

# Cabinet

Date: Thursday 11 May 2023  
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 18 April 2023.

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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. Education Capital Programme 2023/24

Cabinet are asked to consider proposals for allocating resources in the Education (Schools) Capital Programme to the specific projects set out in the report.

15 - 22

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|-----------|---|-----------|
| <b>3.</b> | <b>Adult and Community Learning Accountability Agreement (2023-24)</b>  | 23 - 38   |
|           | To consider approving Warwickshire County Council's Adult and Community Learning Service's Accountability Agreement (2023/24) and authorise the Strategic Director for People to submit the Accountability Agreement to the Department for Education by 31 May 2023.                                      |           |
| <b>4.</b> | <b>Developing a Devolution Deal for Warwickshire</b>  | 39 - 82   |
|           | Cabinet is asked to note the progress made on the development of options and priorities for a potential future Devolution Deal for Warwickshire, authorise further engagement with partners and note the content of the recently agreed West Midlands Combined Authority (WMCA) 'Deeper Devolution Deal'. |           |
| <b>5.</b> | <b>Integrated Delivery Plan Refresh 2023-24 to 2024-25</b>  | 83 - 138  |
|           | To consider the refreshed Integrated Delivery Plan (IDP) for the period April 2023 to March 2025. This supports the Council Plan 2022-27, approved by Council in February 2022.   |           |
| <b>6.</b> | <b>GP Services Task and Finish Review</b>   | 139 - 168 |
|           | To receive and consider the recommendations made by the GP Services Task and Finish Group, following their review and subsequent report.  |           |
| <b>7.</b> | <b>Learning Disability and Autism (LDA) Programme 'Building the Right Home' National Capital Grant Funding Proposal</b>   | 169 - 176 |
|           | A report seeking approval to progress with a National Capital Grant funding proposal for the development of a specialist supported housing scheme.  |           |
| <b>8.</b> | <b>Reports Containing Exempt or Confidential Information</b>  |           |
|           | 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’.                                       |           |
| <b>9.</b> | <b>Approval to procure contract(s) for the haulage of waste in Warwickshire</b>   | 177 - 184 |
|           | To consider a report requesting approval to start a procurement exercise for the bulk haulage of municipal waste and to award contract(s) for these services.   |           |

**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 within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

### 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

Tuesday 18 April 2023

## Minutes

### Attendance

#### Committee Members

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

#### Others Present

Councillor John Holland  
Councillor Dave Humphreys  
Councillor Marion Humphreys  
Councillor Jerry Roodhouse

### 1. General

#### (1) Apologies

None.

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

None.

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

The minutes of the meeting of Cabinet held on 16 March 2023 were agreed as an accurate record.

#### (4) Public Speaking

Mr Richard Waller, on behalf of his step-son, Lewis Waller (resident in Bidford Upon Avon), attended to speak on item 9 on the agenda: Free Bus Travel (Concessionary Travel) Scheme

Review. Mr Waller explained that Lewis lived with Spastic Quadriplegia Cerebral Palsy and severe learning difficulties. Lewis used a wheelchair for mobility and was dependent on care and support 24 hours a day 7 days a week.

At the time of the meeting, Lewis was 34 years old and Mr Waller explained that Bidford (where Lewis was living) was not a vibrant, accessible, happening village or community for such an age group. Lewis needed to travel by bus for swimming, music, live bands, variety in pubs, bowling, and a variety of clubs and activities, all of which needed to be accessible.

Mr Waller advised that Lewis was in receipt of a full enhanced level of disability benefits, and after the financial assessment of care services, Lewis was left with a weekly allowance of £156 to cover all everyday expenditure such as heating, lighting, food, clothing and amount of pocket money. Mr Waller stated that it was indisputable that Lewis must have a carer with him even on the bus – this was not a luxury but a necessity.

However, Mr Waller advised that disabled travellers that needed a carer to travel with them were charged a two person fare by the bus operator, with a disabled traveller paying their fare through the local authority's concessionary fare scheme and a second fare for their carer. The cost of a Stagecoach day ticket for Lewis's carer was £11 per day at the time of the meeting. This was the most expensive tariff and it was not possible to buy a monthly pass since it was not transferable between carers.

Mr Waller further stated that the Equality Act 2010 stated that it was illegal to discriminate against service users due to their disability, and it was his view that residents in Warwickshire were being financial discriminated against as they were being double charged for a single service. He had asked the Council to review the legalities of Lewis being charged a fare for his carer by bus operators. To Mr Waller it appeared nonsensical as well as immoral that bus operators did not charge for an assistance dog, a pushchair, or luggage but were happy to charge for care.

He noted that neighbouring councils facilitated carer companion travel by having a "+1" or "C+" indicator on the disabled person's pass. Nothing new would be required as a carer companion scheme was already in practice across England. He suggested that the Council reached out to copy this system. Mr Waller noted that paragraph 7.7 of the report acknowledged that providing companion passes may cost the authority £100,000 per annum compared with the annual reimbursement budget of £5.1 million, with a recommendation for a feasibility study to be undertaken. He proposed that the companion scheme be introduced for a period of one year as the feasibility study, thereby saving the expense of a paper study which would have no immediate, tangible benefit to the dependence of disabled travellers.

## **2. Service Estimate 2023/24**

Councillor Peter Butlin (Deputy Leader and Portfolio Holder for Finance and Property) summarised the published report, noting that this was the usual report that followed the budget and MTFS approval and set out the detailed budget allocations for all the service areas. The report set out the service revenue and capital baselines used for quarterly financial monitoring reports together with changes to the revenue budget allocations. Councillor Butlin explained that the changes

reduced the Council's net spending by £1.9m to £378.9m, with the £1.9m added to reserves as set out in the report. In terms of Capital, review of the phasing of spend across financial years would take place once the 2022/23 outturn position was known and would be reported as part of the quarterly financial monitoring reports to Cabinet.

There were no questions or comments on the report.

## **Resolved**

That Cabinet:

1. Approves the detailed revenue budget, savings plan, and capital programme for each of the Authority's services set out in Appendices A to M to the report;
2. Notes the adjustments to service revenue budget following the realignment of budgets within and between directorates since the budget was set on 7 February 2023, as outlined in Section 3 of the report and Appendix N to the report;
3. Approves the net transfer of £1.855m to reserves as outlined in Section 3 paragraph 2 of the report; and
4. Endorses the draw down of £0.375m from the Better Care Fund Development reserve detailed within resolution 3.

### **3. Warwickshire County Council Suicide Prevention Proposals**

Councillor Margaret Bell (Portfolio Holder for Health and Adult Social Care) introduced this report which sought approval of the Coventry and Warwickshire Suicide Prevention Strategy 2023-30 (which had already been endorsed by the Health and Wellbeing Board) and the proposals for embedding suicide prevention activity within the Council's activities. The local approach built upon the work of the national suicide prevention programme which ran from 2018 to 2021 and reflected significant engagement with stakeholders, partners and the public. Within the Council, discussions had taken place to explore opportunities to build a suicide safe workplace which had culminated in an organisational commitment to suicide prevention captured in Appendix to the report, "Our Approach to Suicide Prevention". In term of funding, the Council had already committed dedicated resources to the development and implementation of suicide prevention activity across Coventry and Warwickshire in the form of the permanent employment of a Suicide Prevention and Partnership Manager funded from the Public Health Grant and an allocated project budget for 2023/24 supported the initial implementation and embedding of the new Strategy. From 2024/25 onwards, in order to continue to support the wider delivery of the strategy, ongoing funding was required to make the existing Coventry and Warwickshire Real Time Surveillance System permanent, provide ongoing suicide awareness and prevention training and support local awareness campaigns.

Councillor Isobel Seccombe commended the work of the Public Health Team for the production of the strategy.

Councillor Jerry Roodhouse stressed the importance of the Real Time Surveillance System and the prevention and awareness training programme. He hoped that the training could be extended to Members.

Councillor Andy Jenns welcomed the Council's approach to building a suicide-safe workplace, reflecting on the impact that finding a suicide could have on an individual.

Councillor Andy Crump also sought provision of suicide awareness and prevention training for Members, noting that their role in the community could have a positive impact in collecting intelligence and saving lives.

Councillor Seccombe noted the lifetime impact of suicide on family and friends and welcomed the engagement of partners in the implementation of the strategy.

## **Resolved**

That Cabinet:

1. Approves the Coventry and Warwickshire Suicide Prevention Strategy 2023-2030 on behalf of the Council;
2. Approves the Council's "Our Approach to Suicide Prevention" attached to the report at Appendix 1;
3. Approves the proposals for embedding suicide prevention activity within the Council's activities as set out in the report; and
4. Authorises the Strategic Director for People to identify a Suicide Prevention Sponsor to champion the role of the Council in the wider suicide prevention work programme.

## **4. The Draft Warwickshire Food Strategy 2023 - 2026**

Councillor Heather Timms (Portfolio Holder for Environment, Climate and Culture) introduced the Warwickshire Food Strategy 2023-26 and delivery plan for approval. She explained that oversight would take place through quarterly reports to the Warwickshire Food Forum, a partnership of organisations and voluntary and community sector groups concerned with the supply of food to vulnerable people.

The strategy detailed the specific food challenges in Warwickshire drawing upon national and local data about food insecurity and diet-related ill-health. She went on to explain that the strategy set out the direction for the next three years across the three priority areas of food affordability and access, food education and choice, and sustainable choices. The delivery plan comprehensively set out the key actions and outcomes for Forum partners and Councillor Timms welcomed the strategy's encouragement of community involvement and participation as well as how to increase cultural awareness of food.

In response to a question from Councillor Jerry Roodhouse, Councillor Timms noted that Food Forum partners had been working with the Council prior to the cost of living crisis and confirmed that the strategy was evidence based and that the implementation of the delivery plan would also be evidenced.

Councillor Isobel Seccombe applauded the work that had taken place to produce the strategy, particularly, around the sustainability of food.

## **Resolved**

That Cabinet approves the Warwickshire Food Strategy 2023-2026 as attached to the report at Appendix A.

## **5. Social Fabric Fund**

Councillor Heather Timms (Portfolio Holder for Environment, Climate and Culture) reminded Cabinet that when the budget had been approved in February 2023, Council had requested that a proposal be brought forward to create a Social Fabric Fund to invest in social infrastructure within Levelling Up priority areas, embedding the community powered principle of “working with” communities rather than “doing to” or “doing for” communities. She added that the report also resonated with the government’s Levelling Up White Paper and had a good strategic fit with the Council Plan 2022-27, the Countywide Approach to Levelling Up, and the Voluntary and Community Sector Strategy 2020-25.

Councillor Timms summarised the report which set out proposals for a £2.5m Fund (£1m revenue plus £1.5m capital) that would be used to provide grants and financial assistance to a range of recipients, including external community organisations. In addition the report recommended £320,000 was allocated to meet the operating costs of the Fund, including dedicated community workers, with specific responsibilities around supporting funding proposals from communities. It was anticipated that the Fund would run for two years, up to 31 March 2025. The report explained the two stage process that would be in operation, the first stage of which was an outline investment case which would be reviewed and, if successful, would be followed by a more detailed business case. Progress updates from any approved projects would be required every six months. It was intended that the Fund would be self-sustaining in the medium term by attracting social investors and philanthropists, and businesses would enable the level of investment to continue beyond March 2025.

Councillor Isobel Seccombe welcomed the report as an exciting addition to the support offered to lower layer super output areas (LSOAs) which complemented work taking place with the district and borough councils.

There were no other comments or questions on the report.

## **Resolved**

That Cabinet:

1. Approves proceeding with the establishment of a blended £2.5 million Social Fabric Fund, comprising £1 million revenue, and £1.5 million capital, focusing primarily on the 22 Lower Super Output Areas identified in the Countywide Approach to Levelling Up, with the ability to flex this by exception as set out in paragraph 4.10 of the report;
2. Approves an additional one-off £0.32 million revenue allocation to support the operation of the Fund as set out in paragraphs 4.13, and 4.19 of the report;
3. Approves the £1.32 million revenue elements of the Fund being funded from the Council's Revenue Investment Fund;
4. Approves the £1.5 million capital element of the Fund being funded from the Council's Capital Investment Fund and approves its addition to the Capital Programme; and

5. Authorises the Strategic Director for Resources to take all steps as he considers necessary to establish and operate the Fund in consultation with the Portfolio Holder for Environment, Climate, and Culture, and other Portfolio Holders as appropriate.

## **6. Household Support Fund Offer**

Councillor Heather Timms (Portfolio Holder for Environment, Climate and Culture) summarised this report which sought approval for the allocation of the £6.945m Household Support Fund for 2023/24 and submission of the delivery plan to the Department of Work and Pensions (DWP). In doing so, she explained that the objective of the national Household Support Fund was to provide support to vulnerable households in most need of support to help with significantly rising living costs, specifically food, energy and water bills, grants to breakfast clubs etc and administration. The 2023/24 grant was an extension of the grant provided for local welfare schemes through covid and was now extended to support the most vulnerable with the cost-of-living. Councillor Timms drew attention to Appendix 1 of the report which detailed the proposed allocation of the Fund for the period between April 2023 and March. She noted that it was a requirement that the Fund must be spent or committed before 31 March 2024 and could not be held over for future usage.

In response to a question from Councillor Isobel Seccombe, Councillor Timms advised that she was working alongside Councillor Kam Kaur to bring forward ideas to drive forward encouraging those who were eligible for free school meals to take advantage of the provision.

Responding to a question from Councillor Margaret Bell regarding the provision of sanitary products for girls, Councillor Timms advised that the team would be addressing these issues and urged families to get in touch if they required support. Councillor Seccombe noted that Scrutiny was undertaking work on this issue and Councillor Timms advised that the lead officer would welcome opportunities to collaborate with colleagues on raising awareness and delivery of the Fund.

## **Resolved**

That Cabinet

1. Approves the proposed allocation of the £6.945m Household Support Fund (HSF) for use between April 2023 and March 2024 as set out in the report, and subject to approval of the delivery plan by the Department of Work and Pensions, authorises the Strategic Director for Resources to implement the Fund allocations; and
2. Authorises the Strategic Director for Resources, in consultation with the Portfolio Holder for Environment, Climate & Culture to allocate revised funding should the Secretary of State for Work and Pensions (“the Secretary of State”), in exercise of the powers conferred by section 31 of the Local Government Act 2003, make any future determinations before 31 March 2024

## **7. UK Shared Prosperity Fund**

This report was introduced by Councillor Martin (Portfolio Holder for Economy) who stated that the UK Shared Prosperity Fund (UKSPF) was designed to replace the European Structural and Investment Funds which had provided significant investment in Warwickshire over many years, and which continued to support some of the Council’s business support and employability and

skills activities. In two-tier areas, the core UKSPF funding was delivered by district and borough councils and the smaller Multiply fund for adult numeracy via upper tier authorities. The government strongly encouraged lead UKSPF authorities to work with other places where it met the needs of a place and where joint delivery achieved value for money or better outcomes for residents and businesses. In particular, lead authorities were encouraged to work with other or neighbouring authorities (district, county or unitary) to agree and commission business support and people and skills activities over a larger scale representative of the business base or local labour market. The report set out a proposed role for the County Council in commissioning six county-wide business support programmes, including the extension of the current business start-up support and support to businesses in the tourism, leisure and hospitality sector programmes. Councillor Watson emphasised that this lead role and any further engagement would only be possible with the agreement of the district and borough councils through a series of individual agreements.

Councillor Andy Crump applauded the report and noted that the Council had the resource and experience to successfully conduct the role of accountable body.

## **Resolved**

That Cabinet:

1. Supports the use of the remaining European Match Funding and Rural Growth Network Reserves alongside investment via the District and Borough Councils from the UK Shared Prosperity Fund (UKSPF) in order to increase the scope and scale of specific joint programmes.
2. Subject to agreement with the District and Borough Councils:
  - (i) Approves the Council acting as accountable body for specific elements of UKSPF funding and for the Council to lead on the commissioning of joint programmes.
  - (ii) Authorises the Strategic Director for Communities to enter into UKSPF funding agreements with individual District and Borough Councils on terms and conditions acceptable to the Strategic Director for Resources.
  - (iii) Approves varying and extending two contracts with Coventry and Warwickshire Chamber of Commerce for the ongoing provision of business start-up services and support to businesses in the tourism, leisure and hospitality sector using Council and UKSPF funding.
  - (iv) Approves the commencement of appropriate procurement activity and/ or competitive calls for projects to deliver the priorities of the UKSPF funding.
3. Authorises the Strategic Director for Communities to negotiate and enter into all necessary contracts and agreements required to deliver the approved recommendations on terms and conditions acceptable to the Strategic Director for Resources.

## **8. Proposals for Utilisation of Additional Funding for Apprenticeships and Re-skilling Activity**

Councillor Martin Watson (Portfolio Holder for Economy) explained that this report set out proposals for the utilisation of the additional £300,000 for apprenticeships and reskilling activity agreed in the budget by Council on 7 February 2023. The report was presented against a backdrop of strong and increasing demand for labour across Warwickshire, yet the number of apprenticeships had fallen over recent years. Awareness and understanding of apprenticeships needed to improve and the report described five proposals which it was considered would create

the greatest impact to individuals, businesses, and the wider Warwickshire economy through improving information and understanding of apprenticeships, supporting businesses in creating new apprenticeships and encouraging the over 50s and those with SEND to consider apprenticeships as a viable route to gain employment.

Councillor Jerry Roodhouse welcomed the report which now provided confirmation of the activities that would be funded. He noted that the levels of NEETS were still high in some areas of the county and considered that some joined up working in this area would be beneficial.

### **Resolved**

That Cabinet approves the proposals as set out in Section 2.1 of the report for the utilisation of the additional funding of £300,000 pa approved in the Council revenue budget resolution (7 February 2023).

## **9. Free Bus Travel (Concessionary Travel) Scheme Review**

*This item was considered before the other substantive agenda items so that it could be debated immediately after public speaking.*

Cllr Wallace Redford (Portfolio Holder for Transport and Planning) thanked Mr Waller for his contribution and stated that the issues he had raised would be taken into consideration. He went on to introduce the report which comprehensive detailed the results of a review of the current concessionary travel scheme and consideration of potential options to amend the scheme in the light of the feedback from the review. Councillor Wallace advised that the Council had a statutory duty to deliver the national concessionary travel scheme but the Council operated an extension of the scheme in terms of the permitted hours of travel. After an extensive consultation which had attracted a considerable number of responses, he outlined the proposals as follows:

- To retain the current extended weekday travel times of 9am-midnight for older person's passes (statutory provision was for Off peak bus travel between 9.30am and 11.00pm on weekdays, and all day at weekend and on bank holidays).
- To allow all day travel disabled person's pass holders below retirement age for a trial period of 12 months in order to assess demand and cost implications
- To conduct a feasibility study on the introduction of a pass allowing travel for carers/companions of disabled people. Council Redford noted that this had garnered support of 74% of respondents to the consultation and the comments of the public speaker were also a reflection of this need.

Councillor Seccombe recollected the engagement that had taken place between the LGA and service users to inform and shape the national policy and noted the importance of companion passengers to facilitate this. She welcomed the direction of travel set out in the report and expressed the view that it was important to conduct a further assessment of the potential demand and costs involved in extending the scheme further.

Councillor John Holland, who shared the travel experience of a disabled resident in his division, supported a commitment to implementing a carers/companion pass immediately.



Councillor Jerry Roodhouse echoed these comments and considered that since there were already figures evidenced in the report, the focus of the feasibility study would be financial. In response, Councillor Seccombe explained that the figures were needed before a decision was made and it was her view that this would be available in a relatively short space of time. She explained that the decision to extend the scheme should be evidence based.

Councillor Peter Butlin welcomed the report and the request from the Department of Transport to align financial support to usage. However, he noted that public transport services had been slow to recover from the Covid-19 Pandemic.

Councillor Andy Crump, expressed the view that it was important to take time to consider what an appropriate scheme would look like rather than rush into a scheme that may not meet service users' needs.

Councillor Seccombe reasserted the view that considering the feasibility of a passenger transport companion scheme would be a short exercise that could be completed over the summer. Monica Fogarty, Chief Executive, clarified that although the full feasibility study was due to conclude in August and then be reported to Cabinet, it would be possible to bring forward the element relating to companion passes to an earlier date.

## **Resolved**

That Cabinet:

1. Approves the continuation of the Warwickshire County Concessionary Travel Scheme attached to the report at Appendix 1 for a further period of five years, from 1 April 2023 until March 2028, subject to the modifications referred to in resolution 2 below;
2. Approves the introduction of all day travel for holders of disabled person's passes below state retirement age, for a trial period of 12 months to commence as soon as possible after 1 April 2023; and
3. Supports further exploration of a stand-alone discretionary scheme for other groups of individuals and undertaking a feasibility study into introducing companion passes as set out in section 5 of the report with proposals to be reported back to Cabinet.

## **10. Tender to Establish a Replacement Taxi Services Dynamic Purchasing System**

Cllr Wallace Redford (Portfolio Holder for Transport and Planning) introduced this report, explaining that all bus and taxi transport organised by Transport Delivery was procured via two separate Dynamic Purchasing Systems (DPS), a Bus DPS and a Taxi DPS. Compliant with procurement legislation, a DPS was an electronic open marketplace system that suppliers could join at any time, and was designed to provide access to a pool of pre-qualified suppliers quickly and efficiently as the need arose. Cabinet had approved a replacement bus services DPS on 15 December 2022, and this report sought approval for the early replacement of the taxi DPS to address provisions for dealing with annual contract inflationary increases and ensure that allocated funding was more efficiently utilised.

There were no questions or comments on the report.

**Resolved**

That Cabinet:

1. Authorises the Strategic Director for Communities, in consultation with the Portfolio Holder for Transport and Planning, to commence an appropriate procurement exercise to establish a replacement Dynamic Purchasing System (DPS) for taxi transport contracts; and
2. Authorises the Strategic Director for Communities to enter into all necessary contracts and agreements to establish the DPS for the provision of taxi transport on terms and conditions acceptable to the Strategic Director for Resources, with subsequent call-off contracts for specific routes awarded under the DPS in line with Contract Standing Orders.

**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 Schedule 12A of Part 1 of the Local Government Act 1972.

**12. Exempt Minutes of the 16 March 2023 Meeting of Cabinet**

The exempt minutes of the Cabinet meeting held on 16 March 2023 were agreed as an accurate record.

The meeting rose at 2.56pm

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Chair

## Cabinet

11 May 2023

### Education Capital Programme 2023/24

#### Recommendations

That Cabinet

- 1) Recommend to Council that £2.714 million be added to the capital programme to deliver the scheme at Oak Wood Secondary School;
- 2) Subject to Council's agreement to the required addition to the Capital Programme in respect of Oak Wood Secondary School, authorises the Strategic Director for Resources to enter into a Deed of Surrender with the Department for Education (DfE) in relation to Unit 1, Bermuda Innovation Centre on terms and conditions considered acceptable to him;
- 3) Subject to successful completion of the Deed of Surrender (referred to at Recommendation 2), authorises the Council to lease Unit 1 and Unit 9 Bermuda Innovation Centre to Central England Academy Trust on terms and conditions considered acceptable to the Strategic Director for Resources;
- 4) Approves the addition to the Capital Programme of £0.072 million funded from developer contributions to deliver the scheme at Bunting Pre School;
- 5) Authorises, subject to Council's agreement to the required additions to the Capital Programme, 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/provider led) to make the necessary funding arrangements for these schemes on terms and conditions considered acceptable to the Strategic Director for Resources.

#### 1. Executive Summary

- 1.1 This report recommends proposals for allocating resources in the Education (Schools) Capital Programme to the specific projects set out in Section 3.
- 1.2 The proposals within this report look to increase the number of pupils admitted to mainstream special schools and Early Years provision in Nuneaton & Bedworth and Stratford on Avon. Further information relating to how the Council plans for, and anticipates the growth in demand for school

places, is laid out in the [Education Sufficiency Strategy](#) and [Annual Sufficiency Update](#).

- 1.3 The Education Capital Programme is driven by the long-term strategic planning outlined in that Education Sufficiency Strategy and annual updates to ensure Warwickshire can meet its statutory duty to provide school places.
- 1.4 Forecasts of expected future pupil numbers are produced and published annually and consider current and expected future population growth. This includes growth from approved housing development. Where these forecasts predict a shortfall of school places, and local schools do not have enough physical space to admit the expected numbers of additional children, education capital projects are developed to provide those additional places.
- 1.5 As part of the SEND and Inclusion Programme there was a review of current specialist provision across the county, incorporating patterns of transport, current pressures and prevalence of need, pathway analysis, population growth and priorities. The project used both quantitative and qualitative data and included Council officers, headteachers and parent carer representative. Among the priorities identified, was the expansion of generic specialist provision in Nuneaton & Bedworth.
- 1.6 Projects are prioritised and brought forward according to the date the additional places will be required, as evidenced in the pupil forecast data, combined with the expected time required to design and deliver each scheme.
- 1.7 The expected education capital requirements associated with proposed strategic housing development across the county are identified as part of the District and Borough Local Plan process. As strategic housing developments progress across the county, and planning permission is granted, the pupil forecast data is updated and the prioritisation of education capital projects amended as needed to ensure sufficient school places exist to meet the expected demand. Availability of education capital resources limits the ability to deliver additional school places in advance of the requirement for those places being evidenced in the pupil forecast data.
- 1.8 Whilst the issue of sufficiency of provision must take priority, it is important to ensure that schools that are not expanding are able to continue to meet existing sufficiency needs and to operate within their existing accommodation. Details of proposed schemes to make improvements to existing settings are set out in section 3.
- 1.9 Where possible, and where economies of scale allow, expansions and building works will also address other factors such as: encouraging infant and junior to become primary, pre-school requirements in an area, providing specialist SEN provision, and any outstanding disability access requirements.

1.10 All proposed education capital projects are considered against independently published third-party data to benchmark the cost to the Council of providing school places and ensuring effective allocation of resources.

1.11 The current available funding is set out in Section 2.

## 2. Financial Implications

2.1 The Basic Need capital grant balance for 2022/23 has been fully allocated to projects within the Capital Programme. The Basic Need capital grant allocation for 2023/24 is **£40.850 million**, of which **£10.202 million** remains unallocated. The Department for Education has confirmed the Council will receive **£21.366 million** in 2024/25.

2.2 The Service holds resources for school investment which are not currently included in the approved Capital Programme, this is largely from the following:

- confirmed yet unallocated Basic Need grant to be received up to 2025/26,
- other grants/contributions held for specific purposes,
- developer contributions currently held but unallocated; and
- one historically earmarked capital receipt.

Available Resources (unallocated)	2023/24	2024/25	2025/26	Total
	£'000	£'000	£'000	£'000
Basic Need Grant	10,202	21,366	0	31,568
High Needs Grant	3,723	0	0	3,723
Schools Condition Allocation	2,197	0	0	2,197
Special Provision Fund	62	0	0	62
s.106*	56,700	0	0	56,700
Earmarked Capital Receipts	2,113	0	0	2,113
	<b>74,997</b>	<b>21,366</b>	<b>0</b>	<b>96,363</b>

*\* The s.106 balance consists of funds the authority currently holds in cash as received from developers but is linked to over 200 separate s.106 agreements and, therefore, flexibility of funding is limited to the conditions of the individual agreements.*

1.3 The project costs outlined within this report total £2.786 million of which £2.252 million is from the High Needs Grant, £0.164 million is from developer contributions and £0.360 million is from other funding. These allocations will result in a remaining High Needs grant balance of £1.471 million.

- 1.4 It should be appreciated that costing accuracy typically increases as a project proceeds through its development through to delivery. Projects that are at the stage of strategic business case development have about a 40% costing confidence evolving through the outline business case (60%); detailed business case (planning) 85% and to the point where a Contractor is under contract (97%).
- 1.5 Currently where cost confidence is lower appropriate contingency figures are included in the cost estimates to account for this. Inclusion of contingency figures are expected to mitigate the majority of cost increases experienced as the project progresses and costs become more certain. Any contingency allocation not required to deliver the scheme as specified will be returned to the remaining unallocated balance of basic need funding and available to be allocated to meet future demand.
- 1.6 On 7 February 2023 Council approved the creation of an Investigation Design Fund to provide the resources to carry out the early work necessary as part of large scale, high value and/or high-risk schemes to reduce the risk of approving projects without fully understanding the true costs of delivery. The intention is that this will lead to a reduction in the number of capital projects which request additional funding once in the delivery stage. The fund has been established to cover Council funded schemes. A similar approach is being developed to cover education schemes funded through national government funding streams such as Basic Need and High Needs Capital. Work is taking place to assess the required size of the fund, taking into account all the schemes currently planned to meet the Council's duty to provide sufficient high-quality places.

