

Cabinet

Date: Thursday 13 October 2022
Time: 1.45 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Isobel Seccombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Crump
Councillor Andy Jenns
Councillor Kam Kaur
Councillor Jeff Morgan
Councillor Wallace Redford
Councillor Heather Timms
Councillor Martin Watson

Items on the agenda: -

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Minutes of the Previous Meeting

To approve the minutes of the meeting held on 8 September 2022.

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(4) Public Speaking

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

2. Cost of Living

A paper describing existing support activity and presenting options for what more the Council could do to support residents.

13 - 32

Portfolio Holder – Councillor Heather Timms

- 3. Former Priory Road Medical Centre** 33 - 46
A report setting out the options appraisal for the site of the former Priory Road Medical Centre.

Portfolio Holder - Councillor Peter Butlin
- 4. Sustainable Futures Strategy** 47 - 96
A paper seeking approval for the Sustainable futures strategy, a core strategy supporting the delivery of the Council Plan 2022-27.

Portfolio Holder – Councillor Heather Timms
- 5. Keyworker Service - Approval to Tender and Award** 97 - 102
A report seeking approval for the procurement of the keyworker service.

Portfolio Holders – Councillor Margaret Bell and Councillor Jeff Morgan
- 6. Marketing and Communications Strategic Framework** 103 - 116
A report explaining how the Marketing and Communications Strategic Framework will ensure that all activity is aligned to the corporate priorities set out in the Council Plan.

Portfolio Holder – Councillor Andy Jenns
- 7. Reports Containing Exempt or Confidential Information**
To consider passing the following resolution:

'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972'.
- 8. Exempt Minutes of the 8 September 2022 Meeting of Cabinet** 117 - 120
To consider the exempt minutes of the 8 September 2022 meeting of Cabinet.
- 9. Cost of Care & Market Sustainability** 121 - 164
An exempt report on the draft Cost of Care to be submitted to the Department of Health and Social Care.

Portfolio Holder – Councillor Margaret Bell

- 10. A452 Europa Way / Fords Foundry and Queensway Roundabouts (WCC3) - Request for Authority to Procure** 165 - 172
An exempt report seeking cabinet approval to start the procurement process and contract award for the highway works at and towards the Fords Foundry roundabout and associated infrastructure.

Portfolio Holder – Councillor Wallace Redford

- 11. Warwickshire Recovery and Investment Fund Investment Opportunity** To Follow
An exempt report concerning the approval of Investment bids from the Warwickshire Recovery and Investment Fund.

Portfolio Holder – Councillor Peter Butlin

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter that features on the agenda. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

Cabinet

Thursday 8 September 2022

Minutes

Attendance

Committee Members

Councillor Isobel Seccombe OBE (Chair)
Councillor Margaret Bell
Councillor Peter Butlin
Councillor Andy Crump
Councillor Andy Jenns
Councillor Wallace Redford
Councillor Heather Timms
Councillor Martin Watson

Others Present

Councillor John Holland
Councillor Jerry Roodhouse
Councillor Tim Sinclair

1. General

(1) Apologies

Councillors Kam Kaur and Jeff Morgan.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Minutes of the Previous Meeting

The minutes of the meeting of Cabinet held on 14 July 2022 were agreed as an accurate record.

(4) Public Speaking

Councillor Keith Kondakor of Nuneaton and Bedworth Borough Council, attended to speak on item 7 on the agenda: Policy for the Installation and Operation of Vehicle Activated Signs. Councillor Kondakor stated that he wanted to advise Cabinet about the Vehicle Activated

Signs (VAS) in Weddington which was typical of a lot of places. There were three VAS in Weddington, two installed by his predecessor and one which he had funded with his delegated budget during his time as county councillor. The sign which he had arranged to be installed was a site where a school crossing patrol had been removed on the entry to Weddington and vehicles were coming from a rural highway at considerable speed into a 30mph zone around the location where people were crossing to go to school from Church Lane and Bramdene Avenue. The residents had asked for it, it was still working and had had a notable impact on vehicles coming into Weddington. It did not prosecute anyone - it flashed to remind drivers they should be slowing down. VAS were seen as very effective, particularly in the short distance after the sign, so ideally, they were sited just before an area of concern. He expressed his disappointment that a crossing was not installed at that location in Weddington and noted that he had saved sufficient funds in his delegated budget to have a pedestrian crossing at the location but it had been turned down as there was not enough traffic and road safety data was not sufficiently supportive. The VAS was all the residents had to rely on and Councillor Kondakor did not consider that they were high in cost compared to other interventions: £4,000 for 10 to 20 years of use. He considered that it seemed bizarre that the report proposed the removal of safety features that were very effective. He considered that the effectiveness of VAS could be improved by data logging which would provide information about how often they were pinged and what the 85% speed profile was. Data logging provided intelligence and he believed future installations should include data logging so that it was possible to see if signs were in the right place and if they were effective. If information about the location could be captured, it could be used to justify having a crossing and it also provided law enforcement with information on speeding. Councillor Kondakor went on to question the repair costs quoted, from his experience as an electrical engineer, making the assertion that he could repair a VAS for a few hundred pounds, as opposed to the costs he had seen quoted at other local authorities of £500-600 per unit. He expressed the opinion that it was possible to fix VAS and they should be fixed.

2. Council Plan 2022-2027 - Integrated Performance Report Quarter 1 2022/23

Councillor Andy Jenns (Portfolio Holder for Customer and Transformation) introduced the published report which was, for the first time, presenting a combined picture of the Council's delivery against corporate objectives, performance indicators, human resources, and risk. Councillor Jenns noted that the Council's overall performance remained strong with 70% of Key Business Measures on track with performance at an expected level. There were some notable areas of positive performance including the percentage of care leavers not in education, employment and training; the Dedicated Schools Grant High Needs Block overspend which was lower than budgeted; and continuing strong customer satisfaction levels for the Customer Service Centre. There were also some challenging areas which were set out in the report and the detail of all key business measures was also provided.

In response to comments from Councillor Jerry Roodhouse regarding staff turnover and retention challenges, Councillor Jenns noted that this was a nationwide issue across the sector at all levels of Local Government and it was important that the Council was an employer of choice. Councillor Jenns agreed to ascertain further information regarding the timescale for the Long-Term Workforce Strategy to share with Councillor Roodhouse.

Councillor Seccombe stressed the importance of the workforce and working together with neighbouring authorities. She considered providing development and career opportunities were

key factors in retention. Councillor Seccombe stressed the value of the workforce and expressed her thanks to staff for their hard work, as the report reflected good performance.

The Chief Executive, Monica Fogarty, was invited to comment on the People Strategy which was a dynamic strategy directly reviewed twice per year, taking stock of pressures in each service area. She also commented on the need to work regionally to influence the national position and improve terms and conditions with a view to preventing poaching and reliance on agency staff.

In response to comments from Councillor Tim Sinclair, Councillor Seccombe advised that the Council had a good understanding of where its vulnerabilities lay and it was not an outlier in terms of the national picture. The Council continued to seek development for new staff and opportunities for career progression for existing staff. She suggested that if this was an area of concern, it could be raised as a potential item for the work programme of the Resources and Fire & Rescue Overview and Scrutiny Committee.

Resolved:

That Cabinet notes organisational performance and progress against the Integrated Delivery Plan for the period April to June 2022.

3. 2022/23 Financial Monitoring - Forecast position as at Quarter 1

Councillor Peter Butlin (Deputy Leader and Portfolio Holder for Finance and Property) explained to Cabinet that the quarter 1 position was relatively straightforward. He noted the position with regard to revenue and capital as detailed in the report.

Resolved:

That Cabinet:

1. Notes the adjusted forecast overspend of £2.846m that would need to be funded from the Directorate and General Risk Reserves at the end of 2022/23.
2. Notes the forecast delivery of savings for 2022/23 of £9.865m, a shortfall of £0.379m (3.7%) against the target.
3. Notes the forecast capital spend for 2022/23 of £181.241m.
4. Approves the carry forward of the reprofiled spend on the capital programme of £8.412m in 2022/23 into future years and note the carry forward of s278 contributions of £0.749m that is not directly controllable by the Council.

4. The Impact of Inflation on the Capital Programme

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the report which presented the emerging inflation picture for the capital programme and recommended an approach to try and make the approvals more efficient to manage for the Council given the volume of projects impacted and the need for pace within some projects that would require inflationary uplifts. He noted that taking all these projects through individual Member approval processes would unnecessarily fill up agendas and cause programme delays. The recommended

approval process would involve the creation of an Inflation Contingency Fund with allocations made by the Section 151 Officer and the Deputy Leader who would undertake due diligence and report quarterly to Overview and Scrutiny.

In response to a query from Councillor Roodhouse, Councillor Butlin accepted that there would be some prioritisation of projects required.

Resolved:

That Cabinet recommends to Council to:

1. Set aside £15m of the Capital Investment Fund to create an Inflation Contingency Fund to manage the impact of inflation on the approved capital programme; and
2. Delegate authority to make allocations from the Fund to the Strategic Director for Resources, in consultation with the Portfolio Holder for Finance and Property in accordance with the proposals in paragraph 2.9. Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the report.

5. Education Capital Programme 2022/23

Councillor Peter Butlin (Deputy Leader of the Council) opened this item and set out the further additions to the Education Capital Programme as detailed in the report: Myton Gardens (new primary school in Warwick), Long Itchington CofE Primary School (Stratford on Avon District), Aylesford School washroom refurbishment (Warwick District), and Burton Green CofE Primary School (Warwick District).

Councillor John Holland commented on the need to provide infrastructure for new developments and the lack of developer contributions. In response, Councillor Butlin noted the impact of inflation and the need for a pragmatic approach to the shortfall in section 106 agreement funding.

Councillor Holland also raised the siting of Oakley Grove School and Councillor Butlin responded that this had been the subject of debates in the past. Councillor Seccombe requested that Councillor Holland be provided with the relevant related Local Plan information.

Resolved:

That Cabinet:

1. Recommends to Council that £13.400 million be added to the capital programme to deliver the scheme at Myton Gardens, to be funded from Department for Education grant.
2. Approves the addition to the capital programme of £0.470m funded from developer contributions, Department for Education grant and academy trust contributions to deliver the remaining schemes in section 3 of the report, provided that the release of funding for the scheme at Long Itchington Primary School is subject to confirmation of the remaining funding by the Diocese of Coventry Multi Academy Trust.
3. Authorises, subject to Council's agreement to the required addition to the Capital Programme and prior agreement from the Strategic Director for Resources as to whether a project will be school led or not, the Strategic Director for People in consultation with the Portfolio Holder for

Finance and Property, to invite tenders and enter into the appropriate contracts or (where the scheme is school led) to make the necessary funding arrangements for these schemes on terms and conditions considered acceptable to the Strategic Director for Resources

6. Better Care Fund (BCF) Plan 2022/23

Councillor Margaret Bell (Portfolio Holder for Adult Social Care and Health) introduced this report which set out the annual process for agreement of the minimum funding that was required to be pooled into the Better Care Fund.

Resolved:

That Cabinet

1. Approves the proposed pooled contribution of £15.133m by the Council to the Better Care Fund Plan (known as the Better Together programme plan) for 2022/23 and the plan for resources as set out in paragraph 2.2 of the report.
2. Delegates authority to the Strategic Director for People to enter into the proposed section 75 NHS Act 2006 agreement, with Coventry and Warwickshire Integrated Care Board (ICB) for delivery of the Better Care Fund Plan for 2022/23, on terms and conditions acceptable to him and the Strategic Director for Resources.
3. Approves the County Council continuing as the pooled budget holder for the fund.

7. Policy for the Installation and Operation of Vehicle Activated Signs

Councillor Wallace Redford (Portfolio Holder for Transport and Planning) informed Cabinet that there were almost 400 Vehicle Activated Signs (VAS) in the county and it was necessary to seek to implement a strategy that would target their deployment at sites where there was a real road safety risk so that the council's resources were focussed on maintaining signs which had an impact on road safety. In cases where local communities were not happy with the removal of or refusal for installations based on the proposed criteria, they would have the ability to pay to fund the signs going forward, which the council would then manage on their behalf.

Councillor Tim Sinclair commented on the cost of repair and replacement which he had had the opportunity to discuss with officers and expressed his view that the costs involved may not be as high as detailed in the paper. He considered that the proposed criteria for the provision of new signs required a common-sense approach and the fears and concerns of residents should be factored into decisions. He noted the perception that VAS created positive road safety results and this was valued by residents. Councillor Sinclair considered that the spirit of discussion at the Communities Overview and Scrutiny Committee meeting had been to repair existing signs and only remove them in extreme circumstances.

Councillor Peter Butlin commented on the proliferation of VAS and the budgetary impact. He considered that the proposals in the report were consistent with the Council Plan and he considered that the proposed criteria was sensible, ensured best value and he welcomed the proposed provisions for local communities to fund VAS themselves. These comments were

echoed by Councillor Andy Crump who thanked Communities Overview and Scrutiny Committee for its input. He welcomed the flexibility in the report for local communities to fund VAS.

Councillor Sinclair requested that, if Cabinet was minded to approve the policy, that an update to Overview and Scrutiny be provided on how many signs had been removed and how many new signs had been installed. He agreed to Councillor Redford's suggestion that this would be best provided after 18 months' to give time for the scheme to establish and data to be collated and provided.

Resolved:

That Cabinet:

1. Notes the comments and resolutions made at Communities Overview and Scrutiny in June 2022 and the policy as proposed in the report;
2. approves the policy for the installation, maintenance and removal of vehicle activated signs (VAS) proposed in Section 2 of and Appendix A to the report;
3. authorises the Strategic Director for Communities to prepare and publish a statement of the approved policy;
4. authorises the Strategic Director for Communities, acting in consultation with the Portfolio Holder for Transport and Planning, to install, maintain or replace a vehicle activated sign which does not meet the requirements of the approved policy where he considers that to be justified by very special circumstances in an individual case.

8. Tree Nursery Business Case

Councillor Heather Timms (Portfolio Holder for Environment, Climate & Culture) reminded Cabinet that as part of the response to Climate Change, the council had made a commitment to plant a tree for every resident by 2030. The most cost-effective way to acquire the trees that were needed to meet this commitment was for the council to start growing its own. Councillor Timms explained that the proposal before Cabinet was to utilise the Forestry Team's well-established skills and experience to develop a tree nursery on one of the council's small holdings. She noted that there were very few tree nurseries in the UK and most trees were currently sourced from Europe, with procurement costs increasing exponentially with demand. The business case made provision for the council to provide trees for its own use and to supply to other local authorities.

In response to comments from Councillor Tim Sinclair, who welcomed the report, Councillor Timms indicated that the Forestry Team had plans to develop apprenticeships in order to supplement the existing skills base.

Resolved:

That Cabinet

1. approves the business case as set out in this report to establish a Council run tree nursery on identified small holding land to produce trees in support of Warwickshire's 2030 Climate Change tree planting pledges

2. approves the use of £140,000 of funding from the Climate Change Action Fund to support the establishment of the tree nursery, and authorises the Strategic Director for Communities to take such other steps as he considers necessary to establish the nursery.

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

Councillor Andy Jenns (Portfolio Holder for Customer and Transformation) introduced the annual report observing that upheld complaints in Warwickshire in 2021/22 had increased by 8 over the previous year. Whilst it was not easy to be definitive about the reasons for this increase, the pause on complaint investigations as a result of the Covid-19 pandemic was likely to have had an impact.

Responding to comments from Councillor Roodhouse, Councillor Seccombe noted the importance of responding to lessons learnt and Councillor Jenns agreed that, despite the relatively small number, it was important to reflect and learn from the cases where complaints were upheld.

Resolved:

That Cabinet notes the annual review and summary of upheld complaints issued by the Local Government and Social Care Ombudsman in the financial year 2021/22.

10. Officer Delegations

Councillor Andy Jenns (Portfolio Holder for Customer and Transformation) explained that some changes to the Constitution were required to reflect a change in the law in relation to special severance payments and to ensure that the scheme of delegation to officers was clear and up to date and enabled the Council to undertake its business in the most effective and efficient way.

Councillor Andy Crump noted that the changes were consistent with the government's White Paper to reform fire and rescue services and he was supportive of the changes.

Resolved:

That Cabinet:

1. Endorses the amendments to the Constitution as set out in Appendix 1 to the Report and recommends them to Council for approval.
2. Recommends that Council authorises the Strategic Director for Resources to make any consequential amendments to any Human Resources or other corporate policies required as a result of the statutory guidance on special severance payments and the consequent changes to delegations.

11. Reports Containing Exempt or Confidential Information

Resolved:

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

12. Exempt Minutes of the 14 July 2022 Meeting of Cabinet

The exempt minutes of the meeting held on 14 July 2022 were agreed as an accurate record and signed by the Chair.

13. Endorsement of Funding and Delivery Strategy for Rugby Parkway Station

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the exempt report.

Resolved:

The recommendations as set out in the exempt report were agreed.

14. Warwickshire Property and Development Group Limited - Procurement of Joint Venture Partner

Councillor Peter Butlin (Deputy Leader of the Council) introduced this item and summarised the exempt report.

Resolved:

The recommendations as set out in the exempt report were agreed.

The meeting rose at 3.06pm

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Chair

Cabinet

13 October 2022

Cost-of-Living

Recommendations

That Cabinet:

1. Supports the Council's approach and support package aimed at alleviating the cost-of-living pressures in Warwickshire as set out in Section 3.
2. Endorses the proposed allocation of the £3.47m Household Support Grant (HSG) for use between October 2022 and March 2023 as set out in Appendix 1 and authorises the Strategic Director for Resources to make such allocations.
3. Approves a funding package of up to £1m, funded from the Revenue Investment Fund, to be allocated by the Strategic Director for Resources, in consultation with the Leader, the Portfolio Holder for Finance and Property and the Portfolio Holder for Environment, Climate and Culture on a range of support initiatives as he considers necessary, to include those themes set out at Appendix 2, to alleviate the cost-of-living pressures for Warwickshire.

1. Background and context

- 1.1 The UK is experiencing a period of significant economic challenge. Living costs have been steadily rising nationally since early 2021 due to a range of factors including the impact of the Pandemic, the war in Ukraine, the increase in consumer price inflation, increasing demand in consumer goods and materials and the rapidly rising costs of energy, food and fuel. This unprecedented combination of events at a global and national level leaves the country facing a period of significant uncertainty and a very challenging financial outlook in the short- to medium-term.
- 1.2 The magnitude of cost-of-living pressures, which some predict will result in the biggest fall in living standards since the 1950s, will have significant impacts on the residents, communities and businesses of Warwickshire and will require a focused response, combining activity at national, regional, and local levels.
- 1.3 The Government has very recently made announcements which introduce a package of measures intended to mitigate the impacts of cost-of-living increases which are described in paragraph 3.4 below. At a local level we will

need to do everything we reasonably can within available financial resources, , to alleviate the impact of the cost-of-living increases on Warwickshire households and businesses. Working with partners, we will need to target resource in a way which delivers greatest impact for local residents and businesses, whilst recognising that we are unlikely to be able to mitigate the impact completely.

- 1.4 This report presents Cabinet with proposals for: the approach to be taken by the County Council; the allocation of the Housing Support Fund 2022/23; and the financial support package to address the short- and medium-term challenges.
- 1.5 The proposed approach recognises that the response in Warwickshire will be most effective through a collaborative multi-agency approach which draws upon the full range of partner contributions – the *Team Warwickshire* approach - to maximise impact during the difficult winter ahead.
- 1.6 The scope of this report does not include cost-of-living pressures for Council staff. Impacts on staff, and our wellbeing support offer, are being closely monitored by officers, and will be considered by the Staff and Pensions Committee as necessary.

2. The cost-of-living impact for Warwickshire

2.1 Households

Warwickshire has huge strengths and performs very well against many measures, including Community Life Surveys, the Thriving Places Index, the Sustainable Growth Index, and for many areas the Indices of Multiple Deprivation. However, significant and longstanding disparities exist, meaning that the impacts of the cost-of-living on residents will vary greatly, dependent on factors such as geography and household income. The following evidence reflects this:

- Department for Business, Energy, and Industrial Strategy (BEIS) data from April 2022 (using 2020 data) indicates 35,781 households in Warwickshire (14.3% of total) were living in fuel poverty¹. These figures are prior to any increases in the cost of energy, with some estimates suggesting more than half of households are at risk of fuel poverty.
- County Council data from 2022 indicates 18.57% (16,218) of school-aged children are claiming a free school meal; for Nuneaton and Bedworth Borough this increases to 25.3% (4,857). We expect to see an increase in demand in coming months.

¹ For this data a household is considered fuel poor if it is living in a property with a fuel poverty energy efficiency rating of band D or below **and** it is left with a residual income below the official poverty line after it spends the required amount to heat its home.

- Between April and June 2022, Warwickshire County Council's Local Welfare Scheme (which administers the Household Support Fund) experienced a 35% increase in enquiries compared to the same period in 2021.
- The impact of the cost-of-living is expected to have significant consequences for people's wellbeing. We are already seeing increases in domestic abuse cases, mental health issues, children in need and neglect concerns.
- Anticipated further increases in demand, as a result of cost-of-living pressures, in a number of service areas including Children and Families, Adult Social Care, the Local Welfare Scheme and the Family Information Service. Resourcing of these services will be kept under review on an ongoing basis.

Increasing interest rates are likely to increase pressure on households with high levels of debt, and higher mortgage rates are likely to depress the housing market. This could potentially improve housing affordability but leaves others facing difficulty affording a mortgage or finding themselves with negative equity.

2.2 Businesses

The cost-of-living will also have profound impacts on businesses across Warwickshire. Inflationary pressures have been pushing up the costs of supplies across most sectors, and a tight labour market has led to recruitment and retention difficulties which has put upward pressure on salaries. Up until the Government's announcement on 8th September, which introduced an equivalent price cap under the Energy Bill Relief Scheme for businesses for six months, business had been excluded from the consumer price cap and were typically seeing four to five-fold increases in their energy costs, particularly affecting certain energy-intensive sectors such as manufacturing and hospitality.

The recent increases in interest rates also create significant additional cost and risk for many businesses in Warwickshire. Increased borrowing rates and reduced consumer and business confidence also means that businesses will be less likely to invest in new products, machinery or premises; and may reduce demand for labour.

Working with the business intermediaries, including those set out below, our Economy and Skills team, is exploring what support can be provided:

- Federation of Small Businesses;
- Chamber of Commerce;
- Coventry & Warwickshire Growth Hub; and
- National Farmers' Union (NFU)

We are working with partners on a number of events/webinars to provide advice and guidance to businesses on how to save energy and reduce their

bills. We are looking at holding events for manufacturing businesses with WMG (Warwick Manufacturing Group); retail and hospitality; and agriculture (with the NFU). We are also actively promoting the Coventry & Warwickshire Green Business Support programme, which can provide advice and support to businesses to reduce their energy costs and exploring opportunities around the use of grant funding to support investment in energy efficient equipment. We are also exploring the potential of utilising the Warwickshire Recovery & Investment Fund (WRIF) to provide finance for investment in energy efficient/low carbon equipment.

3. The approach and the support package

The approach

- 3.1 The County Council has a key role to consider ways of further supporting communities, businesses, families and individuals as cost-of-living pressures increase. It also has a unique role in convening partners and co-ordinating effort across the County. The six Warwickshire Council Leaders and Chief Executives held a meeting dedicated to the cost-of-living on 27 September and agreed a series of actions, reflected in the proposals set out in this paper, to help co-ordinate countywide efforts on cost-of-living issues.
- 3.2 In responding to the cost-of-living pressures facing Warwickshire, a Council approach is set out below. Both the approach and the support package proposed take into account the resolution on the cost-of-living by full Council at its meeting on 29 September 2022. It is important to recognise that the impacts of the cost-of-living pressures are likely to be fluid and changeable in what is a fast-moving environment and so our approach will need to be kept under review over time. However, it is considered that the approach below presents a way of working that will provide a strong direction for the countywide response to very challenging times.
 - 3.2.1 We will be evidence led, drawing on existing intelligence and knowledge of our communities and residents. We will target our resources towards those people and places most in need and will allocate funding in such a way as to optimise impact and deliver sustainable outcomes.
 - 3.2.2 We will convene a Warwickshire Cost-of-living Summit to be arranged with key stakeholders and partners to help address the current cost-of-living crisis. We will bring together key partners and stakeholders in Warwickshire, from across the sectors, including Borough and District Councils, Town and Parish Councils, Health, Education, and businesses and will wherever possible adopt a multi-agency response, ensuring that we complement the actions being taken by others and avoid duplication.
 - 3.2.3 We will recognise the critical role that the Voluntary, Community and Social Enterprise sector will have in responding to cost-of-living pressures and we will proactively work with the sector, building on the

substantial amounts of support to communities, families, and individuals it already delivers, supporting the sector and creating conditions for grass-roots social action, as happened during the Pandemic and in response to the arrival of residents from Ukraine.

