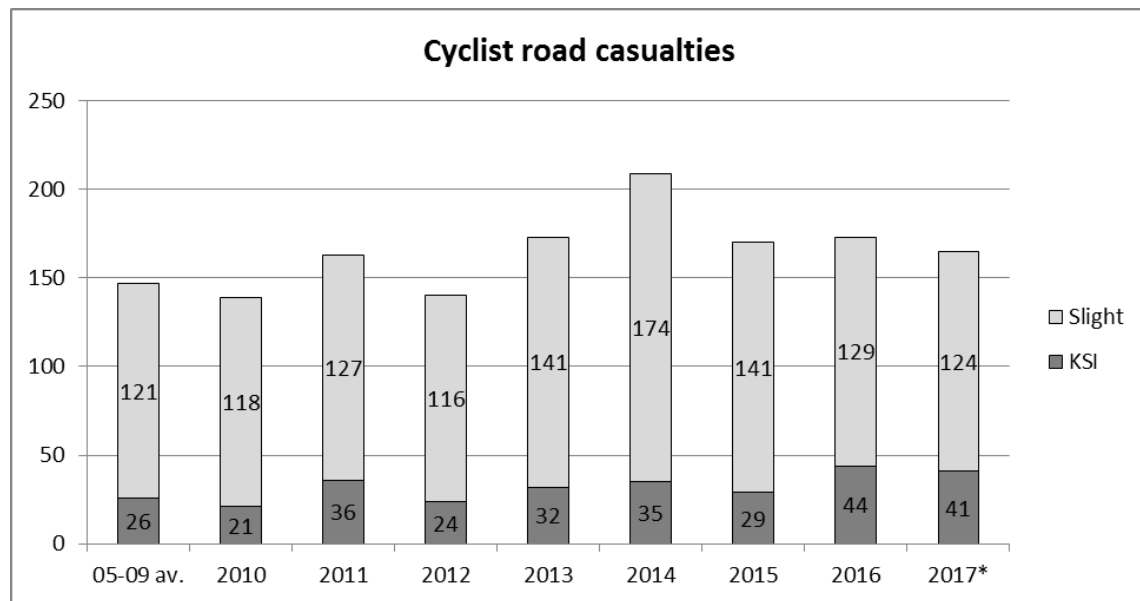
There is significant potential to increase cycling levels locally. Cycling is an ideal mode of transport for short local trips, particularly within urban areas. It is low-cost, accessible, healthy, environmentally friendly and efficient. About half of all the journeys we make are less than two miles, which is a distance that can easily be cycled, and nearly three quarters of journeys are less than five miles. By encouraging more people to walk and cycle we can help support an active society and deliver a wide range of health benefits. There are also benefits for our communities, including safer and more pleasant streets, better air quality, lower carbon emissions and reduced congestion. In addition there is potential to improve the local economy across Warwickshire and save money for the economy by improving health and reducing associated health costs.

There are a range of reasons why most people do not choose to cycle for local journeys and instead use a car, the most prominent of which is safety and perception of danger. Other reasons include:

- Insufficient / poor quality cycle infrastructure.
- Condition and design of roads.
- Lack of facilities such as secure cycle parking at destinations, changing facilities.
- Weather / terrain.

### 3.3 Cycling safety in Warwickshire

In Warwickshire, the number of recorded cyclists killed and seriously injured on the road has increased steadily, but this may reflect increases in the number of people taking up cycling. The graph below shows the KSI data in Warwickshire since 2005 (the 2017 figure is to be confirmed). The highest number of cyclist casualties in recent years was 209 in 2014. This compares similarly to the number of pedestrian and motorcycle casualties recorded each year, but pedal cyclist are less likely to be killed or seriously injured.



Countries that have invested in cycling have low injury risks, despite few cyclists wearing safety equipment. In The Netherlands, adults under 30 experience a lower risk of dying, per kilometre when they cycle than when they drive.

Members of the Task and Finish Group were aware that other European countries such as France and Norway had more robust laws for protecting cyclists than in the UK. In [The Netherlands](#) liability for crashes or accidents automatically lies with the more powerful road user, which meant that cars are more cautious around cyclists. Members suggested that local MPs could be lobbied to make the case for a similar law in the UK.

### 3.4 The existing cycle network in Warwickshire

Over the previous and current Local Transport Plan periods, the main focus in terms of cycling has been on developing the cycle networks in the main urban areas, where there is greatest potential to increase levels of cycling to work, town centres, education, rail stations and other key destinations. A large proportion of journeys to work and other everyday destinations in our urban areas are under 10kms and therefore potentially suitable for cycling.

Over the past 15 years, a number of cycle routes have been delivered, particularly in the main urban areas of Leamington, Warwick, Rugby, Nuneaton

and Stratford. These have been developed by the County Council, District / Borough Councils and as part of new developments.

The cycle route networks are made up of a combination of infrastructure, ranging from segregated cycle tracks on main roads to shared footpaths / cycle paths over open spaces which provide direct and attractive alternatives to using the main road network and often help to overcome the barriers to cycling created by physical features such as rivers, railway lines and major roads. There are a number of attractive traffic-free routes through green spaces and river / canal corridors, which often provide more direct routes for cyclists than using the road network.

The approximate total length of dedicated cycling infrastructure (off-carriageway or on-carriageway) in each of the main towns is shown below:

- Leamington and Warwick (combined): 36km
- Nuneaton: 18km
- Rugby: 33km
- Stratford-upon-Avon: 10km (*not including Stratford Greenway*)

*NB. Cycling infrastructure provided as part of recent residential developments may not be included in the above figures.*

In addition to the above, there are a number of cycle links in smaller towns and routes which predominantly cater for leisure cycling, such as Greenways or at Country Parks. The above figures also do not include canal towpaths, which are all open to cycling and can provide valuable traffic-free routes in and around urban areas. Some canal towpaths are however not currently in a suitable condition for cycling.

There are still a number of key missing links and new routes required to create comprehensive cycle networks and make cycling a viable choice for everyday journeys, particularly journeys to work, for existing and future residents. There is considerable variation in the extent and quality of the cycle network within the urban areas, with some residential areas relatively well served by cycle routes and others less so.

As there is no annual funding allocation for cycling, cycle network development is reliant on securing funding from a relatively small number of external funding sources. This has meant that since 2010/11, there has been relatively little construction of new dedicated cycle schemes (although new cycling infrastructure has been delivered as part of wider highway schemes). Prior to 2010/11, a capital programme for cycling schemes was funded by the Integrated Transport Block Allocation, topped up with S106 and other external funding, which enabled the delivery of an annual programme of new cycle routes (see 4.3 for further information).

Funding availability has meant that cycle networks have been developed on a piecemeal basis over a number of years, and there is a need to develop a comprehensive cycle network, supported by facilities for cyclists such as secure

and conveniently located cycle parking and route signage to raise awareness of the opportunities to cycle for local journeys and the convenience it can offer.

Whilst funding is a key issue influencing cycling infrastructure development, another significant challenge is associated with the difficulty of retro-fitting cycling infrastructure onto the existing road networks, where there are often constraints on available road space and competing demands from other transport modes.

Furthermore, guidance and best practice on providing for cyclists has evolved significantly over the past 10 years and there may be a need to review routes which were delivered 10-20 years ago to ensure they are fit for purpose. Studies show people feel safer on routes separating them from busy motor traffic, for example, involving separate infrastructure or quiet streets. There has been a move in recent years around the UK to develop cycle superhighways, which offer high quality, direct cycling facilities which are segregated from both vehicles and pedestrians. Countries that have invested in cycling infrastructure have lower cyclist casualty rates. If cycling in the UK were as safe as in The Netherlands, we would see around 80 fewer cycling deaths on the road each year at current cycling levels.

While investment in high profile dedicated cycling infrastructure on key corridors is likely to have the biggest impact in terms of increasing cycling levels, there are also opportunities for minor infrastructure improvements to make cycling easier and more convenient, such as permitting contra-flow cycling in one way streets to increase permeability for cyclists in town centres or introducing 20mph limits in town centres and residential areas.

Maintenance is an important issue for cyclists as they can be particularly affected by problems such as poor surface condition, bad drainage, surface debris and overhanging vegetation. Members reported that it can be difficult to secure the maintenance of cycling infrastructure and that this can put people off cycling.