### **3. Proposals for addition to the 2023/2024 Education Capital Programme**

#### **Oak Wood Secondary School (Nuneaton)**

- 3.1 Expansion of generic special schools in line with population growth is a priority to ensure sufficiency requirements can be met. Nuneaton & Bedworth has been identified as an area with high SEND sufficiency demands across all year groups.
- 3.2 Oak Wood Secondary School mainly serves Nuneaton & Bedworth. It has been identified that the school does not have sufficient capacity to meet current demand in the local area with a number of children attending specialist provision in neighbouring North Warwickshire. The provision of additional places at Oak Wood Secondary School aims to meet the current under provision in the area, thus reducing travel time and cost to out of area provision and meet the additional demand that is anticipated as a result of population growth in the Borough over the next five years.

- 3.3 There has been no extension to the main secondary school since it was built in early 2000's, however, the physical and emotional needs of the pupils have changed significantly in recent years. The building struggles to meet the needs in its current configuration.
- 3.4 It is proposed to create additional teaching capacity within the existing secondary school building by relocating the post 16 provision to a new satellite facility, unit 1 and 9 at the Bermuda Innovation Centre, St David's Way, Nuneaton. The Council will refurbish the units to provide additional capacity for up to 50 SEND vocational places for children and young adults based in the north of the county. The refurbished facility will create five teaching spaces, sixth form social and dining area, hair and beauty provision, food technology space, science laboratory, a kitchen and servery, sensory garden and outdoor dining area, meeting rooms, staff offices and welfare facilities.
- 3.5 A key attraction of basing post 16 provision at Unit 1 and 9 Bermuda Park is the ability to facilitate local work placements and independent travel opportunities for pupils transitioning from secondary education
- 3.6 Unit 1, Bermuda Park is currently vacant and leased to the DfE. The DfE is keen to see a continued educational use and have agreed a negotiated surrender payment of £0.370 million which will go towards this capital scheme.
- 3.7 Upon completion of the refurbishment works at Units 1 and 9, the Council will lease the premises to the Central England Academy Trust upon terms acceptable to the Strategic Director for Resources.
- 3.8 The total cost of the project has been estimated at £2.714 million and will be funded using £2.252 million from the DfE High Needs Capital grant, £0.092 million from developer funding and £0.370 million from the lease surrender payment. The project is still evolving through to outline business case, with the outcome of a number of surveys continuing to be assessed, therefore contingency has been included to provide against possible cost increases that can be experienced as the project progresses and cost become more certain.
- 3.9 Cabinet is asked to agree the proposal to allocate £2.714 million funded as follows and recommend to Full Council its addition to the Capital Programme:

High Needs Capital Grant	£2.252 million
Developer Funding	£0.092 million
Other Funding	£0.370 million

### **Bunting Pre School (Stratford upon Avon)**

- 3.9. In January 2022 the Portfolio Holder for Finance and Property approved the allocation of £0.228 million towards the replacement of the current building accommodating Bunting Pre School on the site of Bishopton Primary School.
- 3.10. The current building is rented to the private provider to meet our statutory duty to provide sufficient early years and childcare places. The landlord of the building is WCC. Due to age, the modular building is no longer fit for use or repair and therefore requires replacement to ensure continuation of the provision. The project will fund a modern efficient replacement building. The private provider is managing the project with a planned start date of July 2023 with completion for early Autumn 2023.
- 3.11. Due to increased build costs linked to the ongoing economic factors the original funding secured for this project is not sufficient to meet completion. Construction cost of the project increased from £228,000 to £288,000 with a total project cost of £319,636. Therefore, a further £72,000 is required to be allocated to the project. Further costs of circa £20,000 will be met by the provider.
- 3.12. Funding for the project is allocated from developer contributions collected for Early Years provision on the site of Bishopton Primary School. It is proposed to allocate the remaining unallocated £72,000 of developer contributions to this project.
- 3.13. Cabinet is asked to agree the proposal to allocate a further £0.072 million as follows:

Developer Contributions	£0.072 million
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## **4. Environmental Implications**

- 4.1 The County Council will look to use modern methods of construction to achieve efficiencies and benefits particularly in terms of time, cost, and the environment.
- 4.2 Environmental risk assessments, together with mitigation statements to reduce any potential environmental impacts, are required for any capital project.
- 4.3 All future school capital projects will be developed in accordance with statutory regulations which include the revised Building Regulations 2021. These new building regulations include significant changes to the regulations around ventilation, energy efficiency and overheating, electric vehicle charging and a number of smaller supporting elements of the regulations. Schools will therefore be built to new standards that are expected to produce lower carbon dioxide omissions compared to previous standards and will also be assessed



using primary energy metrics.

- 4.4 As part of the feasibility work on future capital projects, where feasible net zero options and associated costs will be explored and considered before recommendation to Cabinet. Schemes within this report have not re visited the feasibility stage to provide a net zero option to prevent disruption to the critical path for delivery and the nature of the capital works and stage of development.
- 4.5 Proposed schemes aim to ensure the sufficiency of, and accessibility to, provision in local settings avoiding the need to travel further afield to access education or childcare provision.

## 5. Timescales associated with the decision and next steps

- 5.1 Subject to Cabinet approval, those schemes requiring Council approval will be submitted to Council for approval on 16 May 2023.

### Appendices

None.

### Background Papers

None.

	Name	Contact Information
Report Author	Emma Basden-Smith	<a href="mailto:emmabasdensmith@warwickshire.gov.uk">emmabasdensmith@warwickshire.gov.uk</a> Education Capital and Sufficiency Lead Commissioner
Assistant Director	Jonny Kyriacou	<a href="mailto:jonnykyriacou@warwickshire.gov.uk">jonnykyriacou@warwickshire.gov.uk</a> Assistant Director for Education
Strategic Director	Nigel Minns	<a href="mailto:nigelminns@warwickshire.gov.uk">nigelminns@warwickshire.gov.uk</a> Strategic Director for People
Portfolio Holder	Cllr Kam Kaur, Cllr Peter Butlin	<a href="mailto:kamkaur@warwickshire.gov.uk">kamkaur@warwickshire.gov.uk</a> , <a href="mailto:peterbutlin@warwickshire.gov.uk">peterbutlin@warwickshire.gov.uk</a> Portfolio Holder for Education, Portfolio Holder for Finance and Property

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

Local Member(s): Cllr Clare Golby, Cllr Richard Baxter-Payne, Cllr Jenny Fradgley,  
Other members: Cllr Dahmash, Cllr Roodhouse and Cllr Brown

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## Cabinet

11 May 2023

### Adult and Community Learning Accountability Agreement (2023-24)

#### Recommendations

That Cabinet:

- 1) Approves the Accountability Agreement (2023/24) for Warwickshire County Council's Adult and Community Learning Service (ACL), attached at **Appendix 1**; and
- 2) Authorises the Strategic Director for People to submit the Accountability Agreement to the Department for Education by 31 May 2023

#### 1. Executive Summary

- 1.1 Warwickshire County Council (WCC) provides adult education through its [Warwickshire Adult and Community Learning Service \(WACL\)](#). The Service is part of Education Services.
- 1.2 The Service provides formal and informal learning programmes to adults aged 19+ across the County in over 30 inclusive learning environments in a wide range of community venues, many of which are within the County's areas of highest need. Courses offered include English, Maths, ESOL (English as a second language), IT, Languages, arts and crafts, and courses for adults with learning difficulties. Family Learning activities are also provided for parents and their children, with most of these activities organised through primary schools, targeting schools with the highest levels of need.
- 1.3 The Service was inspected by Ofsted in October 2022 and their report<sup>1</sup> shows that the service maintained its 'Good' judgement.
- 1.4 An annual Accountability Agreement is a new product emerging from the government's Skills for Jobs White Paper. It is a two-part document setting the overall expectations of providers in return for the Department for Education's (DfE) funding.

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<sup>1</sup> Warwickshire Adult & Community Learning Ofsted report  
<https://files.ofsted.gov.uk/v1/file/50198591>

- 1.5 Local authorities delivering adult education provision in excess of £1m are required to create and submit an Accountability Agreement for the academic year 2023 to 2024 and publish it on their website. The council's Adult and Community Learning Service receives approx. £1.61m Adult Education Budget per academic year and therefore is required to produce and submit an Agreement to the DfE by 31 May 2023.
- 1.6 This report seeks Cabinet's approval for Warwickshire County Council's Adult and Community Learning Service's Accountability Agreement (2023/24) attached at Appendix 1.

## **2. Financial Implications**

- 2.1 The submission of the annual statement is an essential stage to releasing the Adult Education Budget grant funding to Warwickshire County Council.
- 2.2 Non-compliance could lead to intervention from the Department for Education, which could include a review of leadership and/or governance.

## **3. Environmental Implications**

- 3.1 None arising directly from this report.

## **4. Supporting Information**

- 4.1 The Service is predominantly funded through the Adult Education Budget (AEB) provided by the Department for Education and Skills Funding Agency. Over the last ten years this has been fixed at around £1.61m per year. The funding is split between funding for qualifications and Skills (£468k) and for Community Learning (£1.141million), which tends to be non-qualification based. In addition, the service generates income from learner fees and occasionally through external grants. The service is therefore dependent on the AEB for successful delivery of its provision.
- 4.2 The [Skills for Jobs White Paper \(2021\)](#) set out the government's vision to transform adult and further education. This was followed by two funding and accountability consultations which described how the system will be reformed and included the introduction of annual accountability agreements.
- 4.3 The Accountability Agreement is a two-part document setting the overall expectations of providers in return for the Department's grant funding. The agreement allows adult education providers to focus in on what and how they intend to deliver to support local, regional, and national needs.

- 4.4 The agreement will be used by the Department for Education and Skills Funding Agency (ESFA) to secure assurance about the use of public funds and protection of the learner.
- 4.5 The first Accountability Agreement is to be submitted to ESFA by 31st May 2023. The ESFA will review all Accountability Agreements in Autumn 2023 and provide feedback to enable further development prior to submission of the following year's agreement.
- 4.6 From Summer 2024, the ESFA will hold providers to account for the measures set out in their Accountability Agreement and future funding will be dependent on achievement of measures.
- 4.7 Providers are expected to identify a small number of outcome targets focussed on curriculum changes and adaptations to provision planned for the coming year. These targets reflect how the service is contributing to Local Skills Improvement Plan (LSIP) priorities and national priorities.
- 4.8 The accountability agreement must be signed off by the provider's Governing Body or equivalent. In the case of Warwickshire County Council's adult and community learning provision, this is Cabinet.

#### **Warwickshire County Council's ACL Accountability Agreement**

- 4.9 Warwickshire's ACL Accountability Agreement is largely based on the service's Statement of Intent (2022-25) which identifies key priorities, demographic information, local labour market trends and data sets within the context of the Council Plan but also in response to sub-regional, regional and national policy objectives. It also sets out the service's response to the new Local Skills Improvement Partnership (LSIP) for the West Midlands and Warwickshire.
- 4.10 The development of the LSIP is being led by the Coventry and Warwickshire Chamber of Commerce and the emerging LSIP skills priorities for the region were shared with the service at the end of March 2023.
- 4.11 The Service's Advisory Board met on 22 March 2023 to review and approve the draft version of the agreement.

#### **5. Timescales associated with the decision and next steps**

- 5.1 Following Cabinet approval, the agreement will be submitted to the ESFA by the 31 May 2023 deadline.
- 5.2 There is a requirement to publish the submitted agreement on the Council's website within 3 months of the start of the 2023 to 2024 academic year.

## Appendices

Appendix 1- Warwickshire County Council's Adult & Community Learning Service Accountability Agreement 2023-24.

### Background Papers

None.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Sarah Tregaskis - Service Manager - Education Services Trading, Development and Delivery	sarahrtregaskis@warwickshire.gov.uk
Assistant Director	Johnny Kyriacou Assistant Director for Education	<a href="mailto:johnnykyriacou@warwickshire.gov.uk">johnnykyriacou@warwickshire.gov.uk</a>
Strategic Director	Nigel Minns Strategic Director for People	<a href="mailto:nigelminns@warwickshire.gov.uk">nigelminns@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Kam Kaur - Portfolio Holder for Education	<a href="mailto:kamkaur@warwickshire.gov.uk">kamkaur@warwickshire.gov.uk</a>

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

Local Member(s): None

Other members: Cllrs Kaur, Clarke, Chilvers, Fradgley and D'Arcy

Warwickshire County Council

# Adult and Community Learning Accountability Agreement 2023/24

[www.warwickshire.gov.uk/adult-community-learning-5](http://www.warwickshire.gov.uk/adult-community-learning-5)



Education & Skills  
Funding Agency





## Statement of Purpose

Warwickshire County Council's Adult and Community Learning Service (WACL) provides learning opportunities for adults across Warwickshire, supporting residents to improve their lives and outcomes, enabling them to engage in their local communities and contribute to the economy of the county.

The Service actively supports objectives set in Warwickshire County Council's (WCC) strategic plan and the 'Warwickshire Education Strategy' and also objectives set in the West Midlands and Warwickshire Local Skills Improvement Plan.

In addition, as WCC is a non-constituent member of the West Midlands Combined Authority (WMCA), the Service takes account of WMCA's Regional Skills Plan.

**The Service supports all of these plans by:**

-  **improving educational outcomes**
-  **improving health and wellbeing and maintenance of health**
-  **combating social isolation and improving social cohesion**
-  **supporting people towards further learning and, where relevant, work**

## Service Vision

We are highly responsive to the needs of our residents, their communities, employers and the local economy, through the delivery of high-quality learning opportunities in accessible locations across the county.

## Service Strategic Aims and Objectives

**We will:**

- 1 Support a strong local economy**
- 2 Support better opportunities and outcomes for adults living in Warwickshire and their families**
- 3 Enable residents to live healthy, fulfilling and independent lives**
- 4 Support local communities to be inclusive and engage those with highest needs**
- 5 Support the development of a greener and more sustainable future.**





## Context Setting: Local, National Priorities and Needs Analysis



Warwickshire is a growing County with an **estimated population of 596,778** residents living and working in a diverse range of towns, villages and rural areas. Overall Warwickshire is considered affluent, and the quality of life is generally good, but there is variation both across and within the five Districts and Boroughs. Six Lower Super Output Areas (LSOAs) rank in the **top 10% of most deprived LSOAs nationally**, all of which are in the north of the county.

Warwickshire has a strong economy with good growth and high levels of employment. **The employment rate between October 2021 and September 2022 was 83.5% compared to 78.4% nationally in the same period.**

Educational attainment in Warwickshire is high and the number of young people who are not in education, employment or training is lower than the national and regional average, but longstanding disparities remain within the County.

For the period **January 2021 to December 2021, 5.3% of Warwickshire's population aged 16-65 had no formal qualifications compared to 6.6% nationally.** Furthermore, **45% of the population are qualified to at least Level 4 or higher, compared to 43% nationally.**

One of the challenges in Warwickshire is to increase the number of adults with a **least a level 3 qualification.** Currently some areas, such as North Warwickshire Borough and Nuneaton & Bedworth Borough, have comparatively **high levels of adults without any qualifications, and large numbers of the workforce have little more than level 2** (e.g. GCSE grades 9-4 or A\*-C; level 2 NVQ, intermediate apprenticeship)

*(Source: State of Warwickshire 2022).*

## Service Data

In 2021/22 the service had **3170 enrolments from 1806 learners. 80% of learners were female and 20% male.**

Learners living in each of the five most deprived deciles of the IMD participate at rates higher than the Warwickshire population average (**in total, 32% of the Warwickshire population and 40% of learners**). The learners aged below 65 declaring their highest level of qualification, **42% were below Level 2 and 58% below Level 3 (14% and 31% of the Warwickshire population respectively).**


# Context Setting: Warwickshire

Estimated  
**POPULATION**  
**596,778**



6 LSOAs  
**RANK IN THE TOP 10%**  
of **most deprived** LSOAs nationally

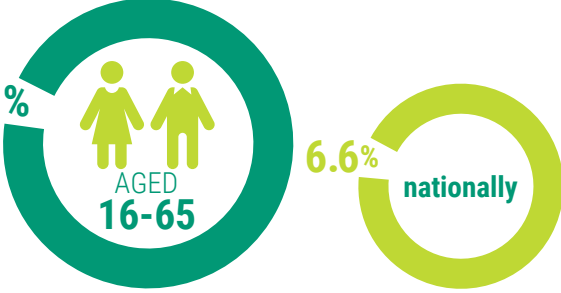
**WARWICKSHIRE**  
employment rate **83.5%**



compared to **78.4% nationally**

**HIGH**  
educational attainment

**5.3%**



AGED  
**16-65**

**6.6%** nationally

with **no formal qualification**

Qualified to at least **LEVEL 4**

**45%** Warwickshire

**43%** Nationally

**INCREASE**  
# of adults  
with a **least a**  
**level 3**  
qualification



**NORTH WARWICKSHIRE BOROUGH and NUNEATON & BEDWORTH BOROUGH**  
have **HIGH LEVELS** of adults  
without **any qualifications**

large numbers of the workforce have **LITTLE MORE THAN LEVEL 2**  
(e.g. GCSE grades 9-4 or A\*-C; level 2 NVQ, intermediate apprenticeship)

(Source: State of Warwickshire 2022).

## Local Priorities

Warwickshire County Council recognises the key role that adult learning has in supporting its residents. The Council's Plan has three strategic priorities, and the Service works to support all three:

- 1 We want Warwickshire to have a thriving economy and places that have the right jobs, skills, education and infrastructure.**

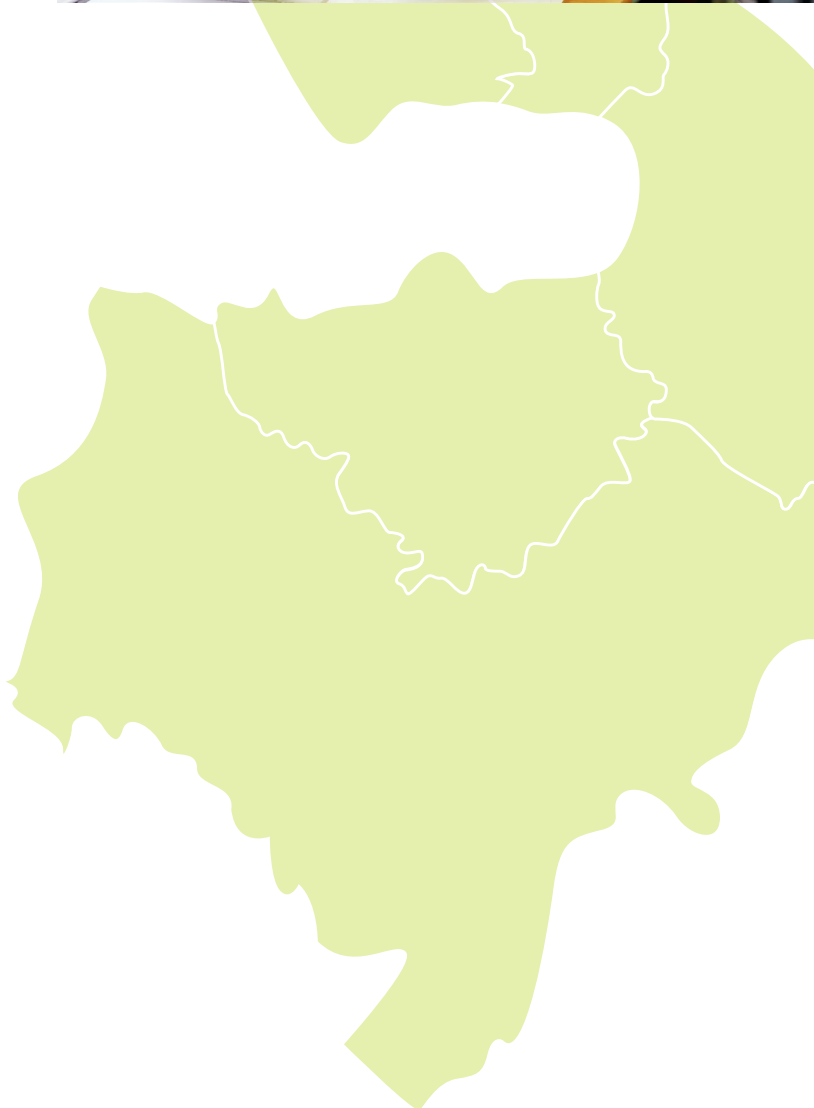
WACL provides support to individuals who want to acquire skills that support their working lives. This can include those in need of new skills, people who are economically inactive or individuals new to Warwickshire who need help and support to work.

- 2 We want to be a County where all people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently.**

Community learning offers many opportunities for families and individuals to learn skills and behaviours which can support family cohesion and individuals to live healthier lives. Crucially, community learning provides mechanisms to reduce isolation, support recovery of mental health and support interaction. This approach will support a wider Community Power approach as well as the health and independence of our communities.

- 3 We want to be a County with a sustainable future which means adapting to and mitigating climate change and meeting net zero commitment, so that our generation ensures future generations can live well and reap benefits of a sustainable and thriving Warwickshire.**

As Warwickshire adapts to a Net Zero future and deals with the effects of Climate Change, WACL can provide courses which can help individuals and families to navigate the changes and challenges which will impact on the world of work as well as our communities.



## National Priorities

Nationally, Post-16 Education and Skills policy, in conjunction with wider post-18 skills approaches are a critical element of the Government's 'Levelling Up' agenda with many references made to the importance of skills through key Government policy documents such as the 'Plan for Growth'.

The Skills for Jobs White Paper established distinct missions in support of the wider Levelling Up objectives around education and skills, with the specific aim for skills stating:

*By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.*

The wider set of missions within Levelling Up will enable the recognised benefits of acquiring skills and education to be broadened to include other missions, such as improving healthy life expectancy, pride in place and wellbeing.

This wider recognition of the benefits of learning will reinforce the value of 'First Step' community learning, bringing it closer to social prescribing models and contributing to the wider 'Health in All Policies' approach being developed within WCC.

There is also a renewed emphasis on the importance of increasing the overall number of workers within the economy with a minimum of a level 3 qualification. Taken together, these national approaches indicate that Warwickshire's Adult and Community Learning service will need to further develop its focus on building accessible learning pathways that raise aspiration and enable the acquisition of life changing skills, qualifications and/or wider benefits such as improved health and wellbeing. Learning pathways will clearly identify learners' starting points and support progression to positive destinations. In order to increase its contribution to the national skills priorities, the service will actively increase its understanding of the skills needs/demands within the local economy and how those needs can be met.





## Approach to developing the Annual Accountability Statement

In March 2022, the Adult and Community Learning service undertook an extensive review of county wide skills, employment and health data with the support of other council departments such as the Business Intelligence Team and the Economy and Skills Team that has excellent relationships with employers across the county. In addition, the government's Skills White Paper also informed the strategic direction of the service.

This activity resulted in the production of the service's 'Statement of Intent', a key document that was reviewed and endorsed by the service's Advisory Board in Summer 2022.

Membership of the service's Advisory Board includes representation from the National Careers Service, Department for Work and Pensions, the University of Warwick, Warwickshire CAVA (representative organisation for the voluntary sector), Hill Street Community Centre in Rugby, Warwickshire Library Service and Warwickshire County Council's Economy and Skills Team. The Advisory Board is chaired by the Council's Portfolio Holder for Education.

In July 2022, the Statement of Intent was also reviewed and endorsed by the Council's Communities Overview and Scrutiny committee. The service has further developed its strategic plans in response to the Levelling Up agenda, the DfE Skills for Jobs consultation in Summer 2022 and the emerging regional priorities from the West Midlands and Warwickshire Local Skills Improvement Plan (LSIP). The Council has excellent links with local colleges and private training providers and there is a clear understanding of each other's priorities and target groups, enabling a collaborative approach across the county with clear progression routes.



## Strategic Links and Partnerships

Advisory Board members represent Department for Work and Pensions, National Careers Service, University of Warwick, Chamber of Commerce (LSIP), Council departments Libraries and Economy & Skills.

Community organisations and venues.

Voluntary sector organisations, Warwickshire Community and Voluntary Action (WCAVA)

Other Council departments e.g. Warwickshire Supported Employment Service; Flexible Learning Team; Children and Family Centres

Primary and secondary schools across the county, particularly in areas of highest needs.

## Our contribution to national, regional and local priorities

Service strategic aims and objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills	Priorities impacted and reason for objective
<b>Support a strong local economy</b>	<p>We will embed employability skills, progression routes and increase Careers Advice &amp; Guidance throughout all curriculum pathways. This will support individuals to up-skill and re-skill, in order to gain and improve employment opportunities, with a particular focus on those in deprived neighbourhoods (IMD lowest 30%), and economically inactive residents aged 19-24 years old and over 50s.</p>	<p>Supports the national, regional (LSIP) priorities to increase the number of residents in work, reducing dependency on public services.</p>
	<p>We will grow provision that supports the local economy by developing routes into vocational courses, with pilots developed and delivered in 2023/24 in readiness for a wider roll out of these courses in 2024/25.</p> <p>We will do this by working closely with the National Careers Service, promoting local Jobs Fairs, increasing our links with the council's Economy and Skills team and with Department for Work and Pensions (DWP) to increase our awareness and understanding of the local economy and skills shortages in order to match provision to local demand.</p> <p>Overall, we will increase:</p> <ul style="list-style-type: none"> <li>• learner numbers from 1806 in 2021/22 to 2400 in 2023/24</li> <li>• ESFA funding earned from 92.6% in 2021/22 to 97% in 2023/24</li> <li>• learner outcomes from 90.5% in 2021/22 to 92% in 2023/24</li> <li>• positive destinations from 57.7% in 2021/22 to 75% in 2023/24.</li> </ul>	<p>Supports the national, regional (LSIP) priorities to increase the number of residents in work, reducing dependency on public services.</p>
	<p>We will further develop links and joint initiatives with Warwickshire Supported Employment Service (WSES) to provide qualifications and progression routes to meaningful employment for adults with disabilities and /or learning difficulties. We will provide opportunities for 30 learners to access this new provision in 2023/24.</p>	<p>These courses support national and regional priorities to improve life opportunities for individuals.</p>

Service strategic aims and objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills	Priorities impacted and reason for objective
<b>Support better opportunities and outcomes for adults living in Warwickshire and their families.</b>	We will further develop our Independent Living Skills and Active Learning programmes for adults with disabilities and/or learning difficulties, delivering the skills needed to support personal development, increased independence and employability.	These courses support Council priorities and develop core transferable skills that support independence and reduce dependency on other public services.
<b>Enable residents to live healthy, fulfilling and independent lives.</b>	<p>We will extend the reach and impact of our English and maths courses, building on the successful innovative approaches developed through the Multiply project.</p> <p>We will increase learner numbers on these courses from 209 in 2021/22 to 420 in 2023/24 and reinforce progression routes through a wide curriculum offer, Functional Skills and GCSE</p>	English and maths provision underpins all national, regional and local priorities and gives residents the skills and qualifications they need to secure jobs, progress at work and lead independent lives.
<b>Support local communities to be inclusive and engage those with highest needs.</b>	We will actively focus on ensuring learners are engaged and enjoying their learning, leading to increased attendance from 84.3% in 2021/22 to 90% in 2023/24.	Supports council engagement priorities, 'Warwickshire is a great place to live and work'
	<p>We will continue to develop our community based First Steps provision, supporting residents to overcome barriers to learning and enabling them to progress by ensuring classes are at times and locations (such as community centres, libraries and Family Centres) that meet their needs.</p> <p>We will support progression from First Steps provision by further developing qualification-based pathways that enable residents to progress into further learning and gain the skills and qualifications that will improve their life chances.</p>	Supports Levelling Up and council priorities
	We will further develop our Family Learning provision, targeting children and their families in lowest 30% IMD areas.	Supports the council's priority to improve attainment in Warwickshire schools.