- 3.2.4 We will build on our Community Powered Warwickshire movement, and our support offer will seek to include initiatives which are community-driven and deliver more sustainable outcomes.
- 3.2.5 We will work with partners to coordinate our joint response to benefit those that need help and support and maximise the impact of our collective efforts on cost-of-living. Working together, we will maximise opportunities to inform and support residents needing help and direct them towards services that can advise on saving money, heating bills, employment and skills and wellbeing support.
- 3.2.6 We will connect with other partners beyond Warwickshire, such as Coventry City Council, West Midlands Combined Authority and the Coventry and Warwickshire Integrated Care Board (ICB), all of whom are developing approaches to the cost-of-living, to align and amplify our efforts as far as is possible.
- 3.2.7 We will ensure that our communications, messaging and engagement with communities and individuals are clear, concise, and accessible, utilising established channels whilst also recognising the need to consider alternative methods (such as poster sites, broadcast advertising and hard copy) for those residents who do not have access to digital channels.

The support package

- 3.3 The support package proposed by the Council needs to be considered in the context of the national measures that have been put in place, most recently through the fiscal event on 23 September 2022. The initially negative market reaction to the announcement has seen a series of consequences including rising interest rates and further falls in the value of the pound, which could fuel further increased inflation. Cost-of-living issues facing our residents now notably include those with, or seeking, mortgages where they are exposed to interest rate changes. This may require more signposting and support for homeowners and others with significant debts.
- 3.4 The Government's national support measures focused on the cost-of-living and announced to date can be summarised as below:
 - an Energy Bill Support Scheme which will see every household in Great Britain, receive £400 over six months to help with energy bills;
 - an Energy Price Guarantee which will reduce the unit cost of electricity and gas so that a typical household in Great Britain pays, on average, around £2,500 a year on their energy bill, for the next 2 years, from 1 October 2022;
 - energy price capping for businesses at the same rate that households pay for six months (reviewed after three months and maybe extended for certain industries and vulnerable businesses);

- a cost-of-living payment for benefit claimants whereby more than 8 million households on means tested benefits will receive a one-off payment of £650;
- Winter Fuel Payment - more than 8 million pensioner households will receive a one-off payment of up to £600, including a supplementary Pensioner Cost-of-living Payment;
- a one-off £150 disability cost-of-living payment to more than 6 million people who receive Disability Living Allowance, Personal Independence Payment, Attendance Allowance, Armed Forces Independence Payment, Constant Attendance Allowance and War Pension Mobility Supplement;
- a reduction in the basic rate of income tax from 20p to 19p from April 2023; and
- a reversal of the 1.25% National Insurance increase for both individuals and businesses.

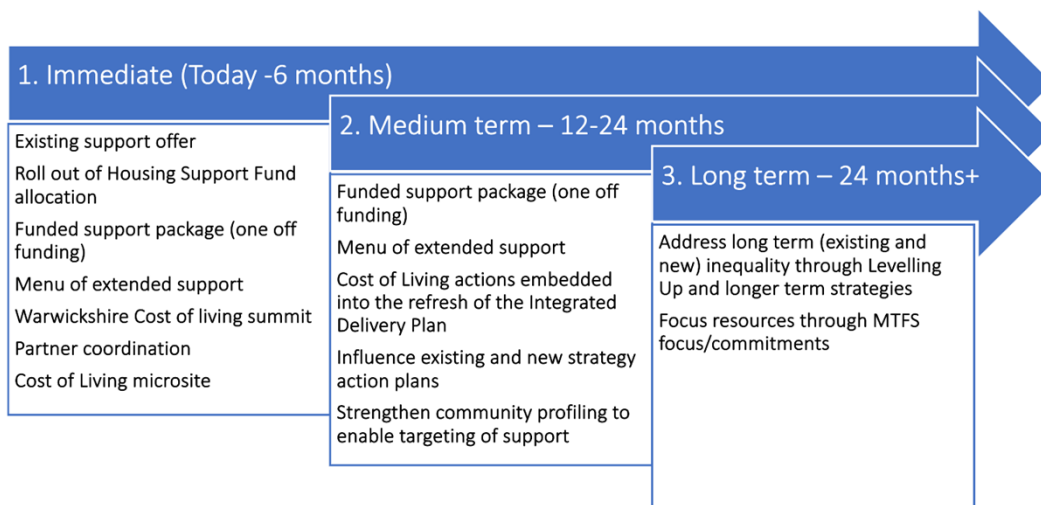
3.5 Taking into account the measures announced by Government, and the existing comprehensive support offer provided by the County Council, the bespoke additional package of support proposed to address the cost-of-living pressures facing Warwickshire can be summarised into the following three specific areas:

- 3.5.1 allocation of the Government funded Household Support Fund (via the Local Welfare Scheme) – circa £3.473m;
- 3.5.2 delivery of a Council funded support package of up to £1m one-off funding funded from the Revenue Investment Fund; and
- 3.5.3 a menu of extended support which can be delivered from within existing available budgets based on a repurposing and reprioritisation of existing resources.

These are all aimed at short- to medium-term interventions, ranging from immediate actions to initiatives which will inevitably take longer to deliver but remain focused over the coming 18-month period.

The diagram below summarises our overall approach based on immediate, medium- and long-term actions.

A phased response to cost of living



Household Support Fund

- 3.6 The objective of the Government's Household Support Fund (HSF) is to provide support to vulnerable households in most need of support to help with significantly rising living costs, specifically food, energy and water bills. The County Council has successfully delivered the Household Support Fund, and its predecessor schemes, for multiple rounds under the delegated authority of the Strategic Director for Resources. This previous grant ran from 1 April to 30 September 2022 and Warwickshire's allocation of £3.47million from the Department of Work and Pensions has been successfully distributed to vulnerable households through the existing Local Welfare Scheme.
- 3.7 Government has announced an extension to the Fund and the next round of funding will run from 1 October 2022 to 31 March 2023. We have received an allocation of £3.47m for this period. We propose to use the funding in a similar way to previous rounds of funding, to provide short-term support to meet immediate needs and help those who are struggling to access the essentials, including food and fuel:
- food and fuel vouchers to families/carers with children eligible for benefits-related free school meals;
 - fuel campaign cash vouchers by application through the Local Welfare Scheme;
 - an increased sum dedicated to welfare grants to community-led groups and initiatives, including schemes led by the five district and borough councils;

- food and fuel vouchers to pensioners in receipt of pension credit; and
- Act on Energy extended welfare offer.

Further details, such as eligibility, the application process, and other support available through the Local Welfare Scheme will be available at; warwickshire.gov.uk/localwelfarescheme

- 3.8 The Strategic Director for Resources has delegated authority to allocate the Household Support Fund in support of the Council's priorities and in previous years has made such allocations in support of the Council's priorities as set out in the Council Plan. This has been important to expedite the allocation of resources, ensuring that the funds reach their intended recipient as quickly as possible. The allocation proposed by the Strategic Director for Resources for the period October 2022 – March 2023 is attached at **Appendix 1** and Cabinet is asked to endorse that allocation subject to Government confirmation of the grant.

Funded Support Package

- 3.9 The Council's proposed funded support package identifies up to £1.0m intended to provide a local and targeted response to the cost-of-living, building on and complementing the measures announced by the Government and those announced or being implemented by partners, voluntary, community and social enterprise (VCSE) sector and through other organisations and bodies across Warwickshire.
- 3.10 A package of proposed support has been identified and costed and is attached at **Appendix 2**. This is an indicative list and it must be recognised that the amounts allocated, and the specific areas of focus may need to flex given the fast-moving landscape and the possibility that Government and/or partners may offer similar support in these areas. As we allocate our one-off funding allocation, it is vital that we retain the flexibility and responsiveness to ensure that our funding secures maximum benefits and greatest reach on a sustainable basis, whilst avoiding duplication and potential over provision.
- 3.11 Although the support package at Appendix 2 is at this stage indicative, it will focus on the key areas/ themes:
- **Food poverty, financial hardship and fuel poverty:** providing increased funding for the Warwickshire Local Welfare Scheme;
 - **Food poverty:** extension of the community supermarkets proof of concept until March 2024;
 - **Food poverty and support fund:** creation of support funds for food banks, voluntary and community transport schemes, and other VCSE organisations undertaking activities to support cost-of-living pressures;
 - **Financial hardship, information and advice, and fuel poverty** additional capacity and financial resources for Citizens Advice and Act on Energy to provide debt, benefits, money management, housing, employment and energy advice; and

- **Fuel poverty and keeping warm:** the creation and extension of a network of warm hubs, including within Council operated buildings such as libraries and museums, in community venues and promoting local small businesses.

Menu of Extended Support

3.12 In addition to the activities referred to above, a number of initiatives will be rolled out in the short-term, covered from existing available budgets through repurposing and reprioritising existing resources. These are set out in more detail in **Appendix 3** and are summarised below. Some of these will require cross-agency, cross-sector working, including with the private sector, e.g., supermarkets, utility companies, banks etc:

- **Food poverty:** extend existing partnerships, such as with supermarkets and community pantries;
- **Financial hardship:** strengthen signposting and promotion of services such as Credit Unions, financial and debt advice;
- **Digital inclusion:** accelerate schemes similar to the laptop rollout as part of digital inclusion; and
- **Information and advice:** communications - establish a cross-media communications campaign, engaging partners to promote consistent messaging, including creating an on-line “Cost of Living Hub” as an online resource offering practical and financial advice to struggling residents, and issuing a printed ‘winter wellness’ guide to all households in the County.

4. Looking to the Future

4.1 It is difficult to assess the likely inflation trends over the medium to longer term. Some are predicting a stabilisation to levels of inflation on or around 2% towards the end of 2024-2025. Others have a more pessimistic outlook and consider that sustained cost-of-living pressures may persist into the medium term. Inevitably, this will increase need and demand for services at the very least in the short-term, with potentially longer-lasting implications for service delivery.

4.2 The annual refresh of the Integrated Delivery Plan will reflect cost-of-living considerations, a process that will further focus our effort and work on addressing the rising cost-of-living. Alongside increased demand and costs for core services, this will likely require reprioritisation of our plans and focus.

4.3 A key underlying challenge is that the cost-of-living is likely to drive significant increases in demand at the same time as our cost base will increase as a direct result of the inflationary pressures from energy prices and staff pay. These pressures are outside of our direct control and may limit our scope to provide direct additional support and divert our ability to deliver on some things the Council wishes to do. We will need to prioritise.

- 4.4 The Council's Community Powered Warwickshire programme, which acknowledges the ability of communities to identify their own challenges and priorities, and to suggest solutions to these, and in many cases to be part of solutions, will be an essential part of the Council's medium-term response. The programme's delivery plan will further embed the approach over the next 2 years. The plan will see extension of ongoing activities including the six "Ground Breakers" aiming to accelerate community powered approaches into activities aimed at easing cost-of-living pressures.
- 4.5 The countywide Levelling Up Approach for Warwickshire, approved by Cabinet in July 2022, is a fundamental part of the longer-term response which will also need to take account of the impact of the current cost-of-living challenge facing the County. The Levelling Up approach aims to tackle longstanding and disparities by working collaboratively with partners to focus effort on priority communities and places whilst recognising and protecting the strengths of other areas across the County. A key part of this work, already underway, is to develop local Levelling Up Plans with each District and Borough Council.
- 4.6 A specific priority, which could help both with the cost-of-living and Levelling Up, is to explore opportunities to auto-enrol eligible children for free school meals. This will require collaboration and data sharing with district and borough councils, and there is strong interest in progressing this, initially as a pilot.

5. Financial Implications

- 5.1 In the short-term, the activities described in 3.7 and Appendix 1 and 3.12 and Appendix 3 can be funded through existing resources.
- 5.2 The activities shown in Appendix 1 are funded from the Household Support Grant, based on the allocation of £3.47m grant to be used between October 2022 and March 2023. We do not know how much of this funding will continue beyond March 2023. More information may be made available as part of the Local Government Finance Settlement in December 2022. If this is not forthcoming the grant-funded support through by the Household Support Fund would cease.
- 5.3 The proposed package of additional support set out in paragraphs 3.9 to 3.11 and in Appendix 2 will require additional one-off, in-year funding of up to £1 million, if the proposals are to be taken forward. In 2022/23 this funding need can be met by an allocation from the Revenue Investment Fund. Approving the allocation will reduce the resources available to implement the Council's Integrated Delivery Plan. Cabinet should be aware that there is also a risk that this decision will reduce the flexibility in the Medium-Term Financial Strategy (MTFS) to manage timing differences between cost pressures requiring funding and the delivery of savings. A further risk is that any decisions by the district and borough councils to increase the reliefs offered through their Local

Council Tax Reduction Schemes to partially alleviate the cost-of-living impacts for qualifying households would lead to significant costs to the County Council which would require the use of reserves. The extent of any such decisions would demand consideration of impact on the amount of one-off resources this Council could provide for these additional support measures anticipated.

- 5.4 The one-off nature of the resources being allocated to tackle the immediate cost-of-living issues means it is critically important that all activities are undertaken on the basis that the funding to support the themes in Appendix 2 is one-off funding, is only available for a limited amount of time and as such should not create dependency or an ongoing need.
- 5.5 It is therefore important that the use of resources (identified in Appendix 2) is targeted effectively and sufficiently flexible and responsive to adapt to the changing nature of the cost-of-living challenge and the interventions from other agencies both nationally and locally. To this end officers will undertake an evaluation of each proposal before implementation to ensure that the proposal:
 - 5.6.1 complements other initiatives and does not duplicate;
 - 5.6.2 has a sufficiently strong evidence base to justify the intervention;
 - 5.6.3 is an effective and justifiable use of the available funding;
 - 5.6.4 maximises the scope for longer term sustainability;
 - 5.6.5 has an appropriate exit strategy recognising that this is one off funding; and
 - 5.6.6 undertakes an Equality Impact Assessment to ensure decision making processes are fair and no group is disadvantaged or discouraged from participating.

The outputs of the evaluation will form part of the supporting information provided to the Strategic Director for Resources as he makes decisions about the allocation of the approved resources in consultation with the Leader, the Portfolio Holder for Finance and Property and the Portfolio Holder for Environment, Climate and Culture.

6. Environmental Implications

- 6.1 The link between cost-of-living pressures and climate change is highlighted in the Sustainable Futures Strategy presented to Cabinet on today's agenda. Long-term key elements of the strategy, themselves being subject to external funding being available and actions also being taken by external bodies, will be critical to providing options and alternatives to current cost-of-living challenges, particularly in relation to securing sustainable energy supply and pricing.

7. Next Steps

7.1 Key next steps in mobilising the Council's response and offer include actions to:

- co-ordinate the Council's operational delivery of this response to cost-of-living pressures;
- finalise and implement the funded support package, and roll-out the Household Support fund package;
- finalise and implement the extended support offer through the Local Welfare Scheme;
- work with partners to develop and launch the Warwickshire cost-of-living microsite;
- convene a Warwickshire Cost-of-living Summit to be arranged with key stakeholders and partners; and
- work collaboratively with partners such as District and Borough Councils, Town and Parish Councils and voluntary, community and social enterprise organisations to ensure a coordinated offer which is supported by joined up delivery mechanisms and appropriate signposting to services.

Appendices

Appendix 1 – Proposed Household Support Fund allocation

Appendix 2 – Funded Support Package

Appendix 3 – Menu of Extended Support

Background Papers

None

	Name	Contact Information
Report Author	Kim Fraser Bell – Corporate Policy Team	kimberleyfraserbell@warwickshire.gov.uk
Assistant Directors	Sarah Duxbury, Assistant Director Governance and Policy Kushal Birla, Assistant Director Business & Customer Services	sarahduxbury@warwickshire.gov.uk kushalbirla@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Heather Timms, Culture, Climate and Environment	heathertimms@warwickshire.gov.uk

The report was circulated to the following members prior to publication:
Local Member(s): n/a - countywide

Appendix 1 – Household Support Fund

Household Support Fund (HSF) Grant 3 (October 22 – March 2023):

- **The HSF will be divided into awards for the following:**
 - up to three awards for food, fuel and personal hygiene;
 - one award for warm clothing allowance, water, and broadband; and
 - discretionary support for wider essentials by application, as required.
- Automatic awards for food and utilities will be provided to families where a child is eligible for a free school meal (FSM) in November and February. There will also be awards via application for families where a sibling is eligible for a FSM.
- Awards by application for utilities will also be split into two campaigns, with automation for families eligible for FSMs.
- Other awards for warm clothing, hygiene and white goods will be available by application only.
- An increased portion (11% or £380,000) of the HSF will be reserved to provide welfare grants to community groups, homeless charities, as well as specific projects run or supported by the District and Borough councils. As part of this we also propose to extend the level of grant awarded to Act on Energy (AoE).

Type of Support	Allocation (£)	Method of Distribution	% of Allocation
Food		£1,113,567.00	32%
Cost of Living campaign 1 Free School Meal only	£530,100.00	automatic	
Cost of Living campaign 2 Free School Meals only	£530,100.00	automatic	
Cost of Living campaign 1 Free School Meal siblings	£13,950.00	by application	
Cost of Living campaign 2 Free School Meals siblings	£13,950.00	by application	
Food applications	£25,467.00	by application	
Energy and Water		£1,882,063.00	54%
Cost of Living campaign 1 Free School Meal only	£833,500.00	automatic	
Cost of Living campaign 2 Free School Meals only	£833,500.00	automatic	
Cost of Living campaign 1 Free School Meal siblings	£23,250.00	by application	
Cost of Living campaign 2 Free School Meals siblings	£23,250.00	by application	
Utilities campaign 1	£23,250.00	by application	
Utilities campaign 2	£23,250.00	by application	
Fuel bill applications	£21,635.00	by application	
Water bill applications	£428.00	by application	
Essentials linked to Energy and Water		£20,190.00	1%
Hygiene	£190.00	by application	
Planned Need (fridge/freezer etc)	£10,000.00	by application	
Warm clothing allowance	£10,000.00	by application	
Wider essentials		£987.00	0%
Broadband	£150.00	by application	
Other	£837.00	By application	
Grants		£380,000.00	11%
Act on Energy	£100,000.00	welfare grant	
Borough Councils/District Councils	£200,000.00	welfare grant	
Community Groups	£80,000.00	welfare grant	
Admin		£76,190.00	2%
Welfare Resource	£62,190.00		
Ctalk 0800 call costs	£12,000.00		
Communications support	£1,000.00		
Consumables (print & postage)	£1,000.00		
TOTAL £3,472,997.00			

Appendix 2 – Additional Funded Support Package, indicative list and estimated costings

Theme	Offer	Service Lead	Estimated Maximum cost
Food Poverty	Extend the Community Supermarkets proof of concept funding from 1 April 2023 to 31 March 2024.	Communities & Partnerships	£262,000
	Create a support fund for the County's food banks, including support with energy costs, food costs, and the supply of other household essentials such as hygiene products.	Communities & Partnerships	£100,000
	Support Community Managed Libraries (CMLs) to operate "community fridges".	Libraries	£10,000
Fuel Poverty and keeping warm	Extend library and museum opening hours as warm places. Explore opportunities for the opening hours of other WCC publicly accessible buildings to be expanded.	Libraries	£50,000
Keeping warm	Funding to extend Warwickshire Rural Community Council's "Warm Hubs" project, providing warm spaces/hubs at community venues across the county https://www.wrccrural.org.uk/services/halls/warm-	Communities & Partnerships	£30,000

	hubs/		
Financial hardship	Support for voluntary and community transport schemes, including hardship funding, to be distributed via the established Warwickshire Community Transport group/partnership.	Communities & Partnerships	£50,000
	Reduce charges and provide more free children's and family activities in libraries and museums for one year.	Libraries	£30,000
Information and advice	Additional capacity for Citizens Advice for debt, benefits, money management, housing, and employment advice.	Communities & Partnerships	£285,000
	Communications campaigns with partners to ensure residents and businesses are aware of the support mechanisms available		
Support Fund	Create a support fund for VCSE organisations including Town and Parish Councils to maintain or establish projects addressing cost-of-living-pressures. Include a strand within the fund to provide mental health support to individuals and communities (similar to the support provided by mutual aid groups during the Pandemic). Grant awards of £1,000 or less to maximise spread and impact.	Communities & Partnerships	£180,000
		Total	£997,000

Appendix 3 - Options for potential Extended Support

Detail of options that have been assessed as viable and can be delivered within existing budget through repurposing and reprioritisation of existing resources.

This list will be kept under review and expanded on as further work is undertaken.

Theme	Offer	Service Lead
Food Poverty	Establish and extend partnerships with supermarkets, and supermarket surplus apps such as Too Good to Go, linking to community pantries, community fridges, and libraries	Communities & Partnerships
	Establish further links and signposting to programmes/tools such as BBC Food Waste, Money Saving Expert, Love Food Hate Waste, NHS Lose Weight Better Health, NHS Healthy Start	People Strategy & Commissioning / Marketing & Communications
	Investigate auto-enrolment for Free School Meals with associated Pupil Premium for schools	Communities & Partnerships
Fuel Poverty and Keeping warm	Promote libraries, museums, children's centres, Voluntary and Community Sector and Local Businesses as warm places (during their normal working hours)	Libraries
Financial hardship	Promote credit unions	Communities & Partnerships
	Refresh/renew the role of the countywide Financial Inclusion Partnership as a vehicle for greater levels of cross-agency and cross-sector working	Communities & Partnerships
Information and advice	Create with partners a Cost-of-living Hub as an online resource expanding information already available on the County Council website and offering practical and financial advice to residents. Link the microsite hub to other resources such as the Dear Life suicide prevention microsite.	Marketing & Communications
	Establish a cross-media marketing and communications campaign, with partners, to promote available support and the microsite above.	Marketing & Communications
	Distribute the winter wellness publication to households signposting support mechanisms available, and provide extra	Marketing & Communications

	copies in public places such as libraries, hospitals etc. This will provide a range of signposting and advice to keep well, physically, and mentally, over the winter.	
Digital Inclusion	Accelerate the laptop lending being rolled out as part of digital inclusion work.	Libraries
Business Support	Exploration of the support that can be offered to businesses by working with our partners such as the Federation of Small Businesses, Chamber of Commerce, Coventry and Warwickshire Growth Hub and the National Farmers union	Economy and Skills
	Active promotion of the Coventry and Warwickshire Green Business Support Programme, which can provide advice to businesses in reducing energy costs and explores options for grant funding to support investment in energy efficient equipment	Economy and Skills
	Expand/amend criteria for WRIF to allow for investments in activities that reduce energy use as opposed to job creation/safeguarding	Economy & Skills / Finance
	Work with District & Borough Councils to see if funding from the UKSPF could be directed at supporting future green business programmes in the county	Economy & Skills

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Cabinet

13 October 2022

Former Priory Road Medical Centre

Recommendation

That Cabinet approves the lease of the property formerly known as Priory Road Medical Centre (as shown edged red on the plan at Appendix 2) to South Warwickshire University NHS Foundation Trust (NHS SWFT) on terms and conditions considered acceptable to the Strategic Director for Resources in consultation with the Portfolio Holder for Finance and Property to enable its short to medium term use to support delivery of clinical services in Warwick.

1. Executive Summary

- 1.1. The Council owns the freehold of the Cape Road Car Park. Situated within this area is the former Priory Road Medical Centre (the Property). The Property has been closed for some months with the Medical Centre relocating to a purpose-built new site on the corner of Cape Road and Northgate. The freeholders decided to sell the Property and Warwickshire County Council (the Council) submitted a successful offer to purchase it with completion of the purchase taking place in September 2022.
- 1.2. The acquisition of the site presents an opportunity for the Council to create a larger landholding which will enhance the regeneration opportunities for the area. The Council's original Cape Road site has been identified as being suitable for potential future regeneration to deliver housing within the town centre. The site is well suited to deliver new houses (including affordable homes) and will support the wider town centre prosperity by securing more 'in town' residents using Warwick as a place to live, work and play.
- 1.3. The regeneration of the Cape Road site is contingent on the Council, working in liaison with the District Council, delivering a long-term car parking solution which meets the needs of residents, staff and visitors to Warwick. In the interim it is important that the Property be utilised and maintained. A vacant asset deteriorates more quickly than an occupied asset and there are additional risks of leaving the property vacant.
- 1.4. This report presents an options appraisal to Cabinet to enable a decision as to the most suitable short to medium term use to which the property can be put. A summary of the options is presented in this report. However, a more detailed analysis of the options is set out in Appendix 1.
- 1.5. The conclusion of the analysis is a recommendation that the site is leased to the NHS SWFT on terms and conditions acceptable to the Strategic Director for Resources in consultation with the Portfolio Holder for Finance and Property. NHS SWFT are a low-risk tenant and understand that the lease period is short

term and will be limited. There is also a broader alignment of this proposal with our Council Plan / MTFS improving collaboration and partnership working and supporting the wider NHS SWFT objectives, whilst retaining the opportunity for a financial return over the longer term as plans for the wider site are developed.