Currently the County Council inspects all highway carriageways and footways / shared use paths that form part of the carriageway within an overall inspection regime. Reported defects on the carriageway and on cycle routes are also inspected. Appropriate maintenance is carried out on any defects, funded from the highway maintenance budget. Following publication of the Well-managed Highway Infrastructure Code of Practice by the UK Roads Liaison Group, the Council is reviewing its approach to highway / cycleway inspections, including the frequency and extent of the inspection regime.

### **3.5 The need for improvements to cycling infrastructure**

National surveys have found that one of the most significant perceived barriers to cycling in the UK is the perception of risk. Many people are deterred from cycling for everyday journeys due to fears about safety of mixing with traffic. This is a particular deterrent to cycling for novice cyclists, families and children. Cycling is associated with a higher rate of serious injury than motorised transport, with the exception of motorbikes.

It is widely acknowledged that safe, accessible, connected and convenient cycle routes are needed to address safety fears and encourage more people to consider cycling for local journeys. Better quality infrastructure can both reduce risks and encourage more cycling. This is particularly important in and around urban areas where the majority of short trips occur and where the greatest modal shift can be delivered. Nearly two thirds of Warwickshire residents live in urban areas, meaning the interventions to improve cycling conditions in urban areas would have significant potential to increase levels of cycling and maximise economic impact in relation to improved business efficiency.

Physical barriers, both natural and man-made, can strongly influence whether people choose to cycle for journeys. For example, rivers and railway lines can create barriers for cyclists as roads which cross them often carry high traffic volumes and have limited opportunities for dedicated cycling provision. Therefore, schemes to overcome these barriers, such as new cycle / pedestrian bridges or traffic-free alternative links, can have a major impact in terms of encouraging more people to cycle.

National data has shown that the vast majority of the public agree that everyone should be encouraged to cycle to assist their health (87%), help the environment (79%) and ease congestion (73%). Around 37% of people state that they could easily walk or cycle on journeys they currently make by car. There is also public support for taking measures to improve conditions for cyclists with just over two-thirds (68%) of respondents agreeing that 'cyclists should be given more priority', while only 11% felt that 'cycle lanes on roads simply reduce space' (SQW Consulting, 2008).

There is increasing evidence of the benefits of investing in cycling infrastructure.

- Public Health England calculates that getting one more person to cycle to school could pay back between £500 and £650 in terms of NHS savings, productivity improvements and reductions in congestion and air pollution (PHE, 2015).
- Recent evidence suggests that physical inactivity is as dangerous to health as smoking, and is costing the UK economy up to £20 billion a year. If trends continue the costs to both the health of the nation and the economy will continue to increase (ukactive) (EAED) (PHE 2016).
- Tackling physical inactivity is now recognised as a major Public Health priority, and the evidence shows clear health benefits associated with meeting the UK physical activity guidelines of 150 minutes of moderate physical activity per week; these include 30-40% reduction in risk of cancers including colon and breast, 20% reduced risk of heart disease, 33-50% reduced risk of diabetes, as well as improved well-being and mood (Dept. of Health, 2011).
- Regular cyclists have fitness levels equivalent to being up to 10 years younger (Tuxworth et al., 1986) and the health benefits of meeting the UK physical activity guidelines include the potential to extend life by 4.2 years in males and 3.7 years in females (Wen et al., 2011)
- Over two thirds of adults in Warwickshire are overweight or obese (65.6%) which is similar to the England average (64.6%). The percentage

of adults who are physically inactive in Warwickshire is 28.2% compared to the national average of 27.2%.

- The National Cycle Network (NCN) is estimated to save the UK economy over £160million per year in health costs associated with overweight and obesity (Sustrans, 2015).
- Cycling schemes can achieve more for less, with benefit-to-cost ratios in the in the range of 5:1 to 19:1 – some as high as 35.5:1

Investing in cycling can have a range of economic benefits. New routes can provide people with new employment opportunities and open up new labour pools to employers. Studies have also shown that investing in cycle facilities can boost local economic activity such as retail spend by creating the types of spaces in which people want to shop. Work has also shown that each UK cyclist spends £230 on cycling related purchases and services which also benefits the local economy.

The potential economic value of cycling is illustrated by the impact of the OVO Energy Women's Tour on Warwickshire. It is estimated that the 2018 Warwickshire stage boosted the local economy by £2 million via visitor spending.

### **3.6 Current activities to support cycling infrastructure development**

Whilst there has been no dedicated funding for cycling infrastructure in Warwickshire since 2010, efforts have focussed on securing funding from other sources (see below) and producing Cycle Network Development Plans for each of the main urban areas to assist with this work. The plans identify the key future cycle routes to serve existing and future residential areas, and have been particularly useful for ensuring that cycling infrastructure is considered in the planning process and making the case for developer funding.

Other work to further the development of new cycling infrastructure includes:

- Developing the business cases for priority cycling schemes and gathering evidence of the economic benefits of cycling to support funding bids and make the case for investing in cycling;
- Carrying out feasibility studies and initial design work on priority schemes with the aim of developing 'shovel ready' schemes for funding bids. This work is not normally initiated until such a time that there is a realistic opportunity of securing capital funding to implement a scheme. Feasibility work is normally funded from Council revenue budgets;
- Seeking funding opportunities and submitting bids to funding streams such as Growth Deal and the European Structural and Investment Fund for a number of priority cycling schemes , including:
  - Kenilworth to Leamington Spa
  - Nuneaton – Bedworth – Coventry
  - Nuneaton – Hinckley
  - Rugby Gateway – Town Centre / Rail Station (part-funded)
  - Jaguar Land Rover / Lighthorne Heath – Leamington Spa;
- Developing comprehensive and evidence based S106 requests for major development and advising on requirements for internal cycling infrastructure

to ensure opportunities for encouraging cycling are maximised and cycling is a viable choice at new developments;

- Carrying out cycle audits on new highway schemes and where possible securing new cycling infrastructure as part of wider schemes to contribute towards ongoing cycle network development e.g. A46 / Stanks roundabout, Warwick town centre improvements and A444 Coton Arches, Nuneaton;
- Delivering small-scale cycling schemes and working with others to deliver new cycling infrastructure e.g.
  - Myton Road cycle route extension, Warwick
  - North West Warwick route completion via Warwick racecourse;
- Working with the District / Borough Councils to develop Sustainable Transport Strategies and input into the Infrastructure Delivery Plans which form part of the Local Plans;
- Producing town cycle maps / guides and developing route signage plans to help raise awareness of and confidence in local cycle networks and the benefits of cycling.

Following publication of the Government's Cycling and Walking Investment Strategy, a key future piece of work will be producing a Local Cycling and Walking Infrastructure Plan (LCWIP) for Warwickshire, which will involve reviewing, validating and refreshing the evidence base for the current cycle network plans using the methodology and tools in the LCWIP guidance. This will help to develop a more strategic, robust and evidence based approach to identifying infrastructure improvements, helping to make the case for investment in new infrastructure to cater for existing demand and to support the proposed housing and employment growth.

The LCWIP guidance provides comprehensive advice on developing a LCWIP, including governance arrangements, engagement, route selection, prioritisation and integration with wider plans. The key outputs of an LCWIP are:

- Network plan for walking and cycling which identifies preferred routes and core zones for further development.
- Prioritised programme of infrastructure improvements.
- Report which sets out the analysis carried out and provides a narrative which supports the identified improvements and network.

### **3.7 Complementary activities to encourage cycling**

#### **Cycle training**

The Council offers cycle training to children and adults. This includes national standard Bikeability training in schools and at holiday courses. One to one training, group cycling, adult cycling and Love2Bike theory and/or practical sessions for companies. Cycle training gives participants the skills and confidence to cycle safely on Warwickshire's roads. Provision is often dependent on varying interest from schools and is not universally accessible to all.

## **Bikeshare**

The Council is working to introduce Bikeshare to Warwickshire during 2018/19. Bikeshare enables people to hire a bike for use on short journeys using smart phone technology. Bikeshare schemes are becoming increasingly common in the UK with over 600,000 users and nearly 50,000 trips per day being made in the UK using Bikeshare. This is particularly useful for people without their own bicycle, or for journeys where it is not convenient or suitable to use a personal cycle. Bikeshare can also be a useful gateway to people restarting to cycle and purchase their own bicycle.