Service strategic aims and objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills	Priorities impacted and reason for objective
<p><b>Support local communities to be inclusive and engage those with highest needs.</b></p>	<p>We will improve digital inclusion by targeting digitally excluded residents and also by working with DWP's local Over 50s Champion to develop short IT courses that support increased digital confidence to enable over 50s to return to the workforce.</p> <p>We will increase the number of learners on digital courses from 162 in 2021/22 to 240 in 2023/24.</p>	<p>Supports Levelling Up and the national priority Digital &amp; Technology.</p>
	<p>We will further support the integration of people from minority heritage backgrounds (including those from Afghanistan, Hong Kong, Syria and Ukraine) through the delivery of a comprehensive language and life skills programme that responds to local needs within the county.</p>	<p>Underpins national, regional and local priorities by upskilling people from minority heritage communities, enabling them to integrate into their local communities across the county.</p>
<p><b>Support the development of a greener and more sustainable future</b></p>	<p>We will increase our focus on sustainability, embedding relevant topics across all provision, including place-based approaches and initiatives.</p> <p>We will build pathways to greener qualifications and raise awareness of 'green' careers.</p>	<p>This contributes to Levelling Up; the Skills White Paper's key objective – "Restore a Sense of Community, Local Pride and Belonging"; and national priorities in construction, technology and green technologies.</p>



## Council Statement:

*On behalf of Warwickshire County Council, it is hereby confirmed that the plan as set out above reflects the agreed statement of purpose, aims and objectives as approved by the Council's Cabinet at their meeting on 11th May 2023.*

*The Warwickshire County Council Adult and Community Learning Accountability Agreement will be published on the Council's website within three months of the start of the new academic year.*

## Links to supporting documentation:

[Warwickshire County Council, Council Plan 2022-2027](#)

[Warwickshire's Public Health annual report](#)

[State of Warwickshire Report 2022](#)

Warwickshire County Council Adult and Community

Learning latest Ofsted report

<https://files.ofsted.gov.uk/v1/file/50198591>

If you would like the information in this information a different format we will do our best to help.

## Contact us on

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Education & Skills  
Funding Agency



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**Cabinet****11 May 2023****Developing a Devolution Deal for Warwickshire****Recommendations**

That Cabinet:

- 1) Notes the progress made to date on the development of options and priorities for a potential future Devolution Deal for Warwickshire and authorises further engagement with partners, based on the proposals set out in Appendix 2; and
- 2) Notes the content of the recently agreed West Midlands Combined Authority (WMCA) 'Deeper Devolution Deal' and the potential elements of interest and benefit for Warwickshire Councils as Non-Constituent Members and supports ongoing engagement with the West Midlands Combined Authority to maximise the opportunities for Warwickshire from the WMCA Devolution Deal.

**1. Executive Summary**

- 1.1 On 2 February 2022 the Government published the Levelling Up White Paper, followed by the Levelling Up and Regeneration Bill in May 2022. The White Paper outlines the Government's strategy to "spread opportunity and prosperity to all parts of the country" by 2030, through twelve national missions.
- 1.2 Levelling Up remains a key policy driver to the devolution agenda nationally and locally. The Countywide Approach to Levelling Up, approved by Cabinet in July 2022, has subsequently been enhanced further through development of draft levelling up plans (or equivalent) with all district and boroughs as well as a number of community level pilots and the establishment of the £2.5m Social Fabric Fund to invest in levelling up priority communities which was approved by Cabinet in April 2023.
- 1.3 On 10 March 2022 Cabinet considered the content of the White Paper and supported the development of a Devolution Deal for Warwickshire. A further update was provided to Cabinet in May 2022.
- 1.4 Subsequently a cross party group of Members was convened, chaired by the Leader of the Council. The group has met 6 times over the past year, working with senior officers to explore options for each of the different themes and elements of a potential devolution deal.

1.5 Throughout this process effective engagement with District and Borough colleagues and wider stakeholders has been paramount and has included:

- The headlines and emerging priorities have been shared in bilateral meetings with all District & Borough leaders and in two further meetings of the six Warwickshire Leaders
- Updates have also been provided at two Team Warwickshire sessions with wider strategic partners to engage with them and seek their initial views

1.6 The Leader of the Council wrote to the Secretary of State in March 2022 expressing the Council's interest in being invited to commence negotiations on a Devolution Deal for Warwickshire. Whilst we are aware that the Government has prioritised those deals in Wave 1, and those that are expected to come forward in Wave 2, it remains important to be ready should an invitation be received and the opportunity to pursue negotiations arise.

1.7 Subsequently three key streams of activity have been progressed in parallel:

- A number of devolution deals have been progressed across the country notably in Suffolk, Norfolk, and East Midlands, with further interest expressed by the majority of County Councils in pursuing a deal. This has created a rich source of learning and precedent to inform devolution priorities.
- The West Midlands Combined Authority (WMCA) has led the agreement of the West Midlands Combined Authority 'Deeper Devolution Deal'. The deal was launched in March 2023. As non-constituent members of the WMCA both the County Council and District & Borough Councils in Warwickshire could potentially benefit from elements of this deal, given the shared Coventry & Warwickshire functional economic geography and integrated care system.
- The WCC cross-party Member Working Group has developed a long list of options for a potential future Warwickshire Devolution Deal looking both at other deals and the specific offers and ask possible for Warwickshire.

1.8 This report presents Cabinet with a summary of the above activity and an indication of the proposed next steps. It also seeks Cabinet approval to commence further and deeper engagement with partners on a Devolution Deal for Warwickshire and engagement with the WMCA on maximising the opportunities for Warwickshire presented by the WMCA Devolution Deal.

## 2. **Financial Implications**

2.1 Devolution deals are fundamentally based on the devolution of either funding or powers.

- 2.2 In the current fiscal climate it is recognised that deals are less likely to provide access to new funds, but calculations based upon the population and single investment funds secured in other deals, suggest that a devolution deal for Warwickshire could deliver approx. £381m over 25 years, equivalent to £15m per year.
- 2.3 Similarly an opportunity exists through the devolution engagement to consider how funds are accessed and deployed across partner agencies in Warwickshire.

### 3. Environmental Implications

- 3.1 Although not featured in the White Paper as one of the 12 specific Levelling Up missions, the local definition of Levelling Up adopted for Warwickshire highlights the importance of climate change and net zero as a key element of Levelling Up and therefore devolution.
- 3.2 Negotiating a devolution deal presents opportunities to further Warwickshire's local climate change agenda through new powers and formal partnerships.
- 3.3 The Member Working Group discussed proposals presented on Climate Change Adaption and Net Zero (see Appendix 2 for more detail).
- 3.4 The West Midlands Combined Authority 'Deeper Devolution Deal' contains workstreams on housing retrofit, industrial decarbonisation and environmental financing that could be beneficial for Warwickshire and would be of interest to explore further with them.

### 4. Supporting Information

- 4.1 National picture
- The devolution framework offers three levels of devolution deal, with Level 3 offering the widest scope, but requiring a directly elected Mayor or a directly elected Leader governance model. Level 3 deals appear to remain the priority for Government, which is reflected in their priorities for negotiation to date.
  - Reading across the agreed deals there is a clear **standard menu** of proposals characteristic to all deals, supplemented by some local differences as summarised in the table below:

Themes	Deal aspects
<ul style="list-style-type: none"> <li>• Finance &amp; Investment</li> <li>• Labour market/Skills &amp; Education</li> <li>• Housing &amp; Land</li> <li>• Transport</li> <li>• Climate Change &amp; Environment</li> <li>• Digital connectivity</li> <li>• Culture/Heritage &amp; Tourism</li> <li>• Innovation, Trade &amp; Investment</li> <li>• Rural service provision</li> <li>• Resilience &amp; Public Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Fully devolved budgets</li> <li>• Devolved long-term investment fund</li> <li>• Local Improvement plans</li> <li>• Central – local government partnerships</li> <li>• Relocation of government departments</li> </ul>

- It is also clear that some themes that are mission-critical in terms of Levelling Up are less likely to be central to devolution, e.g., education/early years and health, and are potentially better progressed through ongoing collaboration with relevant partners, VCSE bodies and communities. However, there are health related aspects of the WMCA Devolution Deal that officers are exploring in the context of the integrated care footprint of Coventry and Warwickshire and the ongoing collaboration across the Integrated Care System.
- It is also clear from the deals agreed so far that the first deal is only the start of the process and the basis for future deals that build on the early ones e.g. the Deeper Devolution Deal will technically be the WMCA's fifth deal.

#### 4.2 West Midlands Combined Authority 'Deeper Devolution Deal'

- The deal was launched in March 2023.
- It is one of two national trailblazer devolution deals, both made with existing Combined Authorities (West Midlands Combined Authority and Greater Manchester Combined Authority).
- A summary of the main aspects of the deal is provided in **Appendix 1**.
- With the majority of Warwickshire Councils being non-constituent members of the West Midlands Combined Authority, the County and the Warwickshire's District & Brough Councils could potentially benefit from certain elements of the deal. This is yet to be explored with the West Midlands Combined Authority.

#### 4.3 WCC Cross Party Member Working Group

- The cross-party Member Working Group has been in operation throughout 2022/23 and been able to shape the content of a potential Warwickshire deal, whilst also watching activity in other areas and counties.

- The work of the WCC Member Working Group has focused on the following 6 themes:
  - Inclusive, green economic growth, good jobs, and skills for the future
  - Improving infrastructure, transport, and connectivity
  - Delivering net zero
  - Educational attainment
  - Improving health and well-being
  - Regenerating priority communities, planning & meeting future housing need
- For each theme senior officers have presented evidence and a range of options that have combined to form a long-list of potential 'asks'. A summary of the priorities identified by the Member Working Group is provided in **Appendix 2**. A more detailed report of the work of the Member Working Group is attached at Appendix 3.
- For a devolution deal, these asks would then be supported by a clear narrative setting out the unique attractiveness of Warwickshire's offer to Government. Key aspects would include growth potential, connectivity, culture, and overall impact on national Levelling Up missions.
- Links have also been made to key existing and emerging WCC strategies that relate to each of these themes, with both devolution and Levelling Up being key to join up across these themes.

#### 4.4 Further points

Some of the proposals coming out of the Member Working Group have the potential to be progressed outside a formal deal, either as partners within Warwickshire and/or as specific bilateral deals with Government. These include

- Strengthen partnership with external organisations such as Barnardo's
- Powers to provide wrap around support (e.g. mental health support) for those on out of work benefits with long-term sickness
- Seed funding to drive system change – focusing on preventative services and influencing the wider determinants of health
- Adapting to climate change
- Planning and resources for Sustainable Communities
- Electric Vehicle car clubs, bike hire (incl. e bikes), e-scooters, public transport and enhanced DRT

Strong partnership working locally would further support this approach.

## 5. Timescales associated with the decision and next steps

- 5.1 The work of the Member Working Group puts Warwickshire in a strong position. It provides a starting and reference point for further work and a

renewed round of formal engagement on the longlist of potential asks between May and September 2023:

**District & Borough Councils** – The current legislation means Government negotiates and agrees devolution deals with upper tier Councils but expects effective and open engagement with District and Borough Councils. This has been our approach in developing these priorities for future devolution for Warwickshire.

Warwickshire Council Leaders have discussed progress of the devolution deal twice and reaffirmed their mutual agreement to continue to develop options and thinking for a deal, but not to pursue at Level 3 deal given there is no political appetite for a directly elected mayor or leader at this time.

Following the outcome of the May 2023 elections in four of Warwickshire's district and boroughs we have an opportunity to actively re-engage on the devolution agenda, testing both direction and content of any potential future devolution deal for Warwickshire.

**Team Warwickshire partners** – For our wider strategic partners, devolution is critical to the wider work and commitments of the Levelling Up agenda. It has also informed both the Levelling Up work and the development of key related strategies such as Economic Growth and Sustainable Futures which will be presented to Cabinet later this year.

- 5.2 This engagement would be undertaken in preparation for, and in anticipation of, Government inviting Warwickshire to commence negotiations on a Deal, and so aims to put the County in the strongest possible position if and when an invitation is received from Government.
- 5.3 The County Council will continue to monitor and assess the national position, gauging both interest and viability for a future County Deal.
- 5.4 Public engagement will also be key and in the first instance there is an option to engage Warwickshire residents via Ask Warwickshire Survey & Voice of Warwickshire Residents' Panel. This will build upon earlier engagement on both Levelling Up and Sustainable Futures.
- 5.5 In the near-term emphasis will be placed on understanding the potential benefits and opportunities that the West Midlands Combined Authority 'Deeper Devolution Deal' can present for Warwickshire.

## Appendices

**Appendix 1** - Detail and analysis of the WMCA Trailblazer Devolution Deal

**Appendix 2** – Longlist of devolution options developed by the Member Working Group

**Appendix 3** – Report of the Member Working Group



## Background Papers

Developing a Devolution Deal for Warwickshire – Cabinet, March 2022

Levelling Up and Devolution for Warwickshire, - Cabinet, May 2022

A Countywide Approach to Levelling Up in Warwickshire, - Cabinet, July 2022

	Name	Contact Information
Report Author	Gereint Stoneman	<a href="mailto:gereintstoneman@warwickshire.gov.uk">gereintstoneman@warwickshire.gov.uk</a>
Assistant Director	Sarah Duxbury, Assistant Director of Governance and Policy	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
Strategic Director	Rob Powell, Strategic Director for Resources	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Izzi Seccombe Leader of the Council	<a href="mailto:isobelseccombe@warwickshire.gov.uk">isobelseccombe@warwickshire.gov.uk</a>

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

Local Member(s): None.

Other members: None.

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# Delivering a Deeper Devolution Deal for the West Midlands



# Introduction

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**The West Midlands is embarking on a new phase of devolution – ending the ‘begging bowl’ culture by bringing greater investment, control over investment and powers to the region.**

**This landmark deal, estimated to be worth in the region of £1.5bn, will reboot the economy, provide vital housing, jobs and skills, bolster our existing strengths in transport and Smart City Region innovation, and drive our net zero ambitions – generating economic growth and levelling up outcomes for all our residents and communities.**

## Background

In February 2022, Government announced, in its Levelling Up White Paper, new devolution deals for the West Midlands, along with Greater Manchester. Since then, the region and its partners have been working closely with Government to secure the best deal for the region, its economy and its communities.

This offer of greater devolution is built on the region’s previous deals in 2015 and 2017, and the West Midlands’ track record in realising a tenfold increase in transport investment, delivering transformation of the region’s skills performance and pioneering new approaches to brownfield development and zero carbon homes. The Deal recognises the point that the WMCA has lacked the key levers and flexibility to ‘unleash the potential of devolution’, and goes on to address this through a range of new powers, responsibilities and resources.

The Deal is established on the key principles that new powers and funding should sit at the lowest feasible level of governance and that they should be drawn down from government and ‘double-devolved’ where appropriate and not drawn up from local authorities. When referring to WMCA as the decision-making body in this briefing note, it means those members appointed by the seven constituent councils and the Mayor.



## Executive Summary

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The Deeper Devolution Deal will maximise the WMCA's current role and responsibilities and revolutionise how Government funding is implemented – providing the tools to deliver more inclusive growth. Many of the offers are 'firsts' for regional devolution.

- A commitment towards a **Single Funding Settlement**, where for the first time, a region will be treated as if it were a government department, enabling the region to prioritise, target and decide how funding is spent in key areas from the next spending review onwards.
- A landmark housing deal worth **up to £500 million** – with flexibilities around deployment for regenerating brownfield land, a route to full devolution of Affordable Housing Programme funding, and the West Midlands leading a pioneering new approach to maximising Government land assets.
- Fiscal devolution, including committed **10-year retention of business rates** – worth an estimated £45 million a year to the WMCA and its partner authorities.
- The ability to designate **Levelling Up Zones** – priority areas identified jointly by the WMCA and its partner authorities that will attract 25-year business rates retention, to accelerate growth, development and regeneration.
- Commitment to devolving **retrofit funding** (from 2025) – providing certainty and consistency that will build confidence in the marketplace, enable the region to prioritise its allocations, and accelerate the delivery of warmer homes and net zero targets.
- Empowering the region's **transport** transformation through devolution of bus service operator grants and a new partnership with Great British Railways, and the world's first 'regulatory sandbox' to enable the region to test and develop cutting-edge transport solutions.
- Greater responsibility and oversight of post-16 and post-19 **education and skills**, and over careers advice, and the establishment of a unique partnership with Department for Work and Pensions to target employment support.
- A stronger role in supporting **business productivity, trade and investment and innovation**, through influence of some of the key national levers of funding and policy development.
- Measures to boost **digital inclusion** including high speed broadband connectivity across the region and a £4 million fund for devices and data.
- Recognition of, and resources to support, the region's **environmental, energy and net zero** ambitions.



## The Details of the Deal

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### Governance and Accountability

With greater powers comes greater accountability, and Government has set out its expectations around the measures the region should put in place to receive this new, Deeper Devolution Deal.

Unless otherwise stated, functions will be devolved through the Local Democracy, Economic Development and Construction Act 2009, and need to be accepted by WMCA under its constitution and local governance processes.

It will be held accountable through the Local Government Accountability Framework, English Devolution Accountability Framework and enhanced scrutiny measures. In addition, the Mayor and WMCA will be expected to present to Parliamentary Select Committees as requested, in conjunction with Mayor's Question Time and quarterly engagement with West Midlands MPs.

### Fiscal Devolution, Funding and the Single Settlement

The commitment to **10-year Business Rates Retention** across the region is estimated to be worth £450m over the period and will drive confidence in public sector borrowing, de-risk investment modelling and accelerate delivery. It will also remove the uncertainty of the current

pilot scheme, boosting public financial sustainability and local authority spending power.

Through its '**Single Settlement**', the Government commits to giving WMCA single capital and revenue funding certainty, equivalent to government departments – increasing regional autonomy and the ability to prioritise decisions locally in the areas of:

- local growth and place
- local transport
- housing and regeneration
- adult skills
- housing retrofit

These settlements will cover an entire spending review period.

In addition, Government has committed to a **£25m capital fund** to support business decarbonisation, culture, environmental programmes and the West Midlands' Smart City Region initiative.



## Transport

Building on the West Midlands' strengths in transport innovation, as the country's first future transport zone, and its close partnership working with Government, the Deeper Devolution Deal provides:

- A pioneering Local Transport Plan approach which embeds 'quantifying carbon reductions' (QCR);
- Leading a collaborative research and learning programme through an 'influencing transport lab' (ITL);
- Establish a 'regulatory sandbox' to boost global investment and cluster growth, and test new innovations to inform national policy;
- Devolution of the Bus Service Operators Grant to improve services and incentivise net zero transition;
- Closer partnership with Great British Railways to deliver a rail service closer to the standards of London;
- Additional £60m to Wednesbury-Brierley Hill Metro extension
- Supporting development of the region's ambitious Very Light Railway scheme in Coventry.

Additionally, and separately to the Deal, there is a future funding commitment for round 2 of the City Region Sustainable Transport Settlements, from 2027, to support major transport infrastructure projects.

## Housing, Land and Regeneration

A **£100m Single Regeneration Fund** will be deployed flexibly across the region, and for the first time, brownfield land funding will support commercial, employment land and mixed-use development, as well as delivering 4,000 homes.

The commitment of up to **£400m Affordable Housing Programme ('AHP')** funding to the region, and greater influence over affordable housing delivery and strategy acts a precursor to full devolution of the AHP, worth billions of pounds in funding, to the region from 2026 – the first time this has happened outside Greater London.

In another 'first', for any Combined Authority, WMCA will be involved in decisions on major UK **government land** disposals and reconfiguration – driving regeneration and unlocking private investment through repurposing and redeveloping publicly owned land.

The region will also be able to designate '**Levelling Up Zones**': priority areas that would benefit from enhanced and targeted fiscal measures. These 'growth zones' will attract 25 year Business Rates Retention (with no reset) with the six zones being considered for inclusion:

- East Birmingham North Solihull Corridor (including UK Central)
- Wolverhampton Corridor (incl. Green Innovation Corridor & University of

Wolverhampton's National Centre for Sustainable Construction)

- Walsall Growth Corridor
- Dudley Metro Corridor [x 2] (Sandwell Zone from Wednesbury to Birmingham Road, Tipton; Dudley Zone from Dudley to Brierley Hill)
- Coventry and Warwickshire Gigafactory Levelling Up Zone

Additionally, and separate to the Deal, the region has been invited to submit a proposal for one Investment Zone under the Government's new programme which seeks to maximise innovation and growth corridors.

## Skills and Employment Support

Further areas of **post-19 education and skills** will be devolved to WMCA along with greater oversight of **post-16 technical education** and skills, and careers, including a crucial role to ensure the local skills system responds to the Local Skills Improvement Plan ('LSIP'). This will include, from the next Spending Review, greater devolution of non-apprenticeship adult skills functions and funding, and greater freedoms around Free Courses for Jobs and Bootcamps. WMCA will also become the 'central convenor' for **careers advice** in the region, working closely with Government to ensure provision meets the economic needs of the West Midlands.

Alongside establishing a Regional Labour Market Partnership Board, WMCA will be

able to co-design contracted **employment support programmes** with DWP to ensure they are the aspirations of the region, supported by enhanced data-sharing agreements.

## Business Productivity and Innovation

WMCA will adopt a new role in integrating and promoting **business support services** across the region – powered by a new Strategic Productivity Partnership with departments across Government, greater involvement in the governance of the British Business Bank's UK funds, and collaboration with the UK Investment Bank on commercial arrangements for infrastructure finance.

Building on the West Midlands' participation in the £100m Accelerator funding, through a Strategic Innovation Partnership WMCA will be able to present regional innovation opportunities to inform UKRI's future funding strategies – working collaboratively to bolster **regional R&D growth** and pilot new initiatives, such as the UK Further Education Innovation Fund, place-based knowledge transfer programmes, and public procurement flexibilities.





## Trade and Investment

The Department for Business and Trade ('DBT') will recognise the West Midlands Growth Company as the lead agency for investment in the region and work with them to develop a **WM International Strategy**, enhance data sharing routes and undertake a review of key account management with the region's major employers.

DBT will also support WMCA to boost West Midlands' presence in **trade missions** and dedicate support from the UK Export Academy to increase trade opportunities.

## Net Zero and Environment

From 2025, Government will pilot with the West Midlands the **devolution of housing retrofit funding**. This will remove uncertainty and inefficiencies in the existing funding system and inform future models for Government net zero funding.

There is recognition of the region's involvement in wider **energy system management and planning**, and responsibility for heat zone designation, energy efficiency advice and attracting private sector finance. In addition, funding from the £25m capital pot is anticipated for **industrial decarbonisation** programmes for regional businesses, **natural environment finance** models and **air quality** monitors to support the region's wider environment and net zero ambitions.

## Digital and Data

The Department of Science and Technology ('DSIT') will work proactively with WMCA through a **Digital Infrastructure Leadership Group** to accelerate broadband roll-out and connectivity, and through a £4m fund, provide 20,000 devices to boost **digital inclusion**.

Government will agree a new Data Partnership with WMCA, which will streamline WMCA's negotiations with individual government departments over access to specific datasets and support timely access to data particularly around: skills, careers and labour markets; business support, trade and investment; and energy and climate resilience.

Alongside this, Government will work with WMCA and its public body partners across the region to improve routes for data-sharing to enable WMCA to undertake regional analysis of data to better inform strategic decision-making locally.

## Culture, Social Economy and Tourism

To maximise the Commonwealth Games Legacy Fund, a new **Regional Culture and Heritage Framework** will seek to align and maximise funding from arm's length bodies, including opportunities for co-investment and greater collaboration. Local authorities will be closely involved in the development of the Framework and continue to engage directly with funding bodies.

Recognising WMCA's commitment to double the size of the social economy, Government will work with the Combined Authority to develop a pioneering **Social Economy Accelerator Programme** and Growth Fund.

DCMS and Visit England will work with WMCA and WMGC to create England's second **Destination Development Partnership pilot** and the associated merits of establishing WMGC as a Local Visitor Economy Partnership ('LVEP').

## Public Service Reform

Government and WMCA will agree a new formal duty on WMCA to improve public **health** – concurrent with local authorities and neither superseding, or being subservient to, existing duties. Through this, both parties will explore how best to use their collective resources and expertise to develop and test innovative solutions to shared prevention and population health priorities. This would include the development of AI labs, predictive analytics and machine learning, and shared care records, building on the West Midlands' Smart City Region strengths, and supported by in principle funding through the identified £25m allocation mentioned above. This will need further development at the implementation stage before being finally approved.

In addition...

Government will also collaborate with the West Midlands on other key priorities:

- A newly formed Ministerial Housing Strategy Group will work with WMCA to pilot new schemes to address **Homelessness** – enabling better standards and outcomes for residents, and exploring new models such as locally designed rent simplification for young people.
- Working closely with WMCA and its local authority partners to pilot and test new initiatives in **Early Years** – building on existing work within the region and aligning with national priorities.
- A new West Midlands Fast Stream pilot will set a blueprint for establishing long-term career pathways by delivering a pipeline of civil service talent and skills in the region, complementing Government's **Places for Growth** commitment to relocate 2,100 roles to the West Midlands by 2025.

Please note that the **Devolution Deal** will be subject to ratification with each local authority, and we are working closely with officers and leaders in that process.

This briefing note is a summary of the Deal only and is not intended to be exhaustive.

The full Devolution Deal can be accessed through the gov.uk website.



## Appendix 2 - Long list of potential devolution asks for Warwickshire

The recommendations of the Member Working Group are presented below.

<b>Common proposals – these proposals have been regularly included in recently published devolution deals</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Single Integrated, multi-year Transport Fund	Pooling of transport funding into single, flexible transport fund. Allocation over a longer period (e.g., 5 years), with an agreement on key outcomes to be delivered but no allocations to individual projects.	Creates more certainty, enables longer-term planning, flexibility to move funding around as circumstances require
Single long-term 'Warwickshire' Investment Fund	WCC would receive a long-term single investment fund - locally decision-making used for spending. Subject to 5-year gateways that would need to show the investments have supported economic growth of the region and levelling up missions	WCC would be able to invest in initiatives that suited the needs of local communities without having to go through lengthy, costly bidding processes for investment funding.
Devolution of the Adult Skills Budget and flexibility of use of the apprenticeship levy	Devolution of the adult skills budget to WCC to enable WCC to commission and manage contracts locally. Flexibility on use of apprenticeship levy to be able to fund salaries as well as training costs	Better alignment with business needs.  Increased local flexibility to meet changing demand.  Increased skills and productivity.
Relocating at least one Government department/public body to Warwickshire	Work with Government to commit to relocating at least one Government department/unit/arms-length body to Warwickshire	Significant new employment and investment within one of our key towns. Increase income and local spend in area.