2. Options Appraisal

2.1. In setting out the options for each use, a number of considerations have been taken into account. The options were generated following consultation with the Council's Directorates considering their needs and those of any stakeholder groups as well as via direct discussions with other potential third-party users (including NHS SWFT). The appraisal considers how each option supports:

- a) The Council's own potential short-term use/need for the Property
- b) Any wider opportunities to continue to support the One Public Estate and/or Community requirements
- c) The wider Council Plan, supporting a thriving economy for the town
- d) Financial benefit aligned to the Council's Medium Term Financial Strategy and ongoing capital pressures

Summary of Options

2.2. Whilst a detailed breakdown of the options is set out at Appendix 1 a summary of the short to medium term options (RAG rated against the considerations above) is set out below

Option	Financial Benefit	Other Benefit	Issues	Alignment to Strategy	Preferred Option
Relocation of PPE stores currently stored elsewhere in Warwick	Yellow	Red	Red	Red	No
Relocation consumable stores currently stored elsewhere in Warwick	Yellow	Red	Red	Yellow	No
Relocation of Registrars store currently stored elsewhere in Warwick	Yellow	Red	Yellow	Yellow	No
Lease for Community Centre	Red	Yellow	Red	Red	No
Lease to SWFT	Green	Green	Yellow	Green	Yes
Demolition and leave site empty	Yellow	Green	Red	Yellow	No
Short-Term use as Assessment Rooms by Children and Families	Red	Green	Yellow	Yellow	'Plan B'

Costs and Income

- 2.3. In securing the purchase of the property, Cabinet approved an additional £150,000 to cover purchase costs and to remediate the site so that it can be brought forward for a short-term use. If retained by the Council the property will carry revenue costs, to be met from within existing resources, covering utilities, security, business rates and, potentially, supplemental FM services such as maintenance and cleaning.
- 2.4. Several of the above options look to transfer responsibility for some elements of the capital cost for bringing the site into use and the transfer of the on-going running costs to a third party. Any capital released through the application of third-party funding would be returned to the Capital Investment Fund for allocation to other priority schemes.

Preferred Option

- 2.5. The options referred to in the table above have been considered and it has been concluded as follows;
 - 2.5.1. To relocate stores and equipment currently 'homed' elsewhere within Warwick is not considered to be a viable use of the Property. The site is not configured for storage and would likely require some capital investment to facilitate this, which would be 'sunk' investment given that a more permanent storage solution for at least two of the service areas is required in the longer term.
 - 2.5.2. To offer the Property for community use would require a significant capital expenditure to bring the Property to a suitable standard for such use, which would likely be 'sunk' investment given the wider development potential of the site in the longer term. Given the pressure on the Capital Investment Fund, this is not considered to be a prudent use of resources as it would not be a sustainable investment. As and when the wider Cape Road site is progressed for development there will be a further opportunity to consider improvements for the area and the community through the S.106 planning process. From a service/needs perspective the Children and Families Service has confirmed that the need in this area is met by the Westgate Children & Families Centre. The provider also provides outreach in other centres across the Warwick District to provide outreach early years and parenting support sessions. The Cape Road location would not be the optimum solution for such community-based service delivery.
 - 2.5.3. To demolish the site would reduce the site management oversight required and would potentially accelerate future development by clearing the site early. However, the demolition costs would need to be met by the Council and this is not considered an appropriate use of funds at this time when the Property could be used for an alternative purpose
 - 2.5.4. To re-purpose the Property on a short-term basis for use as assessment rooms by the Children and Families Service would provide a solution to increasing demand in this area, especially given the

anticipated future decisions in relation to the Warwick estate. However, this would similarly require capital investment and would be a 'sunk' investment given a longer term solution to meet service needs would still be required.

- 2.6. The preferred option therefore is to lease the site on a short-term agreement (with break options) to the NHS SWFT Foundation Trust. As tenant the Trust would take the property 'as is' and be responsible for their own fit out and set up costs. They would covenant to maintain the property in a condition no worse than it is today and would yield up possession at a point in the future of the Council's choosing, subject to a defined notice period.
- 2.7. The tenant intends to use the Property to support the relocation of community services currently located in their existing Cape Road clinic along with selected routine outpatient services from Warwick Hospital, the latter of which require to be decanted offsite to support phase 1 of the Trust's estates development strategy. It would be their intention to use the clinical rooms located on the ground floor for services such as podiatry, and community paediatric services along with other routine outpatient services. The first-floor accommodation would accommodate the clinical staff attached to those services.
- 2.8. This option offers the Council the lowest capital outlay, the lowest revenue spend and provides support to NHS SWFT and the wider town centre by providing much needed accommodation from which to maintain service delivery during a time of estates transition for NHS SWFT. It also aligns with the Council's own timing associated with the future potential redevelopment of the wider site.
- 2.9. A nominal rent is all that the Council could reasonably expect for a short-term letting of up to three years. The ability to lease the property also depends on there being a willing lessor who has need of the space. By agreeing to lease the Property 'as is' NHS SWFT will need to spend a significant sum to bring the Property into habitable use, and will need to maintain it and this fact coupled with the fact that the Foundation Trust will only have a term certain of three years means that no rental income is expected to be recovered. Finally, it is considered a low risk option from a planning perspective with the proposed use aligned to the current planning approvals.
- 2.10. When disposing of property (either by lease or sale) the Council is required by law (Section 123 of the Local Government Act 1972) to seek the best consideration reasonably obtainable on the open market unless Government consent to dispose at a lower consideration has been obtained. However, the Government has issued a 'general consent' allowing councils a measure of discretion. The consent states:

"consent is not required for the disposal of any interest in land which the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area..... In all cases, disposal at less than best consideration is subject to the condition that the undervalue does not exceed £2,000,000 (two million pounds)".

In this case officers have concluded that the ‘undervalue’ involved in the proposed use is well below £2 million, and that the economic and social benefits generated are more than commensurate with the monetary value foregone. The proposed lease is therefore within the general consent and consistent with the Council’s overriding ‘fiduciary duty’ to its population to ensure that its actions are financially prudent.

3. Financial Implications

- 3.1. The preferred option delivers the lowest capital outlay and lowest revenue expenditure.
- 3.2. It is expected that circa £20k of the allocated capital funds will still be required in order to satisfy compliance requirements prior to letting to NHS SWFT and, as tenant, NHS SWFT will pick up the operational costs for the site including rates, utilities, security and maintenance. This is expected to be a revenue spend by NHS SWFT in the region of £25-£30k pa.

4. Environmental Implications

- 4.1. This proposal enables the Site to be put to a viable short-term use with the environmental responsibility (carbon cost) sitting with the tenant, which is a key strategic partner of the Council within the Integrated Care System. The longer-term development plans for the Cape Road site align with the Council’s potential wider environmental objectives and support the wider regeneration of that part of the town centre.

APPENDICES

Appendix 1 – Options appraisal

Appendix 2 – Site Plan

Background Papers

None

	Name	Contact Information
Report Author	Simon Lewis	simonlewis@warwickshire.gov.uk
Assistant Director	Sarah Duxbury Assistant Director Governance and Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Peter Butlin Portfolio Holder for Finance and Property	peterbutlin@warwickshire.gov.uk

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

Local Member: Cllr John Holland

Other members: Chair and Party Spokes of the Resources and Fire & Rescue
Overview and Scrutiny Committee

APPENDIX 1 – Options Appraisal

Detailed Options Analysis

Option	Description	Financial Implications	Other Benefit	Issues	Alignment to Strategy and MTFS
Relocation of the Personal Protective Equipment (PPE) store from elsewhere in the Council's Warwick estate.	The FM team currently store PPE equipment elsewhere in the Council's Warwick estate. They have an ongoing need for a clean dry store for operational PPE. These items need to be stored separately to other consumable items and the space needs adequate access controls.	<p>The move would require some capital spend to configure the space for storage. The Council would also be responsible for revenue costs of running the building</p> <p>However, other surplus properties in the Council's Warwick estate present an opportunity for alternative uses which could generate a significant benefit to the Council. Moving the PPE storage to the former GP surgery</p>	The Property is accessible 24/7 and could be used in a similar manner in terms of access and egress for stored items.	<p>Site not configured for storage and would need capital spend to make secure and to allow access.</p> <p>Access for deliveries is not ideal. Most of the equipment is stored on pallets so there would be an increase in the manual handling requirements.</p> <p>Site is also smaller than the space currently allocated elsewhere.</p>	This would be a temporary solution and PPE is not likely to be needed beyond 2023 so it is questionable whether such a short-term move would add any value/ justify the resources required to implement it.

Option	Description	Financial Implications	Other Benefit	Issues	Alignment to Strategy and MTFS
		would facilitate that opportunity to be realised in the future.			
Relocation of FM consumable storage.	<p>The FM team currently store FM consumables products for their countywide requirements elsewhere in the Council's Warwick estate. This need is ongoing.</p> <p>The primary focus is securing warehouse storage facilities within the Bermuda Innovation Centre to serve this purpose, but additional space in the south of the County would benefit distribution.</p>	<p>The move would require some capital spend to configure the space for storage.</p> <p>The Council would also be responsible for revenue costs of running the building</p> <p>Minimal benefit as the current location's site costs remain as sunk until the site is redeveloped and ultimately to enable development, of the site an alternative location for the storage of</p>	The Property is accessible 24/7 and would be a short-term alternative solution compared to the current storage location.	<p>Site not configured for storage and would need capital spend to make secure and to allow access.</p> <p>Access for deliveries is not ideal. Most of the equipment is stored on pallets so there would be an increase in the manual handling requirements.</p> <p>Site is also smaller than the space currently allocated.</p> <p>The Council has other storage solutions available within the Business Centre Portfolio which it is exploring as a longer-</p>	<p>With the transition to agile working, the potential to repurpose or redevelop sites is currently under consideration, proposals for which are likely to come forward during 2023/24.</p> <p>A long-term solution for FM Consumable Storage would still be required so it is questionable whether such a short-term move would add any value/justify the resources required to implement it.</p>

Option	Description	Financial Implications	Other Benefit	Issues	Alignment to Strategy and MTFS
		FM consumables longer-term is required.		term solution is required.	
Relocation of Registration store from Pageant House.	Following the relocation of the Registration service from Pageant House to St John's House, the Registration Service has a requirement for storage to accommodate the records held at Pageant House and an increased volume of records generally.	<p>The move would require some capital spend to ensure a secure space for storing these records. The Council would also be responsible for revenue costs of running the building</p> <p>Minimal benefit as the storage requirement for Registrars can in the short term be accommodated elsewhere in the Council's Warwick estate once the Pageant House occupation terminates, with</p>	The availability of space at the former GP surgery in Cape Road would create swing space to enable moves to happen in Shire Hall and possibly free up space within County Records Office which could be used for more critical environmentally controlled needs such as this requirement from the Registration Service.	<p>Storing important records in a more remote location away from the main service location is not ideal and may require a higher capital spend to ensure adequate security provisions when compared to PPE or Consumable Storage.</p> <p>Site not configured for storage.</p>	A long-term solution for storage would still be required for the Registration Service. So, it is questionable whether such a short-term move would add any value/justify the resources required to implement it when a longer-term solution is being progressed

Option	Description	Financial Implications	Other Benefit	Issues	Alignment to Strategy and MTFS
		some capital spend.			
Lease / Provision for Community Centre supporting the Packmores Estate.	Potential to provide accommodation for a Community Facility in the Packmores Estate for a short-term period.	<p>Converting the space to the standard required for a community centre would require significant capital investment which, if to be funded by the Council, would have to be a CIF application. The CIF is already facing significant demand/pressure. There are no other obvious funding sources for this work unless the local community / those operating out of the centre could identify funding sources.</p> <p>Potential opportunity for</p>	<p>Providing a community centre on this site would expand the community facilities available in the area.</p> <p>This option could potentially support the Council's Community Powered Warwickshire initiative.</p>	<p>It would take time to undertake the required works and to agree the basis of occupation, thereby shortening the period when the site could be occupied, given the longer-term plans for the wider site.</p> <p>From a service perspective, need in this area is met by the Westgate Children & Families Centre. The provider also provides outreach in other centres across Warwick District to provide outreach early years and parenting support sessions. The Cape Road location would not be the optimum solution for such</p>	<p>Even though this would be a short-term use, it would likely prove challenging to release the site for redevelopment when the time comes unless an alternative site is available as services would likely by that time be established and operating from the site.</p> <p>The move may delay the redevelopment of the wider site if a suitable alternative location is still required at that time for the community centre.</p>

Option	Description	Financial Implications	Other Benefit	Issues	Alignment to Strategy and MTFS
		rental income depending on who/ how the centre is run – however likely that the request would be for a peppercorn rent.		community-based services.	It is questionable whether the level of expenditure would be justified on value for money grounds given its likely short term use.
Lease for SWFT to support their delivery of services in the Warwick.	SWFT intend to use the former GP surgery to support the relocation of community services currently located in Cape Road clinic along with selected routine outpatient services from Warwick Hospital, the latter of which require to be decanted offsite to support phase 1 of the Trust's estates strategy. It would be their intention to use the clinical rooms located on the ground floor for services such as podiatry, speech and language therapy,	SWFT have provisionally agreed to take the property 'as is' thus removing the need for any capital outlay on the building. SWFT would also cover asset liability costs (rates, insurance, utilities etc) and so there would be no ongoing revenue costs for the Council.	Provides potential for SWFT to relocate from other buildings in the vicinity which could support other regeneration opportunities. Use aligns with current planning consents. Could support One Public Estate aspirations.	The Council's own short-term storage space requirements would not be satisfied and would still need to be accommodated. The Council is foregoing 'rent' in order to secure an occupier willing to lease the property in its current state, taking on responsibility for revenue costs on a short-term basis.	SWFT are comfortable with a lease that can expire in 3 years' time to align with the future potential development of the wider Cape Road site.

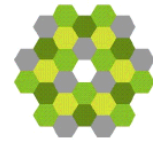
Option	Description	Financial Implications	Other Benefit	Issues	Alignment to Strategy and MTFS
	community paediatric services along with other routine outpatient services. The first-floor accommodation would accommodate the clinical staff attached to those services.	It is not anticipated that there would be a rental income to the Council. Environmental responsibility would also sit with the tenant.			
Demolition of the site.	Demolish the site and utilise the surplus land for additional car parking and/or storage.	Demolition would prepare the site for future development but would be expected to incur the full capital cost allocated. It would then remove the revenue expense of maintaining the building.	Reduced management time in looking after the site in the short term. Accelerates the future development potential by clearing the site early.	Current usage indicates that the Council currently has no requirement for additional car parking.	Aligns to medium term financial strategy. Reduces ongoing revenue spend.
Provision of short-term Assessment Rooms.	The Assessment Rooms are currently delivered from space within the Council's Estate in the town. The former GP surgery could provide alternative accommodation for this	The move would require some capital spend. To bring the property into suitable condition	Site sits independently to other Council buildings which would be advantageous and more discreet given the nature of	The site offers more space than is needed.	The need for Assessment Rooms is not short-term so a long-term 'home' would still be required before the site can be redeveloped.

Option	Description	Financial Implications	Other Benefit	Issues	Alignment to Strategy and MTFS
	<p>purpose and free up other opportunities for the Estate.</p>	<p>The Council would also be responsible for revenue costs of running the building</p> <p>The Estate Masterplan Programme is looking across the Council's Warwick estate. Subject to Cabinet decisions there is the potential to repurpose surplus properties to generate a revenue/ rental income stream and this is under consideration.</p>	<p>the assessments anticipated</p>		<p>So, it is questionable whether such a short-term move would add any value/justify the resources required to implement it when a longer-term solution is required.</p>

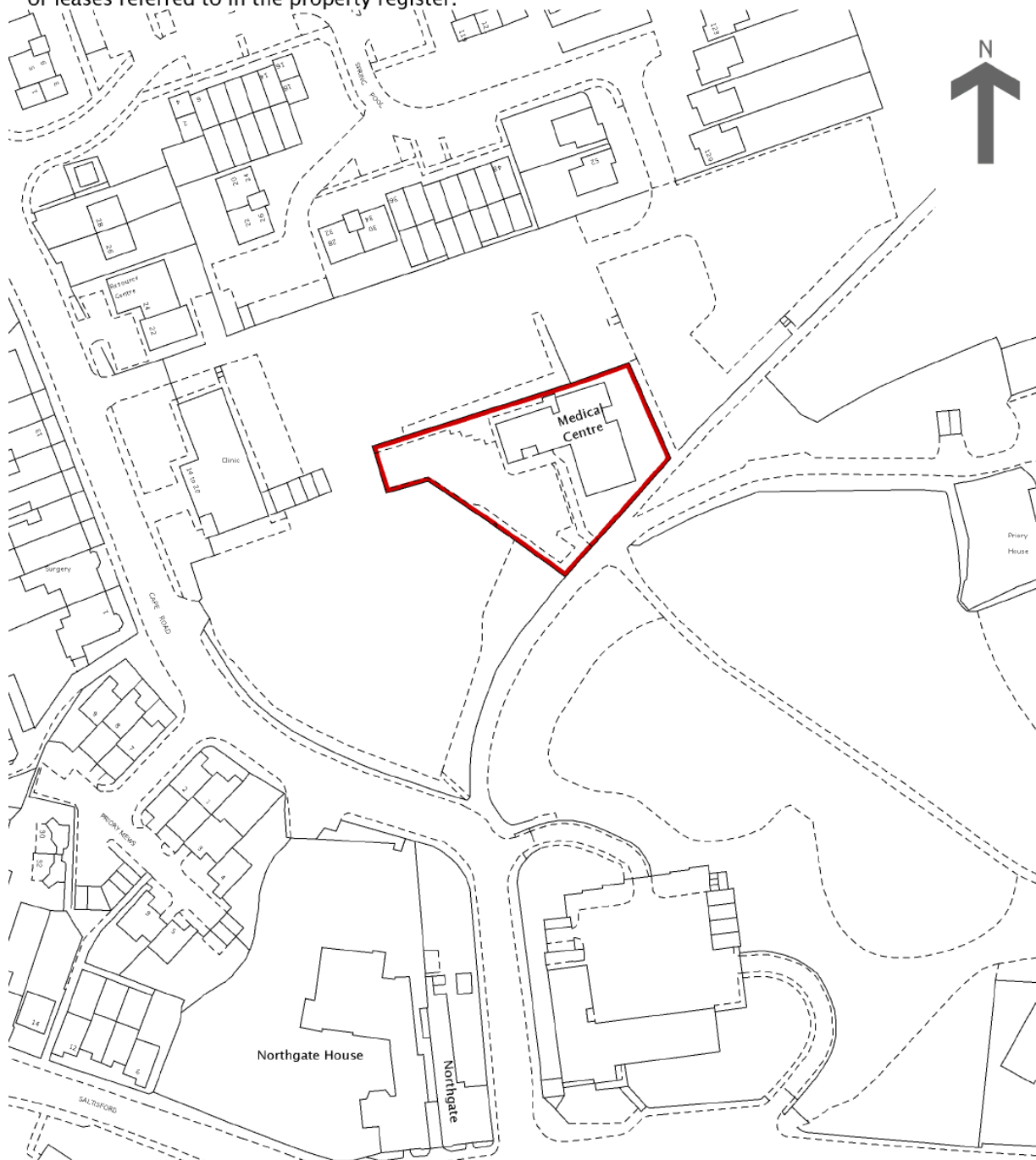
APPENDIX 2 – Site Plan

Land Registry
Official copy of
title plan

Title number **WK474647**
Ordnance Survey map reference **SP2865SW**
Scale **1:1250**
Administrative area **Warwickshire : Warwick**



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The land in this title lies within the area edged red hereon and is more particularly described in the lease or leases referred to in the property register.



Cabinet

13 October 2022

Sustainable Futures Strategy

Recommendations

That Cabinet

1. Approves the commencement of a public and stakeholder engagement programme in respect of the draft Sustainable Futures Strategy at **Appendix 1** to be launched in November 2022 with a final draft of the Strategy to be brought back to Cabinet for approval in Spring 2023.
2. Approves the commencement of next steps as laid out in Section 5

1. Executive Summary

- 1.1 The Council Plan 2022 – 2027 includes the strategic priority of becoming a County with a sustainable future which means adapting to and mitigating climate change and meeting net zero commitments. To deliver this priority, a Sustainable Futures Strategy has been developed which addresses:
 - Our commitment to be a net zero carbon Council by 2030
 - Leading Warwickshire in becoming net zero by 2050
 - Our biodiversity commitments
 - Commitments to support and deliver on the UN sustainable development goals (SDGs)
- 1.2 The strategy is contextualised around the Council's emergency declaration on climate change and the global biodiversity crisis. Additionally, it also provides a critical point of connection to other key approaches and strategies either in place or under development, notably economic growth and supporting sustainable growth, education, levelling up, health inequalities and cost of living. The UN sustainable development goals are used to identify how action on each delivery theme in the strategy can contribute to the UN's goals and similar key issues.
- 1.3 The Sustainable Futures Strategy at Appendix 1 has an accompanying draft Action Plan focused on achieving our net zero carbon Council targets and associated risk register. Actions in support of our net zero carbon target for Warwickshire and the UN Sustainable Development Goals are outlined in the strategy by theme. As part of the next stage, using feedback from public engagement, we will develop a detailed, costed action plan for Warwickshire. There is also a linked Climate Change Adaptation Strategy and associated

Action Plan currently under development that will be the subject of a separate report.

1.4 Key features of the Sustainable Futures Strategy are:

- The use of six delivery themes to focus the Council's activity and assign objectives and actions for both the 2030 and 2050 targets. These themes are:
 - Transport;
 - Energy;
 - Built environment;
 - Resources, waste and circular economy;
 - Green economy and sustainable communities; and
 - Natural capital and biodiversity.
- The adoption of delivery principles that are essential to having the right approach to implementation, together with strategic enablers that are essential components to ensure the strategy is both deliverable and affordable.
- Clarity on what is and is not within scope of our 2030 Council carbon footprint, with an emissions reduction trajectory to 2030.
- Outline costs and funding sources for the first phase of actions in Appendix A will continue to be developed in consultation with service areas and subject matter experts to ensure they are viable and achievable. In some instances, actions will be conducting detailed feasibility studies to fully cost identified actions / options prior to developing a full business case.
- Identified internal and external funding sources aligned to categories of actions.
- Alignment to WCC's approved Countywide approach to Levelling Up in Warwickshire. The intention of Levelling Up is to support communities and places, helping those that need it most to improve life outcomes across all aspects of life, including health, education, employment. The approach translates the national agenda for the County, creating a local definition that complements the 12 national missions set out in the Levelling Up White Paper. Sustainable Futures is one of the four core elements, defining what Levelling Up in Warwickshire means at county, place and community level. Our engagement with key stakeholders on the 2050 Sustainable Futures Strategy will therefore be an important way of working with partners to identify and develop actions to achieve the mutually agreed outcomes for our communities and at a place level.

1.5 The strategy recognises that we cannot deliver the 2050 Warwickshire target alone and summarises the various levels of influence the Council has and the partnerships the Council maintains and establishes. This includes engaging

with residents, communities, and business. Furthermore, the strategy recognises the need to secure governmental and regional funding and private sector investment to deliver on the objectives. It is proposed to engage on the strategy and associated actions later this year to build their views into a final collaborative way forward.

- 1.6 Delivery of the strategy through its Action Plan will enable the Council to accelerate progress towards meeting our net zero carbon commitment for the Council by 2030 and the 2050 net zero commitment for Warwickshire alongside our approach to Levelling Up.