## **Cycle parking and storage**

Cyclists require safe and convenient locations to secure their cycles when they reach their destinations and the County Council aims to ensure appropriate levels of quality cycle parking is provided in key public places and works with others to improve parking at workplaces, schools, public transport interchanges and other key trip generators.

## **Travel Plans**

Travel plans outline a package of practical measures to encourage and enable people to choose alternatives to single-occupancy car use, and promote greener, cleaner travel choices. They may cover car sharing, restricting and or charging for car parking, negotiating improved bus services and offering cycle facilities. The Council encourages businesses to produce and implement travel plans and travel plans are required for all non-residential developments above a specified size or which extends existing floor space above the specified size.

## **Choose How You Move**

The Choose How You Move campaign is run jointly by Warwickshire County and Coventry City Councils. The campaign encourages people to think about the way we travel and to make small changes in their travel habits in order to incorporate active travel into their journeys and reduce the impact of our travel on air pollution and congestion. The campaign includes providing practical guidance on travel via an active travel website  
<https://warwickshire.gov.uk/activetravel>

## **Cycle maps**

The Council produces and distributes cycle guides for all of the major urban areas in Warwickshire to increase awareness of the opportunities for cycling. The guides include maps which show the dedicated cycle routes as well as a network of advisory routes which provide useful links avoiding busy roads and difficult junctions as far as possible, along with a range of other useful information about cycling in the area. The maps form part of new resident Welcome Packs which are provided to people who move into newly built houses on new developments.



## **Cycle forums**

The County Council liaises and consults with local cyclists through cycle forums established in Warwick, Stratford, Nuneaton and Rugby. These enable local cyclists and representatives from cycle campaign groups to input their views into cycling strategy, policies and schemes and to discuss local cycling concerns. The cycle forums are a key source of local information and have contributed to the creation of cycle network plans for each of the main towns. North Warwickshire does not currently have a cycle forum.

## **Cycling Tour of Britain**

The Council has worked with organisers of the OVO Energy Women's Tour and OVO Energy Tour of Britain to bring the races to Warwickshire. The Women's Tour held a stage in Warwickshire for the third consecutive year in 2018 and the in September 2018 the men's tour will come to Warwickshire for the first time. The races provide an opportunity to showcase Warwickshire and promote cycling.

## 4.0 Findings

### 4.1 Overview of findings

The findings of the group confirmed that cycling has a key role to play in the overall transport network and that encouraging more cycling would have significant benefits for the economy, health, air quality and quality of life of Warwickshire residents. However, the current level of infrastructure provision for cyclists means that the County is not meeting its potential to increase cycling levels and to capitalise on the benefits that this would bring.

### 4.2 Warwickshire's cycle network

Whilst in some areas the cycle networks are relatively well-developed, in general there is a clear need for new and improved cycling infrastructure to fill missing links in the existing cycle networks, update older routes to reflect recent cycling infrastructure design guidance and ensure cycling is a viable choice for everyday journeys to work, school and other key destinations.

The routes required to complete the networks have been identified on the cycle network development plans which have been developed for each of the main urban areas over the past few years in consultation with Sustrans and local cycle forums. In line with the recommendations in the Government's Cycling and Walking Investment Strategy, Warwickshire will produce a Local Cycling and Walking Infrastructure Plan within the next 1-2 years. The current network plans will be reviewed and updated using the recommended methodology and tools within the Government technical guidance for local authorities, in order to produce a prioritised costed programme of cycling and walking schemes.

In order to understand the level of investment required to deliver the key routes in the cycle networks in advance of the development of the LCWIP, officers were asked to develop a prioritised and costed list of cycle schemes by Autumn 2018. The short time scale has necessitated a very high level costing and prioritisation exercise to produce an interim list of schemes in advance of the development of the LCWIP, which will involve a more in-depth prioritisation process. The interim list is provided in **Appendix A**.

Based on the current cycle network plans, there are around 60 cycle routes around the county required to complete the core local networks and provide the necessary cycle links to make cycling an attractive transport mode. Initial cost estimates have been developed for these schemes, based largely on the costs of delivering previous cycle schemes in the County. Whilst these costs are very approximate, it is anticipated that delivering all 60 schemes is likely to cost in the region of £40m spread over a number of years.

A prioritisation process, based on the criteria set out on the LCWIP technical guidance, has categorised each scheme according to its effectiveness, how it meets policy objectives, deliverability and economic criteria. The methodology of the prioritisation process is set out in **Appendix B**. This has identified 20 very high / high priority schemes, which would deliver the greatest outputs in terms of increasing cycling levels in the shorter term. The total cost of these schemes is estimated at £18.6m, of which £1.1m has been secured with the potential to

secure further funding for a number of these schemes. The minimum funding shortfall to deliver these schemes is around £7.6m, however it should be noted that this is reliant on securing an additional £9.9m of external funding.

### **Cycling infrastructure standards**

The County Council publishes a document containing a series of [standard details](#) for the construction of typical cycling infrastructure, for use by developers when carrying out highway works within Warwickshire and for schemes being developed by the Council. These standard detail drawings are reviewed regularly and are based on national cycling infrastructure design guidance, such as Local Transport Note 2/08 Cycling Infrastructure Design (Department for Transport).

While there are no national standards for cycle infrastructure design, a number of well-respected cycling design guidance documents have been published, including the [London Cycling Design Standards](#) (2015). In 2017, a [West Midlands Cycle Design Guidance](#) document was published, which is an up to date good practice guide based on national guidance and best practice approaches that have arisen through the evolution of cycling design over many years.

The West Midlands guidance will help to inform Warwickshire's approach to cycling infrastructure design and make it easier to reflect emerging good practice design within our own design details, as well as helping to deliver a consistent approach to cycling infrastructure design within the West Midlands area.

### **4.3 Funding Cycling Infrastructure**

The Task and Finish Group started their evidence review by considering what funding was available. Cycling infrastructure does not have a dedicated internal budget allocation at present and therefore the development of new cycling infrastructure is reliant on securing funding from various national and local sources.

Since 2013/14, Government funding specifically for cycling infrastructure has largely been channelled into Cycling Ambition Cities, Bikeability cycle training and Highways England (Roads Investment Strategy Cycling funding). Prior to this the Council was successful in securing Government funding from various cycling funding pots, including Cycle Safety Fund (Long Lawford – Rugby cycle route) and Community Links Fund (North West Warwick cycle route).

The group heard that based on overall spend in the county, 88 pence per Warwickshire resident was spent on cycling infrastructure in 2017/18. A 2016 report by the All Party Parliamentary Cycling Group '[Stuck in first gear – the Government's Cycling Revolution](#)' recommended that increasing the modal share of cycling to 10% of all trips by 2025 from the current 2% is dependent upon a commitment to invest a minimum of £10 per person per year, rising to £20. Andy Street, Mayor of the West Midlands announced a plan in 2017 to spend £10 per head annually on cycling as part of a strategy to build a network of strategic high quality cycle routes across the region. Current expenditure in the West Midlands is estimated at £0.20 annual spend per head.

The group was also told that cycle infrastructure costs an average £370k per km in Warwickshire (based on a small number past projects in and around urban areas). The Department for Transport (Dft) suggests that mixed use cycle routes cost £460k - £880k per km. However, these figures varied substantially, depending on the type of scheme.

In May 2017, the Government published a Cycling and Walking Investment Strategy, setting out its ambition to make walking and cycling the natural choices for shorter journeys or as part of a longer journey. The plan included guidance for local authorities on the preparation of Local Cycling and Walking Infrastructure Plans (LCWIP). LCWIPs set out a long-term approach to developing comprehensive local cycling and walking networks, assisting in making the case for future funding for walking and cycling infrastructure.

The Cycling and Walking Investment Strategy has not been accompanied by any new funding, making cycle infrastructure investment dependent on existing funding sources. The majority of these funding pots are not cycle specific, meaning that bids for cycle improvements are competing with other highway, health and economic initiatives. The bidding process is highly competitive and despite submitting a number of bids the Council has not secured external grant funding specifically for cycling in recent years.

The Task and Finish group heard from officers that any given scheme would often require partial funding from multiple sources in order for it to progress. Whilst S106 funding (see below) had been secured towards a number of schemes, top-up funding is required to progress most of these schemes to the construction stage and that due to the time restrictions on spending S106 funding, there is a risk that S106 contributions will have to be paid back to developers if gap funding cannot be secured.