<p>Local Area Energy Planning and Infra structure to support a greener economy</p>	<p>Funding / grant support to improve energy efficiency in industrial Small to Medium Sized enterprises (SME's), education providers and county households via environmental and energy education (low carbon, net zero and behavioural changes), and technology and retrofit opportunities. Targeted investment to promote renewable / low energy industry and strengthen local networks (working in conjunction with local industry leaders –battery technology, electric car, electricity grid). Direct funding to identify increased opportunities for using the public estate to generate low carbon energy.</p>	<p>Support for wider technologies - Anaerobic Digestion (AD), Energy from Waste (EfW), Solar, Wind etc. Energy security, cost of living, (heat network reviews have been undertaken by Warwick District Council). Promotes economic growth, local employment markets. Supports rural economies.</p>
<b>Sustainability</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
<p>Set up a number of Rural Electric Vehicle charging hub pilots</p>	<p>Partnership between WCC and Office for Zero Emission Vehicles to co-develop and pilot Rural EV Charging Hubs</p>	<p>Supports rural communities to shift to EV vehicle use. Raises profile of Warwickshire in this space. Stronger relationship with Office for Zero Emissions Vehicles.</p>
<p>Scale up housing retrofit in line with sustainable futures ambitions</p>	<p>Powers, funding and capacity to develop and deliver a joined-up approach at scale to influence on a county scale, work with partners (particularly the boroughs and districts), co-produce solutions to housing</p>	<p>Ability to link with WMCA to develop scaled regional approaches complementing their targets.</p>

	<p>retrofit, energy networks and co-ordinated infrastructure.</p> <p>To enable the capacity and county-wide spread to establish and implement net zero hub based on LAD2 trials, whole street approaches and whole house innovation retrofit.</p>	
<b>Skills &amp; Education</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Devolution of Careers Hub funding & powers	<p>Government provides funding for Careers Hubs across the country to provide support to schools. WCC already invests in this work itself and could lever significant added value if this Careers Hub funding was devolved and aligned with WCC investment.</p> <p>Request some powers to provide increased incentive to schools to undertake careers activities.</p>	<p>Enhanced educational and employment outcomes.</p> <p>Increased aspirations.</p> <p>More efficient use of resources.</p> <p>Improved links between business and education.</p>
Create a skills testbed area for providers to rapidly design and deploy training to match business	<p>Linked to adult skills - a test cell structure would be established where training providers could quickly design and test new training materials and enable rapid deployment</p>	<p>More dynamic skills system which can quickly adapt to new areas and demands from business.</p> <p>Increased skill levels.</p> <p>Attractive for businesses locating in the county.</p>
Powers to establish our own Education Investment Areas in Warwickshire	<p>Education Investment Areas (EIAs) are established by central government and are prioritised for extra funding and support by</p>	<p>Would allow us to prioritise areas of greatest need and promote certain schools to the government to receive</p>

	the government to improve standards. WCC would have the powers to establish our own EIAs in the county to support areas that underperform consistently	additional funding and support
Powers to expand relationship with further education institutions	Powers to establish formalised working relationships with local colleges to support the achievement of our education strategy and goals	Working in a closer and formalised way with further education institutions to raise aspirations of school children and help develop clear career pathways
<b>Infrastructure &amp; Connectivity</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Request pilot status to work with Active Travel England to test application of active travel and/or last mile delivery in a shire county	Request official pilot status to work with Active Travel England to explore how approaches need to be adapted in shire county areas. Pilot" Mini-Holland" style approach in identified communities  Work with Active Travel England and DfT on quiet lanes and potential utilisation in Warwickshire	Help develop new and more innovative solutions, build relationship with Active Travel England/Govt. departments
Powers to effectively deal with absentee landlords and enable Councils to seek the re-development / re-purposing of identified land/property	Powers that enable LPAs to effectively deal with absentee landlords and enable Councils (or other) to seek the re-development / re-purposing of identified land/property. Enhanced CPO (Compulsory Purchase Orders) powers that enable more local determination and faster resolution.	Facilitates and accelerates strategic land assembly to support regeneration.
Create a 5G testbed in Warwickshire to support	Support to create test bed with a mobile phone	Local gaming companies get

mass participation gaming pilots	operator to invest in core 5G and slice a dedicated part of the bandwidth to support mass participation gaming pilots/testing	advanced access to 5G technology to test new products. Mobile phone operators better understand benefits and potential commercial returns on 5G packages for consumers around gaming
One-off funding to create a revolving, evergreen fund to forward fund infrastructure which is then paid back by developers	Significant funding (possibly from National Infrastructure Bank) to establish revolving fund which can resource up front the required infrastructure (i.e., road improvements, schools, etc.) which is then paid back over time through developer contributions	Enables necessary infrastructure to be put in place on Day 1 of a project. Helps accelerate development of sites, would potentially attract more investment.
Powers to work with Fibre & Mobile Network Operators to roll-out of digital infrastructure	Greater freedoms to work with both Fibre and Mobile Network Operators. Stronger control over funding and the ability to negotiate contracts with providers. Authority to construct contracts with providers that puts greater emphasis on contract delivery timescales and improved default payments.	Accelerate roll-out. Greater focus on delivery in priority areas. Enhanced relationships with fibre and mobile network operators.
<b>Community</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Support devolved budgets at community level to support Health & Wellbeing prevention and early intervention agendas	WCC would receive full control of certain funds to be spent at a community level to encourage early prevention	Funds would be spent in ways that best suited the needs of local communities across Warwickshire and would prevent a 'one-size-fits-all'

		approach to prevention and early intervention
Seek devolution of Warwickshire's share of the Dormant Asset Fund to support Levelling Up work	WCC would use its proportionate share of the national Dormant Asset Fund to reinvest in specific programmes that support Levelling Up primarily, including Sustainable Futures projects	Additional funding would be used to catalyse innovative, local projects and initiatives that may not be applicable for national grants and funding schemes
<b>Financial</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Enhanced partnership with UK Research & Innovation to encourage innovation funding	Work with UKRI to increase flow of public sector innovation funding to support business growth.  Alignment of public and private funding generates efficiencies and increased impact.	Alignment of public and private funding generates efficiencies and increased impact. Further local offer that would support and increase inward investment and business growth in the county.
Tax Increment Finance for developments to be able to ring-fence and capture uplift in taxes/income in a defined geography for a significant time period	Ability to ring-fence and capture uplift in taxes/income in a defined geography over a significant period (30 years) to enable repayment of borrowing to enable upfront investment	Unlocks key sites/development opportunities; accelerates and facilitates investment in key infrastructure at the start to encourage private sector investment.





# **REPORT OF THE DEVOLUTION CROSS-PARTY MEMBER GROUP**

**APRIL 2023**

*Working for  
Warwickshire*

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## 1 Introduction

### 1.1 Purpose of the Working Group

On 2 February 2022, the Government published its Levelling Up White Paper<sup>1</sup> which set out the intention to extend, deepen and simplify devolution across England so that by 2030, every part of England that wants one will have a devolution deal.

As part of the Levelling Up White Paper, the Government presented a devolution framework setting out the types of powers and functions that would be considered for each devolution level, bringing together policies from across Government.

On 10 March 2022, Warwickshire County Council's Cabinet received a report<sup>2</sup> setting out an analysis of the key elements of the White Paper, providing linkages to our Council Plan (approved by full Council on 8 February 2022)<sup>3</sup> and a proposed direction of travel and next steps to ensure Warwickshire is best positioned to benefit from the opportunity that a devolution deal could present. Cabinet resolved to:

1. Support and commission the development of a Devolution Deal for Warwickshire
2. Authorise the Chief Executive to develop a Devolution Deal for consideration by Cabinet, engaging with key stakeholders and the Department for Levelling Up, Housing and Communities and to take such other steps as she considers necessary in consultation with the Leader
3. Request that a Cross Party Member Working Group be established to support the development of the Devolution Deal

This report details the work of the Cross-Party Member Group which was established in response to Resolution 3 above. The Group's Terms of Reference is appended to this report.

### 1.2 Members and Contributors

The Members who have been involved in the work of the Cross-Party Member Group over the period are; Councillors Brett Beetham, Jonathan Chilvers, Yousef Dahmash, Pete Gilbert, John Holland, Jack Kennaugh, Chris Mills, Jerry Roodhouse, Isobel Seccombe (Chair), Adrian Warwick and Martin Watson. The Group also welcomed Councillors Tim Sinclair and Heather Timms as substitutes.

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<sup>1</sup> Available from <https://www.gov.uk/government/publications/levelling-up-the-united-kingdom>

<sup>2</sup> Available from <https://democracy.warwickshire.gov.uk/ieDecisionDetails.aspx?AllId=6383>

<sup>3</sup> Available from <https://democracy.warwickshire.gov.uk/ieDecisionDetails.aspx?AllId=5666>

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

Dave Ayton-Hill - Assistant Director, Communities  
Sarah Duxbury – Assistant Director, Governance & Policy  
George McVerry – Corporate Policy Officer  
Deborah Moseley – Democratic Services Team Leader  
Spencer Payne – Service Manager Business Intelligence  
Nigel Minns – Strategic Director for People  
Rob Powell – Strategic Director for Resources  
Mark Ryder – Strategic Director for Communities  
Steve Smith – Assistant Director, Commissioning Support Unit  
Gereint Stoneman – Corporate Policy & Commissioning Manager

### 1.3 Evidence

The Group held several information gathering sessions with officers from Warwickshire County Council to consider the six devolution themes which have informed the development of proposals for a devolution deal. These sessions detailed the strengths and challenges of the evidence base and identified alignment between devolution themes and related Council activity.

The six Devolution Themes considered by the Member Group were:

1. inclusive, green economic growth, good jobs, and skills for the future;
2. educational attainment;
3. improving infrastructure, transport, and connectivity;
4. regenerating priority communities, planning & meeting future housing need;
5. improving health and well-being; and
6. delivering net zero.

The Group also received summary analysis regarding learning from devolution deals agreed during 2022 (Cornwall, Norfolk, Suffolk, East Midlands, and York and North Yorkshire) and the position relating to the West Midlands Trailblazer Devolution Deal to consider optimisation of the benefits for Warwickshire Councils.

### 1.4 Dates and Timescales

Meeting Date	Focus Areas
13/06/22	Agreement of the terms of reference, framing the current work on levelling up and devolution and discussion of headline themes and the emerging content of devolution deals

Meeting Date	Focus Areas
<b>29/07/22</b>	Deep dive conversations on the themes of: <ol style="list-style-type: none"> <li>1 Inclusive, green economic growth, good jobs, and skills for the future</li> <li>2 Educational Attainment</li> </ol>
<b>29/09/22</b>	Deep dive conversations on the themes of: <ol style="list-style-type: none"> <li>1 Improving infrastructure, transport, and connectivity</li> <li>2 Regenerating priority communities, planning &amp; meeting future housing need</li> </ol>
<b>02/11/22</b>	Recap of the package of proposals discussed to date alongside learning from new devolution deals and the West Midlands Trailblazer Devolution Deal
<b>12/12/22</b>	Deep dive conversations on the themes of: <ol style="list-style-type: none"> <li>1 Delivering Net Zero</li> <li>2 Improving Health and Wellbeing</li> </ol>
<b>19/01/23</b>	Exploration of the financial models associated with devolution
<b>02/03/23</b>	Analysis of devolution deals recently agreed, an update on the position of the West Midlands Trailblazer Devolution Deal and final recommendations and proposals to Cabinet.
<b>11/05/23</b>	Report to Cabinet

## 2 Overview

### 2.1 Background

In England, devolution is the transfer of powers and funding from national to local government. It means that decisions are made closer to the local people, communities, and businesses they affect, with provision for more freedoms and flexibilities at a local level so that Councils can work more effectively to improve public services for their area.

The first devolution deal with Greater Manchester was announced in November 2014, followed by deals with Cornwall in July 2015 and the West Midlands in November 2015. The Government also invited devolution proposals from local areas as part of the 2015 Spending Review, receiving 34 bids from local areas, of which 12 were initially brought forward for negotiation with 11 areas subsequently signing devolution deals.

In February 2022, the Government published the Levelling Up White Paper. The White Paper sets out twelve missions within associated metrics and targets for 2030. One of these twelve missions is that “every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution” by 2030, opening up the possibility of devolution for the first time to all areas of England.

The new devolution framework provides for three levels of varying benefits, recognising that a one-size fits all model would not be suitable, with different powers and functions for each devolution level:

Level	Summary of Powers
<p><b>Level 3</b> A single institution or County Council working with a directly elected mayor/leader, across a Functional Economic Area or whole county area.</p>	<p>Access to the largest set of powers, including the ability to consolidate existing core local transport funding into a multi-year integrated settlement, devolution of locally led brownfield funding, mayoral control of Police and Crime Commissioner functions where boundaries align and the ability to introduce a mayoral precept and supplement on business rates.</p>
<p><b>Level 2</b> A single institution or County Council without a directly elected mayor/leader, across a Functional Economic Area.</p>	<p>Fewer powers than Level 3, but still significant powers, including control of appropriate local transport functions, ability to introduce bus franchising, the ability to provide input into Local Skills Improvement Plans, and Homes England compulsory purchase powers.</p>
<p><b>Level 1</b> Local Authorities working together across a Functional Economic Area or whole county area e.g. through a joint committee.</p>	<p>Access to three core powers: the ability to host Government functions best delivered at a strategic level including more than one authority, the opportunity to pool services at a strategic level, and the opportunity to adopt innovative local proposals to deliver action on climate change.</p>

The Levelling Up White Paper named ten areas which would be invited to start formal negotiations: Cornwall; Derbyshire and Derby; Devon, Plymouth and Torbay; Durham; Hull and East Yorkshire; Leicestershire; Norfolk; Nottinghamshire and Nottingham; and Suffolk were invited to agree new County Deals. York and North Yorkshire were invited to agree a mayoral combined authority deal and the North East were invited to negotiate and agree an expanded mayoral combined authority deal. The Government further committed to open negotiations on trailblazer deeper devolution deals with the West Midlands and Greater Manchester Combined Authorities, acting as a blueprint for other Level 3 devolution deals.

In June 2022, the Government published the Levelling Up and Regeneration Bill which expanded on the devolution framework set out in the White Paper

and enabled the creation of County Combined Authorities through new devolution deals.

## **2.2 Context**

Since publication of the Levelling Up White Paper, and due to the interest shown by a number of local authorities, the resources in Central Government have been focussed on the agreement of Level 3 deals. This focus on Level 3 negotiations is expected to remain for much of 2023 and is likely will impact the pace at which Level 2 deals will progress.

Areas that have so far been successful in putting together devolution deals went through a process whereby their initial proposals were tested with relevant Government departments. Over time this has resulted in a significant degree of standardisation across each of the devolution deal areas, at least in terms of the first deals agreed. Subsequent deals have built on first deals with the devolution 'asks' becoming more ambitious as track record on delivery has been demonstrated at a local level.

The agreed 'first' deals have a common focus on finance and investment, providing for the decentralisation of powers over skills and education, transport policy, housing and land, climate change and the environment, digital connectivity, and culture and tourism. The themes of innovation, trade and investment, rural service provision and resilience and public safety have been seen less frequently in published devolution deals to date. However, recently published deals are increasingly being seen as a first step on the devolution ladder, with the possibility of future iterations offering the ability to build on any initial deal.

## **2.3 Objectives**

The objectives of the Cross-Party Member Group were to provide support and advice to the Cabinet in the development of a devolution deal for Warwickshire. In particular, its role was identified as:

1. to operate as an advisory group on the development of a Devolution Deal for Warwickshire;
2. to influence and inform the Council's overall approach to devolution;
3. to contribute to building and shaping the content of a Devolution Deal for Warwickshire; and
4. to ensure links to connected elements including Levelling Up, WCC Council Plan, Delivery Plan and strategies.

## **3 Findings and Conclusions**

For each of the six devolution themes, the Member Group met with senior officers to consider the evidence base, including areas of strength and

challenge, and a range of options for consideration as potential 'asks' for a devolution deal for Warwickshire. Key aspects of this evidence are set out below:

### Inclusive, green economic growth, good jobs and skills for the future

This theme has links to the levelling up missions of Living Standards and Skills and further links with workstreams focussing on the wider determinants of health, education, infrastructure, and investment.

Warwickshire's numerous strengths in this area were noted including:

- the county is home to the UK's globally recognised largest concentration of automotive technology activity;
- the county has global and national sector strengths in advanced manufacturing, digital creative, distribution & logistics and tourism;
- there is a wide range of range of research and development and innovation assets in the county and the wider sub-region; and
- Warwickshire has seen faster than average median earnings growth between 2015-2021 compared to the national picture.

Despite this, evidence shows that:

- although there are above average business start-up rates at a county level, scale-up rates are below average;
- there is significant variation in skill levels across the county – e.g. almost half the residents in Warwick (49.5%) have a degree equivalent qualification, compared to less than a third (31.3%) in Nuneaton & Bedworth;
- there is a high employment rate across the county – close to, if not at, "full employment";
- there is a discrepancy between private and public spend on innovation and research and development – the Warwickshire and Worcestershire region accounts for about 7% of private sector research and development, but received less than 2% of InnovateUK grant funding;
- there is an identified lack of employment land in the county for non-B8 uses (distribution & logistics), and a lack of small business; units/industrial space coming forward; and
- businesses in the county report significant skills shortages and recruitment difficulties.

### Educational attainment

This theme links to the education levelling up mission and also with workstreams focussing on the wider determinants of health, education, infrastructure, and investment:

- Overall, Warwickshire's educational attainment is strong and compares well against national and statistical neighbour performance. However, there are pockets of lower attainment across the county and among specific cohorts of pupils.



- There is a gap between Warwickshire's 'disadvantaged' cohort and their peers, and this is persistently a weaker area of performance for Warwickshire when compared to national figures despite efforts to close the gap. The Group received the latest available closing the gap assessment data and further data on the wider determinants of educational attainment including participation in further education, work readiness and special educational needs.
- The Group consider that, particularly in terms of educational attainment, there is a long-term nature to levelling up and sowing seeds now will not see benefits for several years' time.

#### Improving infrastructure, transport and connectivity

This theme has links to the levelling up missions of Transport Infrastructure and Digital Connectivity and further links with workstreams focussing on active travel, the wider determinants of health, employment, and investment.

- Warwickshire has performed strongly in the past with regard to securing external funding and delivering new transport schemes.
- There has been a successful roll-out of superfast broadband, but internet use is doubling every 2 years and mobile data traffic is increasing by circa 43% each year. This requires faster connectivity with more bandwidth. Significantly, there are still areas in Warwickshire with poor or no mobile phone signal and without superfast broadband.
- There has been innovative work on the mapping of land and assets to support private sector investment in digital infrastructure
- There is continued growth and dependence on private car for travel movements across the County.
- There is a considerable challenge to meet county wide net-zero targets by 2050.
- There is a myriad of competitive funding streams for transport infrastructure but a disjointed approach to strategic planning, economic development and transport.

#### Regenerating priority communities, planning & meeting future housing need

This theme has links to the levelling up missions of Pride in Place and Housing and further links with workstreams focussing on the Warwickshire Property and Development Group, One Public Estate, Levelling Up and, Sustainable Futures.

- Regeneration, planning and housing are critical in terms of future growth, prosperity, sustainability and levelling up ambitions. Functions around planning, transport, economic development and infrastructure are split across the tiers of Government in Warwickshire, and we should explore opportunities for earlier and more pro-active engagement between these disciplines to develop a more strategic approach to future growth Overall, Warwickshire is relatively

prosperous but there is significant variation in performance and areas of deprivation.

- Housing costs are generally high and increasing – both for purchase and renting with increasing recognition of the impact of poor-quality housing.
- The pandemic has significantly accelerated changes to our town centres, with changes in consumer behaviour and the need to refocus and reinvent our spaces.
- Regeneration activity is often complex, long-term and expensive – and needs to be more holistic than just physical change.
- Place-shaping, pride in place, and local identity are becoming an increasingly important area of focus.

### Improving health and well-being

This theme links to the levelling up missions of Health and Wellbeing, strategies including Health and Wellbeing, Early Help, Tackling Social Inequalities, Safe Accommodation and Suicide Prevention and demonstrates further links with workstreams focussing on active travel, health inequalities, employment, housing, and connectivity.

- Health and wellbeing is a greater focus in terms of levelling up than it is for devolution. However, proposals for devolution in other areas such as transport, housing and employment can have positive consequences for health & wellbeing outcomes
- In 2020/21 65.6% of adults in Warwickshire were classified as obese or overweight
- In 2020/21 22.76% of residents self-reported a high anxiety score
- In 2019/20 21.1% of reception aged children were overweight (including obese)
- In 2020 14.5% of households in Warwickshire were fuel poor
- In 2022 18.6% of school age children claim Free School Meals
- These statistics, as well as those from other themes, evidence the wider determinants of health and how levelling up operates at multiple levels which need to be considered

### Delivering net zero

This theme links to numerous strategies including the Local Plan, Long Term Infrastructure, Sustainable Futures, Energy Strategy, EV Charging Infrastructure, and the Joint Municipal Waste Management Strategy. It also links with workstreams focussing on active travel, the wider determinants of health, employment, investment, and economic growth.

- Housing retrofit addressing significant disparity in energy efficient homes across Warwickshire, recognising areas of fuel poverty and the lower super output areas of highest deprivation. According to the 2021 Census, 6.9% of housing in Warwickshire is socially rented from a local authority and a further 6.8% is rented from elsewhere in the social housing sector. One in six (16.7%) houses are rented privately, with

the remaining 69% either owned outright or with a mortgage. Work is ongoing to identify the energy performance rating by housing tenure to inform future retrofit priorities. The Government's existing Sustainable Warmth Competition awarded £500m to selected housing local authorities with combined delivery funding and homes upgrade funding for 2022/23 schemes.

- The latest data on fuel poverty at the local level suggests that the proportion of households that are classed as 'fuel poor' ranges from 37% in Brunswick, Leamington Spa through to 4% in Horeston Grange, Nuneaton, with a county average of 14.3%. This compares to a regional average of 17.8% and a national average of 13.2%. The Council supports strong practical mitigating action in the community including Green Shoots Community Climate Change Fund and Community Powered Warwickshire programme.
- Transport is the largest source of County emissions (44%), but we are leaders in biodiversity net gains.
- There are several high-risk impact events which have been identified as a threat to Warwickshire including heat waves and drought, increasing small fires and wildfires, an increasing incidence of amber heat health alerts, reducing water availability and associated impacts for wildlife and agriculture.

#### **4 WMCA Trailblazer Devolution Deal**

The Cross-Party Member Working Group considered the proposals set out in the West Midlands Combined Authority's Levelling Up Growth Prospectus, published October 2022. This document set out the West Midlands Combined Authority's strategic aspirations for devolution deal negotiations and the

potential ‘asks’ the West Midlands Combined Authority were seeking. The proposals were structured along the following themes:

- Housing & Regeneration
- Transport
- Skills
- Retrofit
- Business Support & Innovation
- Global West Midlands (Trade & Investment)
- Local Area Energy Planning
- Industrial Decarbonisation
- Digital Inclusion
- Homelessness Prevention
- Social Capital
- Health
- Culture
- Crime, Community Safety and Resilience
- Climate Adaptation and the Natural Environment

The Cross-Party Member Working Group acknowledged the differences in the strategic priorities of Warwickshire County Council and the West Midlands Combined Authority and discussed which workstreams had the strongest strategic alignment for Warwickshire. The workstreams the Member Working Group considered optimal for further exploration with the West Midlands Combined Authority of the potential benefits for a Warwickshire devolution deal were:

- Retrofit
- Climate Adaptation and the Natural Environment
- Housing & Regeneration
- Industrial Decarbonisation
- Culture
- Business Support & Innovation
- Local Area Energy Planning

## 5 Recommendations

After carefully considering the evidence-base and the advantages and disadvantages of the potential ‘asks’ that were shared, the Cross-Party Member Working Group has identified a priority list of draft proposals as set out below. This is intended to provide a starting point for further exploration and formal engagement.

<b>Common proposals – these proposals have been regularly included in recently published devolution deals</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Single Integrated, multi-year Transport Fund	Pooling of transport funding into single,	Creates more certainty, enables longer-term

	flexible transport fund. Allocation over a longer period (e.g., 5 years), with an agreement on key outcomes to be delivered but no allocations to individual projects.	planning, flexibility to move funding around as circumstances require
Single long-term 'Warwickshire' Investment Fund	WCC would receive a long-term single investment fund - locally decision-making used for spending. Subject to 5-year gateways that would need to show the investments have supported economic growth of the region and levelling up missions	WCC would be able to invest in initiatives that suited the needs of local communities without having to go through lengthy, costly bidding processes for investment funding.
Devolution of the Adult Skills Budget and flexibility of use of the apprenticeship levy	Devolution of the adult skills budget to WCC to enable WCC to commission and manage contracts locally. Flexibility on use of apprenticeship levy to be able to fund salaries as well as training costs	Better alignment with business needs.  Increased local flexibility to meet changing demand.  Increased skills and productivity.
Relocating at least one Government department/public body to Warwickshire	Work with Government to commit to relocating at least one Government department/unit/arms-length body to Warwickshire	Significant new employment and investment within one of our key towns. Increase income and local spend in area.
Local Area Energy Planning and Infrastructure to support a greener economy	Funding / grant support to improve energy efficiency in industrial Small to Medium Sized enterprises (SME's), education providers	Support for wider technologies - Anaerobic Digestion (AD), Energy from Waste (EfW), Solar, Wind etc.

	<p>and county households via environmental and energy education (low carbon, net zero and behavioural changes), and technology and retrofit opportunities. Targeted investment to promote renewable / low energy industry and strengthen local networks (working in conjunction with local industry leaders – battery technology, electric car, electricity grid). Direct funding to identify increased opportunities for using the public estate to generate low carbon energy.</p>	<p>Energy security, cost of living, (heat network reviews have been undertaken by Warwick District Council). Promotes economic growth, local employment markets. Supports rural economies.</p>
<b>Sustainability</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Set up a number of Rural Electric Vehicle charging hub pilots	Partnership between WCC and Office for Zero Emission Vehicles to co-develop and pilot Rural EV Charging Hubs	Supports rural communities to shift to EV vehicle use. Raises profile of Warwickshire in this space. Stronger relationship with Office for Zero Emissions Vehicles.
Scale up housing retrofit in line with sustainable futures ambitions	Powers, funding and capacity to develop and deliver a joined-up approach at scale to influence on a county scale, work with partners (particularly the boroughs and districts), co-produce solutions to housing retrofit, energy	Ability to link with WMCA to develop scaled regional approaches complementing their targets.

	<p>networks and co-ordinated infrastructure.</p> <p>To enable the capacity and county-wide spread to establish and implement net zero hub based on LAD2 trials, whole street approaches and whole house innovation retrofit.</p>	
<b>Skills &amp; Education</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Devolution of Careers Hub funding & powers	Government provides funding for Careers Hubs across the country to provide support to schools. WCC already invests in this work itself and could lever significant added value if this Careers Hub funding was devolved and aligned with WCC investment. Request some powers to provide increased incentive to schools to undertake careers activities.	Enhanced educational and employment outcomes. Increased aspirations. More efficient use of resources. Improved links between business and education.
Create a skills testbed area for providers to rapidly design and deploy training to match business	Linked to adult skills - a test cell structure would be established where training providers could quickly design and test new training materials and enable rapid deployment	More dynamic skills system which can quickly adapt to new areas and demands from business. Increased skill levels. Attractive for businesses locating in the county.
Powers to establish our own Education Investment Areas in Warwickshire	Education Investment Areas (EIAs) are established by central government and are prioritised for extra	Would allow us to prioritise areas of greatest need and promote certain schools to the government to

	funding and support by the government to improve standards. WCC would have the powers to establish our own EIAs in the county to support areas that underperform consistently	receive additional funding and support
Powers to expand relationship with further education institutions	Powers to establish formalised working relationships with local colleges to support the achievement of our education strategy and goals	Working in a closer and formalised way with further education institutions to raise aspirations of school children and help develop clear career pathways
<b>Infrastructure &amp; Connectivity</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Request pilot status to work with Active Travel England to test application of active travel and/or last mile delivery in a shire county	Request official pilot status to work with Active Travel England to explore how approaches need to be adapted in shire county areas. Pilot” Mini-Holland” style approach in identified communities  Work with Active Travel England and DfT on quiet lanes and potential utilisation in Warwickshire	Help develop new and more innovative solutions, build relationship with Active Travel England/Govt. departments
Powers to effectively deal with absentee landlords and enable Councils to seek the re-development / re-purposing of identified land/property	Powers that enable LPAs to effectively deal with absentee landlords and enable Councils (or other) to seek the re-development / re-purposing of identified land/property. Enhanced CPO (Compulsory Purchase Orders) powers that	Facilitates and accelerates strategic land assembly to support regeneration.



	enable more local determination and faster resolution.	
Create a 5G testbed in Warwickshire to support mass participation gaming pilots	Support to create test bed with a mobile phone operator to invest in core 5G and slice a dedicated part of the bandwidth to support mass participation gaming pilots/testing	Local gaming companies get advanced access to 5G technology to test new products. Mobile phone operators better understand benefits and potential commercial returns on 5G packages for consumers around gaming
One-off funding to create a revolving, evergreen fund to forward fund infrastructure which is then paid back by developers	Significant funding (possibly from National Infrastructure Bank) to establish revolving fund which can resource up front the required infrastructure (i.e., road improvements, schools, etc.) which is then paid back over time through developer contributions	Enables necessary infrastructure to be put in place on Day 1 of a project. Helps accelerate development of sites, would potentially attract more investment.
Powers to work with Fibre & Mobile Network Operators to roll-out of digital infrastructure	Greater freedoms to work with both Fibre and Mobile Network Operators. Stronger control over funding and the ability to negotiate contracts with providers. Authority to construct contracts with providers that puts greater emphasis on contract delivery timescales and improved default payments.	Accelerate roll-out. Greater focus on delivery in priority areas. Enhanced relationships with fibre and mobile network operators.
<b>Community</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Support devolved budgets at community level to support Health	WCC would receive full control of certain funds to be spent at a	Funds would be spent in ways that best suited the needs of local

& Wellbeing prevention and early intervention agendas	community level to encourage early prevention	communities across Warwickshire and would prevent a 'one-size-fits-all' approach to prevention and early intervention
Seek devolution of Warwickshire's share of the Dormant Asset Fund to support Levelling Up work	WCC would use its proportionate share of the national Dormant Asset Fund to reinvest in specific programmes that support Levelling Up primarily, including Sustainable Futures projects	Additional funding would be used to catalyse innovative, local projects and initiatives that may not be applicable for national grants and funding schemes
<b>Financial</b>		
<b>Proposal</b>	<b>What this means</b>	<b>Potential Benefits</b>
Enhanced partnership with UK Research & Innovation to encourage innovation funding	Work with UKRI to increase flow of public sector innovation funding to support business growth.  Alignment of public and private funding generates efficiencies and increased impact.	Alignment of public and private funding generates efficiencies and increased impact. Further local offer that would support and increase inward investment and business growth in the county.
Tax Increment Finance for developments to be able to ring-fence and capture uplift in taxes/income in a defined geography for a significant time period	Ability to ring-fence and capture uplift in taxes/income in a defined geography over a significant period (30 years) to enable repayment of borrowing to enable upfront investment	Unlocks key sites/development opportunities; accelerates and facilitates investment in key infrastructure at the start to encourage private sector investment.