2. Financial Implications

- 2.1 Delivery of the strategy and associated Action Plan will have significant capital and revenue implications for the Council. There will be additional costs in the short- to medium-term, with the potential for the generation of some financial benefits over the longer term. It has not been possible to assign costs to all actions required to meet our 2030 net zero targets or other sustainable future commitments. A series of steps needs to be carried out to do so, including detailed feasibility studies which have their own cost and resource implications. The delivery of the strategy is therefore predicated on a prudent approach to investment decisions based on providing detailed costing and financing plans as the Council progresses on each delivery theme.
- 2.2 The Council will not have the financial capacity to undertake all of the investment needed from its own resources. Funding for linked actions will need to be identified primarily from external sources including from Government, with the Council's own resources only being able to provide gap funding for those projects and actions that deliver the greatest benefits, and subject to affordability.
- 2.3 Funding for linked actions will be from a variety of internal, public, and private funding sources including, but not limited to:
 - Grant funding for work related to net zero, which we along with other local authorities can bid for. Key sources include Public Sector Decarbonisation Scheme, Active Travel Fund, Green Homes Grant Local Authority Delivery Scheme and All Electric Bus Town or City Scheme. Wider funding is also available that is targeted at other or more general outcomes, such as social or economic growth, but which require, encourage or allow the delivery of net zero objectives. Examples include the Towns Fund, Levelling Up Fund, UK Community Renewal Fund and the UK Shared Prosperity Fund.
 - Working in partnership with Voluntary, Community and Social Enterprise organisations that are able to access funding for local projects from sources that would otherwise be unavailable. This includes lottery and trust funding.
 - Adopting, through a risk-based approach, innovative funding solutions, such as Community Municipal Bonds (CMBs), which offer local people an

opportunity to invest in net zero projects in a way similar to crowdfunding and to make a return from doing so.

- A natural capital investment approach for biodiversity, such as the biodiversity net gain planning contributions capital already accrued through planning.
- The private sector, not only through the need to decarbonise the buildings they occupy and their production processes, develop low-carbon supply chains or innovate in low-carbon goods and services, but through providing the funding for green and circular infrastructure at a local level, with investors being a source of long-term capital that can complement public funds.
- Additional funding opportunities that may be available linked to a potential County devolution deal, and as a non-constituent member the West Midlands Combined Authority's Trailblazer Devolution Deal, opportunities which may allow regional investment to be channelled towards our net zero and green economy ambitions.
- Funding leveraged from the commercial sector, for instance through developer contributions such as the Community Infrastructure Levy (CIL) or embedding net zero and green/circular economy requirements into public procurement. Furthermore, certain net zero investment opportunities have the potential to generate revenue for the Council which can be reinvested.

2.4 Any internal funding will need to form part of the annual Medium Term Financial Strategy considerations and the ongoing work around the prioritisation of the Capital Investment Fund pipeline.

3. Environmental Implications

3.1 This strategy and associated Action Plan define our strategic direction in meeting the aims of our sustainable futures strategic priorities and establish what actions need to take place to accelerate progress towards our linked targets. Actions proposed to be pursued in order to take the next step in achieving our net zero carbon target for the Council are summarised in Appendix A of the draft Sustainable Futures Strategy document.

3.2 Outline actions in support of our net zero carbon target for Warwickshire and the UN Sustainable Development Goals have been identified and are contained in each strategy theme. Many aspects of the strategy and linked Action Plan will need to be the subject of feasibility studies and fully costed business cases to develop the full detail.

3.3 The Action Plan categorises actions as short-term (1-2 years), medium-term (2-5 years) and long-term (in excess of 5 years). Implementing these actions will accelerate progress to meeting the Council's Sustainable Futures commitments but it should be recognised that ongoing work will be needed to verify impacts of projects and identify further projects. The draft strategy sets an evidence-based target of reducing emissions to stay within a 1.5°C temperature rise above pre-industrial levels. Success in following the defined trajectory of carbon emission reductions across our Council estate would

result in emission reductions of 8,700 tCO₂e. To meet our net zero commitments we would be required to annually offset 10,800 tCO₂e from 2030 or less were we to achieve greater emission reductions.

- 3.4 Delivering our net zero Warwickshire target in partnership with the public sector, residents, communities, and business, will result in emission reductions of close to 5,140,000 tCO₂e in 2050.

4. Supporting Information

- 4.1 The strategy identifies a series of strategic enablers that need to be in place to deliver at pace and scale, and in some cases to enable progress with operational actions. These represent long-term workstreams, many of which may require resource to enact the strategy in full. Resource beyond the scope of the Sustainable Futures Strategy to plan and explore these in depth will be needed once the strategy has been adopted. These are as follows:

- **Funding.** Further detailed work has been completed to assess available funding sources that might be used to implement the action plan. Funding streams have been associated with operational actions.
- **Resource.** Aside from financial resources, the Council to consider opportunities for upskilling, redirecting resource and potentially increasing staffing levels in specific areas.
- **Behaviours.** We will need to increase the capabilities and individual opportunities of our teams for taking strategic ownership of sustainable changes.
- **Change.** We will need to review organisation-wide processes and system change, including procurement and partnerships with our supply chain to support sustainable changes.
- **Engagement.** Whilst many of the actions to maximise decarbonisation of our estate are within our direct control, much of what needs to be done to achieve our 2050 net zero and associated thematic targets can only be achieved through influence, engagement, and partnership. The Action Plan will identify which actions are in our direct control and which are indirect.
- **Policy.** We are committed to aligning current and future Council strategies and regional and UK policy.
- **Governance.** Strong governance is required to deliver on the actions under each theme of the strategy. We will need to explore if the existing governance structure and framework is fit for purpose for this strategy and if not devise a revised approach. Follow on work in relation to this will take place following the adoption of the strategy.

4.2 There will be significant challenges to delivering many of the actions identified within the Action Plan. Delivering the high-level strategic actions will unlock the ability to deliver the action plan. A risk register has been developed in parallel with the development of the Sustainable Futures Strategy. Those of greatest significance are:

- **Economic:** Substantial financial investment will be required in the next decades for decarbonisation, with funding critical to enable actions.
- **Capacity:** Teams will need to be sufficiently resourced to provide the level of support required
- **Policy / Regulatory:** Changes in national policy and associated regional and local priorities could hinder actions being developed and implemented
- **Technical:** Dependence on third party technology and innovation; this applies across many areas of our Action Plan from the decarbonisation of the grid through to availability of technology to decarbonise heat.

Mitigating actions have been identified for all risks. Enacting these will reduce the risk.

4.3 The Action Plan sets out a series of detailed operational actions against each of the key Sustainable Futures themes. Actions have been developed in consultation with Council officers. Each has been assigned to an accountable service area with a target timeframe for implementation. Outline costs and funding sources have been assigned where possible in the scope of this work. It should be recognised that ongoing work will be needed to prioritise actions for delivery. Detailed costs will need to be developed which in many cases will require the investment of time and money. Additionally, the impact of projects will need to be continually monitored and assessed, and the Action Plan refreshed with further projects on a regular basis.

4.4 In developing the strategy, District and Borough Council partners have been engaged from the outset, and the strategy reflects the findings from various relevant public engagement activities such as the Council Plan refresh, LTP4 and the Voice of Warwickshire engagement on climate and energy. Within the Council Plan and its associated Delivery Plan, the Council has committed to further, wide stakeholder engagement to develop our delivery plans with the involvement of key stakeholders, groups and partners.

4.5 It is proposed to conduct public and wider stakeholder engagement on this strategy, part of which will enable a collaborative approach to defining our actions prior to finalising the strategy. It is further proposed that the revised draft of the strategy will be considered by a special session of the combined Resources and Fire & Rescue and Communities Overview and Scrutiny Committees before a final version of the strategy is presented for full adoption to Cabinet in Spring 2023.

5. Timescales associated with the decision and next steps

Task / Milestone	Date
Cabinet meets for consideration	13th October
Development of a summary or abridged version of the Sustainable Futures Strategy for ongoing communications and public engagement	By end October
Online engagement survey open to all Warwickshire residents	Mid November 2022 – mid January 2023.
Focused panels to obtain detailed feedback	November 2023 to February 2023.
Final engagement analysis and results report complete	February 2023.
Updated to reflect engagement exercise: Revised Sustainable Futures Strategy.	March 2023
Member scrutiny using a special session of the combined Resources and Fire & Rescue and Communities Overview and Scrutiny Committees	Spring 2023
Full adoption of the strategy by Cabinet	Spring 2023

We do not anticipate the need to await full adoption of the Sustainable Futures Strategy to proceed with some of the items in the Action Plan.

Appendices

Appendix 1 Draft Sustainable Futures Strategy

	Name	Contact Information
Report Author	Matt Whitehead – Climate Change Programme Manager	mattwhitehead@warwickshire.gov.uk
Assistant Director	Steve Smith – Assistant Director Commissioning Support Unit	stevesmithps@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Portfolio Holder for Environment, Climate & Culture	cllrimms@warwickshire.gov.uk

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

Local Member(s): not applicable as county wide report

Other members: Cllrs Jonathan Chilvers, Jeff Clarke, Jackie D'Arcy and Jenny Fradgley.

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Sustainable Futures Strategy

Warwickshire County Council

September 2022

Quality information

Prepared by

Multiple authors

Checked by

Laura Brankin – Senior Sustainability Consultant

Verified by

Sally Vivian – Director Climate Change, Sustainability and Resilience

Approved by

Philippa Marsden – Principal Climate Change and Sustainability Consultant

Revision History

Revision	Revision date	Details	Authorized	Name	Position
0.1	May 22	Initial draft			
0.2	Jun 22	Draft updated			
1.0	Jul 22	Draft for client review		Philippa Marsden	Technical Lead
2.1	Jul 22	Second client review		Laura Brankin	Senior Sustainability Consultant
2.2	Jul 22	Second client review with comments		Laura Brankin	Senior Sustainability Consultant
3.0	Sep 22	Final		Philippa Marsden	Principal Consultant
3.1	Sept 22	WCC draft		Matt Whitehead	Climate change programme manager
3.2	Sept 22	WCC draft		Matt Whitehead	Climate change programme manager
3.3	Sept 22	WCC draft		Matt Whitehead	Climate change programme manager
3.4	Oct 22	WCC draft		Matt Whitehead	Climate change programme manager

Prepared for:

Warwickshire County Council

Prepared by:

AECOM Limited
Aldgate Tower
2 Lemn Street
London
United Kingdom
E1 8FA

T: +44 117 901 7000
aecom.com

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Foreword

To be written by Warwickshire County Council

Executive Summary

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

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

Council related activities currently account for 19,500 tCO₂e per year. To meet our net zero commitment, our emissions will have to be reduced by at least a further 29% by 2026 and 46% by 2030. Reductions are anticipated to occur primarily from transport (-28.5% by 2030) and building use (-17.5% by 2030). To meet these emissions reduction targets, immediate and decisive action must be taken. The actions and strategies within this document have been created to establish a clear pathway towards these goals.

To support this, this strategy focuses on six key themes:

- **Transport:** We aim to reduce carbon emissions from the transport sector by 1,300 tCO₂e by 2030, though a transition to alternative fuels and the implementation of a more efficient staff travel plan. We plan to support further emission reduction through promoting integrated and place-based transport planning, supporting the uptake of active travel and zero-emissions vehicle ownership and transitioning to more sustainable fuel sources for commercial and freight transport.
- **Energy:** To maximise decarbonisation of the energy used by the Council, we are committed to identifying opportunities to increase the installation of renewable technologies on Council owned buildings and the volume of in-County renewable energy generation.
- **Built Environment:** Our goal is to reduce emissions from Council building's energy use by a minimum of 1,700 tCO₂e by 2030. We will increase our knowledge of energy use within our decentralised assets, decarbonising our natural gas heat supply where viable, identifying opportunities to co-locate with partners, undertaking further property decarbonisation feasibility studies and supporting renewable energy schemes.
- **Resources, Waste and Circular Economy:** Reducing waste and resource usage while supporting a transition to a circular economy are vital steps in moving towards a

sustainable future for Warwickshire. Following on from the National Resources and Waste Strategy, WCC aims to improve and increase educational campaigns, encourage behaviour change around consumption, identify opportunities to use waste as a resource and work with manufacturers to promote the use of sustainable and reusable materials, extend product life and reduce packaging and single use plastics.

- **Sustainable Communities and Green Economy:** WCC is committed to supporting a green economy while providing environments conducive for happy and equitable communities. While efforts to support a low-carbon economy have begun, WCC plans to intensify these efforts by prioritising investments where green economy principles are integrated, engaging more fully with our community and interest groups.
- **Natural Capital and Biodiversity:** Solutions to the global biodiversity and ecological crisis must begin at local level. This begins by recognising that economies are embedded in the natural environment, not external to it, and that nature itself should be viewed as a critically important asset. WCC plans to support these principles by developing a natural capital investment strategy, encouraging policies that prioritise environmental net gain, develop a natural capital account to manage our natural assets and by implementing an offsetting strategy for our tree planting targets.

Critical to our success in delivering our ambitions across these themes are our 8 delivery principles and 7 strategic enablers ensuring effective change management, changed behaviours, accountable governance, appropriate engagement, and the right policies. Substantial financial investment will be required in the next decades for decarbonisation, with funding critical to enable actions. Aside from securing financial resources, the Council will need to consider opportunities for upskilling, redirecting resource and potentially increasing staffing levels in specific areas.

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

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

WHY

Introduction and Context

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

The UN's Sustainable Development Goals (UN SDGs) provide a shared blueprint of peace and prosperity for both people and the planet, now and into the future. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. Whilst this strategy has a strong focus on the reduction of carbon to mitigate climate change and meet net zero commitments, it also aims to achieve wider sustainability by aligning with the UN SDGs. This alignment is displayed within each delivery theme and helps us target our response. Supporting this strategy is an Action Plan which outlines actions that will need funding to help us meet our targets.



Climate Change Crisis

There is a growing recognition that climate change is one of the most important issues facing the world. The resulting emissions from continued burning of fossil fuels has been causing a global warming effect which has altered weather patterns, melted polar ice and increased ocean acidification leading to changes in sea life, in addition to causing devastating extreme weather events which has led to flooding, heatwaves, drought and wildfires. These events pose a direct risk to Warwickshire's communities and economy.

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

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

In response to this required urgency and the known risks to our communities associated with climate change, in July 2019, Warwickshire County Council (WCC) [declared a climate emergency](#) and has since **committed** to becoming carbon net zero as an organisation by 2030, and to support Warwickshire County to become carbon net zero by 2050.

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



Biodiversity Crisis

More than two-fifths of UK species including animals, birds and butterflies have seen significant population declines in recent decades, with more intensive agriculture still driving declines in farmland nature, thousands of acres of habitats being lost to development, whilst climate change is also having an increasing effect. Pollution from sewage and agricultural run-off continues to cause problems for natural areas such as streams and coastal areas. This is a huge problem because declines in biodiversity are directly related to declining wellbeing and economic prosperity.

In response, in 2019, the UK Government, along with many governments across the globe, declared a biodiversity emergency. Globally, the UN Convention on Biological

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

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

Diversity (CBD) released a draft global biodiversity [framework](#), to guide actions worldwide through 2030, to preserve and protect nature and its essential services to people.

In order to achieve the Framework, many other European countries will be following the [EU Biodiversity Strategy for 2030](#), with specific actions, commitments and tracking. Whereas the UK will be following the [Nature Positive 2030 reports](#) (summary and evidence reports).

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

“Nature is in decline globally and in the UK. Between 1932 and 1984, we lost 97% of our species-rich grassland, five species of butterfly have disappeared from England in the last 150 years, and indicators showing the state of birds dependent on farmland stand at less than half their value compared to 1970.”
Environment Bill: Nature and conservation covenants (parts 6 and 7). September 2021. DEFRA

Cost of Living Crisis



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

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

We have used 6 thematic areas in this strategy to mitigate the effects of climate change, biodiversity loss and the cost-of-living crisis. They represent the areas with the most ability to make a difference: transport, energy, built environment, waste and circular economy, sustainable communities and green economy, and natural capital and biodiversity.

Strategy Aims

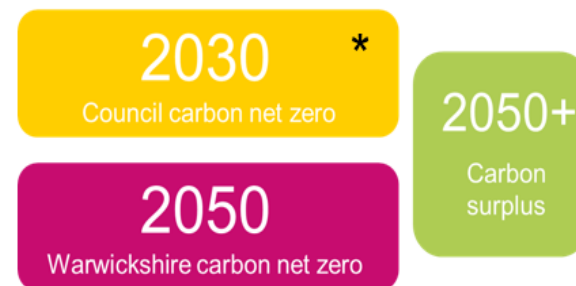
The aim of this strategy is to set out a framework, key action areas and principles for delivering on the Council’s strategic priority of *being a County with a sustainable future, which means adapting to and mitigating climate change and meeting net zero commitments*.

We want to make Warwickshire the best it can be, sustainable now and for future generations

This is a draft strategy. Public engagement is planned from November 2022 into early 2023 to capture views on this draft strategy.

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

devolution we might need to enable us to deliver our objectives.



* Includes all scope 1 and 2 emissions, plus emissions from waste, water, upstream energy and business travel

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

would result in greater temperature increases.

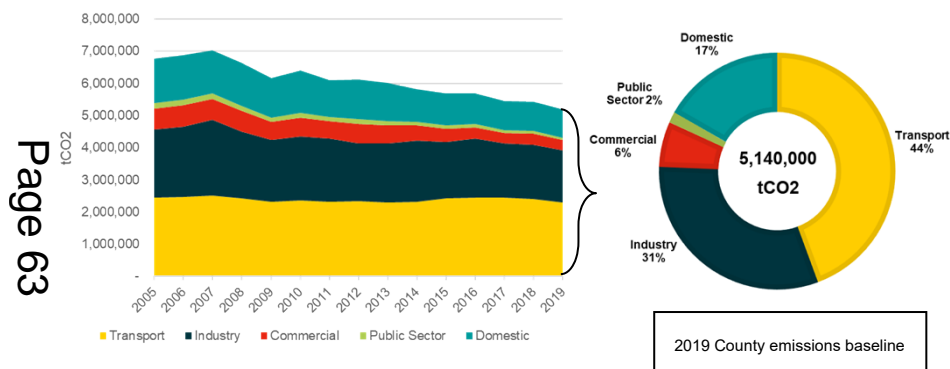
This strategy is based on current evidence and data. Areas such as technology and UK policy are constantly evolving; as new information emerges, we will adapt our actions appropriately.

Our Carbon Emissions

Warwickshire County-Wide Emissions

Where we are now

Since 2005, the County's emissions have reduced by **24%**, arriving at **5,140,000 tCO2 in 2019**, according to the [UK local authority and regional carbon dioxide emissions national statistics](#). The biggest sources of emissions are from the transport and industry sectors, followed by the domestic and commercial sectors, with the public sector making up the smallest proportion of emissions in the County. Transport emissions in the County have remained largely static whilst emissions from industry, and domestic and commercial buildings have steadily decreased.



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Reaching our net zero 2050 target

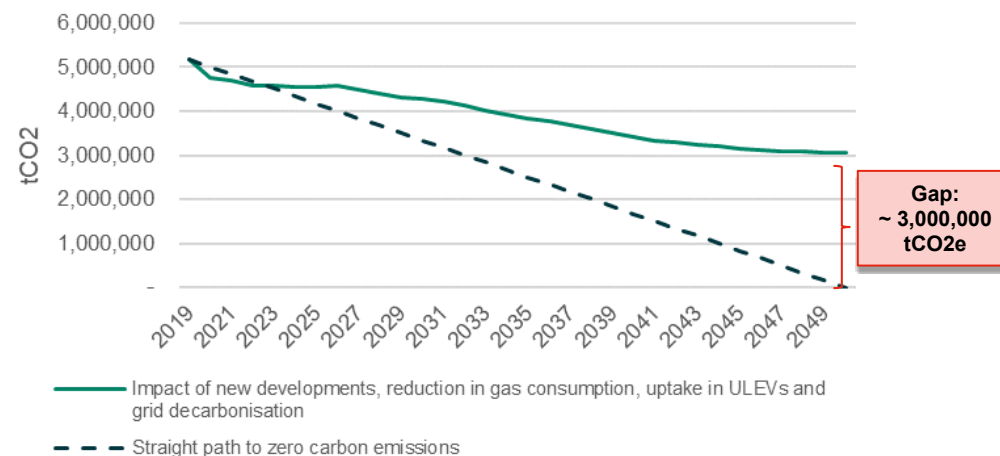
Our County-wide target to be net zero by 2050 is aligned with the UK's legal commitment to deliver net zero by 2050. We will need to accelerate our emissions reductions if we are to achieve this. We have currently mapped the impact on the County's emissions of:

- Grid electricity decarbonising as projected by the Department for Business, Energy and Industrial Strategy (BEIS) – this will reduce emissions.
- New housing and non-domestic developments currently planned to be built under the District and Borough Local Plans by 2050 – this will increase emissions.
- Heating technology projections for new housing and non-domestic developments are based on the National Grid's Future Energy Scenarios (FESs), where the natural gas demand for heating in homes decreases by 18% by 2030 and 99% by 2050, and for

heating in commercial and industrial buildings decreases by 11% by 2030 and 95% by 2050 (assuming a 2020 baseline) – this will reduce emissions.

- Likely decarbonisation of the transport sector as a result of national policies to ban the sale of new petrol and diesel cars, vans and HGVs – this will reduce emissions.

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



We will achieve net zero across the County through reducing emissions directly, however, it is anticipated that there will be a small percentage of residual emissions remaining in 2050 which we will look to balance through nature-based or other forms of GHG removals. We will explore and identify these as we progress towards 2050.

Warwickshire County Council Emissions

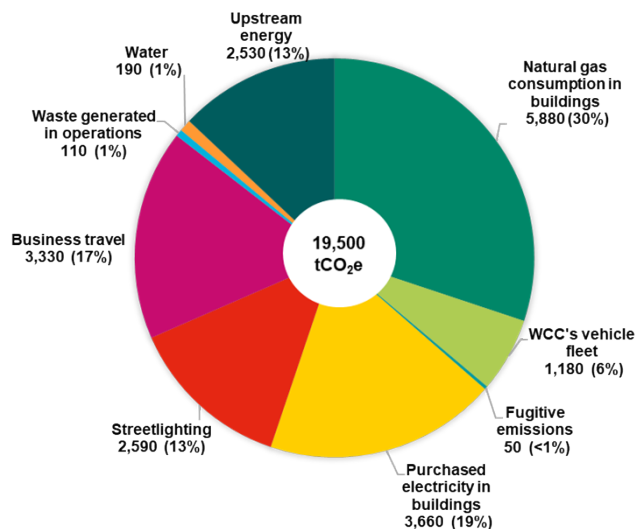
Where we are now

Since 2014, we have reported our emissions related to natural gas and electricity use in our buildings, electricity use for streetlighting and fuel use for our own vehicle fleet. For these sources of emissions, we have seen a 63% reduction in emissions between 2014 and 2020. This has primarily been due to the decarbonisation of grid electricity and the replacement of sodium bulbs in streetlights with LEDs.

We have committed to achieve carbon net zero by 2030, for the following emissions sources:

- **Scope 1** – Direct emissions from assets we control: building gas/oil use, fuel use from vehicles we own
- **Scope 2** – Emissions from purchased electricity in our buildings and streetlighting
- **Scope 3** – Indirect emissions from the waste we generate, the water we consume, business travel and upstream energy

In 2019, these emissions sources equated to **19,500 tCO₂e**. We have set this as our baseline from which to measure future progress towards our 2030 target. At present, some of these emissions are estimated using industry benchmarks, therefore we will continue to improve the quality of primary data we gather.

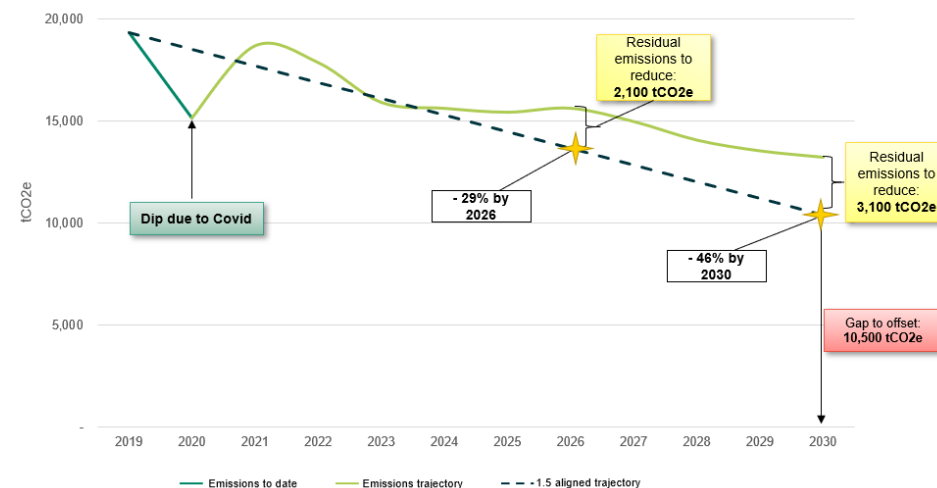


Reaching our net zero 2030 target

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

Using the 1.5°C Sectoral Decarbonisation Approach (SDA) pathway from [SBTi Target Setting tool](#), we have set targets to reduce emissions in scope of our 2030 target by **29% by 2026** and **46% by 2030**. This SDA is a scientifically informed method for companies to set GHG reduction targets necessary to stay within a 1.5°C temperature rise above preindustrial levels. Note, these targets have not been verified by SBTi.