The main sources of funding available to local authorities for cycling infrastructure projects are listed below.

#### Highways England Roads designated fund for cycling, safety and integration

As part of the Roads Investment Strategy published in 2014, the Government committed £100m for cycling schemes on the Strategic Road Network (motorways and trunk roads) between 2015/16 and 2020/21. To date, one scheme in Warwickshire has been selected by the Highways England evaluation process to progress to the feasibility stage, and this is a link between Ryton on-Dunsmore and Coventry (Tollbar Island).

#### Local Growth Fund (LGF)

Growth Deals provide Local Growth Funds to Local Enterprise Partnerships for projects which benefit the local area and economy. There have been three allocations of Growth Deal funding since 2014. For each round, WCC submitted a joint bid with Coventry City Council for a north-south corridor cycleway. However, this scheme was not selected by the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) and no cycling schemes have yet been

allocated funding by the CWLEP. However, the DfT say that £600m of LGF has been spent on cycling and walking projects in the UK.

Tony Buttery represented CWLEP at the Task & Finish Group's third evidence gathering meeting to discuss CWLEP's approach to the allocation of grant funding. An explanation of the bid assessment process and criteria was provided and it was highlighted that all calls for funding have been highly competitive and significantly over-subscribed. It was also highlighted that a fourth call for projects opened in May 2018 with a focus on delivering against the culture and tourism pillar of the Strategic Economic Plan and that this may provide a further opportunity to secure funding for cycle schemes. Officers confirmed that two bids containing cycling infrastructure improvements were being worked up and that these would be subject to the normal internal approval process. The bids were:

- The Nuneaton to Bedworth and Bedworth to Coventry cycle route.
- The redevelopment of Leamington Station forecourt including improved cycle access and provision of a cycling hub.

Members suggested that CWLEP had an opportunity to improve cycling infrastructure by ensuring all funding bidders state how their project will impact cycling.

#### *Integrated Transport Block Allocation*

The DfT provides £258 million a year to all local bodies outside London distributed by formula for small-scale capital works focussed on road safety, tackling congestion, reducing harm to the environment and improving accessibility. Local authorities are able to use this funding for delivering cycling schemes and on average local authorities allocate 11% of this budget towards cycling. In Warwickshire, the Integrated Transport Block Allocation is currently largely allocated towards highways maintenance, with no funding allocated for cycling schemes.

#### *DfT Highways Maintenance Block*

The DfT allocates funding annually to local highway authorities. From 2018/19, the allocation formula will also take into account the length of footways and cycleways, and 9% of the funding will be dependent on this. This funding is not ring-fenced and local highway authorities spend it according to their priorities. Opportunities to develop new and improved cycling infrastructure through WCC's maintenance programme will be further explored in 2018/19.

#### *HS2 Community and Environment Fund (strategic)*

A funding pot of £15m (for the central area of Staffordshire, Warwickshire, Buckinghamshire, Northamptonshire, Oxfordshire and Hertfordshire) has been made available to add benefit over and above committed mitigation and statutory compensation to communities along the route that are demonstrably disrupted by the construction of Phase One of HS2. Cycling infrastructure projects are eligible for this strategic funding and bids of up to £1m may be submitted.

### HS2 Road Safety Fund

In November 2017, the Government announced a £30m funding allocation to improve road and cycle safety along the HS2 Phase 1 route. Warwickshire has been allocated £8m of this funding pot for eligible projects. Work is underway to identify priority schemes.

### Department for Transport National Productivity Investment Fund (NPIF)

Warwickshire has secured funding for two new highway schemes, A47 Hinckley Road corridor in Nuneaton and A3400 Birmingham Road corridor in Stratford. Both schemes include extensive new or improved cycling infrastructure. It is anticipated that a further round of NPIF funding may be announced in the future.

### The Community Infrastructure Levy (CIL) and Section 106

See section 4.3 below.

### Local funding sources

#### The Capital Investment Fund

The Capital Investment Fund is a pot of money approved as part of the Budget, to be used for investment in Warwickshire's asset base in order to secure community wellbeing, economic growth, deliver service need or invest in capital schemes which either save money or generate future revenue income streams. At the time of being set up there was £56.207 million in the fund for allocation over the 2017-20 period. The majority of the remaining CIF funding is committed to Council priority schemes.

## **4.4 Securing investment through the planning system**

The Task and Finish Group's second evidence gathering session focused on the issue of securing funding for cycle schemes through the planning system.

National planning policy is set out in the National Planning Policy Framework (NPPF), which states that through their Local Plans and planning decisions, local planning authorities should ensure developments are located where the need to travel will be minimised and the use of sustainable transport modes can be maximised.

The County Council works with the District and Borough Councils, as the local planning authorities, to ensure that there is good provision for cyclists within development sites and connections to local trip generators. Identifying the new cycle links required to serve major development sites was a key consideration for Transport Planning officers when developing cycle network development plans for each of the main urban areas in the county.

All five of the Borough / District Local Plans include broad commitments and specific policies to create and improve opportunities for walking and cycling through the provision of infrastructure within new developments and connections to the existing and improved wider cycling and walking networks. For example,

the Nuneaton and Bedworth Draft Local Plan specifically identifies that *'contributions will be required to the cycle network linking to the [development] site (in accordance with Warwickshire County Council's Cycle Network Development Plan for the Borough)'*. Members were provided with an overview of the commitments to cycling contained within the Borough / District Local Plans.

### **County Council involvement in the planning process**

The Task and Finish Group heard that funding towards new cycling infrastructure is sought where appropriate from all large development sites as applications are submitted and the infrastructure required to serve major development sites has already been identified on cycle network plans.

The County Council, as Highway Authority, is a statutory consultee in the planning process with regard to the impact of new development on the highway network. The Development Management team provide advice and recommendations on behalf of the Council to the District / Borough Councils on the highway and sustainable transport implications of new development in response to planning applications, and this includes any necessary improvements for cyclists and pedestrians associated with the new development. Advice will also be provided to developers if they enter into formal pre-application with the Council.

Transport Planning officers review all major planning applications as they are submitted to Borough / District Councils and advise Development Management engineers on the specific requirements for cycling infrastructure that developers should provide internally within sites and any wider connections / routes required to serve development sites. Funding for new cycling infrastructure is then sought mainly through Section 106 agreements, although may also be delivered through Section 278 and Section 38 agreements.

Community Infrastructure Levy (CIL) can also be used to fund cycling infrastructure (see below).

### **S106 funding for cycling infrastructure**

S106 agreements are a mechanism to make a development proposal acceptable in planning terms that would otherwise not be acceptable. They are focused on the site specific mitigation of the impact of development. S106 requests have to meet the tests set out in regulation 122 of the Community Infrastructure Levy Regulations 2010. These are:

- a. necessary to make the development acceptable in planning terms
- b. directly related to the development; and
- c. fairly and reasonably related in scale and kind to the development

Requests for cycling infrastructure need to be robust to meet the CIL tests. The Council's cycle network development plans help to provide the supporting evidence needed to justify S106 contributions. Transport Planning officers also seek to carry out initial feasibility studies on key cycle links serving new development sites, in order to provide as much detail as possible for S106 requests.

Requests for new cycling infrastructure to serve development sites is incorporated as appropriate within the Council's statutory Highway Authority response to planning applications. The level of contributions and timescales for payments are then subject to negotiations between the local planning authorities and developers.

Transport Planning officers devote considerable time to making the case for S106 contributions, which is currently the main source of funding for new cycling infrastructure with funding secured towards a number of key schemes in recent years. However, there are difficulties associated with securing and using S106 funding for delivering new cycling infrastructure. Even where requests for contributions are accepted by developers and planning authorities, it is rarely possible to secure full funding for a cycling scheme from a single development or even from a number of developments within a major Local Plan housing allocation. Delivery of most schemes therefore requires additional funding, with funding bids (internal and external) generally the only option available at present.

Furthermore, payment of S106 obligations is often triggered after the occupation of a proportion of the new properties when developers are receiving income from house sales, and may be paid in phases. This can prevent cycling infrastructure being delivered prior to the development being occupied, which is necessary to provide sustainable transport options for new residents from the outset and to establish sustainable travel habits.

### **Community Infrastructure Levy (CIL)**

CIL is a new system for funding infrastructure through planning charges that the the District / Borough Councils can ask developers to pay for most new building projects. The money raised can be used to fund a wide range of infrastructure needed to support new development within a district/borough and does not necessarily have to be in the location where the money is raised.