The Group also identified that some proposals had potential to be progressed outside a formal deal, either through strong partnership working within Warwickshire and/or as specific bilateral deals with Government. These include:

1. Strengthen partnership with external organisations such as Barnardo's to focus on wider determinants of Early Years support
2. Powers to provide wrap around support (e.g. mental health support) for those on out of work benefits with long-term sickness

3. Seed funding to drive system change – focusing on preventative services and influencing the wider determinants of health
4. Adapting to climate change
5. Planning and resources for Sustainable Communities
6. Electric Vehicle car clubs, bike hire (incl. e bikes), e-scooters, public transport and enhanced Demand Responsive Travel

The Group has noted that there are interdependencies between all six devolution themes which can be built into the overall approach.

The Group noted that different areas across the county have unique offerings and recommend that these are captured and built upon in the narrative to Government in order to demonstrate Warwickshire's attractiveness in terms of growth, connectivity and culture and the impact that this will have on the Levelling Up agenda.

Cllr Izzi Seccombe  
Chair of the Member Working Group  
April 2023

## Appendix – Terms of Reference

### Developing a Devolution Deal for Warwickshire Cross Party Member Group Terms of Reference

#### 1. Purpose

The Levelling Up White Paper published in February 2022 set out its commitment to extending, deepening and simplifying devolution across England so that ‘by 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement’. The White Paper made reference to ‘inviting local leaders ....to begin negotiations to agree new devolution deals’ and set out a framework for devolution deals providing an indication of the types of powers and functions that will be considered at each devolution level.

At its meeting on 10<sup>th</sup> March 2022, the Cabinet resolved to

- (i) Support and commission the development of a Devolution Deal for Warwickshire
- (ii) Authorise the Chief Executive to develop a Devolution Deal for consideration by Cabinet, engaging with key stakeholders and the Department for Levelling Up, Housing and Communities and to take such other steps as she considers necessary in consultation with the Leader
- (iii) Request that a Cross Party Member Working Group be established to support the development of the Devolution Deal

The cross-party Member Group has been set up in response to Resolution (iii) above.

#### 2. Objectives

The cross-party Member Group will provide support and advice to Cabinet in the development of a devolution deal for Warwickshire. In particular its role will be:

1. To operate as an advisory group on the development of a Devolution Deal for Warwickshire
2. To influence and inform the Council’s overall approach to devolution
3. To contribute to building and shaping the content of a Devolution Deal for Warwickshire
4. To ensure links to connected elements including Levelling up, WCC Council Plan and strategies, Delivery Plan

#### 3. Work Plan

Activity of the Group will be determined by the Chair of the Group in discussion with Group members and with the Chief Executive and/or Strategic Director(s). The Group will provide input to the overall direction of the work on devolution and will build upon the work already undertaken.

It is anticipated that the following areas will be covered:

- 1) Consideration of and input to the emerging devolution themes for Warwickshire, including the relevant Warwickshire data set as it relates to each theme
- 2) Consideration of and input to the potential 'devolution asks' for Warwickshire to support the desired outcomes for Warwickshire and its communities of place and of interest as relevant
- 3) Consideration of the views and insights from partners and key stakeholders in so far as they are available. Note that engagement has already commenced with the five District and Borough Councils and there are plans to engage with other partners and key stakeholders (such as Health, Police, T&PCs, VCS, Universities) through existing forums and individual meetings which will be led by Strategic Directors and/or Assistant Directors.
- 4) An understanding of the Devolution Deals that have been agreed to date by Government and consideration of any emerging content / opportunities to benefit from the Trailblazer Devolution Deal being negotiated by the WMCA
- 5) Making recommendations to Cabinet in respect of objectives and/or outcomes and/or priorities for any Devolution Deal for Warwickshire

#### **4. Membership**

The cross-party Group will comprise 9 members and in line with our custom and practice that Member Groups will follow the political balance of the Council, in so far as is possible, will be constituted as follows;

- 6 x Conservative representatives
- 1 x Labour representative
- 1 x Liberal Democrat representative
- 1 x Green representative

Members of the Group will be as set out below and the Group will be Chaired by the Leader.

- Cllr Izzi Seccombe (Chair)
- Cllr Jerry Roodhouse
- Cllr John Holland
- Cllr Jonathan Chilvers
- Cllr Jack Kennaugh
- Cllr Martin Watson
- Cllr Chris Mills
- Cllr Yousef Dahmash
- Cllr Pete Gilbert

#### **5. Meetings and Meeting Arrangements**

The Group is not a formal Committee of the Council

The Group is intended to be time limited until such time as recommendations are made to Cabinet. It is intended that the Group will meet every 4-6 weeks, subject to alignment with the overarching timeline (to be determined) for development and negotiation of a Devolution Deal.

The Group will not be open to the public and the Access to Information regime will not be applicable.

## **6. Officer Support**

Deb Moseley, Democratic Services will provide officer support to the Group and make all necessary administrative arrangements. Minutes/action notes will be circulated to members of the Group following each meeting.

Officer advice / support will be provided by the following

- Rob Powell – Strategic Director for Resources
- Mark Ryder – Strategic Director for Communities
- Dave Ayton-Hill - Assistant Director, Communities
- Steve Smith – Assistant Director, CSU
- Sarah Duxbury – Assistant Director, Governance & Policy
- Gereint Stoneman – Corporate Policy & Commissioning Manager
- Spencer Payne – Service Manager BI
- George McVerry – Corporate Policy Officer
- Other officers as relevant to the agenda

## **7. Timeline**

The Group is expected to make its written recommendations to Cabinet in Autumn 2022 to align with the overarching timeline as may be outlined by Government and taking into account the anticipated timeline for the development of the WMCA Trailblazer Devolution Deal.

The timeframes and/or work of the Group may be subject to change and may be varied or extended with the agreement of the Leader depending on circumstances.

## Cabinet

11 May 2023

### Integrated Delivery Plan Refresh 2023-24 to 2024-25

#### Recommendation

That Cabinet approves the refreshed Integrated Delivery Plan attached at Appendix 1.

#### 1. Executive Summary

- 1.1 This paper seeks Cabinet approval for the refreshed Integrated Delivery Plan (IDP) for the period April 2023 to March 2025 to support the Council Plan 2022-27 approved by Council on 8 February 2022. The IDP is a two-year rolling Plan, translating the direction set in the Council Plan and setting out specific and trackable actions and responsibilities for delivery.
- 1.2 The IDP is intended to be a clear expression of the Council's key activity to provide the public with a defined programme of delivery against the strategic ambitions set out in the Council Plan, providing transparency and accountability as a basis for quarterly public reporting on both delivery and performance.
- 1.3 The IDP follows the Council Plan's 7 Areas of Focus, and 'Great Council and Partner' supporting objectives. It highlights key activities being taken Council-wide to deliver those objectives. The activities have been compiled from a combination of updates to the previous plan, significant commitments in service business and commissioning plans, live projects in the change portfolio and in the capital programme, and the inclusion of significant new activity.
- 1.4 The Council Plan is a 5-year expression of the Council's medium-term ambitions and objectives. The IDP is intended to be dynamic and refreshed annually to reflect priority actions on a rolling two-year basis to support delivery of the Council Plan's ambitions. This refreshed version includes activity that delivers the Council's Levelling Up and Community Power objectives.
- 1.5 The IDP is a 'live' document reflecting our organisational priorities. To keep it dynamic and in step with any changes in priority, the IDP will be reviewed quarterly by Corporate Board as part of the quarterly performance cycle and publicly reported to Cabinet on a quarterly basis.

## **2. Financial Implications**

- 2.1 Financial implications are linked to our planning approach through connecting the commissioning and prioritisation of activity in the Delivery Plan with our MTFS budgeting cycle and the utilisation of investment funds.
- 2.2 As part of the MTFS and the budget for 2023/24 specific allocations have been made for key aspects of the IDP where on-going or one-off funding was already identified. For areas of the IDP that are still being developed these will need to call on the range of available revenue and capital investment funds in order to support their delivery. There is a risk that the overall approved level of investment funds may limit the level of deliverable activity within the IDP from purely internal resources alone once costs are known. Consequently, external funding opportunities will also be explored and targeted where available, to maximise available funding for IDP delivery.
- 2.3 The current economic climate, inflationary pressures and rapidly changing demands may result in the need for some agility and flexibility in resource allocations and the prioritisation of activity. The use and remaining available level of the investment funds will be reported to Cabinet as part of the quarterly financial monitoring reports.

## **3. Environmental Implications**

- 3.1 None specifically related to the Delivery Plan, but the plan covers the Climate Change (Sustainable Futures) Area of Focus and draws on the draft Sustainable Futures Strategy and action plan which are being finalised after extensive public engagement.

## **4. Supporting Information**

- 4.1 The appended IDP is supported by its Equality Impact Assessment.

## **5. Timescales associated with the decision and next steps**

- 5.1 Once approved by Cabinet, the IDP will be live and will be the subject of quarterly performance reporting approved by Cabinet, the Delivery Plan will be live and will inform the next phase of integrated planning.

## **Appendices**

1. Appendix 1 – The Integrated Delivery Plan



## Background Papers

### 1. Equality Impact Assessment

	<b>Name</b>	<b>Contact Information</b>
Report Author	Philip Bowler	philipbowler@warwickshire.gov.uk
Assistant Director	Steve Smith – Assistant Director CSU	<a href="mailto:stevesmithps@warwickshire.gov.uk">stevesmithps@warwickshire.gov.uk</a>
Strategic Director	Rob Powell - Strategic Director for Resources	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>
Portfolio Holder	Leader of the Council	<a href="mailto:isobelseccombe@warwickshire.gov.uk">isobelseccombe@warwickshire.gov.uk</a>

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

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

Other members: Cllr Warwick, Cllr Singh-Birdi, Cllr Boad, Cllr Roberts, Cllr Phillips

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# Warwickshire County Council

## Integrated Delivery Plan to support the Council Plan



# Our ambition for Warwickshire

## Three strategic priorities



We want Warwickshire to have a **thriving economy and places** that have the right jobs, skills, education, and infrastructure.



We want to be a County where all **people can live their best lives**; where communities and individuals are supported to live safely, healthily, happily and independently.



We want to be a **County with a sustainable future** which means adapting to and mitigating climate change and meeting net zero commitments, so that our generation ensures future generations can live well and reap the benefits of a sustainable and thriving Warwickshire.

## Seven areas of focus



Create vibrant places with safe and inclusive communities



Deliver major infrastructure, digital connectivity and improved transport options



Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills



Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero



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



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



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

**To make this happen, we will be a great Council and partner:** One which harnesses community power, uses data and digital solutions to improve service efficiency and is a great organisation to work in with outstanding leadership and a talented agile workforce.

## How to view the Integrated Delivery Plan

Our two-year integrated delivery plan sets out what we will deliver to achieve our Council Plan objectives against each of the 7 areas of focus and what it means to be a great Council and partner.

It includes key activity from our service business plans for the next financial year 2023-24 along with our major change projects and key capital priorities.

Our success in delivering this plan is measured by the indicators in our performance framework

An important part of our Council Plan is our countywide approach to Levelling Up. <https://www.warwickshire.gov.uk/strategies>

This document translates the national policy into what it means for Warwickshire, exploring the 12 missions of Levelling Up, and identifies priority places and communities on which we will focus.

This updated version of the Integrated Delivery Plan now identifies all the key deliverables supporting the Levelling Up agenda as well as our continuing work on Community Powered Warwickshire, ensuring that Levelling Up is visible and prominent in many aspects of our work.

Just look for this icon.

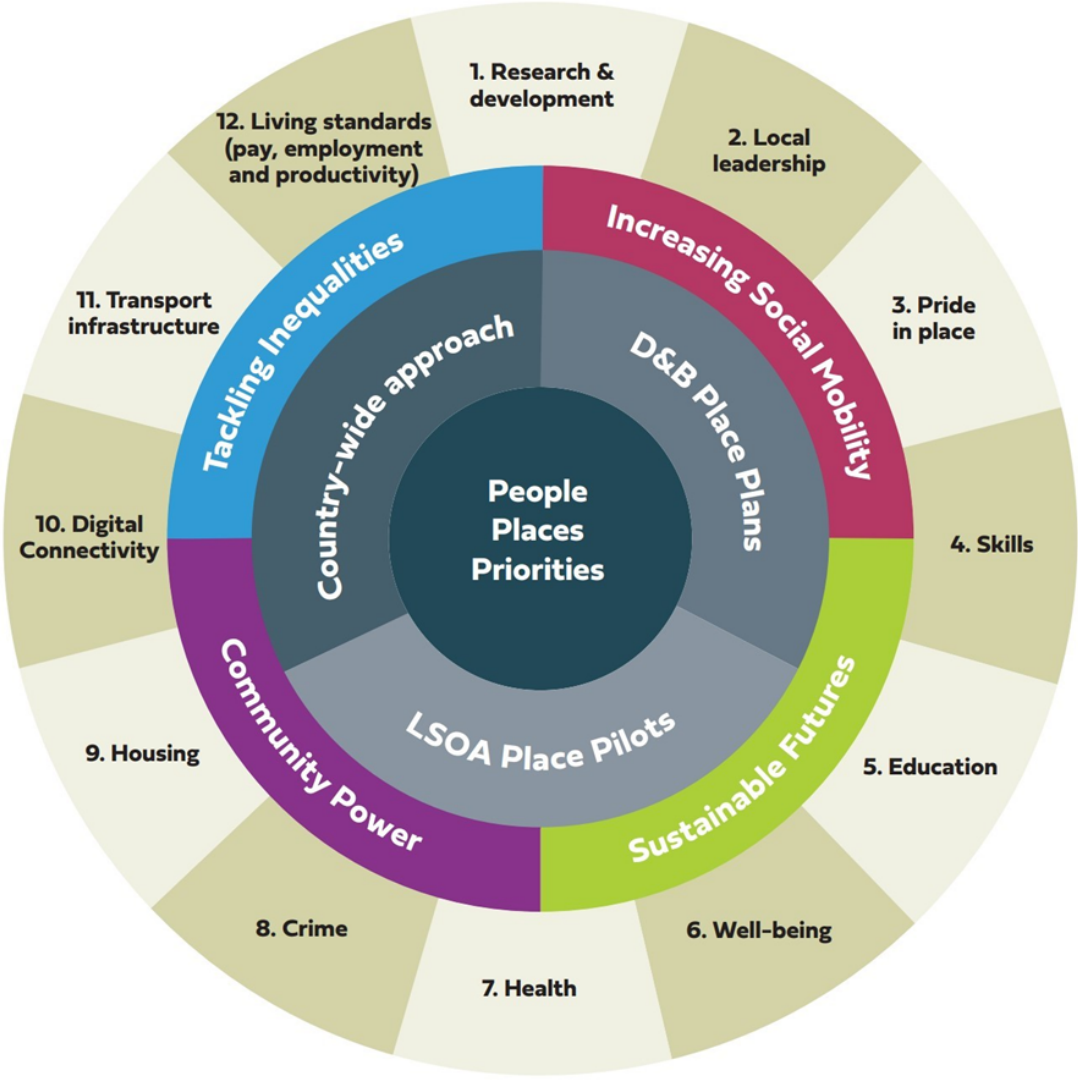


**Key to Performance measures:**

*Outcome Measures (OM) – measures that the Council has interest. Whilst the Council does not have exclusive control, it can influence.*

**Key Business Measures (KBM) - lead measures of Council performance against Strategic Outcomes & Objectives.**

Key Business Indicator (KBI) – measures of Council performance against operational activity and therefore managed at service level.








## Create vibrant places with safe and inclusive communities



### Our objectives from the Council Plan 2022-27:

- Working with our communities and partners to reimagine our town centres and create vibrant, quality neighbourhoods that enhance people's lives, strengthen their sense of belonging and generate pride in our diverse places.
- Helping residents to feel safer by working with partners to reduce crime and anti-social behaviour.
- Reducing domestic abuse and violence and supporting victims.
- Developing and embedding joined-up approaches to fire prevention, protection and response.
- Our Fire and Rescue Service will deliver prevention, protection and response activities and will enhance its performance through developing a workforce that better reflects our communities.
- Promoting road safety and reducing the level of fatalities and serious injuries.
- Working with partners to create and embed volunteering opportunities and support our voluntary and community organisations to increase local and social activities.

Our Performance Measures for this Area of Focus		
<ul style="list-style-type: none"> <li>• % of pitches allocated on Gypsy and Traveller Sites (KBI)</li> <li>• No. of people receiving road safety education and training (KBI)</li> <li>• <i>Recorded rate of crime per 1000 population (OM)</i></li> <li>• No. of hate offences and crime incidents (KBI)</li> </ul>	<ul style="list-style-type: none"> <li>• No. of attendees on Modern Day Slavery training and awareness programmes across all specified partners (KBI)</li> <li>• <b>% times an appliance arrives at life risk or property incidents within agreed response standards (KBM)</b></li> <li>• <b>No. of fire related deaths (KBM)</b></li> <li>• <b>No. of fire related injuries (KBM)</b></li> </ul>	<ul style="list-style-type: none"> <li>• No. of accidental dwelling fires (KBI)</li> <li>• No. of completed Domestic Homicide Reviews submitted to the Home Office for review (KBI)</li> <li>• <b>% of adult victim-survivors leaving the WCC commissioned Domestic Abuse support service who say that they feel safer' compared to when they accessed the service (KBM)</b></li> </ul>



No:	Our Key Deliverables for 2023-24 to 2024-25i	Key Dates	Accountable Assistant Director	Portfolio Holder
1.1 	<p>Create a pipeline of projects and initiatives across the county to develop neighbourhoods and generate pride in our localities to include:</p> <ul style="list-style-type: none"> <li>○ Identify and invest in revitalising those town centres which are a priority based on our approach to Levelling-Up with priority actions determined through place audits, commissioned studies on development opportunities (residential and commercial)</li> <li>○ Proactively engage and participate in regeneration/Strategic Place Partnerships across Warwickshire to help shape and inform the development of key projects</li> </ul>	April 2023- March 2024	Communities	Economy & Place / Transport & Planning
1.2 	<p>Continue to deliver the Transforming Nuneaton regeneration programme, including:</p> <ul style="list-style-type: none"> <li>○ Finalising plans to redevelop Vicarage Street with planning permission secured and contractor appointed.</li> <li>○ Implementing highway improvement schemes with the first scheme on site during 2023.</li> <li>○ Developing plans for a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed.</li> </ul>	March 2024  March 2027  2026	Communities (lead) in collaboration, Environment Services and Business & Customer Services	Economy & Place / Transport & Planning
1.3 	<p>Improve sites and facilities for Gypsy and Traveller communities through a programme of capital works to Council owned sites.</p> <ul style="list-style-type: none"> <li>○ Commence the Capital Programme on the Griff Site Nuneaton. Including the replacement of deteriorating chalets with the replacement of day room facilities.</li> <li>○ Renewal of fencing at Alvecote.</li> <li>○ Erection of boundary fencing at Pathlow site.</li> </ul>	2023-24  March 2024 March 2024 March 2024	Environment Services	Indirect Environment, Climate & Culture

1.4	Implement a rolling programme of road safety improvements to address the top accident cluster sites in the County. This will include pedestrian schemes, speed camera pilots, casualty reduction roundabout schemes and road safety education initiatives. <a href="https://www.warwickshire.gov.uk/roadsafety">https://www.warwickshire.gov.uk/roadsafety</a>	2023-24	Communities / Environment Services	Transport & Planning / Fire & Rescue & Community Safety
1.5	 Work with partners to assist with prevention of violence, serious & organized crime, modern slavery & human trafficking, reducing reoffending, exploitation and rural crime to meet the outcomes set by the relevant strategies and delivery plans as approved by the Safer Warwickshire Partnership Board. <a href="https://safeinwarwickshire.com/">https://safeinwarwickshire.com/</a>	2023-24	Environment Services	Fire & Rescue and Community Safety
1.6	 Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan to include: <ul style="list-style-type: none"> <li>○ Implement a new risk-based inspection programme.</li> <li>○ Improve the understanding of Equality, Diversity and Inclusion across our Warwickshire Fire &amp; Rescue Service and implement the actions in our WFRS People &amp; Ethics action plan to include staff engagement, training and a review of fire station facilities.</li> <li>○ Deliver new firefighter training sites to upgrade our facilities.</li> <li>○ Achieve a positive reinspection outcome by His Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services (HMICFRS).</li> </ul>	By 2024  During 2023/24  By end of July 2023 By March 2024	Chief Fire Officer	Fire & Rescue and Community Safety
1.7	Develop and deliver improvements to processes and systems within Highways Development Management in order to improve service delivery and consultation response turnaround times for developers and district and borough planning, including: <ul style="list-style-type: none"> <li>○ Development and improvements to the Warwickshire Design Guide</li> </ul>	2023/24	Environment Services	Transport and Planning

	<ul style="list-style-type: none"> <li>○ Development of standing advice for district and boroughs</li> <li>○ Holding monthly surgeries with district and borough planning colleagues</li> <li>○ Engagement with key developers</li> <li>○ Procurement and implementation of a new software system to track and hold data on all planning applications</li> <li>○ Delivery of the key process changes</li> </ul>			
1.8	Implementation of the Serious Violence Duty on behalf of WCC, Warwickshire Fire and Rescue, Warwickshire Youth Justice Service and Public Health as Specified Authorities, through the Safer Warwickshire Partnership Board	January 2024	Environment Services	Fire & Rescue and Community Safety
1.9	Complete a Value For Money review of the Fire Service, develop and implement improvements including an evidence-based approach to resourcing to risk ensuring WFRS has its people and equipment at the right place at the right time to provide the best possible services to the communities of Warwickshire.	Evidence base created by June 2023	Chief Fire Officer	Community Safety
1.10	Implement the Violence Against Women and Girls Strategy and associated Delivery Plan	April 2024	People Strategy and Commissioning	Adult Social Care & Health
1.11	Implement the Safe Accommodation duties, including the commissioning activity related to delivering accommodation and support for victim/survivors of domestic abuse	2023-2024	People Strategy and Commissioning	Adult Social Care & Health





## Deliver major infrastructure, digital connectivity, and improved transport options


### Our objectives from the Council Plan 2022-27:

- Creating a long-term Infrastructure Strategy across the County and implementing our new capital management framework.
- Creating opportunities for investment to provide homes, including the priority worker help to buy scheme, commercial premises and infrastructure in the County through the new Warwickshire Property and Development Group.
- Investing in property and infrastructure through the Warwickshire Recovery and investment fund, to encourage business development and growth and create jobs.
- Delivering on the new Local Transport Plan, enhancing our transport network to support health, well-being and sustainability. This Plan will prioritise active travel, implementing electric vehicle technology and refreshed public transport options for our residents.
- Rolling out Full Fibre and 5G connectivity across Warwickshire with a priority focus on areas, particularly rural ones, that are hard to reach.
- Prioritising renewable energy and infrastructure.