To meet these targets, we will need to reduce any residual emissions not reduced through externalities through the initiatives and actions outlined within this strategy and the accompanying action plan. Whilst we will work to reduce emissions as far as feasibly possible by 2030, based on a target of 46% reduction, **10,500 tCO₂e** annually would be required to be offset.



Iterative updates to our targets

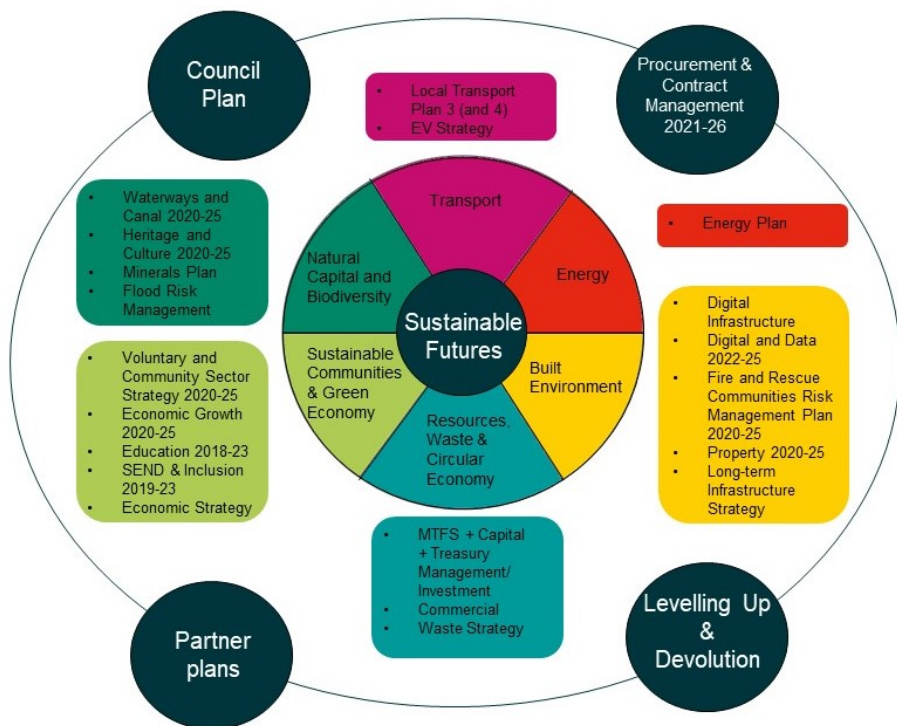
During the life of this strategy, we will need to continuously review the scope of our net zero target to include our full scope 3 footprint i.e., other sources of indirect emissions, for example from the goods and services that we purchase and our leased buildings, and to ensure we are evaluating improved data as it becomes available. We have already started initial work on our scope 3 to understand where our target areas for reductions will be and plan to continue building upon this. As we have less control over these emissions, we will need to work with our contractors, suppliers and other partners to deliver reductions in these areas.

WHAT

Strategy Alignment

Warwickshire County Council policies, plans and strategies

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



Alignment with UK Legislation

This strategy is comprehensively aligned with UK policies and strategies. The detail can be found in **Appendix C**.

Levelling up approach

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

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

Local Councils and Partners

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

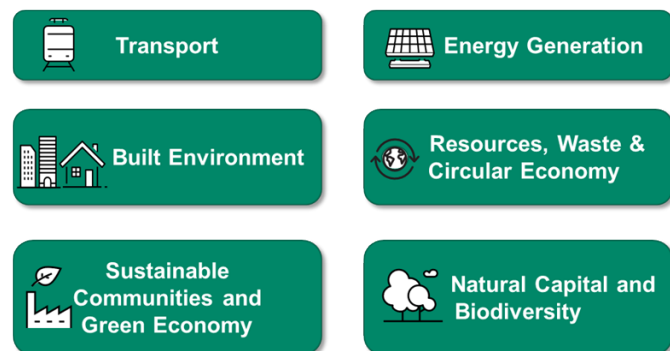
Wider regional alignment

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

Delivering Success

This strategy uses 6 delivery themes to focus the Council's efforts and assign objectives and actions for both 2030 and 2050 targets. Critical to our success in delivering our ambitions across these themes are our 8 delivery principles and 7 strategic enablers ensuring effective change management, changed behaviours, adequate resource management and funding, accountable governance, appropriate engagement, and the right policies. The need to engage communities and deliver actions through community powered action is critical and complex; therefore, this is addressed through both the delivery theme of 'Sustainable Communities and Green Economy', and the delivery principle 'Community Powered Approach'.

Delivery Themes



Delivery Principles

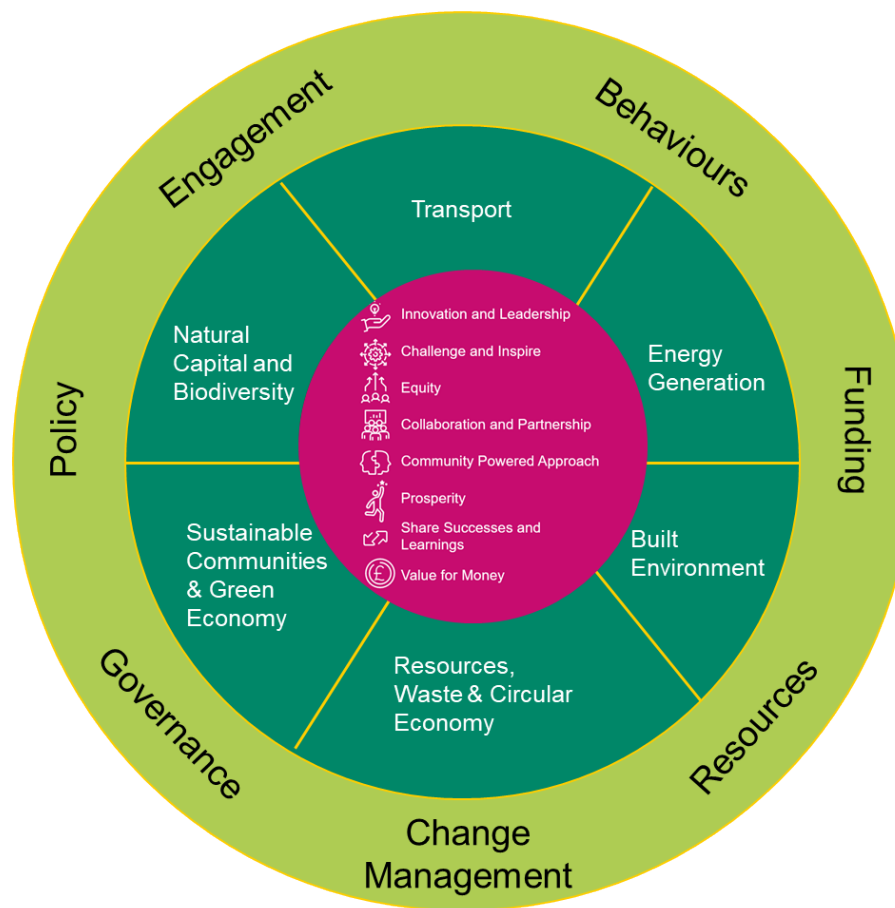


We will:

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

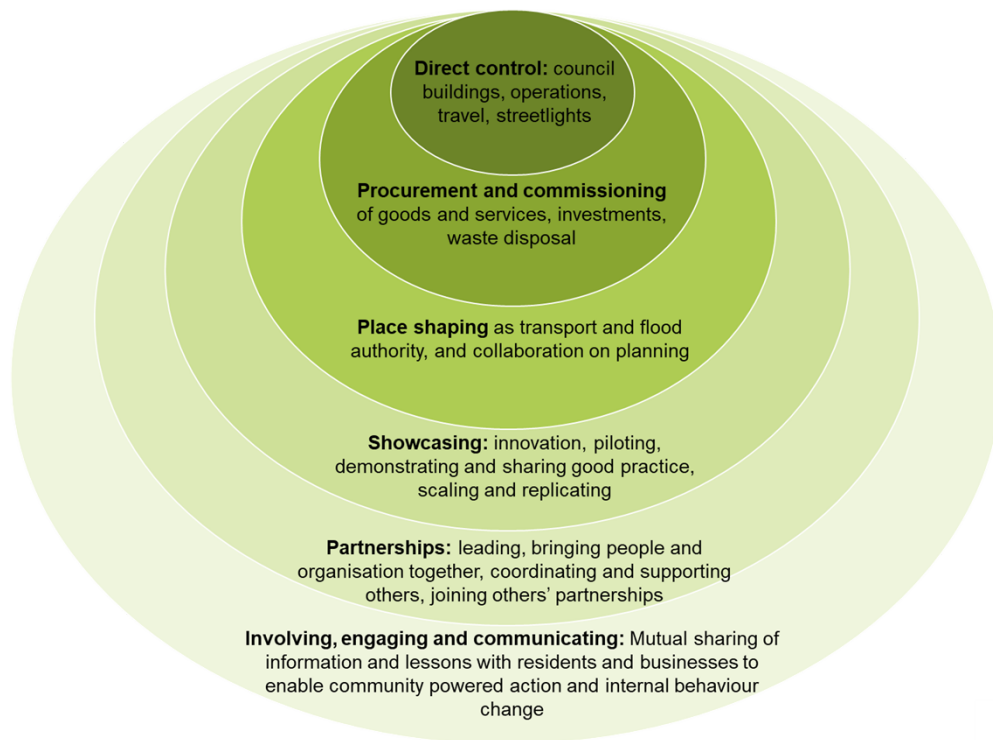
A green economy is broader than a low carbon economy; it aligns to the wider context of the UN SDGs. A green economy is an approach to sustainable economic growth with a central focus on reducing societal and environmental risks and ecological scarcities. It embeds climate adaptation into its construct. It transitions from the current 'growth-based' approach to investments, employment, and skills towards growth without degrading the environment, and the wellbeing and prosperity of citizens.

Combined Delivery Approach



Opportunities

This strategy identifies opportunities for change in accordance with the Climate Change Committee’s six ‘spheres of influence’ that Councils have over carbon emissions, adaptation and wider sustainability objectives. Broadly within WCC these can be split into three main action types: *direct actions* that WCC as an organisation can make to reduce emissions from the buildings and assets we own, and the activities we conduct; *enabling and showcasing actions* to create an environment in which businesses and households can reduce emissions and showing them what can be done; *partnering and engaging* actions to mutually support other organisations and community ambitions.



Barriers of constraint

There are clear constraints in what WCC can achieve on its own, as areas where the Council has direct control is limited. Where WCC comes up against these barriers, we will look at ways in which we can overcome them through a variety of means, such as engagement and partnership at the regional level.

Devolution

Devolution is one of the 12 national missions set out in the Levelling Up White paper and a potential key mechanism for increasing the powers and funding available to Warwickshire to support Levelling Up and other local agendas. We have expressed interest in pursuing a Devolution Deal with Central Government, and the opportunities presented to Warwickshire by the West Midlands Combined Authority Trailblazer Devolution Deal as a non-constituent authority member, and we will further explore what this means for the delivery of our Sustainable Futures Strategy. What is clear is that delivery of this Sustainable Futures Strategy will be a key element of a future devolution deal for Warwickshire.

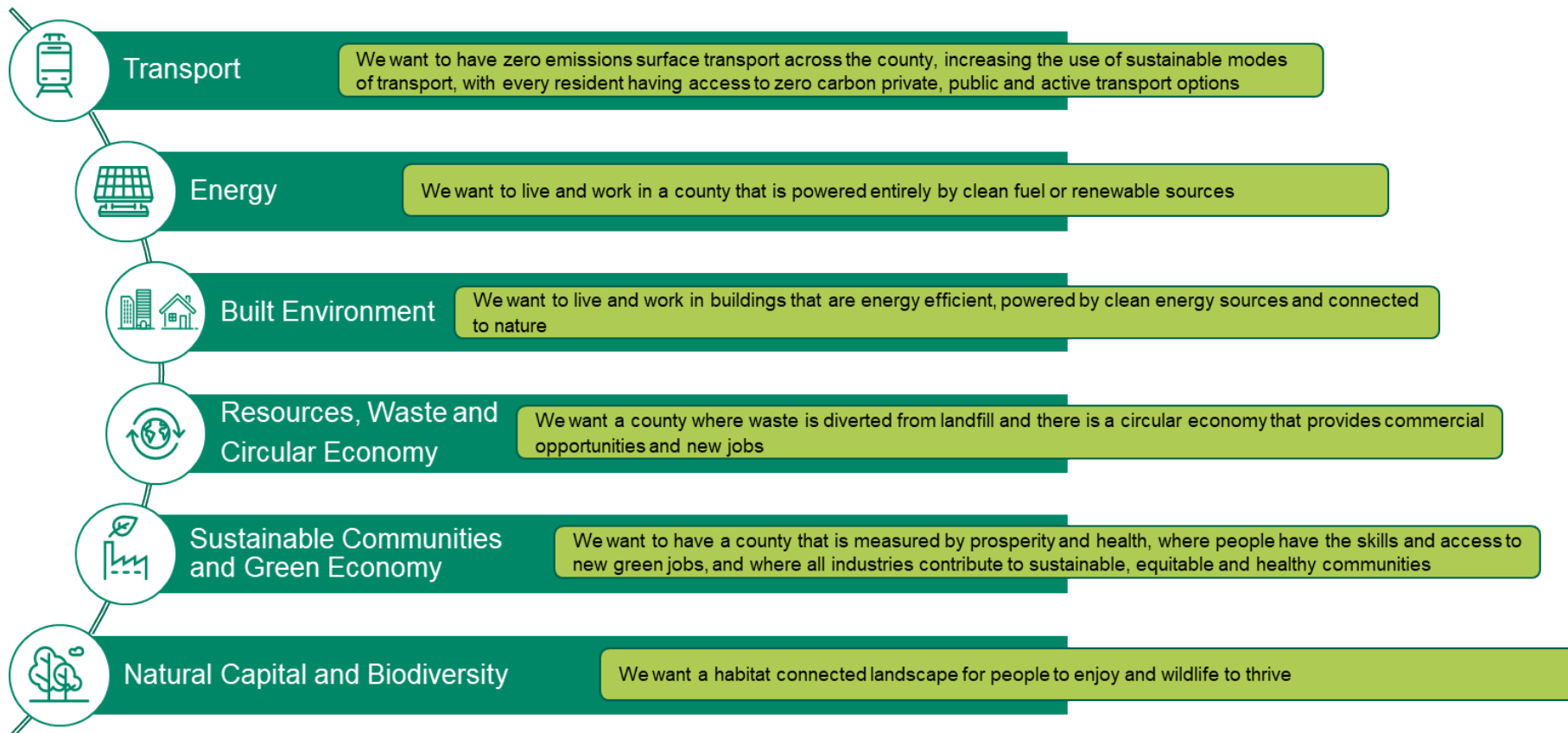
Direct Actions: actions WCC can take that will directly reduce emissions, particularly significant in areas where we have direct control such as Council buildings

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

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

Where do we want to be – the future

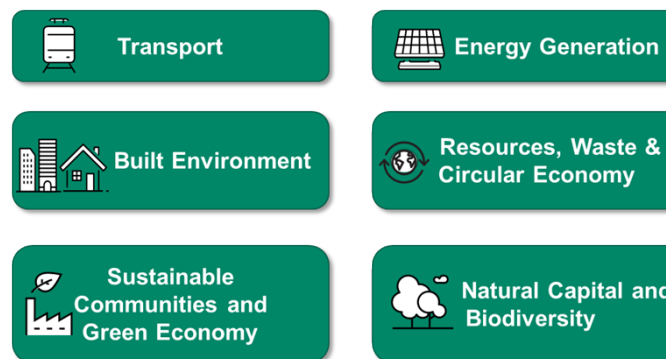
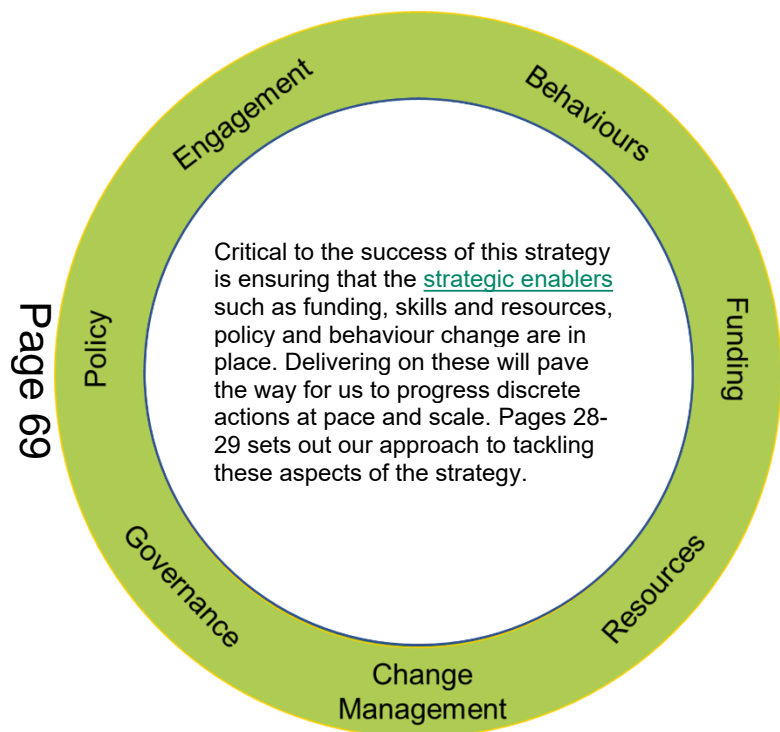
We are ambitious about what we want our future to look like. Within the next few decades, we want our County to be reimagined – low in carbon with vastly reduced energy bills, landscapes with plenty of wildlife that people can enjoy and farms which provide us local food, a thriving sustainable economy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



How

Delivery Approach

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



We have identified six delivery themes with key objectives that are fundamental for achieving our strategic aims and aspirations. The following section looks at each theme and summarises what we have done, where we are going, and the gaps that need to be bridged to meet our objectives. The themes are presented separately but there is inherent overlap and synergy between them all. Appendix A sets out the types of actions we need to deliver in support of our 2030 target of being a Net Zero Council. This is intended to be regularly updated based on the progress we make and as we identify new opportunities.

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

Transport

Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce Council emissions from business travel	<ul style="list-style-type: none"> % total electric/low carbon Council vehicles % of total journeys completed by green travel
Improve capacity of electric vehicle charging across the County	<ul style="list-style-type: none"> Number of chargers installed by type Area coverage of charging points % total electric/low carbon vehicles
Reduce carbon emissions from Council fleet	<ul style="list-style-type: none"> % total electric/low carbon vehicles
Improve capacity of electric vehicle charging, across the County	<ul style="list-style-type: none"> £ million Government funding secured Number of chargers installed by type Area coverage of charging points % total electric/low carbon vehicles
Encourage residents in Warwickshire to make green travel choices, through engagement and communication schemes	<ul style="list-style-type: none"> Number of campaign engagements No. people engaged with for their views and schemes
Provide low emission public transport options to serve sustainable communities	<ul style="list-style-type: none"> % of bus fleet Euro 6 % of bus fleet low emissions % of all trips made by bus and rail Average time to a bus stop/ train station by active travel methods
Reduce emissions relating to school transport	<ul style="list-style-type: none"> Number of partnership projects completed
Engage with key stakeholders, including District and Borough Councils, and highways contractors to reduce emissions in their areas of responsibility	<ul style="list-style-type: none"> Number of partnership projects completed % emissions reductions in District/boroughs and third-party contractors through WCC support/partnership
Support residents in Warwickshire to shift from cars to walking and cycling	<ul style="list-style-type: none"> £ of Council funding invested in walking and cycling projects £ spent by Council in administering incentives Number of joint projects implemented Number of people completing cycling training

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Context

Transport is the largest source of carbon emissions in the County, accounting for 44% of the County's emissions in 2019 (our baseline year), according to the [UK local authority and regional carbon dioxide emissions national statistics](#). Whilst total emissions from the transport sector in Warwickshire have remained relatively static over recent decades, the proportion of emissions generated by the transport sector has steadily increased, due to a steady decrease in emissions from other sectors (including industry and domestic and commercial buildings).

As the Transport Authority, we have a key role in enabling the County to reduce transport emissions. Not only will we need to lead the way by reducing the emissions from the Council's vehicle fleet, but we will need to prioritise options for more sustainable travel that can reduce private car use and inspire behaviour change across the County. In selecting options, we need to reflect the different challenges and barriers for rural areas versus towns.

Where we are now

Council


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

- Investing in 2 electric cars for Warwickshire Fire and Rescue Service and 10 new school buses with solar panel arrays and battery storage to power ancillary services
- Initiating a trial to pilot HVO (hydrotreated vegetable oil) in non-operational fire appliances

County

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

- Under the SAFER Schools Award (Sustainable Active Focussing on Environment and Road safety) we work with over 80 schools resulting in air quality and carbon benefits.
- Funding 4 active travel projects and 4 projects to implement EV charging points through the first round of the Green Shoots Community Climate Change Fund.
- Commissioning a study to understand the scale of the decarbonisation challenge for the transport sector in Warwickshire and key priority areas.
- Committing funding towards on-street electric vehicle charging infrastructure.
- Exploring the potential use of hydrogen. Warwick District Council is establishing a Hydrogen Hub which will fuel Warwick and Stratford District Councils' refuse collection vehicles and may be used to fuel other heavier vehicles such as buses.

85.5% of respondents ranked climate change / carbon emissions as a top three priority when thinking about transport and the environment. 
(LTP 4 consultation)

What we have planned

Council

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

County

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

Implement a pilot to assess the suitability of delivering on street, residential EV charge points using existing street lighting connections as part of a trial in 2022/23.

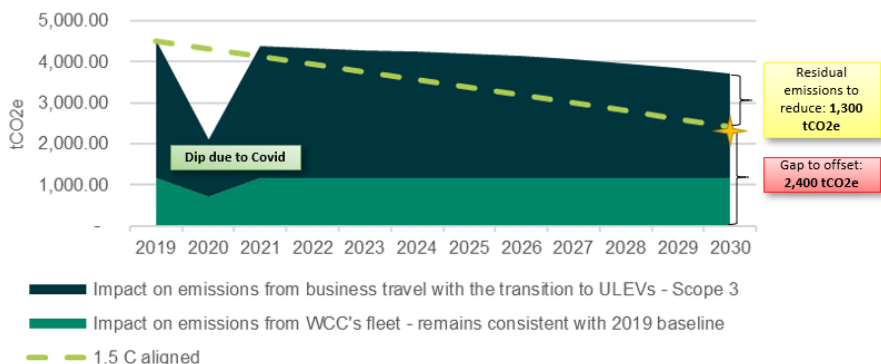
Progress with plans on sustainable transport to include investigating the development and implementation of rural charging hubs in Warwickshire.

We are currently drafting our Local Transport Plan 4 (LTP4) which prioritises a shift in travel behaviours. As part of this, we are developing strategies on active travel, public transport, motor vehicles and managing space to support.

Where are the gaps

Council

We have mapped how national policies banning the sale of new petrol and diesel car and van sales from 2030 and HGV sales from 2035/2040 will likely impact our business travel emissions. It has been assumed that emissions from the Council's fleet remain consistent with the 2019 baseline. By 2030, as a minimum we will need to reduce our emissions from



*Refers to emissions reduction targets developed to limit global average temperature increase to 1.5°C above pre-industrial levels

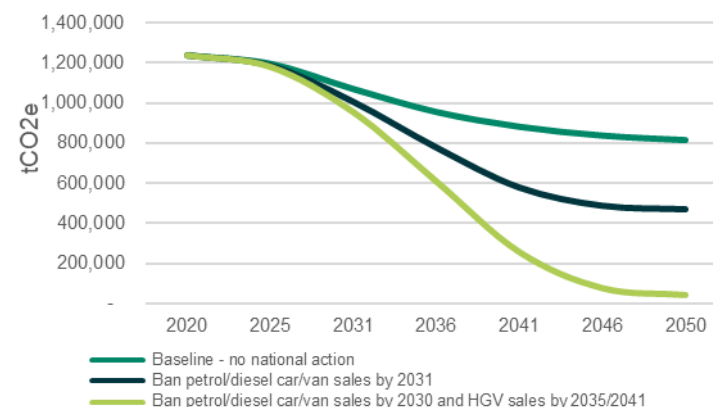
our fleet and business travel by approximately **1,300 tCO₂e** in line with a science-based 1.5°C warming trajectory*, but where possible we will reduce emissions further and faster.

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

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

County

The national Government policies of petrol and diesel vehicle bans have been mapped to understand the gap to net zero associated with County-wide transport emissions. No other scenarios, such as modal shift, have been mapped at this stage.