### **Section 278 (S278) and Section 38 (S38) agreements**

An agreement with the Council under section 278 or section 38 of the Highways Act 1980 allows developers to construct and dedicate new public highways (S38), or carry out alterations or improvements to the adopted highway (S278), and are usually made when the developer needs to arrange such works in order to meet the requirements of a planning permission. Sections of new cycling infrastructure can be provided through this process, for example in the vicinity of new site accesses onto the highway network.



## 5.0 Conclusion

The Task and Finish Group engaged with expert officers from Warwickshire County Council and representatives from the Coventry & Warwickshire Local Enterprise Partnership (CWLEP) and was encouraged by the progress which was being made to increase cycling levels given the financial and operational constraints.

However, after the evidence gathering sessions it became apparent that the original concerns over the lack of connectivity between Warwickshire's existing cycle paths were justified. In addition the group learnt that funding options were limited and this was hampering the delivery of the cycle network plans and priority cycle schemes which have been identified.

The Task and Finish Group agreed that its main focus should be on improving the provision of infrastructure. By making the network more accessible, comprehensive and connected, cycling can become a more attractive option to residents.

The key recommendations focus on actions to bring about the development of the new cycling infrastructure required to enable more Warwickshire residents and visitors to cycle for everyday journeys, together with the supporting measures to encourage this modal shift.

There is much that requires the expertise and help of our partners, in particular districts and boroughs, but the County Council can also lead by developing and promoting best practice and by setting an example to encourage partners and businesses to become best practice organisations.

## 6.0 Recommendations

### Cycling networks and scheme prioritisation

1. That the County Council develops a Local Cycling and Walking Infrastructure Plan (LCWIP) by the start of 2020/21, in accordance with the technical guidance published by the Department for Transport, to set out a long term, prioritised and costed programme of cycling infrastructure improvements for Warwickshire.
2. That an interim list of prioritised and costed cycle schemes is produced by Autumn 2018 and presented for Cabinet approval, in advance of the development of a Local Cycling and Walking Infrastructure Plan.

### Cycling infrastructure

3. That, further to the Warwickshire Local Transport Plan 2011-26 Policy CY4, the West Midlands Cycling Design Guidance is recognised as the overarching guidance for the design of new cycling infrastructure in Warwickshire, complemented by ongoing best practice research into new approaches to delivering high quality, innovative and effective cycling schemes.
4. In accordance with the Warwickshire Local Transport Plan 2011-26 Policy CY5: 'Maintenance', that the County Council takes account of the particular needs of cyclists in maintaining the highway network and ensure that off-carriageway cycle routes are maintained to a good standard.
5. That the County Council works with the District and Borough Councils to secure appropriate cycling infrastructure through the planning system, including that:
  - a. New developments provide an appropriate level of cycling infrastructure within the site.
  - b. That development sites are appropriately connected to the wider cycling network.
  - c. That contributions to the development of the local cycling network are secured in line with planning regulations.
6. That a countywide Bike Share scheme which is accessible to all is developed in Warwickshire to complement and add value to the programme of cycle infrastructure improvements. The scheme should be compatible with emerging technology for travel & payment.
7. That the Council implements route signage schemes for cyclists and pedestrians in all of Warwickshire's urban areas to direct cyclists to primary destinations having engaged with cycle forums and other interested groups on the route signage plans.
8. That the Council works with and supports local businesses to encourage work based cycling including through raising awareness of cycle routes and

the provision of facilities for cyclists such as storage and changing facilities, bike share and purchase schemes.

### **Funding**

9. That the Council create a dedicated capital cycle infrastructure fund for cycling from 2019/20 to enable the planning and delivery of a countywide programme of cycle infrastructure schemes.
10. That each area Cycle Forum is allocated a small annual funding pot to finance a programme of community led minor cycle infrastructure improvements.
11. That the portfolio holders for Health and Transport ensure that all potential opportunities to secure external funding for improving cycling infrastructure are fully exploited.
12. That Warwickshire County Council's representative on the Coventry and Warwickshire Local Enterprise Partnership Board requests that CWLEP incorporate consideration of scheme impact on active travel into the evaluation of all future funding bid business cases.

### **Consultation and partnership working**

13. That, in accordance with Local Transport Plan 2011-26 Policy CY1: 'Consultation and partnership working', countywide cycle forum coverage is achieved by establishing a forum in North Warwickshire and by providing officer support to all of the forums.
14. That the Council encourages a countywide, multi-agency partnership approach to the development and promotion of cycling that highlights the benefits of cycling and raises awareness of cycling facilities. This should include encouraging cycling as part of the place based health agenda and working with the district, borough, town and parish councils to secure cycling infrastructure through the planning process.

### **Implementation and monitoring**

15. That a representative Member working group is established to oversee the development of the LCWIP and the delivery of a programme of cycle infrastructure improvements. This should include periodic reviews of the programme of schemes within the LCWIP.
16. That Warwickshire County Council leads by example by supporting cycling as part of its Green Travel Plan and health and wellbeing agenda.
17. That a methodology is established for carrying out annual cycle counts to monitor levels of cycling and review the effectiveness of Council cycling interventions. That a further indicator of success is established based on length of route made safe for cycling.

## 7.0 Financial and Legal Implications

The enclosed Recommendations Analysis (**Appendix C**) indicates the level of resources required for each recommendation.

County Council on 20 March 2018 resolved that Cabinet reviews the report of this Task and Finish Group and considers which of its recommendations can be implemented within existing resources and which need to be considered as part of the 2019-20 budget refresh of the Medium term Financial Plan.

The Recommendations Analysis identifies that the majority of the recommendations can be delivered within existing resources; however resources will be required to deliver the following recommendations:

- Recommendation 7; Route signage.  
Estimated cost: £100,000k to sign primary existing cycle networks in and around main towns.
- Recommendation 9; Cycle infrastructure fund.  
The estimated cost to deliver approximately 60 cycle routes identified as being required to complete the core local cycle networks is £40 million. The estimated minimum funding required to deliver 20 very high / high priority cycle routes is £7.6 million. This is based on a total estimated delivery cost of £18.6 million, of which £1.1 million has been secured and there is potential to secure up to a further £9.9 million from external sources.
- Recommendation 10; Cycle forum fund for minor infrastructure improvements.  
Estimated cost £25,000 per annum.

It is recommended that Cabinet consider the resourcing of these proposals as part of the 2019/20 budget process.

The Council is not subject to any specific statutory duties to promote cycling, although the Council is subject to more general duties to promote public health, equality and the safe and convenient use of the highway. Measures to promote cycling are therefore primarily discretionary, although there is a duty to keep the highway in good repair which can be of particular significant for cyclists.