### Our Performance Measures for this Area of Focus

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• <b>% of site specific business cases approved for Warwickshire Property and Development Group</b></li> <li>• <b>% Company borrowing profile Warwickshire Property and Development Group</b></li> <li>• <b>% Delivery of projected output by Warwickshire Property and Development Group</b></li> <li>• KMs of cycle infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>• <i>% Warwickshire high-speed (FTTP) broadband coverage</i></li> <li>• % of broadband superfast coverage</li> <li>• % 5G urban coverage</li> <li>• % 4G coverage (including rural)</li> <li>• % of premises gigabit connected</li> <li>• <b>% of all capital schemes completed on time</b></li> <li>• <b>% of all capital schemes completed on budget</b></li> </ul> | <ul style="list-style-type: none"> <li>• % of planning consultations as Highways Authority responded to before determination by the Local Planning Authority (KBI)</li> <li>• National Highways Transport survey ranking compared to peer authorities (KBI)</li> <li>• <b>% of Core Highways Maintenance Contract performance measures achieving target (KBM)</b></li> </ul> |
|--|--|--|

No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
2.1 	Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire. <ul style="list-style-type: none"> <li>○ Confirm 3<sup>rd</sup> party specialist to deliver the strategy</li> <li>○ Confirm implementation timeline</li> </ul>	July 2023 Sept 2023	Commissioning Support Unit in collaboration with Communities	Transport & Planning
2.2	Support our subsidiary property company, Warwickshire Property and Development Group to: <ul style="list-style-type: none"> <li>○ Explore viability of flexible ownership models for priority workers.</li> <li>○ Identify land acquisition opportunities to support our plans for new homes, business development and growth in the county.</li> <li>○ Deliver the first scheme in Southam to create 9 business units totalling 42,000 square feet in support of our economic growth ambitions.</li> <li>○ Complete Warton Allotments Housing project</li> <li>○ Top Farm Housing project starts on site</li> <li>○ Former Water Orton School Housing project starts on site</li> </ul>	During 2024  During 2023 October 2023 November 2024 Sept 2023 Sept 2023	Enabling Services with Finance / Governance & Policy / Communities	Finance & Property
2.3 	Adopt the Local Transport Plan (LTP4) for Warwickshire in June 2023, setting out our strategic approach to transport across the county with a clear emphasis on promoting active travel and public transport. LTP4 will include an Annual Action Plan for deliverables. Immediate priorities are to develop Area Transport Strategies for each Borough/District Area with a view to having these adopted late 2024/early 2025. <a href="https://ask.warwickshire.gov.uk/insights-service/ltp-themes/">https://ask.warwickshire.gov.uk/insights-service/ltp-themes/</a>	During 2024 to H2 2025	Communities	Transport & Planning

2.4	<p>Implement 5 new planned Cycle schemes (subject to planning and land consents) across Warwickshire, with construction either completed or underway, to support an improved network of cycle and pedestrian facilities and promote sustainable travel choices.</p> <p><a href="https://www.warwickshire.gov.uk/cycling/developing-warwickshires-cycle-network">https://www.warwickshire.gov.uk/cycling/developing-warwickshires-cycle-network</a></p>	During 2023/24	Environment Services	Transport & Planning / Environment, Climate & Culture
2.5	<p>Deliver priority road schemes that will make it easier to travel around the County including:</p> <ul style="list-style-type: none"> <li>○ A new signalised gyratory at the Stoneleigh junction on the A46.</li> <li>○ Opening up the existing Bermuda Bridge over the A444 to two-way traffic delivering additional highway capacity and improved connectivity between West Nuneaton and Griff Roundabout.</li> <li>○ Improvements to the Europa Way corridor in Leamington Spa / Warwick to improve connectivity to the M40, reduce congestion and support local development</li> </ul>	<p>During 2023-24</p> <p>During 2023-24</p> <p>During 2023-24</p>	Communities	Transport & Planning
2.6	<p> Work with our partners to encourage the expansion of Fibre to the Premise (FTTP) gigabit connectivity, 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025:</p> <ul style="list-style-type: none"> <li>○ 85% of premises are gigabit connected</li> <li>○ 99% of areas have access to Broadband superfast</li> <li>○ 100% of areas have 4G coverage (including rural locations)</li> <li>○ 60% of urban areas have 5G coverage</li> </ul>	By 2025	Communities in collaboration with Enabling Services	Economy & Place
2.7	<p>Deliver a refreshed and more strategic approach to managing our capital spend within the Council by implementing a new capital operating model to include:</p> <ul style="list-style-type: none"> <li>○ reviewing and enhancing our approach to capital decision making, assurance and risk</li> <li>○ streamlining our capital systems and performance reporting</li> </ul>	December 2023	Finance	Finance & Property

	<ul style="list-style-type: none"> <li>○ delivery of the capital element of the new Unit4 Cloud hosting project in September 2023 and associated process training/communications by end of December 2023.</li> </ul>			
2.8	<p>SEND &amp; Home to School Transport Review – Key deliverables:</p> <ul style="list-style-type: none"> <li>○ Delivery of key work streams and financial control mechanisms</li> <li>○ Establishing an Integrated Transport Hub</li> <li>○ Public consultation on new policy and changes to application processes</li> <li>○ Development of data dashboard to enable financial controls</li> <li>○ Implementation of new software and driver app as well as smart cards</li> <li>○ Business case for long term purchase of vehicles</li> </ul>	<p>By end of 23/24 April 2023 Autumn 2023 Summer 2023 Summer 2024 Autumn 2023</p>	Environment Services	Transport & Planning



## Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills


### Our objectives from the Council Plan 2022-27:


- Supporting investment, sustainable growth and future employment opportunities through our £140 million Warwickshire Recovery and Investment Fund.
- Creating the conditions and helping support new businesses to start, scale and grow to power the Warwickshire economy.
- Maintaining forward momentum to support future economic shifts and build on opportunities such as the move to green technologies, developments in automation and anticipating future societal trends.
- Working with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy.
- Working with our world class universities on research and development to power growth and innovation.
- Creating the conditions to ensure there are well-paid jobs in the County and developing the future skills that our priority sectors need to be successful.
- Attracting inward investment into Warwickshire, promoting the County nationally and internationally as a great place to do business.
- Attracting tourism and maximising the benefits of Warwickshire's magnificent heritage, culture and visitor economy.
- Promoting and supporting regeneration to create prosperity and opportunities for growth, particularly in places with the lowest social mobility






### Our Performance Measures for this Area of Focus

- **Gross Warwickshire Recovery and Investment Fund lending (£)**
- % of defaults on Warwickshire Recovery and Investment Fund investments
- **No. of new jobs created as a result of Warwickshire Recovery and Investment Fund investment**
- Value of loans and grants funded by WCC including via the Warwickshire Recovery and Investment Fund
- No. of businesses supported to start and grow through County Council activities
- **Value (£) of investment secured by Warwickshire businesses as a result of WCC funded business support activities**
- Value (£) of external funding secured by Communities or other WCC services/ partners to support Council priorities
- No. of apprenticeships created through WCC support
- **Total visitor related spend (£)**
- Value of WCC Apprenticeships Funds shared
- No. of supported (SEND) apprenticeships created through WCC support
- **% of people with Special Educational Needs and Disabilities supported by Warwickshire Employment Support Team moving into employment**
- No. of regeneration. Strategic Place Partnerships supported and represented on

No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
3.1 	<p>Engage and work with businesses to access loan funding via the Warwickshire Recovery &amp; Investment Fund to support business and employment growth in the county and review the impact of the loans on the:</p> <ul style="list-style-type: none"> <li>○ Number of businesses supported</li> <li>○ £4m of private sector investment levered</li> <li>○ 493 jobs safeguarded</li> <li>○ 280 new jobs created</li> <li>○ GVA increase</li> <li>○ 5 ha of land and development enabled</li> </ul>	<p>During 2023/24</p> <p>All 2023/2024</p>	<p>Communities</p>	<p>Economy &amp; Place</p>
3.2	<p>Work with the District and Borough councils and other partners to develop and commission joint business programmes, which address specific barriers to growth, including:</p> <ul style="list-style-type: none"> <li>○ Start-Up – A programme of support for local residents looking to start a business and new businesses in their first two years of trading.</li> <li>○ Business Resilience and Growth – A programme of support to help established businesses in all sectors become more resilient and address a wide range of barriers to growth including export.</li> <li>○ High Growth and Innovation – A programme of support for early stage and high growth potential businesses that would also address barriers to innovation and improve access to knowledge.</li> <li>○ Net Zero – A programme of support to help established businesses in all sectors respond to climate change.</li> <li>○ Manufacturing – A programme of specialist support for the manufacturing sector.</li> </ul>	<p>2023-25</p>	<p>Communities</p>	<p>Economy &amp; Place</p>

	<ul style="list-style-type: none"> <li>○ Tourism, Leisure and Hospitality – A dedicated programme for small businesses in the tourism, leisure and hospitality sector.</li> </ul>			
3.3	Work with the Districts & Boroughs and other partners to secure funding from the UK Shared Prosperity Fund and other Government programmes for Warwickshire for business support and employment & skills programmes	2023-24	Communities	Economy & Place
3.4	 <p>Develop and start to implement a new Economic Growth Plan for Warwickshire, setting out the key priorities and ambitions for strong economic growth which is inclusive and helps support our commitment to net zero, along with an accompanying action plan setting out the steps that WCC will take to help deliver this Growth Plan.</p>	Start end of 23 & Complete end of 24	Communities	Economy & Place
3.5	<p>Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including:</p> <ul style="list-style-type: none"> <li>○ Supporting Coventry City Council and Coventry University with the delivery of the Coventry and Warwickshire Green Business Programme to maximise take-up of the support by Warwickshire businesses.</li> <li>○ Working with the District &amp; Borough councils and other partners to develop and commission a future programme to support Warwickshire businesses with the transition towards a net zero economy and the growth of the low carbon sector in Warwickshire.</li> </ul>	<p>June 2023</p> <p>March 2024</p>	Communities	Economy & Place

3.6	<p>Work with our world class universities on research and development (R&amp;D) to power growth and innovation including:</p> <ul style="list-style-type: none"> <li>○ Working with Coventry City Council and Coventry University to deliver the Coventry and Warwickshire Innovation Programme.</li> <li>○ Working with the University of Warwick Science Park to deliver the “Business Ready” programme.</li> <li>○ Working with the Districts &amp; Boroughs and other partners to develop and commission a future programme to support R&amp;D and innovation with a focus on commercialising research and encouraging collaboration between Small &amp; Medium Enterprises (SMEs) and research institutions.</li> </ul>	<p>June 2023</p> <p>June 2023</p> <p>March 2024</p>	Communities	Economy & Place
3.7	 <p>Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs. These will include:</p> <ul style="list-style-type: none"> <li>○ Working with employers to create inclusive jobs, allowing those who may have been excluded from the job market historically access opportunities</li> <li>○ Sharing our apprenticeship funds through our apprenticeship support programme, to increase apprenticeship take up</li> <li>○ Working with businesses and training providers to understand future skills needs, and develop plans to ensure the future skills needs are met</li> <li>○ Develop a new skills strategy for the county, collaborating with a wide range of our partners to ensure buy in and adoption</li> <li>○ Build awareness of careers and future jobs through a series of careers fairs across the county</li> <li>○ Work with our schools to ensure that careers provision meets future skills needs and provides information on a wide level of future career opportunities</li> </ul>	<p>During 2023</p> <p>During 2023</p>	Communities	Economy & Place / Children & Families & Education

<p>3.8</p> 	<p>Explore place-based opportunities to deliver regeneration and improve social mobility as part of the Levelling-Up strategy to include:</p> <ul style="list-style-type: none"> <li>○ Developing the Leamington Transformation Framework, alongside Warwick District Council and Leamington Town Council, specifically looking at place making and accessibility in the town centre.</li> <li>○ Delivery of the Transforming Nuneaton programme, specifically Abbey Green Cycle Route and a new public realm and wayfinding project.</li> </ul>	<p>During 2023-2025</p> <p>Jan 2024</p>	<p>Communities</p>	<p>Economy &amp; Place</p>
<p>3.9</p>	<p>Support 400 people who have a learning disability and/or autism to find sustainable and fulfilling employment through the new Warwickshire Supported Employment Service.</p>	<p>During 2023</p>	<p>Communities</p>	<p>Economy</p>
<p>3.10</p> 	<p>Create a pipeline of projects and initiatives across the county to develop neighbourhoods and generate pride in our localities to include:</p> <ul style="list-style-type: none"> <li>○ Identify and invest in revitalising those town centres which are a priority based on our approach to Levelling-Up with priority actions determined through place audits, commissioned studies on development opportunities (residential and commercial)</li> </ul> <p>Proactively engage and participate in regeneration/Strategic Place Partnerships across Warwickshire to help shape and inform the development of key projects</p>	<p>April 2023-March 2024</p>	<p>Communities</p>	<p>Economy &amp; Place / Transport &amp; Planning</p>





## Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

### Our objectives from the Council Plan 2022-27:


- Producing, with public sector, business and voluntary sector partners and Government, a costed plan and trajectory for the County to be net zero no later than 2050, that is clear with Government about resources and support necessary to deliver national and local aspirations on net zero.
- Becoming a net zero Council by 2030, focusing particularly on our buildings and fleet.
- Through our 'Green Shoots' community climate change fund, and engagement with communities and partners, enabling residents to decarbonise and change their behaviours to mitigate the climate emergency.
- Promoting biodiversity and safeguarding natural species, habitats and areas by implementing our commitment to ensure a tree is planted for every resident by 2030 and improving biodiversity net gain.
- Embedding our plans to develop a sustainable economy by promoting local shopping, active travel and sustainable transport systems.
- Minimising waste, increasing re-use and recycling
- Engaging creatively with the public through our 'Voice of Warwickshire' citizens' panel and other approaches. This will ensure that our actions to encourage behaviour and lifestyle changes in the push for net zero, are informed by residents.
- Supporting the UN Sustainable Development Goals by embedding those areas relevant to us in our Climate Action Plan and tracking our progress.

### Our Performance Measures for this Area of Focus

- *% reduction in County-wide per capita co2 emissions against a baseline of 2005*
- *Net carbon emissions in Warwickshire*
- *Measured air quality data*
- **Total annual reduction in carbon emissions from Council related activities**
- **No. of trees planted against our commitment to plant one tree for each resident of Warwickshire**
- **No. of tonnes of carbon emitted by the Council as a waste disposal authority**
- % reduction in carbon emissions from our Council related activities from 2019 baseline
- Total carbon emissions from Council related activities (tCo2)
- Forecast carbon offsets through renewable energy generation and tree planting
- Forecast carbon emission savings from council owned and leased fleet vehicles (tonnes)
- Tonnage of carbon stored by habitat for Warwickshire
- **Publicly available electric vehicle charging devices (at all speeds), rate per 100,000 population**
- **% of household waste re-used, recycled and composted**
- Total waste (kg) per household
- Kgs of residual household waste per household
- % of household waste sent to landfill
- % of household waste re-used, recycled and composted at the household waste recycling centres
- No. of adults receiving in person waste education
- No. of schools receiving waste education
- No. of council action plans in place to adapt to a temperature rise of 2 degree global temperature rise by 2100 above pre-industrial levels

No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
4.1 	Develop and secure approval for a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goals of: <ul style="list-style-type: none"> <li>o being a net zero council by 2030; and</li> <li>o being a net zero County by 2050 (informed by the UN Sustainable Development Goals).</li> </ul>	October 2023	Commissioning Support Unit	Environment, Climate & Culture
4.2	Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our Sustainable Futures Strategy and supported by our Energy Strategy.	During 2023	Enabling Services / Governance & Policy	Environment, Climate & Culture / Property & Finance
4.3 	Progress with plans on sustainable transport to include: <ul style="list-style-type: none"> <li>o Develop a strategy and action plan to move our Council fleet to sustainable energy</li> <li>o Explore opportunities with partner organisations to introduce more sustainable public transport options.</li> <li>o Engage with the Government’s strategy for Electric Vehicle (EV) Charging and seek funding through government schemes for EV developments</li> <li>o Implement a pilot to assess the suitability of delivering on street, residential EV charge points using existing street lighting connections with up to 9 points to be delivered as part of a trial in 2023/24</li> <li>o Investigate the development and implementation of rural charging hubs in Warwickshire.</li> <li>o Work closely with District and Borough Councils to aid further delivery of charge points in off-street carparks.</li> </ul>	During 2023/24 During 2023/24 March 2024 March 2024 March 2024 March 2024	Communities	Transport & Planning / Environment, Climate & Culture



<p>4.4</p> 	<p>Move forward with renewable energy initiatives to include:</p> <ul style="list-style-type: none"> <li>○ Explore opportunities with District and Borough Councils and partners to support residents to make choices and take action within their homes to become carbon neutral.</li> <li>○ Investigate our approach to renewable energy as part of the development of the Energy Strategy</li> <li>○ Create a 3-5 year plan for commercial renewable energy initiatives</li> <li>○ Review current estate to identify additional PV opportunities</li> <li>○ Plan for estate decarbonisation endorsed by Council/Cabinet</li> </ul>	<p>31/03/2024</p> <p>March 2024</p> <p>31/03/2024</p> <p>31/03/2024</p> <p>Dec 2023</p>	<p>CSU, Communities, Governance &amp; Policy/ Finance</p>	<p>Environment, Climate &amp; Culture</p>
<p>4.5</p>	<p>Continue to take action to promote recycling:</p> <ul style="list-style-type: none"> <li>○ Review and refresh the joint waste strategy and action plan for Warwickshire with our partners in line with the proposed new Government Waste &amp; Resources strategy.</li> <li>○ Deliver an annual campaign of communications and activities to encourage further waste recycling across the county.</li> </ul>	<p>March 25</p> <p>March 24</p>	<p>Communities</p>	<p>Environment, Climate &amp; Culture</p>
<p>4.6</p>	<p>Develop a Tree and Woodland Planting plan including:</p> <ul style="list-style-type: none"> <li>○ Review best practice and develop a strategy for meeting the tree planting climate change commitments</li> <li>○ Establishment of the Tree Nursery</li> <li>○ Deliver the County Council's tree planting commitments of 566,000 + trees by 2030. Target of 88,800 to be planted in 2023/24</li> </ul>	<p>During 2023-2024</p>	<p>Environment Services</p>	<p>Environment, Climate &amp; Culture</p>
<p>4.7</p>	<p>Identify projects and funding for a retrofit programme to improve energy efficiency of the Council's property estate.</p>	<p>During 2023-2024</p>	<p>Enabling Services / Governance &amp; Policy</p>	<p>Environment, Climate &amp; Culture / Property &amp; Finance</p>

4.8	Adaptation: Rollout of organisational climate change adaptation risk assessments and action plans in line with the 2022 piloted process for fire and rescue, public health and flood prevention.	March 2025	Chief Fire Officer/Public Health & Environment Services	Environment, Climate & Culture / Property & Finance
4.9	Implement opportunities for further school engagement in climate change and achieving net zero through Eco Schools and other engagement tools.	July 2024	Education	Environment, Climate & Culture / Property & Finance



**Deliver our Child Friendly Warwickshire strategy - heard, safe, healthy, skilled, happy children.**

### **Our objectives from the Council Plan 2022-27:**



We want all children in Warwickshire to be...



**HEARD**



**SAFE**



**HEALTHY**



**SKILLED**








**HAPPY**



- Supporting children and young people to remain happy, healthy and resilient by promoting physical and mental wellbeing.
- Ensuring children and young people are safe from harm and the most vulnerable are protected.
- Supporting families to make positive changes so that children have better life outcomes.
- Supporting young people to be heard, be active citizens and contribute to adult life.
- Providing easy access to local multi agency support for the whole family through the development of Family Hubs
- Working with our NHS partners to tackle waiting times for Autism assessments and provision.
- Through our Fair Chance Employer initiative and employment support services, creating opportunities for people with SEND, particularly those with Autism, to progress to sustainable employment.

### Our Performance Measures for this Area of Focus

- *% of children in relatively low-income families*
- **% of care leavers (Relevant and Former Relevant 16-21) engaged in education, employment and training**
- **% of Year 6 children (aged 10–11 years) who are overweight (including obese)**
- **No. of hospital admissions as a result of self-harm (10-24 years), rate per 100,000**
- **No. of children subject to a Child Protection Plan**
- **No. of children with an open Child in Need category including Child Protection Plans and Children in Care**
- % of young offenders engaged in education training and employment
- % of individuals that report 'I live in a family free from poverty' or are being supported by Children & Family Centres to achieve this outcome
- No. of children accessing mental wellbeing support services
- % of commissioned provision (agency foster care or residential) where our Children & Young People are placed, rated as good or outstanding by Ofsted
- No. of children open to an Early Help Pathway

No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
5.1 	Implement a family help approach, to enable more children to receive support earlier from the early help team, particularly for children under the age of five years old.	March 2024	Children & Families	Children & Families
5.2 	Increase access to Early Help and Targeted Youth Work: <ul style="list-style-type: none"> <li>○ Open a new Youth Centre in Bedworth</li> <li>○ Establish a capital programme to improve and extend capacity at Youth &amp; Community Centres and Children &amp; Family Centres</li> </ul>	March 2024  March 2024	Children & Families	Children & Families
5.3 	Continue to identify and protect children at risk of abuse and neglect: <ul style="list-style-type: none"> <li>○ Provide advanced training to Council and key partner agencies in County Lines and Child Exploitation.</li> <li>○ Provide early intervention education in schools to children about protective behaviours, to prevent exploitation.</li> <li>○ Continue to embed restorative practice and provision of support to families, which avoids the need to initiate Court process</li> </ul>	December 2023 December 2023  October 2023	Children & Families	Children & Families

<p>5.4</p> 	<p>Improve stability and outcomes for young offenders, children in care and care experienced young people:</p> <ul style="list-style-type: none"> <li>○ Increase the number of Warwickshire foster carers by 2% by 2027.</li> <li>○ Open our own Children’s Homes, identify, purchase, engage with community and seek registration to have five homes, providing a home in total for 20 children.</li> <li>○ Review and improve the quality of supported accommodation for 16 –24-year-olds in line with new legislation.</li> </ul>	<p>March 2024</p> <p>December 2023</p> <p>April 2024</p>	<p>Children &amp; Families in collaboration with People Strategy &amp; Commissioning</p>	<p>Children &amp; Families</p>
<p>5.5</p> 	<p>Working alongside Coventry &amp; Warwickshire Partnership Trust and other partner agencies develop a Warwickshire &amp; Coventry Children &amp; Young People’s Mental Health Improvement Strategy and action plan:</p> <ul style="list-style-type: none"> <li>○ Further explore and establish action plan for alternative methods to identify, assess, diagnose and support autistic children, to reduce assessment waiting times. Review findings of the evaluation of the differentiated diagnosis project for children awaiting autism diagnostic assessment and implement recommendations</li> <li>○ Further develop the mental health in schools programme.</li> <li>○ Continue to develop the eating disorder pathway and services.</li> <li>○ Strengthen mental health and emotional wellbeing support for vulnerable children and young people within Residential Care settings</li> </ul>	<p>Sept 2023</p> <p>Sept 2023</p> <p>March 2024</p> <p>March 2024</p>	<p>Children &amp; Families &amp; People Strategy &amp; Commissioning &amp; Education Services</p>	<p>Children &amp; Families / Adult Social Care &amp; Health/ Education</p>

<p>5.6</p> 	<p>Implement the Tackling Social Inequalities Strategy action plan:</p> <ul style="list-style-type: none"> <li>○ Increase the number of children accessing Holiday and Food (HAF) scheme.</li> <li>○ Continue to provide support to families experiencing negative impact of increased cost of living through advice and support to maximise income and other measures to address fuel, food and digital inequality.</li> </ul>	<p>March 2024 March 2024</p>	<p>Children &amp; Families People Strategy &amp; Commissioning</p>	<p>Children &amp; Families / Adult Social Care &amp; Health</p>
<p>5.7</p>	<ul style="list-style-type: none"> <li>○ Improve the health of children and young people in Warwickshire by delivering the Child Accident Prevention work programme in partnership with key stakeholders.</li> </ul>	<p>March 2024</p>	<p>People Strategy &amp; Commissioning</p>	<p>Children &amp; Families / Adult Social Care &amp; Health</p>
<p>5.8</p>	<p>Develop long-term commissioning options and future delivery models for the Healthy Child Programme and Children and Family Centres in order to maximise the potential for integration, improve the health and wellbeing of children and young people and reduce health inequalities</p>	<p>2023-24</p>	<p>People Strategy &amp; Commissioning</p>	<p>Children &amp; Families</p>
<p>5.9</p>	<p>Improve data maturity and embed a performance culture, by implementing data sharing and multi-agency dashboards to enable early help.</p>	<p>March 2024</p>	<p>Children &amp; Families &amp; Commissioning Support Unit</p>	<p>Children &amp; Families</p>
<p>5.10</p> 	<p>Provide lifelong advice, guidance and support to care leavers, to increase the number of care leavers being supported into education, employment and training.</p>	<p>March 2024</p>	<p>Children &amp; Families &amp; People Strategy &amp; Commissioning</p>	<p>Children &amp; Families</p>



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


### Our objectives from the Council Plan 2022-27:


- Supporting early years providers to enable all young children to be ready for school and to achieve their potential, particularly those from disadvantaged backgrounds.
- Supporting children to achieve at all levels of learning; to be well prepared for the future of work and have skills for life.
- Ensuring that we have sufficient early years and school places to meet the demographic needs of the County.
- Working with local universities and other partners to improve educational attainment and social mobility, particularly focusing on areas of the County where educational attainment is lower, for example implementation of the Nuneaton Education Strategy.
- Helping our children and young people to catch up on their education post COVID-19.
- Supporting everyone with special educational needs to fulfil their potential. Transforming our SEND provision, through our change programme and universal offer through co-production and building on relationships with parents, carers and learners.






### Our Performance Measures for this Area of Focus

- *Overall pupil absence rate (%) across Warwickshire state funded schools for compulsory age pupils*
- **No. of additional school class places offered based on actual Primary and Secondary offers**
- **No. of new school places created through the Education Capital Programme**
- **% of 16-17 year olds with SEN Support who are not in education, employment or training (NEET) or whose activity is not known**
- **% of 16-17 year olds with an Education Health and Care Plan (EHCP) who are not in education, employment or training (NEET) or whose activity is not known**
- **% of 16–17-year-olds participating in education and training**
- **% of 16-17 –year-olds who are not in education, employment or training (NEET)**
- **% of 16-17 year olds participating in an apprenticeship**
- **% of in year applications that have a school place offered within the target deadline of 10 school days**
- **% of in year applications that have a school place offered within the statutory deadline of 15 school days**
- **% of families at Reception transfer that are awarded one of their first three choice preferences**
- **% of families at Year 7 transfer that are awarded one of their first three choice preferences**
- **% of unauthorised pupil absence for compulsory school age pupils across Warwickshire state funded schools**
- **No. of pupils engaged in careers activities as a result of WCC interventions**
- **% of Schools engaged in WCC Careers activity**
- **% of Education Health Care plans completed within 20 weeks**
- **% of parents or young people with a decision within 4 weeks following the annual review of the Education, Health and Care Plan**

No.	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
6.1 	<p>Work with our local universities, colleges, schools and partners to improve young people’s aspiration for further and higher education opportunities including:</p> <ul style="list-style-type: none"> <li>○ Participating as part of the “Think Higher” outreach programme.</li> <li>○ Developing an options appraisal on the potential for the County Council to further work with local universities and other partners to improve education attainment and social mobility, particularly focussing on areas of the county where educational attainment is lower.</li> <li>○ Continue to work with schools and employers to improve careers education and activities to help raise awareness and understanding of the many and various jobs and career opportunities available across Warwickshire</li> </ul>	During 2023/24	Education Services/ Communities	Education

<p>6.2</p> 	<p>Deliver the strategy and action plan with partners to support young people in Nuneaton to achieve higher educational attainment and outcomes including:</p> <ul style="list-style-type: none"> <li>○ Supporting the work of the Nuneaton Education Alliance which provides free resources for all schools in Nuneaton with training for school staff on a variety of subjects, including detailed autism training, and training on learning behaviours</li> <li>○ Offer online Autism training sessions for all Nuneaton schools</li> <li>○ All Nuneaton schools to engage with year-long CPD programme on Raising Attainment for disadvantaged learners</li> <li>○ Provide next round of curriculum network sessions between secondary subject leaders and primary teachers</li> </ul>	<p>2023-24</p> <p>May 2023 July 2023</p> <p>July 2023</p>	<p>Education Services</p>	<p>Education</p>
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<p>6.3</p> 	<p>Ensure high quality school places are provided across the County where they are needed by:</p> <ul style="list-style-type: none"> <li>○ Developing a refreshed Education sufficiency strategy bringing together early years, 5-16, post 16 &amp; SEND to meet the projected demand for places, aligned to anticipated population and housing growth in the County.</li> <li>○ Building a new all-through School and Nursery at Oakley for South Leamington/ Warwick by September 2024.</li> </ul>	<p>March 2024</p> <p>Sept 2024</p>	<p>Education In collaboration with Governance &amp; Policy and Enabling Services</p>	<p>Education</p> <p>Finance &amp; Property</p>
<p>6.4</p> 	<p>Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones:</p> <ul style="list-style-type: none"> <li>○ Reduce waiting times for autism diagnostic assessments with the longest wait for a diagnostic assessment reduced from 242 weeks to 13 weeks or lower by September 2024.</li> <li>○ Strengthen relationships with parents and carers to build trust and confidence in the SEND system by developing an effective approach to communication and a whole system approach to co-production at a strategic level.</li> <li>○ Improve mainstream school leaders' understanding of why the placement of some children needs to be addressed by co-producing an inclusion charter with school leaders for children and young people.</li> </ul>	<p>By Sept 2024</p> <p>June 2023</p> <p>June 2023</p>	<p>Education</p> <p>In collaboration with the Coventry and Warwickshire Integrated Care Board</p>	<p>Education</p>

	<ul style="list-style-type: none"> <li>○ Increase knowledge and confidence of primary and secondary school staff by developing a robust training programme for SEND across Warwickshire.</li> <li>○ Further develop the role of the Area Analysis Group (AAG) and Education Challenge Board to enable challenge and support for school leaders.</li> <li>○ Ensure the effective delivery of services across SEND and Inclusion by reviewing current service delivery, engaging in a public consultation and implementing a future operating model.</li> </ul>	<p>June 2023</p> <p>June 2023</p> <p>Sept 2023</p>		
6.5 	<p>Improve our Education, Training &amp; Employment outcomes for young people and residents across the County by:</p> <ul style="list-style-type: none"> <li>○ Working with partners to support young people aged 16-18 (up to 25 for young people with SEND) into Education, Employment or Training.</li> <li>○ Offering targeted support to any young person identified as not in education, employment or training (NEET).</li> </ul>	<p>During 2023/24</p> <p>During 2023/24</p>	Education Services	Education
6.6	Develop and establish Warwickshire's Education Strategy	March 2024	Education	Education
6.7	Develop and embed a multi-agency county-wide strategic approach to improving school attendance	Sept 2023	Education	Education
6.8	<p>Delivery of the Education Capital Programme including:</p> <ul style="list-style-type: none"> <li>○ Myton 6th form (Oakley Grove School Y7 contingency/Warwick District)</li> <li>○ Oakley School Reception (Warwick District)</li> <li>○ Queen Elizabeth secondary school expansion (North Warwickshire – Atherstone)</li> <li>○ Griffin School primary school expansion (Rugby Borough)</li> </ul>	<p>2023/2024</p> <p>Sept 2023</p> <p>Sept 2023</p> <p>Sept 2023</p> <p>Sept 2023</p> <p>Sept 2024</p>	Education	Education

	<ul style="list-style-type: none"> <li>○ Stratford upon Avon School secondary school expansion (Stratford District)</li> <li>○ Oakley School – new all through school with nursery (Warwick District)</li> <li>○ Myton Gardens new primary school (Warwick District)</li> </ul>	<p>Sept 2024</p> <p>Sept 2024</p>		
6.9	<p>Procurement Activity:</p> <ul style="list-style-type: none"> <li>○ re-tendering the Warwickshire Special Education Needs and Disability Information, Advice and Support Service (SENDIASS)</li> </ul>	July 2023	People Strategy & Commissioning	Education
6.10	Develop and launch our new Skills Strategy (a sub-set to our economic strategy) setting out how we will work with the education and training sector and businesses to raise awareness and understanding of the wide range of careers options available in the county, and the various routeways into these employment opportunities.	2023/24	Communities	Education / Economy
6.11	Ensure the primary & secondary transfer offers are administered in line with the Admissions Code ensuring all children who apply have a school place.	Sept 2023	Education	Education



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


### Our objectives from the Council Plan 2022-27:





- Supporting the most vulnerable and disadvantaged adults to live independently, and in good health by building on their strengths, while reducing the need for hospital or long-term care.
- Supporting and safeguarding those in care, ensuring the health and social care system helps Warwickshire contain COVID-19 as we learn to live with it, and help people's recovery and access to services.
- Working with partners and communities to support people who are homeless and to improve access to services.
- Reducing inequalities in health outcomes by acting on the wider determinants of health, targeting support for healthy, physically active lifestyles where it is most needed.
- Targeting action towards the areas and population groups with the highest gaps in life expectancy and poorest health outcomes. ➤ Ensuring sustainable access to services and support for those who need it the most such as addressing food poverty through the Warwickshire Food Forum.
- Working with our partners to deliver an integrated approach to mental and physical health and social care across the County in line with the implementation of the new Integrated Care System in Warwickshire.
- Ensuring health and wellbeing is integral to all aspects of the Council's work and across our strategic priorities.
- Promoting financial and digital inclusion, targeting help to those most economically vulnerable.