The graph indicates that a gap of **43,400 tCO₂e** remains to help the County reach net-zero by 2050.

To close this gap, we will need to build on what is outlined within LTP4 and link strategies to focus on:

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

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

Energy Generation

Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce carbon emissions from the Council's existing buildings	<ul style="list-style-type: none"> Agree a revised Energy Policy and Strategy MWh heat delivered through heat network Number of buildings connected to heat network tCO₂e saved by heat networks Total kilowatts peak (kWp) installed
Identify and implement opportunities for District heat networks Countywide	<ul style="list-style-type: none"> MWh heat delivered through heat network Number of buildings connected to heat network tCO₂e saved by heat networks
Identify opportunities for hydrogen production	<ul style="list-style-type: none"> % energy replacement by hydrogen (as a comparison against total energy demand)
Identify and implement community schemes	<ul style="list-style-type: none"> Total kilowatts peak (kWp) installed tCO₂e/year saved compared to grid electricity MWh of renewable heat installed Number of installations £ funding secured to allow delivery of first renewable energy scheme
Engage with stakeholders (e.g. Energy Innovation Zones, Midlands Energy Hub, Energy Systems Catapult) for lessons learnt and joint partnership opportunities	<ul style="list-style-type: none"> No. partnership projects identified
Identify and implement opportunities for battery storage technologies	<ul style="list-style-type: none"> MWh installed storage capacity tCO₂e/year saved compared to grid electricity
Mitigate any negative impacts of electrification of buildings, transport, and industry, coupled with smart energy systems and storage	<ul style="list-style-type: none"> Negative impacts have a mitigation plan



Context

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



Right now, however, the UK is experiencing a fuel crisis. [In 2020 in Warwickshire 14.3% of households were experiencing fuel poverty](#) and this is predicted to rise over the coming months with the energy price cap increasing in October 2022 although this has been partly mitigated by the Energy Price Guarantee announced in September 2022, concern is that residents and businesses in Warwickshire will struggle, having to make extremely difficult choices.

As such, we not only need to move away from fossil fuels for the climate but also to provide ourselves with affordable energy and to improve energy security within our own borders; particularly at this time when energy prices are at an unprecedented high.

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

Where we are now

Electricity

The County uses approximately 2,333,000 MWh of electricity per year. To support renewable energy generation across Warwickshire we launched the Solar Together Warwickshire Programme which planned for 509 installations of high-quality solar photovoltaic (PV) panels and battery storage. As of June 2022, 21% of these have been completed. We will continue to seek funding to maintain this programme. Through the first round of our Green Shoots Community Climate Change Fund, we have funded six PV projects.

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

(VoW panel)

Additional Solar PV has also been installed at Elliot Park Innovation Centre, which has saved 36 tCO₂e between December 2021 and September 2022.

Heat

Heat decarbonisation is another critical part of our route to net zero. It is early days in this area across the County, but heat pumps have been successfully installed at one of our fire stations and one of our care homes as alternatives to gas fired heating.

At the County level, the Warm and Well in Warwickshire programme, delivered by Act on Energy, has been in place as a tool to support households with private energy change queries and opportunities for change within their homes and businesses.

What we have planned

Council

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

County

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

Where are the gaps

Council

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

County

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

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



Built Environment

Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce carbon emissions from the Council's existing buildings	<ul style="list-style-type: none"> kWh/m²/year energy consumption of Council buildings Reduction in natural gas consumption in Council buildings tCO₂e/year from Council buildings (already a KPI) £ million Government funding secured Number of completed net zero audits % of staff trained in energy efficiency, capability/ knowledge in fitting new technologies and retrofitting % of total energy consumption covered by green tariffs Reduce carbon emissions from the corporate property estate by 2.5% year on year per total £million gross revenue expenditure (approx. 20% reduction by 2030)
Develop programme to reduce water wastage	<ul style="list-style-type: none"> Behavioural and maintenance programme established to reduce wasted water
Minimise carbon emissions in Warwickshire County Council's new buildings	<ul style="list-style-type: none"> % of new developments/buildings achieving net zero standards
Support local private businesses to meet the net zero target	<ul style="list-style-type: none"> £ grants provided to businesses kWh/m²/year energy consumption from commercial sector Number of businesses participating Number of partnership projects completed % of new developments achieving net zero standards
Support residential care to reduce carbon	<ul style="list-style-type: none"> £ grants provided to businesses kWh/m²/year energy consumption from care sector Number of training events delivered
Work in partnership with our Districts and Boroughs to minimise carbon emissions in existing housing and net zero in new housing	<ul style="list-style-type: none"> % compliance amongst landlords reviewed Number of homes retrofitted Number of homes in each EPC band Number of partnership projects completed % of new homes achieving net zero standards
Engage with partners to overcome current barriers	<ul style="list-style-type: none"> No. of changes, decisions, ideas taken forward made through engagement

Context

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

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

Where we are now

Council

For our own buildings, we currently purchase 100% green electricity and have already undertaken some initial investigative studies to understand how we can reduce energy consumption by improving the energy efficiency of our buildings.



we

County

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

What we have planned

Council

To support us in meeting our target to be operationally carbon net zero by 2030, we have planned to:

- Continue the replacement of sodium bulbs in streetlights with LEDs.

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

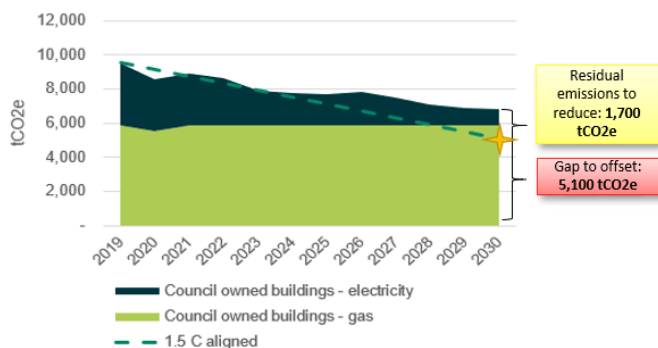
County

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

Where are the gaps

Council

To remain in line with the 1.5°C science-based climate change trajectory, we must reduce our emissions from Council buildings' energy use by a minimum of 1,700 tCO₂e by 2030. If possible, we aim to exceed this target. To close this gap, we will need to focus on:

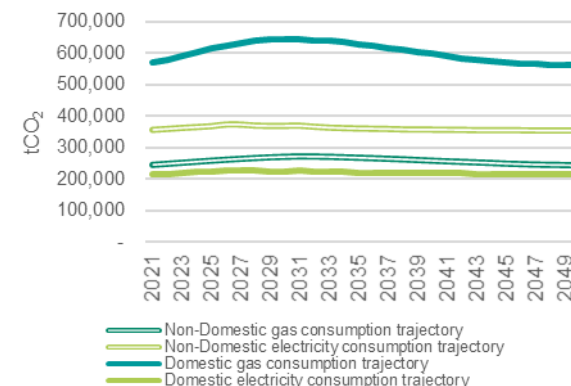


- Addressing the current gap in our knowledge of energy use within our decentralised assets. This will help expand our understanding of where the most impact can be and to be able to develop a priority list of which assets to be decarbonised and when.
- Post-2030 emissions associated with electricity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

- Using our estate to support renewable energy schemes.

County

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



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

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

*A cross industry initiative has been activated to develop a UK Net Zero Building Standard [Home | UK Net Zero Carbon Buildings Standard \(nzcbuildings.co.uk\)](https://www.nzcbuildings.co.uk)

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

Resources, Waste & Circular Economy



Objectives

Objective	Potential Key Performance Indicator (KPI)
Reduce amount of waste per head and near zero to landfill by 2050	<ul style="list-style-type: none"> Total waste (kg) per household Total waste (kg) per business kgs of residual household waste per household % household waste sent to landfill No. of households receiving Waste Education % of household waste re-used, recycled and composted % of household waste re-used, recycled and composted at the household waste recycling centres
Reduce Council building waste	<ul style="list-style-type: none"> Weight of waste (kg) reduced against previous year % waste to landfill % waste recycled
Reduce emissions from collected waste	<ul style="list-style-type: none"> Tonnes of carbon emitted by the Council as a waste disposal authority Tonnes of carbon emitted by the District and Borough Councils as waste collection authorities
Drive ambition for circular economy approaches and reduction of waste	<ul style="list-style-type: none"> No. engagements with other Councils 100% Circular Economy Roadmap delivered
Support communities and residents to adopt circular economy approaches	<ul style="list-style-type: none"> No. events per year and No. attendees at events No. training events £ from grants delivered for circular economy initiatives (via community grants programmes)
Support businesses to adopt circular economy principles	<ul style="list-style-type: none"> £ from grants delivered for circular economy initiatives (via business grants programmes) No. events/hubs per year and No. attendees at events
As a Council lead by example adopting circular approaches in procurement	<ul style="list-style-type: none"> % contracts which include circular economy specifications % recycled content on new roads % of Council spend on circular products and services
Drive circular construction and maintenance	<ul style="list-style-type: none"> % projects/ developments delivered with reclaimed and/ or recycled materials

Context

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

Circular economy principles move away from a linear ‘take, make, consume and throw-away society’, towards one that minimises waste and pollution, keeps products and materials in use for as long as possible and supports the regeneration and protection of natural resources.

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

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

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



Where we are now

Much of the work the Council has done centres around waste reduction. Actions we have already taken include:



- Considering the environmental and carbon impact of our waste services e.g., haulage services when awarding contracts.
- Procured a food waste recycling service at a facility that is dedicated to treating food waste.
- Residents have 3 options for green garden waste (pay for green bin kerbside collection; Council subsidised hot and cold composting bins; take to recycling centre).
- Using energy recovery facilities to recover value from residual waste by producing electricity and heat, whilst aiming to send less than 10% of our total household waste to landfill and actively reduce this to near zero by 2050.
- Holding quarterly meetings with Districts and Borough Councils on waste – the Warwickshire Waste Partnership.
- We have reuse shops or collection points at all our recycling centres.

What we have planned

In the next 2 years we will be implementing the following emissions and waste reduction activities:

- Warwick and Stratford District Councils have moved to general waste collection every 3 weeks, with weekly separate food waste collection. We expect recycling within those Districts to subsequently increase and for residual waste to be minimised. Once the new collection arrangements have been evaluated, other Districts and Boroughs may consider a similar approach.
- Responding to the National Resources and Waste Strategy consultation to help central government shape the future of waste. The three core pillars are likely to be extended to producer responsibility, deposit return scheme and consistency in collections.
- Preparing and implementing a new Local Waste Strategy following publication of the National Strategy.

Where are the gaps

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

Gaps for moving to a circular economy:

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

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

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



Sustainable Communities & Green Economy

Objectives

Objective	Potential Key Performance Indicator (KPI)
Lead by example, procuring sustainably and supporting new green markets	<ul style="list-style-type: none"> % contracts which include green economy specifications % of Council spend on circular products and services No. of main contractors providing carbon emission data e.g., highways, property and social services
Support businesses and communities to adopt a green economy	<ul style="list-style-type: none"> No. of public resources shared Increase take-up of the Coventry and Warwickshire Green Business programme from 56% to 65% by 2023 £ from grants delivered for green economy initiatives (via community and business grants programmes) Embody a route to a green economy and its delivery in Warwickshire's Strategic Economic Plan Value of investment secured by Warwickshire businesses as result of WCC's support activities Value of loans and grants funded by WCC
Target business support for low carbon development, as well as minority and socially responsible businesses	<ul style="list-style-type: none"> % of support provided to target groups
Support economic growth of key sectors within WCC and help them transition to a low carbon economic model	<ul style="list-style-type: none"> £ of funding secured to advance transition to low carbon economic models % growth of key business sectors
Increase engagement (two-way) and partnership with community groups	<ul style="list-style-type: none"> No. of engagements increased (forums, emails) No. of changes, decisions, ideas taken forward made through engagement (forums, emails etc) £ spent on supporting EcoSchools
Encourage increase in sustainable food production and access to local markets	<ul style="list-style-type: none"> No. of markets selling locally produced sustainable food No. of Council-owned farms producing sustainable food
Integrate healthy diets into The Healthy Lifestyles Programmes	<ul style="list-style-type: none"> No. of programmes delivered No. of people receiving programmes
Increase direct access to Council support	<ul style="list-style-type: none"> No. of people making contact with Council

Context

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

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

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

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

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

Where we are now

We have been delivering business and industry-based support across different programmes and finance schemes as part of the process for long-term business growth in Warwickshire, for example the Warwickshire Recovery Investment Fund (WRIF). Some of this support prioritises investment to energy efficiency and low carbon innovation.



Our partnerships are vital in helping create regional change and expanding the boundaries and capabilities of Warwickshire businesses. For example, we have worked with Coventry City Council through the Innovation Programme to help businesses become more innovative and efficient. Additional work with Coventry is delivered through the Coventry and Warwickshire Green Business Programme, which promotes and supports energy efficiency measures within businesses.

In addition to these partnership efforts, we have delivered a series of webinars to Warwickshire's small and medium enterprise businesses, to provide inspiration and practical support in their journey to net zero.

The Community Powered Warwickshire programme, initiated in 2021, is being used as a pathway for harnessing the power of our communities to tackle inequality and social inclusion. This is being funded through the Warwickshire Social Impact Fund. A notable strength of Warwickshire is the ability for community action to make a positive contribution, especially noting the role of our active voluntary community and social enterprise (VCSE) sector. Community Power has been identified as a place shaping approach to help deliver on the Council Plan priorities of Vibrant Economy and Places, Best Lives and **Sustainable Futures**. We are taking the learnings from this forward to longer term community led approaches.

We are increasing resilience, adaptability, and mitigating climate change whilst using community powered initiatives in Warwickshire such as the Green Shoots Community Climate Change Fund.

What we have planned

We are and will continue to participate in the EcoSchools programme which empowers and motivates pupils to drive change and improve environmental awareness in their school, local community and beyond.

We have published our Countywide approach to Levelling Up in response to the Government's Levelling Up White Paper and will be enacting our approach to support the

most vulnerable communities and promote regeneration in the right places. Partnering with District and Borough, and Town and Parish Councils is key to this.

Under our current business support programmes, we plan to continue working with local businesses to promote and support a low-carbon County, and further back businesses to change their supply chains to more sustainable options.

As the Administrating Authority of the Warwickshire Pension Fund, we will be implementing our Investment Strategy for our over 50,000 members, having regard to environmental factors in the operation of the Fund as expressed in Responsible Investment and Climate Risk Strategies. The Fund will consider divestment where engagement does not or cannot work. We have also recently updated our Procurement Strategy which through the Social Value strategic pillar seeks to secure wider benefits for communities, the economy and the environment and support our vision to strengthen communities across the County. The Fund will engage with our 206 active employers to influence and promote responsible investment, carbon reduction and other activities to fight climate change and to mitigate exposure to climate risk and its resultant impact on asset liability.

Where are the gaps

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

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

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

Natural Capital and Biodiversity

Objectives

Objective	Potential Key Performance Indicator (KPI)
Support Districts and Boroughs to become leading local planning authorities in embedding natural capital into decision making	<ul style="list-style-type: none"> No. of WCC landholdings with natural capital accounts County wide metrics for key ecosystem services
Establish innovative environmental markets to achieve Environmental Net Gain and fund nature recovery and enhancements across the County by 2050	<ul style="list-style-type: none"> No. of pilot Payment for Ecosystem Services (PES) schemes undertaken by 2030 £ secured for the provision and enhancement of ecosystem services % increase in key ecosystem service provision by 2050
Further develop plans and strategies in response to the enhanced 'Biodiversity Duty' on public bodies. Support people to understand the value of the natural environment	<ul style="list-style-type: none"> Plans are updated by 2024. No. of engagements increased - engaging with people to understand value of natural environment (forums, emails) No. of changes, decisions, ideas taken forward made through engagement (forums, emails etc) No. of officers / managers identified as formal biodiversity champions within each department
Provide strategies and plans for key sectors across the County to deliver measurable enhancement, increases, and protection of target habitats and species, as well as their connectivity, abundance, quality, and diversity, by 2050	<ul style="list-style-type: none"> % increase in coverage and connectivity of habitats in Warwickshire Area of additional land purchased for habitat connectivity
Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	<ul style="list-style-type: none"> % increase in green space Number of trees planted Tonnes/ CO2e/yr. sequestered through habitats by 2030 No. of carbon credits created through the Woodland Carbon Code per year until 2030

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Context

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

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

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

Where we are now

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

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

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

What we have planned

Appendix D sets out a full list of natural capital and biodiversity related aims that have been agreed across the County. A key focus is to develop our philosophy for using our Biodiversity Investment Fund and for furthering recommendations in the NEIRF. Two key components of this investment philosophy will be:

- New sites within Warwickshire should be chosen strategically to maximise habitat connectivity and benefit to wildlife, where long-term management can be secured.
- Using a small proportion of the fund to finance competitive prizes that incentivise emerging environmental pilots and markets that delivers multi-functional benefits.

Our current biodiversity strategy (2008) should be updated to reflect new environmental legislation and remain agile in the face of future legislation.

With clear timescales and targets for tree planting, we have committed to plant 566,000+ trees by 2030. We are focused on delivering at scale by directly planting at least 20,000 trees by 2023 reaching a total of 352,000 by 2030 with the remainder planted in partnership with the District and Borough Councils and landowners. It should be noted that the target to deliver 566,000 trees may be increased due to incoming policy updates within the new Local Plan. We are also exploring the development of a Warwickshire-based carbon offset market, to support tree planting and alignment with the Woodland Carbon Code.

The NEIRF strategy explored the potential for the development of further ecosystem services markets beyond biodiversity and carbon. It highlighted that an air quality market would be required, subject to significant research in appropriate mitigation measures and their estimated costs. The strategy also identified significant potential to develop a voluntary nutrient balancing market linked to agriculture. We are planning to explore the potential for mandatory or voluntary markets relating to these ecosystem services.

We will continue to monitor and manage our GI assets and expect that the national BNG metric and market will supersede our current approach. Furthermore, we will be working with Natural England to develop a Local Nature Recovery Strategy.

We are planning to establish a tree nursery, enabling and ensuring the supply of trees to meet Warwickshire's 2030 tree planting pledges and replacement stock. This will include the added benefit of the ability to grow specific varieties of flora that thrive in Warwickshire and are resistant to pests and disease, have a low carbon footprint from reduced transport and the potential for the development of arboriculturist apprentices.

Where are the gaps

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

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

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

Engagement and partnership

Engagement and partnership are central to how this strategy and action plan will work and are integrated into our Delivery Principles. The actions that will have the biggest impact on enhancing biodiversity, reducing emissions in Warwickshire and providing equity across our communities are not always within the gift of the County Council to enact. Many of them will be the responsibility of the District and Borough Councils, Town and Parish Councils, Central Government, other public service providers or with businesses, landowners and homeowners. Providing a partnership, supporting and coordinating role between the District, Borough, Towns and Parish Councils, and a central forum for businesses and homeowners is going to be key for the County Council and we will commit whole-heartedly to this role. To this end, following on from the Warwickshire and Coventry Climate Conference in March 2022, we have set up a Warwickshire Public Sector Net Zero Group. This group is a space for all of Warwickshire's public sector organisations to share best practice, collaborate to realise efficiencies, and build a sense of common ownership and shared responsibility, helping to turn the challenge into practicable, deliverable activities. We will also engage closely with local climate and community groups, with our neighbouring Councils, NHS, the West Midlands Combined Authority and with Central Government.

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Funding the Strategy

Local authorities play an essential role in driving local climate action. WCC has significant influence over the key sectors including energy and transport, reform of which will be essential to achieving net zero.

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

- Dedicated grant funding for work related to net zero, which we along with other local authorities can bid for. Key sources include Public Sector Decarbonisation Scheme, Active Travel Fund, Green Homes Grant Local Authority Delivery Scheme and All Electric Bus Town or City Scheme. Wider funding is also available that is targeted at other or more general outcomes, such as social or economic growth, but which

require, encourage or allow the delivery of net zero objectives. Examples include the Towns Fund, Levelling Up Fund and the UK Shared Prosperity Fund which include criteria or statements designed to encourage local authorities to invest in projects that support the achievement of net zero.

- Additional funding opportunities linked to a potential devolution deal, allowing investment to be channelled towards our net zero and green economy ambitions.
- Funding leveraged from the commercial sector, for instance through developer contributions such as the Community Infrastructure Levy (CIL) or embedding net zero and green/circular economy requirements into public procurement. Furthermore, certain net zero investment opportunities have the potential to generate revenue for the Council which can be reinvested.
- Voluntary, Community and Social Enterprise organisations can derive funding for local projects from sources that would otherwise be unavailable to the private sector and businesses. This includes lottery and trust funding.
- Innovative funding solutions, such as Community Municipal Bonds (CMBs), which offer local people an opportunity to invest in net zero projects in a way similar to crowdfunding and to make a return from doing so. CMBs offer the potential of providing low-cost capital for Councils to deliver socially and environmentally positive outcomes. We will work with District and Borough Councils to understand the most effective way CMBs would work.
- For biodiversity, a natural capital investment approach coupled with grant funding will be required. The biodiversity net gain planning contributions capital already accrued through planning may be used. If public and private investment is directed towards habitat enhancements in strategic locations, they can also achieve other multifunctional nature-based solution benefits that are marketable, through programmes such as the Woodland Carbon Code.

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

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

The private sector will therefore have a key role to play with this transition, not only through the need to decarbonise the buildings they occupy and their production processes, develop low-carbon supply chains or innovate in low-carbon, circular goods and services, but through providing the funding for green and circular infrastructure at a local level, with investors being a source of long-term capital that can complement public funds. It will be imperative to support capacity building in the supply chain to ensure investments to support our net zero ambitions can be delivered.

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

Governance and Communication

Governance

WCC will establish relevant governance structures to reflect this strategy once it has been endorsed. This will include providing clear and transparent reporting mechanisms, and ensuring reporting is incorporated into our Integrated Delivery Plan with named Assistant Directors responsible for the actions. We expect to review this strategy every 3 years.

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

Engagement and Communication

We will be holding engagement, panels and a survey to make sure our residents, communities and businesses have an opportunity to provide feedback on this draft strategy before updating it to a final version for implementation.

We aim to engage with stakeholders meaningfully and in a timely manner using appropriate methods for all possible audiences and commit to involving interest groups and a diverse, representative selection of the community in our activities under each theme.

We recognise that as a Council we have a role to motivate and influence behaviour change across the County and we will strengthen our role to do this.

Appendix A - Action Plan (Draft)

Whilst we are going to deliver actions to meet our wider sustainability ambitions, we have identified and categorised actions that will help us meet our 2030 target of being a Net Zero Council. In 'Our Carbon Emissions' section we noted that we needed to reduce our Council emissions 29% by 2026 and 46% by 2030. These are predominantly split between our transport emissions and our Council buildings. We need to reduce Council transport emissions by approx. 28.5% and our Council building emissions by approx. 17.5% by 2030.

The strategy identifies a series of strategic enablers that need to be delivered at pace and scale, and in some cases to enable progress with operational actions. Critically these include resourcing and upskilling requirements and the significant capital and revenue implications of maximising decarbonisation for the Council. There will be additional costs in the short- to medium-term, with the potential for the generation of some financial benefits over the longer-term. The Council will not have the financial capacity to undertake the investment needed from its own resources. Funding for actions will need to be identified primarily from external sources including from central government, with the Council's own resources being focused on providing seed / feasibility funding for those projects and actions that deliver the greatest benefits. As such, the delivery of the strategy is therefore predicated on a prudent approach to investment decisions based on providing detailed costing and financing plans as the Council progresses on each delivery theme.