INTERIM LIST OF CYCLE SCHEMES - JULY 2018

APPENDIX A

WARWICK DISTRICT											
	Scheme	Type of route	Length (m)	Estimated cost (£)	Effectiveness	Policy	Deliverability	Economic	SCORE	PRIORITY	Comments
1	A452 Kenilworth to Leamington	Inter-urban cycle track adjacent to road, bridge, toucan	2750	2,000,000	5	4	4	4	17	VERY HIGH	
2	A445 Warwick - Leamington	Cycle track adjacent to urban road	2920	3,360,000	5	4	3	4	16	VERY HIGH	
3	B4453 Cubbington - Leamington	Cycle track adjacent / on-carriageway	2500	315,000	4	4	3	3	14	HIGH	
4	A429 Coventry Road, Warwick	Cycle track adjacent to urban road	1154	404,000	5	3	3	3	14	HIGH	
5	JLR / Lighthorne Heath - Leamington	Inter-urban cycle track adjacent to road	4500	1,575,000	3	3	3	4	13	HIGH	
6	B4115 / Rocky Lane, Kenilworth	Inter-urban cycle track adjacent to road	1900	380,000	3	3	3	4	13	HIGH	
7	Europa Way - Leamington town ctr	Cycle track on open space	280	56,000	2	2	4	4	12	MEDIUM	
8	Heathcote Lane completion, Whitnash	Cycle track adjacent to urban road	600	210,000	4	3	3	2	12	MEDIUM	
9	A425 Radford Semele - Leamington	Inter-urban cycle track adjacent to road	1250	438,000	3	3	3	3	12	MEDIUM	
10	Woodloes Avenue South, Warwick	Cycle track adjacent to urban road	604	211,000	3	3	4	2	12	MEDIUM	
11	Warwick - Leamington riverside	Cycle track on open space, 2 x bridges	3189	2,638,000	4	4	2	2	12	MEDIUM	
12	Tachbrook Park Drive, Leamington	Cycle track adjacent to urban road	785	275,000	3	3	3	2	11	MEDIUM	
13	A429 Stratford Road, Warwick	Cycle track adjacent to urban road	1170	410,000	3	3	2	3	11	MEDIUM	
14	Warwick - Kenilworth	Inter-urban cycle track / on-carriageway	1936	678,000	4	3	1	3	11	MEDIUM	
15	Princes Drive, Leamington	On-carriageway cycle route	540	54,000	4	3	2	2	11	MEDIUM	
16	Wedgnock Lane - Warwick Parkway	Cycle track adj to road / on open space / on-carriageway	1740	539,000	3	3	3	2	11	MEDIUM	
17	East Kenilworth - Greenway	Cycle track adjacent to road / on-carriageway , toucan	2280	713,000	3	3	2	3	11	MEDIUM	
18	Banbury Road bridge, Warwick	Cycle track on open space, 1 x bridge	420	2,000,000	4	3	2	1	10	MEDIUM / LOW	
19	St Helen's Rd, Leamington	On-carriageway cycle route	1000	100,000	3	3	2	2	10	MEDIUM / LOW	
20	East Kenilworth - Town Centre	Cycle track adjacent to road / on-carriageway , toucan	1970	502,000	2	3	2	3	10	MEDIUM / LOW	
21	Abbey Fields, Kenilworth	Cycle track on open space, toucan	700	240,000	4	3	1	2	10	MEDIUM / LOW	
22	Europa Way - Tachbrook Park Drive	Cycle track on open space	726	145,000	3	2	2	2	9	MEDIUM / LOW	
23	Warwick Station - Hospital	On-carriageway cycle route	750	75,000	2	3	2	2	9	MEDIUM / LOW	
24	East Kenilworth - Leisure Centre	Cycle track adjacent to road / on-carriageway , toucan	2550	427,500	2	2	2	3	9	MEDIUM / LOW	
25	Dalehouse Lane, Kenilworth	Inter-urban cycle track adjacent to road	2000	700,000	2	2	1	4	9	MEDIUM / LOW	
26	Europa Way - Shires Retail Park	Inter-urban cycle track adjacent to road	505	177,000	2	2	1	2	7	LOW	
				18,622,500							
NUNEATON AND BEDWORTH											
	Scheme	Type of route	Length (m)	Estimated cost (£)	Effectiveness	Policy	Deliverability	Economic	SCORE	PRIORITY	Comments
1	A47 Hinckley - Nuneaton	Cycle track / on-carriageway / bridge	2900	1,500,000	5	4	4	4	17	VERY HIGH	
2	B4113 Bedworth - Bermuda	Inter-urban cycle track adjacent to road, 1 x Toucan	820	387,000	4	5	4	3	16	VERY HIGH	
3	B4113 Bedworth - Coventry	Inter-urban cycle track / on-carriageway, 1 x Toucan	1500	495,000	4	5	3	3	15	VERY HIGH	
4	A444 Weddington Road	Cycle track adjacent to urban road	995	348,000	4	3	3	4	14	HIGH	
5	Eastboro Way, Nuneaton	Cycle track adjacent to urban road	1183	414,000	4	3	3	3	13	HIGH	
6	Bedworth town link	Cycle track adjacent to urban road / on-carriageway	3630	700,000	4	4	3	2	13	HIGH	
7	North Nuneaton links	Cycle track on open space	2100	420,000	3	3	3	3	12	MEDIUM	
8	West Nuneaton - Bermuda	Cycle track adjacent to urban road	3700	1,295,000	4	4	2	2	12	MEDIUM	
9	West Nuneaton - town centre	Cycle track adjacent to urban road	4000	1,400,000	4	4	2	2	12	MEDIUM	
10	West Bedworth - town centre	Cycle track adjacent road / open space / on-carriageway	3050	340,000	3	3	2	3	11	MEDIUM	
11	Bedworth Heath link	Cycle track on open space	800	160,000	3	2	3	3	11	MEDIUM	
12	Bedworth Woodlands - town centre	Cycle track adj to road / open space / on-carriageway	1660	340,000	2	3	3	3	11	MEDIUM	
13	B4029 Bulkington - Bedworth	Inter-urban cycle track adjacent to road	2700	945,000	3	2	2	2	9	MEDIUM / LOW	
				8,744,000							

RUGBY											
	Scheme	Type of route	Length (m)	Estimated cost (£)	Effectiveness	Policy	Deliverability	Economic	SCORE	PRIORITY	Comments
1	A426 Rugby Gateway - town centre	On-carriageway cycle route, 1 x Toucan, 1 x bridge	1100	1,220,000	4	4	3	3	14	HIGH	
2	Houlton - town centre	Cycle track / on-carriageway	3220	780,000	4	4	3	3	14	HIGH	
3	Coton Park East - town centre	Cycle track adjacent to urban road	1780	623,000	3	3	3	3	12	MEDIUM	
4	A428 Crick Road	Cycle track / on-carriageway	2423	739,000	4	2	3	2	11	MEDIUM	
5	A426 (Asda - Evreux Way)	Cycle track adjacent to urban road	450	156,000	3	3	3	2	11	MEDIUM	
6	South west Rugby links	Cycle track adjacent to urban road	2400	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Further work required to establish route
				<b>3,518,000</b>							
STRATFORD											
	Scheme	Type of route	Length (m)	Estimated cost (£)	Effectiveness	Policy	Deliverability	Economic	SCORE	PRIORITY	Comments
1	Long Marston - Stratford	Cycle track on open space	7575	1,515,000	3	3	4	4	14	HIGH	
2	Shottery - town centre	On-carriageway / cycle track open space	1835	347,000	4	3	3	3	13	HIGH	
3	South Stratford - town centre	Cycle track on open space, 1 x bridge	290	1,058,000	5	4	2	2	13	HIGH	
4	Long Itchington - Southam	Inter-urban cycle track adjacent to road	2600	910,000	3	3	3	3	12	MEDIUM	
5	Tiddington Road, Stratford	Cycle track adjacent to urban road	1680	588,000	3	3	3	2	11	MEDIUM	
7	Leisure Centre - Gytratory, Stratford	Cycle track adjacent to urban road	185	64,750	3	2	2	2	9	MEDIUM / LOW	
8	A429 Stratford - Ryon Hill	Inter-urban cycle track adjacent to road	3195	1,118,000	2	2	2	1	7	LOW	
9	Seven Meadows Road, Stratford	Cycle track adjacent to urban road	614	215,000	2	2	1	2	7	LOW	
10	Alcester Rd - Birmingham Rd	Cycle track adjacent to urban road	n/a		n/a	n/a	n/a	n/a	n/a	n/a	Construction along proposed link road
				<b>5,815,750</b>							
NORTH WARWICKSHIRE											
	Scheme	Type of route	Length (m)	Estimated cost (£)	Effectiveness	Policy	Deliverability	Economic	SCORE	PRIORITY	Comments
1	Coleshill - Birmingham / UK Central	Cycle track on open space, 1 x bridge	1525	1,305,000	4	4	3	3	14	HIGH	Alternative route option to be considered
2	Water Orton - Hams Hall	Inter-urban cycle track adjacent to road	396	139,000	3	3	3	4	13	HIGH	
3	Water Orton - Birmingham	Inter-urban cycle track adjacent to road	1133	397,000	3	3	4	4	13	HIGH	
4	Dordon / Tamworth - Birch Coppice	Cycle track on open space / cycle track adj to road	2100	503,000	3	3	2	3	11	MEDIUM	
5	Coleshill - Hams Hall / Parkway	Cycle track adjacent to urban road	1800	555,000	3	3	2	2	10	MEDIUM / LOW	
6	Atherstone links	To be confirmed	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Further work required to establish route
	A5 Atherstone to A444	Cycle track adjacent to road / on-carriageway , toucan	3100	1,085,000							
				<b>3,984,000</b>							