### Our Performance Measures for this Area of Focus

- *No. of people in receipt of an Adult Social Care Service*
- **% of successful completions as a proportion of all in treatment (Opiates)**
- **% of successful completions as a proportion of all in treatment (Non Opiates)**
- **% of successful completions as a proportion of all in treatment (Alcohol & Non Opiates)**
- **% smoking prevalence in adults**
- **% of Adult Social Care service users receiving a Direct Payment at the end of the month**
- **No. of people supported to live independently through the provision of social care equipment**
- **No. of people awaiting a domiciliary care package to be commissioned at the end of the month**
- **% of people open to Adult Social Care with eligible needs living in the community with support under the age of 65**
- **% of people open to Adult Social Care with eligible needs living in the community with support over the age of 65**
- No. of adults accessing mental wellbeing support services
- % of people with Mental Health needs living in settled accommodation
- % of customers with a Care Package in Extra Care Homes & Specialised Housing for Adults with Disabilities
- % of units occupied in Extra Care Homes & Specialised Housing for Adults with Disabilities
- % of domiciliary care packages sourced in the last calendar month
- No. of reablement completions not leading to an Adult Social Care service



No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
7.1	<p>Implement the Market Sustainability Plan across all adult social care markets, constructed as part of the Fair Cost of Care exercise.</p> <p>Develop a strategic plan for accommodation-based care services for adults, informed by a needs assessment, the Adult Social Care strategy, the national Cost of Care requirements and funding programmes.</p>	<p>2023-25</p> <p>2023-24</p>	People Strategy & Commissioning	Adult Social Care & Health
 <p>7.2</p>	<p>Support the development of Integrated Pathways including services and interventions for vulnerable people to include Falls, Stroke, Frailty, dementia and Hospital to Home:</p> <ul style="list-style-type: none"> <li>○ Propose and implement changes to the current Warwickshire health and social care discharge arrangements to reflect national hospital discharge policy and meet operational requirements.</li> <li>○ Commencement of the “Living Well with Dementia” strategy Delivery Plan and work with key partners and stakeholders to deliver the Year 1 priorities, overseen by the Delivery Board</li> </ul>	<p>2023/24</p> <p>From 2023</p>	Adult Social Care/People Strategy & Commissioning	Adult Social Care & Health
7.3	Undertake a review of service provision for Short Term Vulnerable Adults, including a revised referral process, that supports a recommissioning of provision aligned to the Housing Related Support Offer	2023-24	People Strategy & Commissioning	Adult Social Care & Health
7.4	<p>Improve the offer of Assistive Technology (AT) solutions to support people in Warwickshire to stay safe, healthy and independent to include:</p> <ul style="list-style-type: none"> <li>○ Implementing and reviewing 2 pilots that can demonstrate the range of opportunities to support customers to regain and maintain their independence.</li> </ul>	2023-24	People Strategy & Commissioning / Adult Social Care	Adult Social Care & Health

	<ul style="list-style-type: none"> <li>Expanding the Assistive Technology offer in Warwickshire through procurement of a service to deliver a wide range of AT solutions, including lifeline provision and self-assessment for customers wishing to purchase their own equipment.</li> </ul>	2023-24		
7.5 	Support partners with the implementation of the Warwickshire Homelessness Strategy, including the continued commissioning of the Homeless Physical Health Nursing service and completing the Pathway Needs Assessments for all the local NHS trusts.	2023-24	Public Health	Adult Social Care & Health
7.6 	<p>Promote the benefits of healthier lifestyle choices and provide effective services and support to enable people to make sustained improvements:</p> <ul style="list-style-type: none"> <li>Support the continued implementation of the national diabetes prevention programme working with partners and key stakeholders.</li> <li>Mobilise the new Healthier Lifestyle services to improve access and deliver a one stop shop approach. This new service will incorporate smoking cessation services.</li> </ul>	2023-24  2023-24	People Strategy & Commissioning / Public Health	Adult Social Care & Health
7.7 	<p>Supporting those who need the most help to include:</p> <ul style="list-style-type: none"> <li>Delivering the Household Support Fund Grant in 2023/24</li> <li>Capturing learning from the operation of the Household Support Fund to inform a review of the Warwickshire Local Welfare Scheme (to include options appraisal and costed model)</li> </ul>	2023-2024	Business & Customer Services	Customer & Transformation
7.8 	<p>Improve the mental health and well-being of adults living in Warwickshire:</p> <ul style="list-style-type: none"> <li>Support the delivery of the multi-agency suicide prevention strategy for Coventry and Warwickshire.</li> </ul>	2023-24	People Strategy & Commissioning/Public Health	Adult Social Care & Health

7.9	<p>Establish the strategic role of Extra Care Housing and Specialised Supported Housing in the Council’s wider strategies for housing with support and its Adult Social Care Act duties to include:</p> <ul style="list-style-type: none"> <li>○ Developing a 5-10 year plan for Council commissioning of Extra Care Housing and Residential/Nursing Homes that address issues of balance of services; projections of future demand; adequate capacity in key localities; affordability; innovative design e.g. to include ' Care Villages' &amp; use of Council Capital/Land.</li> <li>○ Reviewing the impact of the Extra Care Housing (ECH) and Specialised Supported Housing (SSH/SHAD) programme to date and plan/commence Phase 2.</li> </ul>	<p>2023-24</p> <p>2023-24</p>	<p>People Strategy &amp; Commissioning / Adult Social Care</p>	<p>Adult Social Care &amp; Health</p>
7.10	<p>Deliver the significant service provision changes that will be needed to meet the new Mental Capacity (Amendment) Act 2019, and its new Liberty Protection Safeguards (LPS) scheme that will supersede current consent arrangements for vulnerable people.</p>	<p>TBC</p>	<p>Adult Social Care</p>	<p>Adult Social Care &amp; Health</p>
7.11	<p>Embed a continuous improvement approach across the Benefits Assessment and Income Charging teams, which will support the on-going redesign of core processes:</p> <ul style="list-style-type: none"> <li>○ Pilot approach by September 23 and fully embed by March 24</li> <li>○ Significant redesign progress / improvement made by March 24</li> <li>○ Embed Better Care Finance self-service portal for financial assessments – March 2024</li> </ul>	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p>	<p>Finance</p>	<p>Finance &amp; Property</p>
7.12	<p>Review the Hospital to Home Service with partners in health to understand impact and make recommendations for future delivery and commissioning.</p>	<p>2023-2024</p>	<p>People Strategy and Commissioning</p>	<p>Adult Social Care &amp; Health</p>

7.13	Develop a Community Recovery Service jointly with health partners as part of the national discharge Front Runner to ensure that all people with all people in hospital, who need further support at home to recover, will have access to effective therapeutic intermediate care services within 24 hours of no longer meeting the criteria to reside in hospital.	2023-2024	People Strategy and Commissioning	Adult Social Care & Health
7.14	Implement required processes, capability, staff resources and skillsets to successfully manage increased service demand and administer Care Cap.	October 2025	Finance & Adult Social Care	Adult Social Care & Health
7.15	Prepare and be suitably resourced for CQC inspection of the Adult Service.	July 2023	Finance & Adult Social Care	Adult Social Care & Health
7.16	Support the delivery of the National Drug Strategy by reviewing the drug and alcohol services to ensure they meet statutory requirements and recommendations from the Needs Assessment; also deliver the Drug and Alcohol Strategic Partnership requirements	April 2024	People Strategy and Commissioning	Adult Social Care & Health



## Great Council and Partner:




### Harnessing Community Power - Our objectives from the Council Plan 2022-27:

- Delivering our Levelling Up ambitions as set out in our Countywide Approach to Levelling Up in Warwickshire (published July 2022)
- Adopting and embedding a Community Powered way of working (Warwickshire Stepping Forward) with partners and communities
- Adopting and embedding Levelling Up and Community Power within the Council through a cross-cutting programme
- Driving impact and outcomes for communities from our Levelling Up and Community Powered initiatives
- Delivering on the ambitions and outcomes of our Social Fabric Fund (approved by Cabinet April 2023)

#### Our Performance Measures for this Area of Focus

- No. of community groups
- Value (£) going into community groups

No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
8.1 	<p>Finalise and roll-out with partners and communities a community powered approach (Warwickshire Stepping Forward) including:</p> <ul style="list-style-type: none"> <li>○ Holding a 2023 'Big Conversation' event</li> <li>○ Delivering an Elected Member Peer Learning programme working with key delivery partners</li> <li>○ Making community power a central tenet of our Levelling Up pilots</li> <li>○ Through existing partnerships, build and embed a community powered way of working including Thriving Communities Partnership, Stratford's Social Impact Partnership, Health and Well-Being Board, ICS Place Boards and governance arrangements for local Levelling Up plans.</li> </ul>	<p>During 2023-24</p>	<p>Business and Customer Services</p>	<p>Environment Climate and Culture</p>
8.2 	<p>Continue to deliver the “ground-breaker” community power projects:</p> <ul style="list-style-type: none"> <li>○ Supporting local transformation and regeneration, including community capacity building around the Transforming Nuneaton programme, and the Levelling Up pilots in Mancetter South and Ridge Lane, Bar Pool North and Crescents, and Lillington East (and linking to the pilot in Rugby Town Centre being led by Rugby Borough Council).</li> <li>○ Unlocking the skills and time of Council staff to support communities, including continuation and development of the Community of Practice.</li> <li>○ Enabling collaborative working on highways, transport, and road safety, including modern Lengthsman Schemes, community work gangs, community information packs, safe and active travel champions.</li> </ul>	<p>During 2023-24</p>	<p>Business and Customer Services linking with:</p> <ul style="list-style-type: none"> <li>○ Governance and Policy</li> <li>○ Community Services</li> <li>○ Environment Services</li> <li>○ Public Health</li> </ul>	<p>Environment Climate and Culture, and multiple Portfolio Holders:</p> <ul style="list-style-type: none"> <li>○ Economy and Place Transport and Planning</li> <li>○ Fire and Rescue</li> <li>○ Community Safety</li> </ul>

	<ul style="list-style-type: none"> <li>○ Combatting food inequality through the sustainable extension of the Community Pantry proof-of-concept.</li> </ul>			
8.3 	Create the conditions for greater volunteering and social action and support the development of Voluntary, Community and Social Enterprise groups, through further development of the Council's key Voluntary, Community and Social Enterprise sector commissioned services.	During 2023- 24	Business and Customer Services	Customer and Transformation and Environment Climate and Culture
8.4 	Create and deliver a blended revenue and capital Social Fabric Fund to focus on community powered initiatives primarily in the 22 Levelling Up priority LSOAs.	During 2023- 24	Governance & Policy	Environment Climate & Culture
8.5 	Complete and implement the 5 Levelling Up place plans, joining up activity across agencies, targeting effort, and resetting the relationship with communities (specific actions from the plans picked up elsewhere in this delivery plan).	During 2023- 24	Governance and Policy	Environment Climate and Culture


## Using our data and digital solutions to improve service delivery . Our objectives from the Council Plan 2022-27:

- Redesigning services to focus on prevention, improved outcomes and reduced cost through our customer experience programme.
- Developing and delivering our customer promise, making it easy for you to access our information and services, giving you a positive customer experience.
- Using evidence, data and insight to target resources and maximise performance.
- Using simple, clear and integrated digital technologies to improve service delivery.

### Our Performance Measures for this Area of Focus

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• No. of social media followers</li> <li>• % social media engagement rate</li> <li>• % of services migrated to Customer Platform from legacy system</li> <li>• % of projects approved that align to Digital and Data Strategy</li> </ul> | <ul style="list-style-type: none"> <li>• Cost per SEND student journey (£)</li> <li>• Cost per mainstream student journey (£)</li> <li>• <b>% of in year applications that have school place offered within the statutory deadline of 15 school days</b></li> <li>•</li> </ul> |
|---|--|



No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
9.1 	<p>Deliver initiatives to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving the following:</p> <ul style="list-style-type: none"> <li>○ <b>Admissions</b> - Implement an improvement plan for school admissions to ensure that our statutory responsibilities are followed and that the Service has improved business continuity and resilience</li> <li>○ <b>Home-to-School Transport:</b> Build on our review of school admissions to undertake a complete end-to-end review of our Home to School Transport arrangements to support the provision of school places.</li> <li>○ <b>Correspondence and Complaints:</b> Change how we respond consistently across all our services to improve customer experience.</li> <li>○ <b>Social Media:</b> Make recommendations on how we can best use social media to gain insight and feedback about issues or concerns raised about Council services.</li> </ul>	<p>Between 2022 - 24</p> <p>March 2024</p> <p>Summer 2024</p> <p>During 2023</p> <p>During 2023</p>	<p>Enabling Services</p> <p>Education</p> <p>Environment Services</p> <p>Business and Customer Services</p> <p>Governance &amp; Policy</p>	<p>Customer &amp; Transformation</p> <p>Customer &amp; Transformation</p> <p>Transport &amp; Planning</p> <p>Customer &amp; Transformation</p> <p>Customer &amp; Transformation</p>
9.2	<p>Deliver the first horizon of our digital Roadmap to improve customer service and reduce cost through the redesign of services and automation, specifically by:</p> <ul style="list-style-type: none"> <li>○ Implementing a single Contact Centre Telephony Solution;</li> <li>○ Implementing a new Customer Platform system to handle all of our initial contact with those who contact the Council; and</li> </ul> <p>Identifying the opportunities that could benefit from process automation, and agreeing a programme to achieve MTFs savings from automation from 2024/25.</p>	<p>Dec 2023</p> <p>May 2024</p> <p>Dec 2023</p>	Enabling Services	Customer & Transformation

9.3	<p>Deliver a programme of technology upgrades for Warwickshire Fire and Rescue Service to support operational performance and national compliance with standards including:</p> <ul style="list-style-type: none"> <li>○ updating our operational management &amp; risk management system for recording for fire risks and hazards in buildings; and</li> <li>○ our mobile data terminals on fire appliances.</li> </ul>	By end of July 2023	Chief Fire Officer	Fire & Rescue and Community Safety
9.4	<p>Establish the Data Roadmap closely aligned to the Digital Roadmap that will ensure delivery of the Digital and Data Strategy</p> <ul style="list-style-type: none"> <li>○ Implement activities by Horizon 1 of the Data Roadmap</li> <li>○ Contribute to Data Ownership Audit and support delivery of any emerging recommendations</li> <li>○ Implement new Master Data Management (MDM) tool</li> <li>○ Design corporate Data Standards</li> <li>○ Implement activities by Horizon 2 of the Data Roadmap</li> <li>○ Via the Education Digital Board, improve the use of the Synergy system and improve data management practices across the Education service</li> <li>○ Support the roll-out and use of the Data Governance System, including the role of nominated 'data stewards'</li> <li>○ Design and begin roll-out of a 'data literacy' programme for the organisation</li> </ul>	<p>April 2023</p> <p>March 2024</p> <p>June 2023</p> <p>July 2023</p> <p>August 2023</p> <p>March 2025</p> <p>December 2023</p> <p>December 2023</p> <p>October 2023</p>	Commissioning Support Unit	Customer & Transformation

## Our people and the way we work - Our objectives from the Council Plan 2022-27:

- Delivering the Our People Strategy delivery plan
- Delivering our Equality, Diversity, and Inclusion programme to create a positive and welcoming culture in which everyone can thrive.
- Being a great employer with the right culture and leadership, recruiting and developing a talented, diverse and resilient workforce, whilst supporting their wellbeing.
- Striving to maintain high standards in everything we do.
- Investing in modern ways of working and redesigned core work settings.
- Developing the right skills and culture to support innovation, continuous improvement, our net zero ambitions and community powered ways of working.

### Our Performance Measures for this Area of Focus

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• <b>% Employee engagement score</b></li> <li>• <b>% of staff agreeing ‘the Council’s internal communication keep me informed of what the council is doing’</b></li> <li>• <b>% of staff agreeing they are proud to work for WCC</b></li> <li>• <b>% Employee wellbeing score</b></li> <li>• <b>% staff agreement with ‘I feel safe to be my authentic self at work’</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>No. of days sick absence per FTE</b></li> <li>• <b>No. of people utilising WCC core settings</b></li> <li>• Gender pay gap</li> <li>• Ethnicity pay gap</li> <li>• Disability pay gap</li> <li>• % Colleague retention rate</li> <li>• No. of days lost due to stress/ anxiety/ mental health per FTE</li> <li>• % size (Ha) of smallholdings estate to 2010 levels</li> <li>• Value (£) of property sales received</li> </ul> | <ul style="list-style-type: none"> <li>• £ Value of Social Value commitments in successful Contract Awards</li> <li>• % of customers that felt the service provided to them by Contract Management and Quality Assurance met their business requirements</li> </ul> |
|--|--|---|

No:	Our Key Deliverables for 2023-24 to 2024-25	Key Dates	Accountable Assistant Director	Portfolio Holder
10.1	<p>Deliver Year 3 of “Our People” strategy action plan in 2023/24 and in particular our 5 key priority areas and including:</p> <ul style="list-style-type: none"> <li>○ Strategic workforce planning - to enable us to better understand our future workforce needs, to include work on establishment control</li> <li>○ Recruitment and retention - to consider our recruitment and retention approach to include promoting working for the Council and addressing hard to recruit roles and staff retention</li> <li>○ Pay and reward - consolidate our employee offer and consideration of apprenticeships, career progression posts, leadership and development training</li> <li>○ Equality Diversity &amp; Inclusion - to include launching our approach to EDI and developing an approach to social mobility with partners, linked to Levelling Up</li> <li>○ Employee engagement - continue to look at creative ways to increase response rate, particularly in our community teams and to continue to build on our work supporting staff well-being and consolidate our ‘Thrive at work’ achievements</li> </ul>	<p>April 23 – March 2024</p> <p>Aug 2024</p> <p>March 2024</p> <p>June 2023</p>	Governance & Policy	Customer & Transformation
10.2	Develop a wider Estates Master Plan for the entirety of the Council’s estate across the County which provides options on its optimal use	During 2023/2024	Governance & Policy	Property & Finance
10.3	<p>Strategic Development of Procurement, Contract Management and Quality Assurance:</p> <ul style="list-style-type: none"> <li>○ Roll out of Procurement and Contract Management Strategy. To include standardising practice, upskilling staff delivering this activity</li> </ul>	March 23-April 24	Commissioning Support Unit	Property & Finance

	<ul style="list-style-type: none"> <li>○ Plan, support and deliver activity to ensure the Council is prepared for the new Procurement Act.</li> <li>○ Roll out of new approach to Social Value in procurement.</li> <li>○ Deliver savings in 3<sup>rd</sup> party spend set out in the medium-term financial strategy</li> <li>○ Improve procurement practice and culture against performance standards and the annual procurement pipeline</li> </ul>	<p>March 23- Dec 23</p> <p>March 23- Dec 23</p> <p>March 2024</p> <p>March 2024</p>		
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## Cabinet

18 April 2023

### GP Services Task and Finish Review

#### Recommendation

That Cabinet considers for approval the recommendations made for actions by the County Council and the wider Coventry and Warwickshire health system as set out in the report of the GP Services Task and Finish Group (TFG).

#### 1. Executive Summary

- 1.1 The County Council approved a motion on 16<sup>th</sup> March 2021 that the Adult Social Care and Health Overview and Scrutiny Committee (OSC) review and make recommendations about the provision of health centres within Warwickshire. To undertake this review, the OSC appointed a member TFG.
- 1.2 A scoping exercise was undertaken to guide this review process. In order to achieve an understanding of the topic, the TFG considered written evidence and held discussions with expert contributors from the NHS. Contributions were also provided by Healthwatch Warwickshire and a co-opted representative from a district council. The review included a comprehensive presentation from the then Coventry and Warwickshire Clinical Commissioning Group (CCG) and a GP doctor who also represented the Local Medical Committee.
- 1.3 Attached at Appendix A is the review report. The TFG makes a series of recommendations for the Coventry and Warwickshire Integrated Care System (ICS) and for those within the remit of individual agencies. The recommendations and the rationale for each of the recommendations are reproduced below. The appended review report provides the supporting information. It includes details of the evidence heard, the stages of the review and its findings. The review report includes appendices with the scoping document, detail of the evidence heard at each session and an action plan for monitoring outcomes from the review.
- 1.4 The report was submitted to and approved by the commissioning Adult Social Care and Health OSC at its meeting on 15 February 2023.

#### ***Recommendation 1 - Communications Activity***

- 1.5 That coordinated communications activity continues to be undertaken to explain to the public the revised primary care service delivery rationale. This is an area where partners in the local Integrated Care System, including

councillors as community leaders and the Health and Wellbeing Board members can assist, but should rest primarily with the Integrated Care Board (ICB).

- 1.6 Rationale – There has been misunderstanding at both the national and local level about access to primary care services and especially general practice. The evidence found that communications activity is already planned by the former CCG. The move to an ICS provides the opportunity for further promoting a consistent message across all partners. Such communications activity should address concerns and misconceptions, explaining the revised service delivery approaches required.

***Recommendation 2 – Involvement of Primary Care and Public Health in the ICS***

- 1.7 That the ICS includes involvement at all levels of both primary care and Public Health, especially as the new arrangements embed. There is a periodic monitoring role for the commissioning Adult Social Care and Health OSC post-implementation to ensure adequacy of representation.
- 1.8 Rationale – Evidence from this review showed the value of broad input from Primary Care and Public Health at all levels. The ICS is a complex structure with many tiers and organisations involved. There is a close interrelationship between primary and secondary healthcare services, especially when patients are discharged from an acute hospital to community settings. Public Health has broad experience and can contribute to discussions at all levels. There is value in ensuring that these bodies are represented at all levels of the ICS and this can be monitored periodically by elected scrutiny members.

***Recommendation 3 – Monitoring Patient Involvement in Decision Making***

- 1.9 That the Adult Social Care and Health OSC undertakes periodic monitoring around patient/resident involvement in the new ICS. There were perceived concerns that decision making may be moving away from the patient, which is not the intention.
- 1.10 Rationale – During the evidence gathering this was identified as an area for future monitoring, to ensure that the many tiers and complex structures involved in the ICS do not reduce patient involvement in decision making. There is a periodic monitoring role for the elected scrutiny members and Healthwatch Warwickshire. There is a role for the ICS to consider wider people engagement. The patient engagement function is important from a primary care perspective and there needs to be a mechanism for this to report into the ICS.

***Recommendation 4 – Monitoring of Future Estates Provision***

- 1.11 That periodic engagement is undertaken with the Integrated Care Board (as the body responsible for commissioning of general practice services and, associated with this, general practice estate planning and infrastructure



delivery) to understand the delivery progress of its general practice estate programme.

- 1.12 Rationale – The key strand of this review is to ensure adequate provision of health centres to meet the needs of a growing and aging Warwickshire population. The estates data supplied by the ICB showed the GP practices within each Primary Care Network (PCN), the known housing developments, completed infrastructure development projects (a mixture of new build and extension projects) and proposals to provide additional capacity. It did show for the majority of PCN areas that the PCN total clinical rooms is currently less than the estimated future (2031) requirement and therefore there is planning and infrastructure delivery work underway to address the shortfall. The ICB provided extensive evidence regarding the systematic approach that it takes in relation to estate planning. However, the mechanisms for the release of funding linked to development for provision of new and extended health facilities are complex. There are two processes known as Section 106 agreements and the Community Infrastructure Levy. This is an area where councillors can bring influence through the planning process. There is a finite resource available from developer contributions for health and other services. This may cause competition between different health services, upstream preventative measures and other infrastructure sought from developer contributions. A coordinated and prioritised approach to the use of such funding would be helpful. Periodic monitoring of capacity by the scrutiny committee is also advocated, seeking updates from the ICB.

## **2 Financial Implications**

- 2.1 There are no direct financial implications for the County Council arising from this review report.

## **3 Environmental Implications**

None.

## **4 Timescales associated with the decision and next steps**

- 4.1 Subject to approval of the review report, there will be periodic monitoring by the Adult Social Care and Health OSC of the implementation of the associated action plan.

## **Appendices**

Appendix 1- Review Report

## **Background Papers**

None

	<b>Name</b>	<b>Contact Information</b>
Report Author	Paul Spencer	paulspencer@warwickshire.gov.uk Tel: 01926 418615
Assistant Director	Sarah Duxbury, Assistant Director for Governance and Policy	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
Strategic Director	Nigel Minns, Strategic Director for People	<a href="mailto:nigelminns@warwickshire.gov.uk">nigelminns@warwickshire.gov.uk</a>
Portfolio Holder	Councillor Margaret Bell, Portfolio Holder for Adult Social Care & Health	<a href="mailto:margaretbell@warwickshire.gov.uk">margaretbell@warwickshire.gov.uk</a>

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

Local Member(s): None

Other members: Councillors Bell, Drew, Golby, Holland and Rolfe.



**GP SERVICES  
TASK AND FINISH GROUP  
DRAFT REPORT**

**December 2022**

*Working for  
Warwickshire*

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## 1.0 Introduction

### 1.1 Executive Summary

Through this review process, members have considered written information, presentations and held three evidence gathering sessions, with representatives from a wide range of organisations. This resultant report proposes a number of recommendations which will be submitted to the Adult Social Care and Health Overview and Scrutiny Committee, to Cabinet, the Warwickshire Health and Wellbeing Board and to partner organisations for them to consider. The recommendations can be seen at Section 2 (Page 6 onwards).