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
Transport	Council Business Travel	Reduce Council emissions from business travel	Care worker travel - investigate options for better journey/visit planning to stop multiple cross County journeys every day and make visits more efficient. This will reduce emissions. Options could include a digital solution to plan journeys/visits. Also consider including contract conditions on external providers to have a plan to reduce inefficient journey planning	Short-Term	This will support the carbon reduction by 2030, as the increase of efficient care work travel will lead to a direct decrease of emissions associated with business travel	Funding Behaviours Engagement
Transport	Council Business Travel	Reduce Council emissions from business travel	Care worker travel - investigate ULEV and ZEV leasing schemes for care workers, and for contracting staff. Supporting both staff and contactors to change their vehicles will reduce emissions quickly and drastically.	Short-Term	This will support the carbon reduction by 2030, as the increase of low carbon vehicles will lead to a direct decrease of emissions associated with business travel	Behaviours Engagement
Transport	Council fleet	Reduce carbon emissions from Council fleet	Replace end of life Council fleet with ULEV and ZEV and low carbon fuels	Long-Term	This will support the carbon reduction by 2030, as the increase of low carbon vehicles will lead to a direct decrease of emissions associated with business travel	Funding Resources

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
Energy	Council owned buildings	Develop revised Energy Policy and Strategy	Agree a new Energy Policy and Strategy with the objective of accelerating the implementation of energy efficiency measures and renewable energy generation expansion	Short-Term	A new Energy Policy and Strategy in place will provide policies, direction and procedures for how low carbon energy is to be generated and used within council buildings. This will indirectly contribute to decarbonisation of the Council's estate by 2030	Resources
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Complete area mapping to identify opportunities for renewable technologies to be installed in Council owned buildings and land	Short-Term	Mapping activity must occur as it enables follow-on feasibility studies and ultimately directly contributes to carbon reduction by 2030	Funding Resources
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Complete feasibility studies based on the results of the area mapping and generate a list of priority opportunities for renewable technologies	Medium-Term	Feasibilities studies must occur to support the development of options for the installation of renewable technologies	Funding Resources
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Identify and seek to mitigate planning and grid connection requirements that may present a barrier to implementation of renewable technologies	Short-Term	Through the mitigation of potential barriers, this action will encourage the implementation of renewable technologies, in this way directly supporting the 2030 reduction target	Funding Resources
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Identify funding and financing options including crowdfunding and community energy funds and create a prioritised list of options including timescales for seeking funding for renewable technologies. Develop renewable technologies implementation plan.	Medium-Term	The plan directly supports the implementation of renewable technologies which directly support the reduction of carbon for the 2030 target	Resources
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Feasibility study to identify solar PV potential	Short-Term	Identification of the most feasible ways to expand solar PV installations, will support effective implementation of further renewable energy generation, and directly supports the 2030 target	Funding Resources
Energy	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Feasibility study to identify solar PV potential of WCC carparks	Short-Term	Identification of the most feasible ways to expand solar PV installations in car parks, will support effective implementation of further renewable energy	Funding Resources

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

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
Built Environment	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Review scope of building management systems, and make updates if required	Short-Term	Optimisation of energy use in Council owned buildings will lead to a direct reduction of associated carbon emissions, and therefore directly supports the 2030 carbon reduction target	Funding Resources
Built Environment	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Develop programme to reduce water wastage	Medium-Term	Through a combined behavioural and maintenance programme we can reduce wastage resulting in carbon and cost savings	Resources Behaviours
Built Environment	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Review and refresh Mechanical & Electrical framework for maintenance contractors and maximise alignment with maintenance strategy and retrofit opportunities	Short-Term	Precursor to the following action	Resources Market conditions
Built Environment	Council owned buildings	Reduce carbon emissions from the Council's existing buildings	Work with suppliers in compliance with the framework, ensuring the new requirements are met	Short-Term	Ensuring that all contractors follow the new low carbon requirements, will lead to a direct decrease in the Council's Scope 3 emissions associated with purchased goods and services, which will indirectly support the 2050 reduction (not the 2030 because purchased goods and services is not part of the Council's baseline)	Conditional on achieving changes to maintenance framework action
Waste and Circular Economy	Waste Authority	Reduce waste from Council-owned buildings	Introduce food recycling in partnership with the Council's waste contractor throughout all Council owned buildings	Short-Term	The outcome of this action will increase the proportion of Council's waste that will get recycled, and therefore directly contributes towards the 2030 target	Resources Behaviours
Waste and Circular Economy	Waste Authority	Reduce waste from Council-owned buildings	Develop waste strategy for worst-performing buildings including education campaign for staff	Medium-Term	Acting on the developed action plan for worst performing buildings will lead to a reduction of waste generated by the Council, directly contributing towards the 2030 target	Resources Behaviours
Waste and Circular Economy	Waste Authority	Reduce carbon emissions from managing municipal waste	Transition Council-owned waste vehicles from fossil fuel to alternative fuels (e.g., electric) in line with rest of council fleet	Medium-Term	This action will directly lead to a reduction of emissions associated with waste haulage done by the Council, thus directly contributing towards the 2030 target	Resources Funding
Natural Capital and Biodiversity	Environmental Net Gain	Encourage establishment of innovative	Seek to establish a local Warwickshire carbon offsetting market between the six	Medium-Term	Establishing a local carbon offsetting market will encourage the uptake of offsetting, which will	Resources Funding Policy

Theme	Activity Area	Objective	Action	Timeframe	Categorisation comment	Enabling Actions
		environmental markets to achieve Environmental Net Gain and fund nature recovery and enhancements across the County by 2050.	Warwickshire Councils and developers where offsets are purchased directly from Woodland Carbon Code projects established in the County, this should be linked directly with all actions set out in the 'Sequestration and storage' activity area.		support the 2050 carbon net zero target	
Natural Capital and Biodiversity	Environmental Net Gain	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Establish a carbon offsetting strategy which identifies a shortlist of sites to develop initial schemes on.	Short-Term	Establishing a carbon offsetting strategy will encourage the uptake of carbon sequestration, in this way contributing towards the 2050 target	Resources Policy
Natural Capital and Biodiversity	Sequestration and storage	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Establish guidelines such as planting and management protocols that means any woodland establishment in the County is applicable for WCC credits	Short-Term	Action will lead to increased carbon sequestrations, contributing towards the 2050 target	Resources Policy
Natural Capital and Biodiversity	Sequestration and storage	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Identify emerging carbon markets for habitats besides woodland (e.g. for hedgerows, saltmarsh and soils) and where these habitats are located within the County. This will prepare the County for when these markets become active.	Short-Term	Action will lead to increased carbon sequestrations, contributing towards the 2050 target	Resources
Natural Capital and Biodiversity	Sequestration and storage	Manage, enhance and restore habitats across the County to increase land-based sequestration and contribute to net zero targets by 2030	Ensure the County's natural capital accounts are recording the annual sequestration rates of all habitats in the WCC portfolio	Long-Term	Action will lead to increased carbon sequestrations, contributing towards the 2050 target	Resources

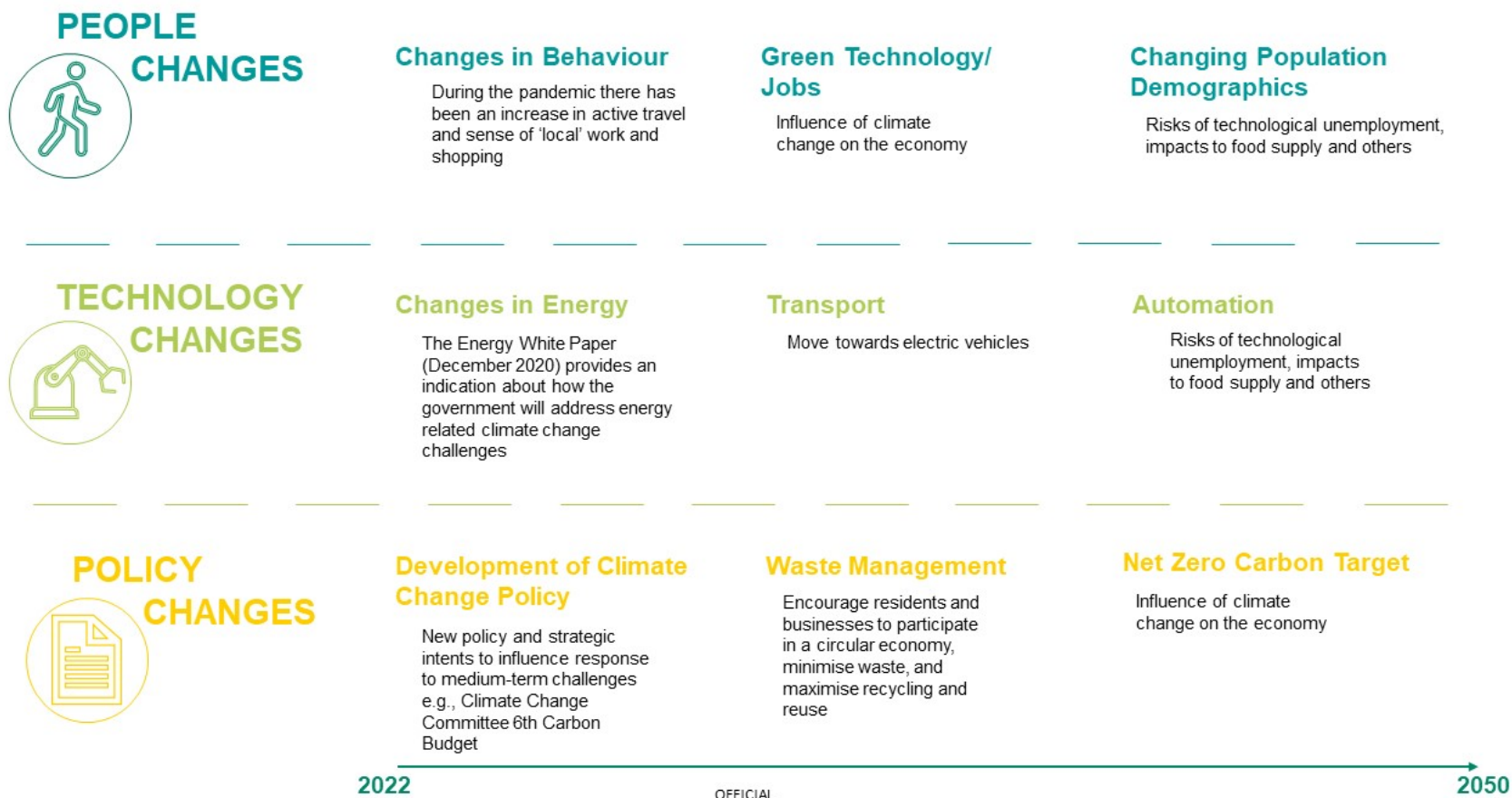
Appendix B Terminology

Absolute reduction	Generally, 90% reduction from the baseline across Scope 1,2 and 3
Biodiversity Net Gain	A concept for development and/or land management that aims to increase biodiversity, using quantitative and qualitative approaches
Carbon Neutral	Balance between carbon emitted and carbon removed from the atmosphere through investment in carbon offsets
Carbon Offset	A reduction in GHG emissions – or an increase in carbon storage (e.g., through land restoration or the planting of trees) – that is used to compensate for emissions that occur elsewhere.
Circular Economy	A model of production and consumption which minimises waste through sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products for as long as possible. This aims to reach maximum efficiency in the use of finite resources as part of creating a sustainable, productive economy.
Green Economy	Broader than a low carbon economy; it aligns to the wider context of the UN SDGs. An approach to sustainable economic growth with a central focus on reducing societal and environmental risks and ecological scarcities. It embeds climate adaptation into its construct. It transitions from the current 'growth-based' approach to investments, employment, and skills towards growth without degrading the environment, and the wellbeing and prosperity of citizens.
ISO14001 Environmental Management System	Sets out the criteria for an environmental management system that can be certified to. This helps us as an organisation to make sure we are setting up and following an effective system for managing environmental factors.
Natural Capital	Stocks of the elements of nature, such as forests, fisheries, rivers, biodiversity, land and minerals. Stocks of natural capital provide flows of ecosystem services over time which produce a wide range of benefits
Natural Capital approach	Framing nature as an asset, or set of assets, that society benefits from and attempts to assess, in qualitative, quantitative and monetary terms, the ability of natural assets to provide ecosystem services, in order to make them more visible in decision making. It enables a much clearer picture of what we stand to gain or lose when we make decisions about how to manage or consume natural resources
Net Zero	Balance of carbon emissions and removals, focusing on 'absolute reductions' in operational boundaries prior to investments in external carbon removals
Sustainable	Meeting the needs of current generations without compromising the needs of future generations.
Prosperity	Growing wealth for wellbeing (not just financial wealth but the full range of human, social, physical and natural capitals).
Zero Carbon	No emissions are produced from a product or service.

Appendix C Key Trends

We have assessed the key trends within sustainability and climate change (including changes in demographics, technology, behaviours, and factors such as the high impact shock of the Covid-19 pandemic) across the short, medium and long term and how they may impact the Council and the wider County. The assessment has provided input into our themes and actions as impacts to the Council and impacts to the County.

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Appendix D UK Policy and Legislation

The UK Climate Change Committee has recommended 4 opportunities for meeting the UK 2050 net zero target. These, and the relevant Sustainable Futures themes, are:

1. Uptake of low-carbon solutions – choosing low carbon options/ technologies and carbon capture
 - a. *Sustainable Communities and Green Economy*
 - b. *Built Environment*
 - c. *Council Procurement*
2. Expansion of low-carbon energy supplies – renewable electricity and heating sources, and alternative fuel sources such as hydrogen are used
 - a. *Energy Generation*
3. Reducing demand for carbon-intensive activities – improved energy efficiency, changing diets and lifestyles that reduce waste, resources and consumption of high-carbon goods
 - a. *Transport*
 - b. *Resource, Waste and Circular Economy*
 - c. *Sustainable Communities and Green Economy*
4. Land and greenhouse gas removals – change in land use for regenerative agriculture and at least 15% of land is woodland
 - a. *Natural Capital and Biodiversity*

The *Natural Capital and Biodiversity* theme is also aligned to the Environment Act, the 25 Year Environment Plan, the Nature Recovery Green paper and UK’s Nature Positive 2030 report. Both the Environment Act and 25 Year Environment Plan are core pieces of legislation which set requirements and actions aligning with most themes under this strategy, including ambitions for resource and waste.

Our relationship with national policy works reciprocally. We will use our influence as a Council organisation, and collectively with partners to lobby central government to develop ambitious, supportive policy and legislation which enables action at a local level. We are also part of the Countryside Climate Network, partnered with 28 other predominantly rural, ambitious Councils who represent over 45% of England’s land area, making the case that rural communities can lead climate action.

The table following summarises the strategy alignment with key policy and legislation.

UK Policy	Key Elements	Sustainable Futures Theme Alignment
Climate Change Act, Carbon Budgets and United Kingdom’s Nationally Determined Contributions	<ul style="list-style-type: none"> • 100% net emission reduction from 1990 levels by 2050 • Uptake of low carbon solutions • Expand low carbon energy supplies • Reduce demand for carbon-intensive activities • Land and greenhouse gas removal 	<ul style="list-style-type: none"> • All themes
The Environment Act	<ul style="list-style-type: none"> • Recognises the negative impact that climate change is having on biodiversity • Enshrines in law the requirement to leave land in a better state for biodiversity, and for local authorities to have a strengthened ‘biodiversity duty’ • Opportunities for mitigating the impacts of climate change using natural capital • Contains legal provision to overhaul how waste is managed in the UK, with a focus on treating waste as a resource; increasing levels of recycling; and making producers responsible for meeting the costs of collecting and processing of packaging waste • Secondary legislation is expected for a number of biodiversity related themes 	<ul style="list-style-type: none"> • Transport • Resources, Waste, and Circular Economy • Natural Capital and Biodiversity
25 Year Environment Plan	<ul style="list-style-type: none"> • Managing land sustainability • Nature recovery and landscape enhancement • Health and wellbeing • Resource efficiency, and reducing pollution and waste • Natural capital approach to deliver Environmental Net Gain 	<ul style="list-style-type: none"> • Resources, Waste, and Circular Economy • Natural Capital and Biodiversity • Sustainable Communities and Green Economy
Nature Recovery Green Paper: Protected Sites and	<ul style="list-style-type: none"> • Driving nature recovery in England via protected sites and species protections 	<ul style="list-style-type: none"> • Natural Capital and Biodiversity

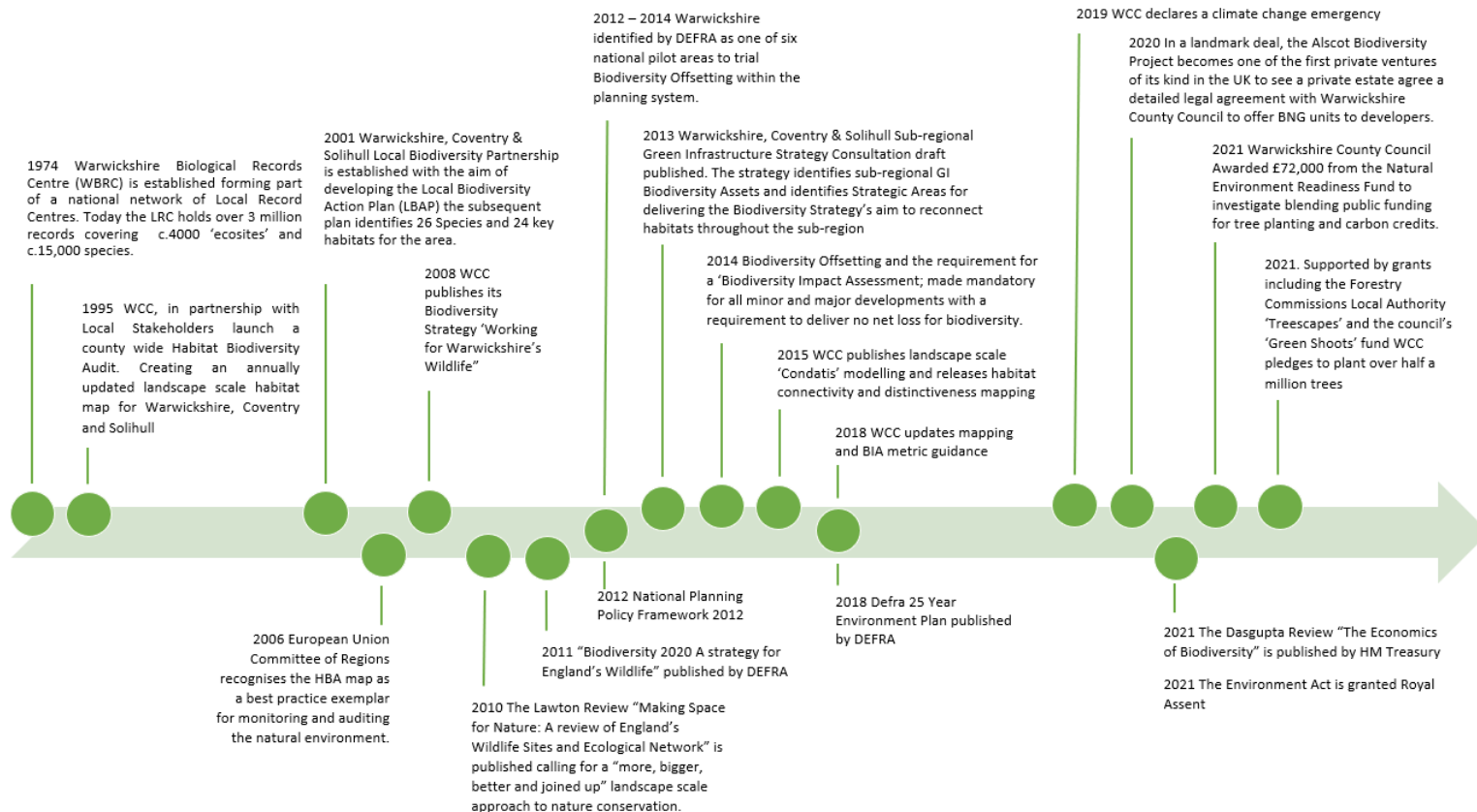
UK Policy	Key Elements	Sustainable Futures Theme Alignment
Species - Defra - Citizen Space		
Nature Positive 2030 Summary (jncc.gov.uk)	<ul style="list-style-type: none"> Tackling the twin crises of biodiversity loss and climate change together Becoming Nature Positive by 2030 by reversing the current decline of biodiversity Mainstream Nature Recovery, Protect and Restore Nature through ambitious targets, Transition to Sustainable Land and Sea Use 	<ul style="list-style-type: none"> Natural Capital and Biodiversity
Levelling up the United Kingdom	<ul style="list-style-type: none"> Increase opportunities across the UK and reduce disparities between different socio-economic groups and geographies 	<ul style="list-style-type: none"> Sustainable Communities and Green Economy
10 Point Plan for a Green Industrial Revolution	<ul style="list-style-type: none"> Focused on delivering an economic transition which is supported by innovation, green investment, green jobs and skills and local climate action. 	<ul style="list-style-type: none"> Transport and Pollution Energy Built Environment Sustainable Communities and Green Economy Natural Capital and Biodiversity
Clean Growth Strategy	<ul style="list-style-type: none"> Green finance Improving business and industry efficiency Improving homes: energy and heat Low carbon transport Enhance benefits of natural resources Government leadership 	<ul style="list-style-type: none"> All themes
Net Zero Strategy: Build back better	<p>Emissions reductions and an economic transition through targeted actions in key areas of the national economy, including:</p> <ul style="list-style-type: none"> Power Fuel supply and hydrogen Industry 	<ul style="list-style-type: none"> All themes

UK Policy	Key Elements	Sustainable Futures Theme Alignment
	<ul style="list-style-type: none"> Heat and buildings Transport Natural resources, waste and f-gases Greenhouse gas removal 	
Decarbonising transport: A better greener Britain	<ul style="list-style-type: none"> Increasing active travel Decarbonising railways Zero emission vehicles Maritime and aviation decarbonisation 	<ul style="list-style-type: none"> Transport and Pollution
Our waste, our resources: as strategy for England	<ul style="list-style-type: none"> Sustainable production Behavioural change Circular economy and waste management 	<ul style="list-style-type: none"> Resources, Waste, and Circular Economy
Industrial Strategy: Building a Britain fit for the future	<ul style="list-style-type: none"> Innovation across all areas Creating jobs and earning power Upgrade of UK infrastructure – making use of digital opportunities 	<ul style="list-style-type: none"> Sustainable Communities and Green Economy Council Procurement
British Energy Security Strategy	<ul style="list-style-type: none"> Explores future pathways, including network and storage of different energy sources, to create energy security in the UK 	<ul style="list-style-type: none"> Energy
National Planning Policy Framework	<ul style="list-style-type: none"> Focuses on delivering the buildings and transport infrastructure for well-designed places and sustainable development Sets out the requirements for enhancing biodiversity and blue-green infrastructure through development 	<ul style="list-style-type: none"> Built Environment
Heat and Buildings Strategy	<ul style="list-style-type: none"> Changes in sources of heat and higher minimum performance standards. 	<ul style="list-style-type: none"> Built Environment Council Procurement

Appendix E Warwickshire Biodiversity and Natural Capital Aims and Timeline

Over the next 28 years to 2050, Warwickshire aims to:

- Increase biodiversity connectivity
- Increase habitat quality, diversity and amount
- Increase species abundance of identified 'at-risk-species' within our area
- Reduce and eradicate invasive species
- Reduce habitat loss and degradation
- Plan for climate change and disease impacts to species
- Enhance wildlife education, whilst balancing the need to tackle human and nature conflicts – such as disseminating information and plans to limit 'disturbance'.
- Ensure that wider decision making in all disciplines takes account of local and global biodiversity – inclusive of biodiversity ethics and supply chain impacts
- Reduce excess nutrients on land and in water – keeping to nutrient neutrality and water quality targets Plant approximately 556,000 trees with partners by 2030 to contribute to net-zero ambitions
- Establish a local Warwickshire carbon offset market between Councils and developers
- Develop voluntary payment for ecosystem service markets within Warwickshire to address air quality, nutrient neutrality, flood alleviation and social prescribing



Appendix F Illustrative Examples of Natural Capital Approaches

Local Authority's Approach to Natural Capital

The following case studies provide insight into how local authorities across the country have developed a natural capital approach and embedded natural capital and ecosystem services into their decision-making. The following examples provide useful insights into the types of activities that Warwickshire may need to develop to become a leading local authority that utilises a natural capital approach to drive nature recovery and enhancement.

The **South Downs National Park Authority** recognised the importance of natural assets in delivering ecosystem services by developing a policy that requires planning applicants to undertake an ecosystem service assessment as part of planning applications. The aim is to influence development proposals to deliver nature positive outcomes. This example outlines how a local authority can embed natural capital thinking within policies, plans and programmes. This could be a first step to engage with relevant stakeholders about the concept of natural capital and their influence in delivering environmental benefits

The **Greater London Authority** developed a natural capital account which outlines the economic value of London's green spaces through the ecosystem services they provide. The aim of these accounts is to provide local borough Councils the tools to give greater consideration and protection for green spaces. The natural capital account report motivates policy and decision makers to explore more sustainable models for funding or financing, and in the Greater London Authority, a Green Space Commission will be created to facilitate this process.

The **Oxford to Cambridge (OxCam) Arc**, developed a natural capital plan, as well as a scalable and replicable framework that local authorities can use to develop their own natural capital plan as set out in Figure 1. A key takeaway from OxCam's approach was the importance of working collaboratively with partners who will ultimately feed into, use and promote the natural capital plan. The plan was created to support the delivery of environmental protection and enhancement as part of the planned growth and investment within the OxCam Arc area. A secondary aim of OxCam is to provide a scalable and replicable framework for local natural capital plans elsewhere.