A452 Kenilworth to Leamington	17	VERY HIGH	£2,000,000	None	CIL, HS2 Road Safety	£1,000,000	High	£1,000,000	Detailed design underway, business case produced.	Leamington to Bericote Rd section, with remainder of route being delivered by other highway scheme
A47 Hinckley - Nuneaton	17	VERY HIGH	£1,500,000	£111,000 (S106)	S106	£200,000	Medium	£1,189,000	Outline design underway, business case produced.	delivering alternative provision on one section of route
A445 Warwick - Leamington	16	VERY HIGH	£3,360,000	None	CIL	£2,360,000	High	£1,000,000	Initial design options identified.	CIL contribution agreed. Scheme likely to come forward in 4 - 5 years.
B4113 Bedworth - Bermuda	16	VERY HIGH	£387,000	None	S106, LGF	£387,000	Medium	£0	Outline design complete, business case produced.	LGF bid to be submitted August 2018. CIF bid to be submitted September 2018.
B4113 Bedworth - Coventry	15	VERY HIGH	£495,000	None	S106, LGF	£495,000	Medium	£0	identified, business case produced.	LGF bid to be submitted August 2018. CIF bid to be submitted September 2018.
B4453 Cubbington - Leamington	14	HIGH	£315,000	None	S106, HS2 Road Safety	£315,000	Medium	£0	No work yet carried out.	Potential for scheme to be fully funded by external funding / S106.
A429 Coventry Road, Warwick	14	HIGH	£404,000	None	S106	£150,000	High	£254,000	Feasibility study autumn 2018.	Casualty Reduction Funding available towards scheme.
A444 Weddington Road	14	HIGH	£348,000	£200,000	S106	£148,000	n/a	£0	Initial design options identified.	Scheme likely to be fully funded by S106 contributions.
A426 Rugby Gateway - town centre	14	HIGH	£1,220,000	£250,000 (S106)	S106	n/a	Low	£970,000	Detailed design underway.	Overall scheme being progressed in phases as money becomes available.
Houlton - town centre	14	HIGH	£780,000	£200,000 (S106)	S106	n/a	Low	£580,000	Initial design options identified.	
Long Marston - Stratford	14	HIGH	£1,515,000	£244,000 (S106)	S106	£1,271,000	Medium	£0	No work yet carried out.	Potential for scheme to be fully funded by S106 contributions.
Coleshill - Birmingham / UK Central	14	HIGH	£1,305,000	None	HS2 CEF / RS	£1,000,000	Medium	£305,000	Initial design options identified.	Two route options to be investigated. Costs likely to be within similar range.
JLR / Lighthorne Heath - Leamington	13	HIGH	£1,575,000	£60,000 (S106)	S106	£1,000,000	High	£515,000	Draft feasibility study / outline design.	£60 S106 funding received towards route study / outline design, which will be completed in 2019.
B4115 / Rocky Lane, Kenilworth	13	HIGH	£380,000	None	Highways England, HS2 Road Safety	£380,000	High	£0	investigations commenced.	England designated funds for cycling. Discussions with HE underway.
Eastboro Way, Nuneaton	13	HIGH	£414,000	None	S106	£120,000	High	£294,000	No work yet carried out.	S106 funding requested and negotiations ongoing.
Bedworth town link	13	HIGH	£700,000	None	S106, NBBC	£200,000	High	£500,000	Initial route option identified.	Scheme provides connection between sections on B4113 in 4 and 5 above.
South Stratford - Town Centre	13	HIGH	£1,058,000	None	CIL	n/k	Medium	£1,058,000	Initial route option identified.	
Shottery - town centre	13	HIGH	£347,000	None	S106	£347,000	High	£0	Initial route option identified.	
Water Orton - Hams Hall	13	HIGH	£139,000	None	HS2 Road Safety	£139,000	High	£0	Feasibility study 2018/19.	Road Safety Fund. Feasibility study to commence 2019.
Water Orton - Birmingham	13	HIGH	£397,000	None	HS2 Road Safety	£397,000	High	£0	Feasibility study 2018/19.	Road Safety Fund. Feasibility study to commence 2019.
			<b>£18,639,000</b>	<b>£1,065,000</b>		<b>£9,909,000</b>	<b>TOTAL</b>	<b>£7,665,000</b>		

\* Funding shortfall based on assumption that potential future funding contribution will be secured.





## **Appendix B**

### **Proposed approach to creating an interim list of prioritised future cycle schemes**

It is anticipated that the County Council will develop a Local Cycling and Walking Infrastructure Plan (LCWIP) over the next 2-3 years. The end result of an LCWIP is a prioritised and costed programme of cycling and walking infrastructure improvements.

The technical guidance produced by the Department for Transport to assist local authorities in the preparation of their LCWIPs contains detailed recommendations on how to approach each stage of developing an LCWIP, including route selection, engagement and prioritisation. However, as producing an LCWIP is a lengthy process, it has been necessary to devise a simpler methodology that can be used to generate an interim prioritised list of schemes. This will enable the T&F Group to respond to the recent Council resolution on cycling.

Transport Planning has developed a list of the key cycle routes required to complete the cycle networks in and around the main towns, based on the Cycle Network Plans produced with assistance from Sustrans and the area cycle forums over the past 3 years. These routes are considered to be the primary cycle routes in each network. Secondary routes, which are generally connections onto the primary route network or quieter alternatives via residential streets, have not been included at this stage as it is clear that developing the primary routes is the priority.

In order to prioritise these schemes, a methodology has been established which is based on the LCWIP guidance.

#### **Proposed methodology:**

Each scheme will be assessed against the following four overall criteria:

##### **1. Effectiveness**

- Potential to increase cycling trips
- Population who directly benefit from new infrastructure
- Degree of deficiency of the existing infrastructure
- Contribution of the scheme to overall network development
- Improvement in road safety
- Air quality impact
- Integration with other schemes

## **2. Policy**

- Delivery against policy objectives e.g. improvements to health and inclusion , economic development, LTP
- Importance of the intervention for particular target user groups, e.g. people without access to car or with higher levels of poor health
- Classification by type of journey e.g. education, workplace, utility, recreation, to aid alignment with particular funding streams
- Priority / importance of intervention as defined through engagement process

## **3. Deliverability**

- Scheme feasibility / deliverability
- Public acceptability
- Dependency on other schemes
- Environmental constraints

## **4. Economic**

- Has funding already been secured towards the scheme, e.g. S106 or partner contributions etc.
- Potential to attract external funding

Each scheme will be assessed and awarded a score of 0 – 5 for each of the four criteria based on the following scoring system:.

5: Meets criteria excellently

4: Meets criteria well, but some minor concerns

3: Meets criteria adequately; matches criteria in some areas, but concerns over some aspects of the scheme.

2: Meets criteria less than adequately; does not match criteria in key areas.

1: Meets criteria poorly; fails to match criteria.

0: Does not meet the criteria

The resulting score will then will be added up and each scheme prioritised as:

- Very high
- High
- Medium
- Medium / low
- Low

Due to the time frame available for developing a prioritised list of schemes in response to the Council motion, it will be necessary to use estimates and judgement where data is not readily available at this stage. However, a full prioritisation process will be carried out as part of the LCWIP process in accordance with the DfT guidance.

Following the above prioritisation, it will then be possible to categorise each scheme in terms time scale for delivery, if required:

- Short (0-3 years\*)
- Medium (4-6 years\*)
- Long (7+\*)

\*timeframes to be agreed

A brief description and estimated cost of each scheme will be provided along with an explanation for the score awarded.

It is considered of benefit to include economic considerations among the criteria to ensure cost-effective use of resources e.g. schemes with partial S106 funding are delivered before the S106 funding expires and that weighting is given to schemes which have had revenue funding spent on feasibility and design work to create 'shovel-ready' schemes (although these are also likely to score highly under the deliverability criteria).

Scheme cost has not been included within the criteria as it is considered that this should not influence the priority of the scheme. The schemes on the list vary considerably in terms of scale and length of new infrastructure: whilst some schemes may have a high cost, it is likely that they will also have a high benefit in terms of increasing levels of cycling and therefore the greatest return on investment. Experience from elsewhere in the UK shows that investment in major cycling infrastructure projects has the biggest impact in terms of generating a step-change in cycling levels and all the health, economic and environmental benefits that this brings. Large-scale infrastructure schemes may also have the greatest potential to attract external funding. However, value for money will be considered as part of the full prioritisation process in the development of the LCWIP.