It is worth noting the **Greater Manchester Combined Authority** was the first city-region in the UK to develop a natural capital investment plan and has produced an online natural capital tool for use by partners, land managers and community groups.

Further, while not solely focused on local authority case studies, Defra's 'Enabling a Natural Capital Approach' includes case studies that may be useful examples of good practice when taking a natural capital approach¹. These range from Birmingham City Council's valuation of greenspaces and parks, PES scheme example of reverse auction for nitrogen reduction and Defra's example of 16 pilot PES schemes across a variety of habitats and environmental issues.



Figure 1: The six-step approach to developing a Local Natural Capital Plan¹

¹ OxCam (2020) Local Natural Capital Plan: Project Overview [online] available at:

https://static1.squarespace.com/static/5e85a98d5277001874963880/t/5ebab58ebcff0c117bae7f18/1589294487568/LNCPintrooverview050520_PDF.pdf

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Cabinet

13 October 2022

Keyworker Service-Approval to Tender and Award

Recommendations

That Cabinet:

- 1) Approves in consultation with the Portfolio Holders for Children and Families and Adult Social Care & Health proceeding with an appropriate procurement process for the provision of the Keyworker service by Warwickshire County Council, on behalf of partner organisations Coventry City Council and the Integrated Care Board.
- 2) Approves and authorises the Strategic Director for People to enter into all relevant contracts for the provision of the Keyworker service on terms and conditions acceptable to the Strategic Director for Resources.

1. Executive Summary

- 1.1 Warwickshire County Council currently commissions the Keyworker service for children and young people on behalf of Coventry City Council and the Integrated Care Board.
- 1.2 The Keyworker service is for Coventry and Warwickshire residents aged 0-25 who are included on the Dynamic Support Register (DSR). The DSR is a register of people (adults and children) who are autistic, have a learning disability, or both, who have been identified as at imminent risk of admission to a mental health hospital. The Keyworker service supports young people rated Red (at imminent risk of admission) or Amber (imminent risk of the person being admitted to hospital in the next few weeks) on the DSR. The service also supports current in-patients within the 0-25 year age range who are autistic, have a learning disability, or both with the hospital discharge process.
- 1.3 The current outcomes of the commissioned provision are:
 - Increasing access to services and information for autistic people, people with a Learning Disability, or both, who are at risk of avoidable hospital admission
 - Supporting the co-ordination of services and acting as a liaison for the young person and their family.

- Improving service user and carer experience through a co-production approach and supporting them to navigate health and social care services.
- Preventing crisis, thus reducing demand on specialist services
- Reducing avoidable inpatient care or other restrictive approaches and settings
- Ensuring reasonable adjustments are made by services to support neurodiverse service users
- Advocating for the customer and ensuring their voice is not lost

1.4 To achieve the outcomes in paragraph 1.3, the current commissioned provision offers the following elements:

- Navigation
- Advocacy
- Support accessing services
- Reducing avoidable inpatient care or other restrictive approaches and settings
- Ensuring reasonable adjustments are made by services to support neurodiverse service users.

1.5 The service operates a 'soft closure' process to enable easy repeat access to the service if future support is required.

1.6 As the contract is approaching its expiration deadline, Warwickshire County Council has reviewed the current service model to inform future commissioning activity related to this provision.

1.7 The tender for these services will be underpinned by the Warwickshire Council Plan 2022-2027 and Coventry Council Plan 2016-2024 strategic values, specifically, to ensure communities and individuals are supported to be safe, healthy, and independent.

1.8 The service was reviewed in 2022. This has informed the service redesign which builds on existing provision and responds to areas identified for improvement. This was considered alongside national guidance, such as the Council for Disabled Children and NHS England and Health Education England guidance for the development of Keyworker services. This work, coupled with co-production activity, helped to shape and influence the future service model.

1.9 The key lines of enquiry adopted for the Keyworker service commissioning review were as follows:

- Engagement with experts by experience and stakeholders to identify what is working effectively and identify any issues, challenges, and gaps
- Analysis of data regarding avoidable admissions to mental health hospitals

- Desktop review of evidence and the practices of other local authority areas which deliver the Keyworker service
- Consideration of alternative models of delivery
- An equality impact assessment was undertaken to understand any positive and negative impacts of the current service on individuals with protected characteristics, and to inform future service design
- Market engagement with providers
- Review of outcomes, with specific regards to supporting those with protected characteristics and vulnerable groups

- 1.10 Our review demonstrated that the Keyworker service has shown to achieve its intended outcomes and was well-received and valued by those who use it. Therefore, it is intended that this re-tendering process will build on the current model with a focus on early intervention and working with partner organisations to ensure efficient and co-ordinated care is delivered.
- 1.11 Whilst this tender will be led by Warwickshire County Council, the service will be available to Warwickshire and Coventry residents.

2. Financial Implications

- 2.1 The annual cost of the services in scope is currently £507,650 which is funded by NHS England. The breakdown of this is:
- £480,000 will be allocated to the contract yearly. The total contract value over the two (2) years plus two (2) years extension option is £1,920,000.
 - The remaining monies will be used to support running costs of the service, such as Legal fees and co-production costs.
- 2.2 At present, Warwickshire County Council contract for the full contract values above. Monies are paid to the Integrated Care Board, who will transfer them to Warwickshire County Council to administer on their behalf in-line with the Memorandum of Understanding and Section 256 agreement in place for 2022/23. It is intended that the same model will be followed for the new contract(s).
- 2.3 The duration of the new contract(s) will be two (2) years plus options to extend for a further two (2) years. Funding has been confirmed by NHS England for two (2) years and is extremely likely to continue beyond this.
- 2.4 Inflationary uplifts are not automatically guaranteed or agreed so providers need to bid for services on this basis. The provider will be able to apply for an inflationary increase at the end of the initial two (2) year contract.
- 2.5 A competitive tender process will be undertaken to achieve best quality and value for money in the delivery of this service.

- 2.6 The current funding allocation will be sufficient to cover the service requirements, and efficiencies will be sought and delivered through an effective procurement process.

3. Environmental Implications

- 3.1 Providers will be expected to demonstrate how they will deliver services minimising impact on the climate balanced against meeting the needs of the population they serve.

4. Supporting Information

- 4.1 This work is in support of the Council's commitment to the NHS Long Term Plan 2019¹, NHS England Building the Right Support 2015² and in support of delivery of the Coventry and Warwickshire Joint Strategy for Autistic People 2021-2026³.
- 4.2 Between April 2021-March 2022 the service supported 104 children and young people. 39 of the children and young people were stepped down from the service during this period. 3 people stepped back up to the service during this period.

5. Timescales associated with the decision and next steps

- 5.1 Following Cabinet's decision, the table below sets out the critical milestones and key deadlines for the tendering and commissioning of the Keyworker service. These have been approved by Procurement.

¹ NHS Long Term Plan available at <https://www.longtermplan.nhs.uk/publication/nhs-long-term-plan/> (Accessed 20.07.2022)

²Building the Right Support 2015 available at <https://www.gov.uk/government/publications/building-the-right-support-for-people-with-a-learning-disability-and-autistic-people> (Accessed 20.07.2022)

³ Coventry and Warwickshire Joint Strategy for Autistic People 2021-2026 available at <https://www.warwickshire.gov.uk/allageautismstrategy#:~:text=Joint%20Strategy%20for%20Autistic%20People,Coventry%20City%20Council> (Accessed: 20.07.2022)

Milestone	Date
Approval to tender (Cabinet)	13/10/2022
Tender	24/10/2022
Award contract(s)	03/01/2023
Implementation	04/01/2023-31/03/2023
Service commencement	01/04/2023

Appendix

There are no appendices to this report.

Background Papers

There are no background papers to this report.

	Name	Contact Information
Report Author	Nicola Rossington, Commissioner	nicolarossington@warwickshire.gov.uk
Service Manager	Rachel Jackson, Strategy and Commissioning Manager	racheljackson@warwickshire.gov.uk
Assistant Director	Becky Hale, Assistant Director for People	beckyhale@warwickshire.gov.uk
Strategic Director	Nigel Minns, Strategic Director for People	nigelminns@warwickshire.gov.uk
Portfolio Holders	Margaret Bell, Portfolio Holder for Adult Social Care & Health	margaretbell@warwickshire.gov.uk
	Jeff Morgan, Portfolio Holder for Children and Families	cllmorgan@warwickshire.gov.uk

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

Local Member(s): n/a

Other members: Children and Young People Overview and Scrutiny Committee Chair and Vice Chair and Adult Social Care and Health Overview and Scrutiny Committee Chair and Vice Chair

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Cabinet

13 October 2022

Marketing and Communications Strategic Framework

Recommendation

That Cabinet endorses the Marketing and Communications Strategic Framework at Appendix 1.

1. Executive Summary

- 1.1. As part of the Council's Transformation Programme, the marketing and communications team adopted a new operating model, which included a new staffing structure. The new arrangements were partly in place as COVID struck. The new model set us in great stead for our response to the Pandemic with our communications being swift, agile and our "Let's do the right thing..." campaign adopted and adapted for use locally, regionally and nationally.
- 1.2. Since the adoption of the new model, we have continued to build on and improve the way we operate, embedding new ways of working and learning from a number of new and creative communications initiatives that we introduced during the Pandemic. Some excellent results were achieved including the establishment of weekly updates and online resource packs for Members and partners. We led the County's communications response working with partners in District and Borough Councils, Health, Police and Education. We were able to try new messages, tactics and channels to ensure we delivered tangible results.
- 1.3. The new structure and operating model meant that during the Pandemic the team was able, and continues, to respond quickly and effectively to a rapidly changing environment.
- 1.4. As a result, and as part of our service review cycle, the Marketing and Communications Strategic Framework (MCSF) has been refreshed to set out our communications themes and plans for the year. The core themes reflect the ambitions of the Council and support the delivery of the Council Plan launched in April 2022. Best Warwickshire remains as a key over-arching theme and there is a greater emphasis on increasing and improving engagement with our communities.
- 1.5. The MCSF is intended to be flexible, allowing capacity and scope for pressures, challenges and opportunities as they arise. These include cost of

living, pay awards, recruitment and retention – issues to which we will need to be agile and responsive.

- 1.6. However, opportunities remain to maximise the many positive initiatives and developments across Warwickshire, and the Marketing & Communications team will continue to be proactive; for example, introducing podcasts to tell the story of Warwickshire; building on listening and engaging with communities and developing corporate campaigns which build on the themes of levelling up and community power. We will continue to work closely with partners to deliver County-wide communications, whilst also working with members to ensure maximum reach, impact and efficacy of our campaigns.

2. The Marketing and Communications Strategic Framework

- 2.1. The MCSF puts our audiences at the heart of all we do – be they residents, businesses, schools, vulnerable people or others specifically impacted by an issue. Segmenting and identifying audience groups, understanding their needs and using the best channels to reach them with impactful visuals, tone and style of wording is fundamental to our way of working, and the framework is predicated on these principles.
- 2.2. To do this, we have worked with our colleagues leading each service area as part of the commissioning cycle of “plan, do, review”. This enabled us to link the interdependent themes from across the organisation, ensuring each contributes to the broader aims articulated in the Council Plan. As a result, the MCSF sets out how we will be consistent in our messaging and speak as one Council, to give us the greatest chance of engaging our communities with our suite of core narratives.
- 2.3. In creating the MCSF, we have set out how we will achieve two-way communications which inform, encourage, influence and support our residents to take the necessary actions and adopt behaviours that will help them to live their best possible lives. It ensures appropriate effort and attention is given to the key themes and areas of focus, and that our plans match the aspirations of the Council.
- 2.4. We have identified six key communication themes:
 1. Levelling up and devolution
 2. Community Powered Warwickshire
 3. Climate change
 4. Child Friendly Warwickshire
 5. Educational attainment
 6. Cost of living
- 2.5. The three directorate delivery plans are embedded into the MCSF. A framework for evaluation is also included so that progress and performance can be regularly monitored and adapted to achieve the best possible outcomes.

3. Financial Implications

3.1. The activities required by the Framework are covered by existing budgets.

4. Environmental Implications

4.1. Communications around climate change are a central part of the Framework.

5. Timescales associated with the decision and next steps

5.1. The MCSF sets out the approach we will follow regarding our marketing and communication activity. The MCSF will be reviewed in line with our review cycle.

Appendices

Appendix 1 - Marketing and Communications Strategic Framework.

Background Papers

None

	Name	Contact Information
Report Author	Jayne Surman Strategy and Commissioning manager, Marketing and Communications	jaynesurman@warwickshire.gov.uk
Assistant Director	Sarah Duxbury Assistant Director, Governance and Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Andy Jenns Portfolio Holder for Customer & Transformation	andyjenns@warwickshire.gov.uk

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

Local Member(s): N/a

Other members: Chair and Party Spokesperson of the Resources & Fire and Rescue Overview and Scrutiny Committee

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Marketing and Communications Strategic Framework 2022-23

Introduction

The aim of this framework is to share how we will tell the story of Warwickshire County Council (WCC) and the County.

It articulates how marketing and communications will support the delivery of the new [Council Plan](#).

The challenges of the last two years shone a light on many things: the power of our

communities, the benefits of our staff working as one Council and how working together with partners creates a whole that is greater than the sum of its parts ever could be. We want to build on those strengths to help tackle the challenges we face, including climate change, levelling up and educational attainment. Through a voice rooted in authenticity, we will celebrate all we do to make Warwickshire the best it can be. Today, tomorrow, together.

Key themes 2022-3

The refreshed Council Plan sets out the Council's priorities, with seven areas of focus and underpinned by being a great Council and partner.

Woven throughout are the overarching strategic ambitions to harness Community Power; the levelling up of the County and the action needing to be taken around climate change.

Levelling up

Within Warwickshire there are gaps we must address in terms of longstanding disparities which have been compounded by Covid-19. Tackling the inequalities that exist around health, education, skills, housing and connectivity; and making sure the economy is strong, inclusive and works for everyone. We need to address these differences to spread

opportunity, embed aspiration and improve social mobility. We are taking a countywide 'Team Warwickshire' approach to levelling up that will complement the early thinking set out in the Council Plan. We will develop the narrative to shape content and engage with our partners and audiences, internal and external to articulate our ambition for Warwickshire.

Community Power

Community Power sits at the heart of our new Council Plan. In the plan we recognise that there are gaps we must address in terms of longstanding disparities. We need to tackle these differences to spread opportunity, help more people fulfil their potential in life and unleash the full potential of our County and all our communities. Our Community Powered Warwickshire approach is fundamental to tackling these disparities. We will work with

partners to step forward and harness the power of communities to offer greater control over their lives and places, help improve outcomes and encourage innovation in the way we deliver services.

To bring this concept alive, we will seek out opportunities to engage with our partners and communities to generate content and promote the Warwickshire offer.

Internal narrative

“WCC has achieved great things in the last two years.

We have truly stepped forward - energetically facing the kinds of challenges that many of us never imagined we would see. We have broken down barriers, worked closer than ever before with our partners, and seen thousands of volunteers step forward.

We must keep that spirit alive and take it even further to meet the big challenges the County faces: getting people into work, reducing inequality, tackling climate change, keeping the County healthy and safe.

We are already doing many things in that spirit across the County. But now is the time to put that ‘stepping forward’ spirit right at the heart of all of our work. It means recognising that WCC can only meet those big challenges by working with communities, residents and partners in a profoundly open, creative and collaborative way.”

County narrative

“Our County has a great tradition of stepping forward to meet big challenges. The Pandemic was no different. Thousands of people and organisations worked together to tackle Covid-19 and support those most at risk.

But there are still big challenges ahead: getting people back into work, tackling climate change, and levelling up to keep our communities strong, healthy, safe and green and increase opportunity for all. We all need to work together to take on those challenges.

That is why we are coming together, as residents, community groups, charities, businesses, public services, councils, sports clubs and many others - to step forward and make Warwickshire the best place it can be.

Climate change

The Council is committed to reducing its carbon footprint to net zero by 2030 and to lead the County to do the same no later than 2050. We will deliver communications to support the Council’s new Sustainable Futures Strategy, bringing together each of the key things - transport and highways, waste management and energy consumption - under one climate change narrative. By working in partnership with national and regional public sector partners, we will deliver projects, stories and campaigns to influence the behaviour of our stakeholders such as residents, businesses and community

groups, to take action to improve biodiversity and reduce their carbon emissions.

Building on the success of the first local climate conference in 2022 and the Green Shoots programme, we will look to increase the participation of residents, businesses and community groups in projects to reduce carbon emissions. We will develop material which supports a shift in behaviour change across related services such as energy, active and sustainable travel, the natural environment and waste.



Child Friendly Warwickshire

It is our ambition to create a Child Friendly Warwickshire where children are safe, skilled, heard, healthy and happy. This means children and young people in Warwickshire will be supported to get the best outcomes in life, particularly those who are most vulnerable and at risk. Children and young people will have places to play and a healthy environment, they will attend good schools and be involved in decisions which affect them. More children will live safely at home with their families and when they can't, those in care will have high quality placements.

How we will do this is underpinned by the Children & Young People Strategy 2021-2030 which outlines our approach to bring the County together in a collective effort to ensure children have access to information and opportunities to fulfil their potential. Marketing and communications activity will take place through a range of channels to reach audiences in all communities to help create a County where young people are truly enabled to flourish in all aspects of their lives.

Education

The Education strategy sets out four key areas of focus to deliver best educational attainment:

- Early Years
- SEND and inclusion
- Family of schools
- Employability

Resource has been allocated to support communications activity across these areas including the promotion of early years take up, employability and skills initiatives and various strands of countywide activity. This includes the

promotion of the Outdoor Education Strategy and increased schools sufficiency, along with the regular business of keeping our family of schools connected via Heads Up and social media channels. It takes account of the move towards increased academisation and the Government's green paper on SEND which sets out the national ambition for change and improvement. Our written statement of action (WSOA), produced following the recent inspection, sets out the framework and agenda for action and engagement, to be supported by communications activity.

SEND continues to be a national issue and the Council is committed to changing the way services are delivered here in Warwickshire, so that children and young people lead a fulfilling life and be part of their community.

In the Government's recent green paper there are proposed plans to overhaul the special educational needs and disabilities system for one that offers children and young people the opportunity to thrive, with access to the right support, in the right place, and at the right time, so they can fulfil their potential and lead happy, healthy and productive adult lives.

Our approach to improve opportunities for all children and young people with SEND in Warwickshire is already well underway with the delivery of the SEND and Inclusion Change Programme. Whilst we know that we have some real challenges to face, we have taken huge steps to improving the services that we provide.

Key to the success of the programme is to ensure that we work effectively with our partners, including the Integrated Care Board and Warwickshire Parent Carer Voice, to deliver communications in an open, honest and transparent way through the right channels and using the appropriate formats to reach our targeted audience.

Moving forward, we will continue to develop more creative ways of consulting, engaging and working in co-production with parent carers, schools, children and young people so that we can re-build trust and confidence. Ultimately we will improve the lives of children and young people with special educational needs or disabilities.



Cost of living

The steep rise in living costs has had a devastating impact on household budgets for so many and people are making some tough decisions about what to prioritise.

The council is helping people access information and support through www.warwickshire.gov.uk/costofliving that features links to services to help with money management and to meet the costs of food and fuel. We will raise community awareness of the Local Welfare Scheme which helps the county's most vulnerable residents who have no means of support by providing financial assistance and advice.

We will continue to publicise schemes and signpost support available from other public, community and voluntary services around the county, including debt and money management advice, family information and support, help to access food and household essentials and putting people in touch with local emotional health and wellbeing services.

We will also signpost to Government support packages and continue to distribute central funding such as the Household Support Fund at a local level to help those most in need. The Government's help for Households information is online at www.warwickshire.gov.uk/costoflivingsupport.



Marketing and communication goals

For the council to achieve its goal of making Warwickshire the best it can be, sustainable now and for future generations, our communications goals are:

1. To build on the reputation and brand awareness of Warwickshire County Council as a great Council and partner
2. To increase engagement with communities and use of data and insight so that services reflect need, barriers to access are overcome and best use is made of existing assets
3. To ensure council employees are well-informed and engaged and that the employee value proposition is embedded across recruitment and internal communications
4. To ensure members are kept informed about key issues and that we harness opportunities for community engagement
5. To make a strategic contribution to the achievement of the priorities, areas of focus and key themes articulated in the Council Plan.

Goal 1

To build on the reputation and brand awareness of Warwickshire County Council as a great Council and partner

In order to maximise sharing of key Council messages, we will proactively pursue a planned schedule of communications, complemented by taking tactical advantage of issues that arise. This will be achieved through news releases, campaigns and our schedule of Council owned publications. We will lead the County's communications response on major issues as appropriate.

How we will achieve this

- Develop, agree and embed narratives around Community Power, levelling up and devolution
- Maintain weekly news grid
- We will use our owned channels to share information and engage with different audiences
- Develop strategic campaigns which are delivered in partnership with our key stakeholders
- Agree schedule of award entries, focussing on those which offer an opportunity to highlight leadership and partnership

Goal 2

To increase engagement with communities and use of data and insight so that services reflect need, barriers to access are overcome and best use is made of existing assets

How we will achieve this

- Investigate options for greater listening to local communities
- Increase engagement on social media according to our [Social Media Strategic Framework](#)
- Focus on community power: celebrate Community Power Warwickshire groundbreakers and early successes
- Develop communications which illustrate and illuminate levelling up ambition and activity



Goal 3

To ensure council employees are well-informed and engaged and that the employee value proposition is embedded across recruitment and internal communications

We know that the better engaged employees are the more likely they are to perform well, feel pride in their organisation and act as ambassadors of the Council, so we will:

- Promote wellbeing and an inclusive culture
- Provide visible, engaging and empathetic leadership
- Engage and listen
- Inform and communicate direction
- Create a high-performance culture

How we will achieve this

- Maintain annual plan of activity and engagement opportunities
- Build on the employee value proposition
- Maintain a spotlight on equality, diversity and inclusion
- Support the priority actions in Our People Strategy
- Develop and share Council Plan communications toolkit
- Roll out a campaign with a focus on returning to the work place, hybrid and agile working

Goal 4

To ensure members are kept informed about key issues and that we harness opportunities for community engagement through them

How we will achieve this

- Weekly updates using social media and assets mailing
- Specific member briefings on key issues such as Homes for Ukraine
- Promotion of democratic engagement and process
- Promote the roles of elected members, linking to Community Power Warwickshire groundbreakers and levelling up
- Explaining what Council meetings mean for residents
- Support members to raise awareness and galvanise activity around community power



Goal 5

Directorate plans have been developed and mapped against the Council's Integrated Delivery Plan, with impact linked to the performance framework.

Marketing and communication principles

Communications at WCC is a shared responsibility and every employee has a part to play in supporting and delivering effective communications. The following principles outline our collective approach to communications and are aligned with our values and behaviours framework.

We will:

- Speak and listen as one Council, telling our story with pride and supporting employees to tell great stories about the organisation and Warwickshire that unite us under a common brand.
- Use our County-wide perspective to engage and create targeted communications for localised audiences, communities and stakeholder groups, through working in collaboration with our local district, borough, town and parish councils, faith and community groups, Warwickshire Police, NHS and other partners.
- Develop creative and impactful campaigns that deliver value for money to enable the council to achieve its objectives and that are underpinned by data, audience insight and behavioural science.
- Move with purpose and energy, so that negative reputational impact is minimised and all opportunities are taken to increase reputational capital from positive news.
- Involve the communications team in projects and initiatives at the earliest stage to ensure strategic decisions are influenced by communications at the right time and resources are focused on our priorities.



Audiences

Our audiences sit at the heart of all we do. In developing campaigns and activity we will use data and insight to inform segmentation, channel selection and the most impactful mix to achieve our objectives.

The 'Countywide approach to levelling up in Warwickshire' document sets out 22 communities of place and 16 communities of interest which will be the focus of early activity.

We will develop channel maps to engage with those communities of interest; understanding who and where they are and how best to reach and engage with them.

Our channels

Owned media

The channels we create and control

- WCC website
- WCC YouTube channel
- WCC social media accounts
- Email marketing
- WCC intranet
- Working for Warwickshire
- Corporate broadcasts

Earned

Our customers, the media and the public share our content or speak about our brand

- Word of mouth
- Regional media coverage
- National media coverage
- Trade media coverage
- Broadcast media coverage
- Social media content shared by others.

Paid

A third-party channel

- Broadcast advertising
- Out of home advertising
- Print and digital advertising
- Paid search



Monitoring, evaluation and review

We will share a monthly report on our campaigns and impact.

Our campaigns will be evaluated using the Government Communications Service evaluation grid, meaning that wherever possible, we will focus on inputs, outputs, outtakes and outcomes:



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