It is considered that the scoring system should guide but not dictate the development of a cycle infrastructure delivery programme and that some flexibility will be needed to take into account wider factors e.g. should an external funding opportunity arise, it is necessary to tailor schemes to meet the specific funding criteria.

### **Cost estimates**

Routes have been measured and each route / section categorised into the following broad infrastructure types in order to develop initial cost estimates for each route.

- Cycle track adjacent to urban road
- Cycle track on open space
- On-carriageway cycle routes
- Toucan crossings
- Cycle / pedestrian bridges
- 

Due to the high number of routes and the fact that the majority have not yet had any feasibility work undertaken on them, the figures in the table represent very initial estimates and actual costs of each individual scheme may be significantly lower or higher once feasibility work is carried out. For example, the cost of constructing cycle tracks can vary considerably according to site specific factors, such as the presence of utilities, which can only be established by topographical surveys and feasibility work. Furthermore, the routes identified may change in terms of routing or preferred types of infrastructure as they are developed further.

The costs for some of the higher priority schemes have been established through feasibility work and therefore these are generally more accurate.

## Cycling Network Task and Finish Group

## APPENDIX C

### Summary of recommendations and associated resources

Recommendation	Rationale	Cost / resource	Lead
<b>Cycling networks and scheme prioritisation</b>			
1. That the County Council develops a Local Cycling and Walking Infrastructure Plan (LCWIP) by the start of 2020/21, in accordance with the technical guidance published by the Department for Transport, to set out a long term, prioritised and costed programme of cycling infrastructure improvements for Warwickshire.	To apply an accepted methodology to the identification and development of cycle and walking infrastructure. This will also assist in making the case for funding.	Low – work to be carried out by WCC staff.	WCC
2. That an interim list of prioritised and costed cycle schemes is produced by Autumn 2018 and presented for Cabinet approval, in advance of the development of a Local Cycling and Walking Infrastructure Plan.	To provide an initial indication of the scale and level of investment required to complete the core local cycle networks.	Complete (provided as Appendix A & B of report).	WCC
<b>Cycling infrastructure</b>			
3. That, further to the Warwickshire Local Transport Plan 2011-26 Policy CY4, the West Midlands Cycling Design Guidance is recognised as the overarching guidance for the design of new cycling infrastructure in Warwickshire, complemented by ongoing best practice research into new approaches to delivering high quality, innovative and effective cycling schemes.	To ensure delivery of a standard of cycle infrastructure that will maximise usage and modal shift to cycling.	Low – no immediate cost implications, however infrastructure delivery costs will be affected by the selected construction standards.	WCC
4. In accordance with the Warwickshire Local Transport Plan 2011-26 Policy CY5: 'Maintenance', that the County Council takes account of the particular needs of cyclists in maintaining the highway network and ensure that off-carriageway cycle routes are maintained to a good	To avoid cyclists and potential cyclists being deterred from cycling by the condition of the highway / cycle route network.	Low – no additional cost implications.	WCC

Recommendation	Rationale	Cost / resource	Lead
standard.			
<p>5. That the County Council works with the District and Borough Councils to secure appropriate cycling infrastructure through the planning system, including that:</p> <ul style="list-style-type: none"> <li>a. New developments provide an appropriate level of cycling infrastructure within the site.</li> <li>b. That development sites are appropriately connected to the wider cycling network.</li> <li>c. That contributions to the development of the local cycling network are secured in line with planning regulations.</li> </ul>	<p>To ensure new developments are served with appropriate levels of cycling infrastructure that enable residents to make journeys by cycle and that residents are able to establish sustainable travel patterns before 'bad habits' become established.</p>	<p>Low – This approach is already undertaken in response to planning applications.</p>	<p>WCC</p>
<p>6. That a countywide Bike Share scheme which is accessible to all is developed in Warwickshire to complement and add value to the programme of cycle infrastructure improvements. The scheme should be compatible with emerging technology for travel &amp; payment.</p>	<p>To increase cycle use in Warwickshire towns.</p>	<p>Low – Scheme to be set up as a Concessionary Contract with a preferred supplier funding set up and ongoing operational costs from user subscriptions. The Council will support the preferred contractor.</p>	<p>WCC</p>
<p>7. That the Council implements route signage schemes for cyclists and pedestrians in all of Warwickshire's urban areas to direct cyclists to primary destinations having engaged with cycle forums and other interested groups on the route signage plans.</p>	<p>To give cyclists confidence that routes will take them to their destination and raise awareness of cycle routes.</p>	<p>Medium - High. Estimated cost: £100,000k to sign existing primary cycle networks in and around main towns.</p>	<p>WCC</p>
<p>8. That the Council works with and supports local businesses to encourage work based cycling including through raising awareness of cycle routes and the provision of facilities for cyclists such as storage and changing facilities, bike share and purchase schemes.</p>	<p>To increase levels of cycle commuting.</p>	<p>Low</p>	<p>WCC</p>

Recommendation	Rationale	Cost / resource	Lead
<b>Funding</b>			
9. That the Council create a dedicated capital cycle infrastructure fund for cycling from 2019/20 to enable the planning and delivery of a countywide programme of cycle infrastructure schemes.	To fund the delivery of cycling infrastructure required to complete the core local networks.	High – Estimated cost to deliver approx. 60 cycle routes to complete the core local cycle networks is £40 million. The cost to deliver the 20 high priority schemes is £18.6m of which £1.1m has been secured and there is potential to secure up to a further £9.9m from external sources, leaving a minimum shortfall of at least £7.6 million. Scheme costs estimates are provided in Appendix A.	WCC
10. That each area Cycle Forum is allocated a small annual funding pot to finance a programme of community led minor cycle infrastructure improvements.	To enable Cycle Forums to carry out minor local infrastructure improvements in line with local priorities. To incentivise Cycle Forums.	Medium. Suggested funding of £5k per annum per forum to be provided to 5 forums. Total maximum cost of £25k per annum.	WCC
11. That the portfolio holders for Health and Transport ensure that all potential opportunities to secure external funding for improving cycling infrastructure are fully exploited.	To maximise funding for cycling infrastructure.	Low. Funding bids are normally prepared internally. Internal match funding may be required to secure external funding.	WCC
12. That Warwickshire County Council's representative on the Coventry and Warwickshire Local Enterprise Partnership Board requests that CWLEP incorporate consideration of scheme impact on active travel into the	That the impact of investment decisions by CWLEP takes account of the impact this will have on cycling.	Low	WCC



<b>Recommendation</b>	<b>Rationale</b>	<b>Cost / resource</b>	<b>Lead</b>
evaluation of all future funding bid business cases.			
<b>Consultation and partnership working</b>			
13. That, in accordance with Local Transport Plan 2011-26 Policy CY1: 'Consultation and partnership working', countywide cycle forum coverage is achieved by establishing a forum in North Warwickshire and by providing officer support to all of the forums.	To achieve local user input into the maintenance and development of cycling infrastructure.	Low. Officers currently support four Cycle Forums, increasing this to five will have minimal resource implications.	WCC
14. That the Council encourages a countywide, multi-agency partnership approach to the development and promotion of cycling that highlights the benefits of cycling and raises awareness of cycling facilities. This should include encouraging cycling as part of the place based health agenda and working with the district, borough, town and parish councils to secure cycling infrastructure through the planning process.	To create a common and joined up approach to the development of cycling in Warwickshire.	Low.	WCC
<b>Implementation and monitoring</b>			
15. That a representative Member working group is established to oversee the development of the LCWIP and the delivery of a programme of cycle infrastructure improvements. This should include periodic reviews of the programme of schemes within the LCWIP.	To provide Member oversight and strategic lead to the development of the LCWIP and delivery of infrastructure improvements.	Low	WCC
16. That Warwickshire County Council leads by example by supporting cycling as part of its Green Travel Plan and health and wellbeing agenda.	To demonstrate to others what can be achieved by a major employer.	Low to medium. Extension of existing approach.	WCC
17. That a methodology is established for carrying out annual cycle counts to monitor levels of cycling and review the	To monitor the impact of investment in cycling infrastructure	Low to medium. The cost of cycle counts is relatively	WCC

<b>Recommendation</b>	<b>Rationale</b>	<b>Cost / resource</b>	<b>Lead</b>
effectiveness of Council cycling interventions. That a further indicator of success is established based on length of route made safe for cycling.	on local cycling levels.	modest.	