### 1.2 Appointment

The County Council approved a motion that the Adult Social Care and Health Overview and Scrutiny Committee (ASC&H OSC) review and make recommendations about the provision of health centres within Warwickshire. The Clinical Commissioning Group (CCG) was asked as part of the motion to share with the Council its work on the provision of health facilities across the County. It should be noted that national changes were implemented during the period of this review, which replaced Clinical Commissioning Groups with Integrated Care Systems. For references to the CCG within this report, the responsible body is now the Integrated Care Board (ICB).

To undertake this, the OSC appointed a member task and finish group (TFG). The membership of the group included a co-optee of a district/ borough council from Warwick District Council (WDC). Participation in the group's discussions included representatives of the Coventry and Warwickshire Clinical Commissioning Group (C&WCG), Healthwatch Warwickshire (HWW) and representatives of the Local Medical Committee (LMC).

A scoping exercise was undertaken resulting in the scoping document attached at Appendix A to this report.

### 1.3 Members and Contributors

The members appointed to the Task and Finish Group were Councillors Richard Baxter-Payne, Judy Falp, John Holland, John Horner, Marian Humphreys, Jerry Roodhouse and Mandy Tromans. Councillor Pam Redford (WDC) was co-opted onto this review.

The Task and Finish Group was supported by the Strategic Director of the People Directorate, two officers from Public Health (PH) and Democratic Services. External support was provided by the C&WCCG, HWW and the LMC.

## **1.4 Evidence**

In order to achieve an understanding of the review topic, the TFG considered both primary and secondary evidence from a range of sources. This included circulation of the previous review report from 2018. One of the evidence sessions included a comprehensive presentation, delivered jointly by the CCG and LMC. In Section 3 of this report (from page 8) more details are provided of the evidence heard.

## **1.5 Dates and Timescales**

- Stage 1: A meeting to consider the review's scope (See Appendix A) – November 2021.
- Stage 2: Consideration of primary evidence, through presentations, questioning and more general discussion over two meetings held in February and May 2022. Additionally, information was circulated on the NHS primary care estates linked to new residential developments.
- Stage 3: The consideration of conclusions and recommendations from this Task and Finish Group (TFG) – 7 December 2022
- Stage 4: Approval of the final TFG report by the Adult Social Care and Health Overview and Scrutiny Committee – Consideration by Committee 15<sup>th</sup> February 2023.
- Stage 5: Presentation of the TFG report to Cabinet and the Warwickshire Health and Wellbeing Board – 18 April and 3 May 2023 respectively.

## 2.0 Recommendations

The TFG make a series of recommendations for the Coventry and Warwickshire Integrated Care System (ICS) and those within the remit of individual agencies. The rationale for each of the recommendations is summarised below. Subsequent sections of the report and appendices provide the detail which supports these recommendations.

### ***Recommendation 1 - Communications Activity***

1. That coordinated communications activity continues to be undertaken to explain to the public the revised primary care service delivery rationale. This is an area where partners in the local Integrated Care System, including councillors as community leaders and the Health and Wellbeing Board members can assist, but should rest primarily with the Integrated Care Board.

Rationale – There has been misunderstanding at both the national and local level about access to primary care services and especially general practice (GP). The evidence found that communications activity is already planned by the former CCG. The move to an ICS provides the opportunity for further promoting a consistent message across all partners. Such communications activity should address concerns and misconceptions, explaining the revised service delivery approaches required.

### ***Recommendation 2 – Involvement of Primary Care and Public Health in the ICS***

2. That the ICS includes involvement at all levels of both primary care and Public Health, especially as the new arrangements embed. There is a periodic monitoring role for the commissioning Adult Social Care and Health OSC post-implementation to ensure adequacy of representation.

Rationale – Evidence from this review showed the value of broad input from Primary Care and Public Health at all levels. The ICS is a complex structure with many tiers and organisations involved. There is a close interrelationship between primary and secondary healthcare services, especially when patients are discharged from an acute hospital to community settings. Public Health has broad experience and can contribute to discussions at all levels. There is value in ensuring that these bodies are represented at all levels of the ICS and this can be monitored periodically by elected scrutiny members.



***Recommendation 3 – Monitoring Patient Involvement in Decision Making***

3. That the Adult Social Care and Health OSC undertakes periodic monitoring around patient/resident involvement in the new ICS. There were perceived concerns that decision making may be moving away from the patient, which is not the intention.

Rationale – During the evidence gathering this was identified as an area for future monitoring, to ensure that the many tiers and complex structures involved in the ICS do not reduce patient involvement in decision making. There is a periodic monitoring role for the elected scrutiny members and Healthwatch Warwickshire. There is a role for the ICS to consider wider people engagement. The patient engagement function is important from a primary care perspective and there needs to be a mechanism for this to report into the ICS.

***Recommendation 4 – Monitoring of Future Estates Provision***

4. That periodic engagement is undertaken with the Integrated Care Board (as the body responsible for commissioning of general practice services and, associated with this, general practice estate planning and infrastructure delivery) to understand the delivery progress of its general practice estate programme.

Rationale – The key strand of this review is to ensure adequate provision of health centres to meet the needs of a growing and aging Warwickshire population. The estates data supplied by the ICB showed the GP practices within each Primary Care Network (PCN), the known housing developments, completed infrastructure development projects (a mixture of new build and extension projects) and proposals to provide additional capacity. It did show for the majority of PCN areas that the PCN total clinical rooms is currently less than the estimated future (2031) requirement and therefore there is planning and infrastructure delivery work underway to address the shortfall. The ICB provided extensive evidence regarding the systematic approach that it takes in relation to estate planning. However, the mechanisms for the release of funding linked to development for provision of new and extended health facilities are complex. There are two processes known as Section 106 agreements and the Community Infrastructure Levy. This is an area where councillors can bring influence through the planning process. There is a finite resource available from developer contributions for health and other services. This may cause competition between different health services, upstream preventative measures and other infrastructure sought from developer contributions. A coordinated and prioritised approach to the use of such funding would be helpful. Periodic monitoring of capacity by the scrutiny committee is also advocated, seeking updates from the ICB.

## 3.0 Overview

### 3.1 Background

At its meeting in March 2021, the County Council approved a motion that the ASC&H OSC review and make recommendations about the provision of health centres within Warwickshire. The CCG was asked as part of the motion to share with the Council its work on the provision of health facilities across the County.

The ASC&H OSC commissioned this task and finish group (TFG) to undertake the requested review and to make recommendations about the provision of Health Centres within Warwickshire.

### 3.2 Objectives

The objectives of this review were to establish a clear picture of current provision of primary care to enable needs and evidence-based planning for the health centres across Warwickshire including proposals for addressing any access issues. A copy of the full scope for the review is attached at Appendix A.

### 3.3 Context

Significant national changes coincided with the period of this review, not least the move to an [Integrated Care System](#) (ICS) and ongoing discussions as these arrangements embed. Additionally, there are the [NHS Long Term Plan](#) and the recently published [Dr Claire Fuller review](#), commissioned by NHS England to assess how newly formed ICSs and primary care can work together to improve care for patients.

### 3.4 Acknowledgements

The TFG value the significant input to this review from Officers of the C&WCCG, GP representatives of the LMC and Healthwatch. Members also wish to place on record their thanks for the WCC Officer support.

## 4.0 Detailed Findings

### 4.1 Secondary Evidence

A copy of the review report from the 2018 TFG was provided as background at the commencement of the review. A joint presentation was provided by the C&WCCG and LMC. This was subsequently updated to include more information on estates capacity linked to known population growth through additional residential development.

## 4.2 Primary Evidence

The TFG invited contributions through evidence gathering sessions. The detailed report of each session is provided at Appendix B (from page 16):

- 29 November The focus for the first meeting was scoping of the review. The outcomes were to finalise the scope at the subsequent meeting, also for Public Health and CCG Officers to compile a range of information for consideration at that meeting.
- 28 February Further discussion of the review's scope with context from a GP perspective provided by the LMC. An outcome of minor changes to the review's final scope. It was agreed to provide a data session including demographics, population data, capacity and GP numbers. It was planned to visit a health centre in Wellesbourne. Finding a mutually convenient date for said visit proved problematic.
- 25 May A comprehensive presentation delivered jointly by the CCG and LMC to provide evidence and respond to member questioning. An outcome from this session was the need for more estates data around capacity.

## 5.0 Findings and Conclusions

### 5.1 Overview

The key finding from this work is a much deeper understanding of the way that GP services are commissioned and configured. GP Services are private businesses and provide services in accordance with the framework of NHS requirements. The detail of the research is shown in Appendix B (from Page 16). These conclusions and the recommendations at Section 2 suggest providing support, influence and future monitoring of health centre provision as the new integrated care arrangements embed.

During the scoping of this review, it became evident that there are many interrelated service areas and it is challenging to focus on parts of the health system in isolation.

### 5.2 Findings from Evidence Sessions

5.2.1 The key evidence session took the form of a joint presentation from the C&WCCG officers and GP doctors from the LMC which included:

- Overview of general practice landscape in Coventry and Warwickshire
- Overview of national policy impacting general practice

- Impact of Covid-19 pandemic on general practice
- Improving timely access to general practice as a national and local priority
- Workforce
- General Practice Estate Planning and Infrastructure Delivery

#### 5.2.2 The learning points from this evidence:

- The remit was a focus on the provision of health centres within Warwickshire. It is the people and services which are provided from these centres that are key.
- There is a need to manage increasing demand, with reducing resources, through working at scale. The public 'ask' of a patient centred approach and continuity of care by the same GP does not fit with the capacity challenges. There is a need for triage to other clinicians and for different methods of delivery than just 'face to face' appointments.
- Tensions are created between commissioners and patient expectation, due to the move to working at scale, as well as political and media messaging, not least the campaign to drive face to face access, which conflicts with the national guidance to increase digital access.
- There are several tiers and many bodies involved in the commissioning and delivery of health services. It is a complex structure, with significant new arrangements from the move to an ICS. In Warwickshire there are three Warwickshire 'Places' (North, Rugby and South) and more locally Primary Care Networks (PCNs), which are groups of GP practices. Additionally, there are a number of other bodies which coordinate and oversee the local health and care system.
- Linked to the capacity challenges is a communication piece to inform the public of the reasons why they may be referred to another clinician. There will be new ways of working, an example being group consultations rather than seeing people on an individual basis. This may not suit all patients.
- Many facets of a GP's role are unseen by the media and patients. This was demonstrated by an account from the LMC of a GP's typical day and an iceberg graphic showing the many roles that went unseen.
- Disparaging comments from the media and public due to a lack of understanding is not helpful. Accounts were provided of the impact, which included clinicians leaving general practice and a proportion (30%) of local, newly qualified doctors having no intention of becoming a GP.
- There are systemic issues which impact on GP services, an example being discharge from an acute hospital setting inappropriately, requiring complex aftercare by GPs for vulnerable people at home.
- Delivery of the services patients needed, rather than those they wanted. This would be assisted by more time efficient appointments by telephone or through using video technology. A need to address the

misperceptions created by negative media coverage regarding use of such technology.

- It is evident patients have different views about their treatment. For some, access to any GP is sufficient. Some do not like telephone consultations. For others with longer-term conditions, continuity of care is more important with a preference for face-to-face appointments. There is an incremental reduction in face-to-face appointments and personal contact with the GP.
- The PCN approach has a number of benefits from working collaboratively, providing resilience and additional services.
- Infrastructure is being developed or has been put in place to support general practice to work more efficiently. An example is the 'hub' to route telephone enquiries for non-urgent matters. A single patient portal is proposed enabling patients to manage their own health enquiries, for general practice, community services or in an acute setting. The exchange of data and information will allow all parts of the health system to collaborate and coordinate services.
- A national shortage of 7,300 GPs. There are aims for recruitment and to provide 50 million additional GP appointments, but currently there is no national workforce plan to achieve this. Locally the aim is to recruit another 556 full-time equivalent roles to join the general practice workforce by March 2024. Additional roles are being recruited to as part of the PCN approach.
- The data on estate planning and capacity shows the majority of PCN areas are 'at risk' in terms of GP capacity by 2031, due to the known additional residential developments in their respective areas. This is an area for further research and monitoring. Whilst there are well-established working arrangements between the NHS and planning authorities, this is an area where councillors can bring influence to enhance the existing arrangements.

### 5.3 Conclusions

- 5.3.1 An identified need for coordinated communications activity to explain to the public the service delivery rationale. This is an area where partners in the local health and care system, including councillors as community leaders and the Health and Wellbeing Board members can assist.
- 5.3.2 The impact of the transition to the new ICS. A need for primary care and Public Health to be involved at all levels of the system. This could be an area for monitoring post-implementation to ensure adequacy of representation.
- 5.3.3 Some concerns were raised that decision making may be moving away from the patient, which is not the intention. A future action to check where decision making takes place and how patients/residents are kept involved.

- 5.3.4 The need for periodic engagement with the Integrated Care Board (as the body responsible for commissioning of general practice services and, associated with this, general practice estate planning and infrastructure delivery) to understand the delivery progress of its general practice estate programme, details of which were shared with the Task and Finish Group as part of the review.

## **6.0 Financial and Legal Implications**

The views of relevant Directors/ Assistant Directors, Finance, Legal and Equalities and Diversity have been sought on this report, prior to its submission to the Adult Social Care and Health Overview and Scrutiny Committee. Their feedback is set out below.

- 6.1 Finance:  
There are no financial implications for Warwickshire County Council as a result of this review.
- 6.2 Legal:  
There are no legal implications for Warwickshire County Council as a result of this review.

## Appendix A Scoping Document

<b>Review Topic</b> (Name of review)	Provision of Health Centres within Warwickshire / GP Services
<b>TFG Committee Members</b>	Councillors Richard Baxter-Payne, Judy Falp, John Holland, John Horner, Marian Humphreys, Jerry Roodhouse and Mandy Tromans.
<b>Co-option of District and Borough members (where relevant)</b>	Councillor Pam Redford (Warwick District Council)
<b>Key Officers / Departments</b>	Nigel Minns, Strategic Director, People Directorate Gordan Djuric and Gemma McKinnon, Public Health
<b>Lead Democratic Services Officer</b>	Paul Spencer
<b>Relevant Portfolio Holder(s)</b>	Councillor Margaret Bell, Portfolio Holder for Adult Social Care and Health
<b>Relevant Corporate Ambitions</b>	Warwickshire's communities and individuals are supported to be safe, healthy and independent. Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long-term health care.
<b>Type of Review</b>	Task and Finish Review
<b>Timescales</b>	To be determined.
<b>Rationale</b> (Key issues and/or reason for doing the review)	The County Council approved a motion that the overview and scrutiny committee review and make recommendations about the provision of health centres within Warwickshire. The Clinical Commissioning Group was asked as part of the motion to share with the Council its work on the provision of health facilities across the County.
<b>Objectives of Review</b> (Specify exactly what the review should achieve)	To establish a clear picture of current provision of primary care to enable needs and evidence-based planning for the health centres across Warwickshire including proposals for addressing any access issues.

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<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u></p> <ul style="list-style-type: none"> <li>• Audit progress from the earlier review (inc. uptake on recommendations)</li> <li>• Take stock of current primary care provision – details of locations/number of GPs currently in all the Primary Care Networks (PCNs), estimates of the number of additional GPs needed and other workforce shortages. Consider actual demands from both a business and medical perspective, and whether there was a greater medical need for GPs.</li> <li>• Equity in access to services – physical access, face to face appointments, booking arrangements and addressing inequalities in the service provision</li> <li>• Primary care (health centres) estate and workforce planning including modelling for population growth</li> <li>• CCG colleagues, including Local Medical Committee members, to provide an outline of the process followed for development of new facilities and improvements to existing premises, the increasing partnership work on estate planning. Provide information on digital services, more flexible spaces, co-location and joining up of services. This could include pharmacy and social prescribing.</li> <li>• Modelling for population growth – share existing information and methodology used. This will include demographic changes and the aging population</li> <li>• What does a modern health centre look like and how does it integrate to other services such as community pharmacy?</li> </ul> <p><u>Does not include</u> The scope needs to be tight and not lead to a wider review.</p>
<p><b>How will the public be involved?</b> (See Public Engagement Toolkit / Flowchart)</p>	<p>The involvement of Healthwatch Warwickshire will ensure the patient and public voice is captured.</p>
<p><b>What site visits will be undertaken?</b></p>	<p>Planned to visit a Health Centre in Wellesbourne</p>
<p><b>How will our partners be involved?</b> (consultation with relevant stakeholders, District / Borough reps)</p>	<p>This review includes participation from the Coventry and Warwickshire Clinical Commissioning Group (CCG). Seek lived experience and patient voice input from Healthwatch Warwickshire. The involvement of doctors from the Local Medical Committee. There is a co-opted representative from Warwick District Council.</p>



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<p><b>How will the scrutiny achieve value for money for the Council / Council Tax payers?</b></p>	<p>There will be no additional costs incurred from undertaking this review.</p>
<p><b>What primary / new evidence is needed for the scrutiny?</b> (What information needs to be identified / is not already available?)</p>	<p>Primary evidence to be sought from the Coventry and Warwickshire Clinical Commissioning Group (CCG).</p> <p>The involvement of doctors from the Local Medical Committee will capture a range of practical considerations.</p> <p>Input from Chris Bain, Chief Executive of Healthwatch Warwickshire will assist the review including feedback HWW receives and the lived experiences of patients.</p>
<p><b>What secondary / existing information will be needed?</b> (i.e. risk register, background information, performance indicators, complaints, existing reports, legislation, central government information and reports)</p>	<p>Secondary evidence is available from the previous task and finish group completed in 2018. This will provide both background and a baseline for comparison. The Clinical Commissioning Group and WCC Officers to provide a pack of information for consideration by members of the group to provide additional background. This should identify gaps in information for further oral / written contributions.</p>
<p><b>Indicators of Success</b> — (What factors would tell you what a good review should look like? What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<p>The TFG formulates a detailed report with the outcomes from its research.</p> <p>Recommendations are made to the CCG and others from the findings to assist with future health centre provision and addressing identified need for services and improved access issues.</p>
<p><b>Other Work Being Undertaken</b> (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	<p>There is a range of work being undertaken around GP service and estates planning, led by the Clinical Commissioning Group.</p>

## Appendix B Primary Evidence Detail

### 1.1 Context and Scoping – 29 November 2021

1.1.1 As part of the scoping of the review, Nigel Minns Strategic Director for the People Directorate reminded of the motion approved at Council in March 2021 with the following resolutions:

That the Council

1. Will seek with partners to shape future requirements for Health Facilities across the County and work with providers to deliver the same.
2. Requests the Adult Social Care and Health Overview and Scrutiny Committee to review and make recommendations about the provision of Health Centres within Warwickshire.
3. Asks the Clinical Commissioning Group to share with the Council its work on the provision of health facilities across the County.

1.1.2 Key areas raised on the scope of the review:

- The TFG's purpose was looking at health centre provision, working with partners, particularly the CCG to shape future health centre provision. This should provide a valuable long-term benefit influencing and shaping that provision. The TFG may be less suited to a wider review, for example looking at some of the current issues.
- The Chair of the commissioning scrutiny committee requested involvement of the LMC.
- The work of the CCG on estates planning and the significant progress made, which could be brought to the TFG. The CCG did work closely with planning authorities and the County Council using a methodology to assess population growth and to ensure infrastructure provision.
- Staffing challenges were discussed. A need for a baseline of existing services, the current number of GPs and the number of additional GPs required. Linked to this were variance in services across the county and factoring in the impact of a growing and aging population with more complex health needs. The impact on services from significant housing development in Warwickshire was referenced.
- It was hard to separate GP services from other parts of the health service. Examples raised were community pharmacy, ambulance and A&E services. Some services were used inappropriately, in part because of challenges around primary care access.
- How new health centres would be designed and utilised with a range of co-located services. Points about digital services, more flexible spaces,

pharmacy, social prescribing and in one case co-location with a Citizen's Advice Bureau.

- The differing challenges for urban and rural areas.
- The need for good communication and proper engagement with people about future service provision.

1.1.3 The outcomes from this session were:

- The feedback would be used to update the scoping document.
- WCC Officers and CCG colleagues to compile the background information requested.

## **1.2 Evidence Session – 28 February 2022**

### 1.2.1 Scoping Document

Discussion of the TFG's scope, with input from Dr Tim Preece, a GP doctor and representative of the LMC. This provided further context and direct evidence of the perspective of a GP.

### 1.2.2 Key areas raised:

- Access issues and capacity challenges. There were many contributing factors from other parts of the NHS, a quoted example was the backlog of hospital waiting times.
- Demand had more than doubled over the previous 10-20 years. Additional work areas such as vaccinations, Public Health campaigns, hospital requirements, pressures from social services and 'tick box' exercises. It was suggested that the demand and capacity aspects should be strengthened in the scope.
- The GP workforce was reducing in real terms, when compared to population growth. This caused longer working hours, with some senior GPs leaving the service due to burnout. There was not workforce capacity to meet the health demands, let alone the additional services imposed. An example used was authorisation of a bus pass on medical grounds. There was evidence of a shortage of GP appointments equating to 17.5 full time equivalent GPs in Warwickshire. Significant financial investment was required to cover this current shortfall.
- Funding aspects, specifically the proportion of patient contacts versus share of NHS funding.

The TFG members and Officers responded to the points raised, many of which were included within the scope. It was agreed to expand the population growth aspect, to include demographic changes and the aging population. The other aspect concerned actual demands from both a business and medical perspective, and whether there was a greater medical need for GPs.

### 1.2.3 General discussion

Councillors contributed on the following areas:

- The differing approaches of GP practices, an example being the availability of face-to-face appointments during the pandemic.
- There were capacity challenges within Public Health, but data could be collated from other sources to inform the review. There was an in-house business intelligence service; information could be collated from communities, from district and borough councils and examples of best practice in GP surgeries sought.
- Points about public misconception of the need to see a GP, as there were other trained professionals in primary care who could assist them just as effectively. This showed a need for communication and education of the public.
- Recognition that GP practices were private businesses; each determined its own operating model.
- Significant housing development was increasing the population of Warwickshire, the associated demand for primary care services and impacting on capacity.
- Discussion about the ratio of GPs to patients, looking at the registered patient numbers at each practice and primary care services available from that practice. Further points about modelling demand and greater patient expectations. GPs were now dealing with more complex issues, as patients spent less time in an acute hospital setting, were discharged and then cared for in community settings by GPs.

CCG Officers referred to the wider reviews taking place including the move to an ICS, the [general practice review](#) and the launch of a local campaign promoting all the new roles in general practice. An outline was provided on CCG estates development work. This included new and expanded GP practices, responding to demand from new housebuilding. Warwickshire like most of the country was responding to large population growth. New facilities had been provided within the three Warwickshire 'Places'.

Healthwatch offered a patient perspective. Access to GPs was the point raised most often. It was difficult to look at GP services in isolation and there was a need to look across the ICS as the local system. There were linked aspects including NHS111, mental health services, the Integrated Care Board, care collaboratives, the place executives and place partnerships.

### 1.2.4 Outcomes

Minor updates were agreed to the draft scope to include demographic changes and demand issues. Further information would be provided to the next meeting on demographics and capacity, numbers of GPs and the respective populations in each area of the County. The CCG was asked to include information on workforce plans to address the current shortfalls,

including the new roles proposed. It was suggested that a visit to a new health centre take place with that at Wellesbourne suggested. Despite numerous efforts, a mutually convenient date and time could not be found for the visit. A further aspect to brief the TFG on was the clear and coherent process for provision of new facilities linked to housing development.

### **1.3 Evidence Session – 25 May 2022**

#### 1.3.1 CCG and LMC Presentation

This provided a comprehensive overview of general practice and the challenges it faces. The presentation included:

- Overview of general practice landscape in Coventry and Warwickshire
- Overview of national policy impacting general practice
- Impact of Covid-19 pandemic on general practice
- Improving timely access to general practice as a national and local priority
- Workforce
- General Practice Estate Planning and Infrastructure Delivery

#### 1.3.2 Learning points from this evidence:

- The presentation gave an understanding of how the services operated, how general practices were funded, workforce models, primary care networks and the additional roles undertaken in general practice. Finally, details were provided of the local communication campaign that was taking place.
- Evidence was provided on the need to manage increasing demand, with reducing resources, through working at scale. The public 'ask' of a patient centred approach and continuity of care by the same GP did not fit with the capacity challenges. There is a need for triage to other clinicians and for different methods of delivery than just 'face to face' appointments. Tensions are created between commissioners and those related to patient expectation, due to the move to working at scale, as well as political and media messaging. There had been a media campaign to drive face to face access, which conflicted with the national guidance to increase digital access. It was expected that there would be a new approach following the review and stocktake by NHS England, led by Dr Claire Fuller. A full and detailed report was awaited on the priorities for general practice.
- There are many different tiers and bodies involved in the commissioning and delivery of health services. At the national level, from 1<sup>st</sup> July 2022, a move to ICSs, IC Boards and IC Partnerships. Within the local Coventry and Warwickshire IC System there are four 'Places'. There are Place Partnership Boards, and a Primary Care Collaborative. More local still are Primary Care Networks (PCNs), which are groups of GP practices. It is a complex system. Reassurance

was provided that the intention was not to move decision making away from the patient.

- A key challenge around stretched resources, both GPs and other clinicians. The focus was on access to services not continuity of which clinician provided that service.
- A recognition that there had been many reorganisations over the years. It was expected that such changes would not only continue but become more frequent.
- Linked to the capacity challenges was a communication piece to inform the public of the reasons why they may be referred to another clinician. There would be new ways of working, an example being group consultations rather than seeing people on an individual basis. This may not suit all patients.
- The impact of the transition to the new ICS. A need for primary care and Public Health to be involved at all levels of the system. This could be an area for monitoring post-implementation to ensure adequacy of representation.
- Similarly, a future action to check where decision making was taking place and how patients were kept involved.
- The Covid-19 pandemic had seen an acceleration of initiatives to address service demands, especially new ways of working through technology.
- Demand for services was continuing to grow, demonstrated by the 515,000 GP appointments in March 2022 across Coventry and Warwickshire, being one in every two residents.
- Many facets of a GP's role were unseen by the media and patients. This was demonstrated by an account from the LMC of a GP's typical day and an iceberg graphic showing the many roles that went unseen. Disparaging comments from the public due to this lack of understanding were hurtful and many GPs were looking to move to other clinical roles. Local evidence showed that 30% of newly qualified doctors had no intention of becoming a GP.
- Data on the funding provided to GP practices, based on a formula, which was around 7% of the total NHS budget.
- The systemic issues impacting on GP services such as patients discharged inappropriately from hospitals and the resultant challenges for GPs in providing care for vulnerable people at home.
- Councillors were asked to use their influence with decision makers.
- A need for a united narrative that primary care delivers the best possible services with the resources currently available.
- A need to think about the workforce and for everyone to take responsibility, including patients.
- Delivery of the services patients needed rather than those they wanted, given the capacity challenges. This could be assisted by more time efficient appointments by telephone or using video technology. There is a need to address the misperceptions created by negative media coverage regarding use of such technology.

- From feedback, it was evident that patients had different views about accessing services. For some access to any GP was sufficient. Some did not like telephone consultations. For others with longer-term conditions, continuity of care was more important with a preference for face-to-face appointments. There was an incremental reduction in face-to-face appointments and personal contact with the GP.
- The PCN approach had a number of benefits from working collaboratively, providing resilience and additional services.
- Infrastructure was being developed or had been put in place to support general practice to work more efficiently. Examples were networks to support the PCN model, and a hub approach to route telephone enquiries for non-urgent matters. A single patient portal was proposed. Patients would be better able to manage their own health enquiries, for general practice, community services or in an acute setting. The exchange of data and information would allow all parts of the health system to see it and provide patients with better care coordination.
- Data on workforce and the current shortage of 7,300 GPs nationally. Aspirations for recruitment and 50 million additional GP appointments. However, there was no national workforce plan to achieve this. Locally the aim was to recruit another 556 full-time equivalent roles to join the general practice workforce by March 2024. Additional roles were being recruited to as part of the PCN approach.
- Detail was provided on general practice estate planning and infrastructure delivery, there being established arrangements between the ICB and planning authorities in relation to securing developer contributions to support general practice infrastructure delivery via both Section 106 and Community Infrastructure Levy regimes. Various areas of challenge were highlighted: finite resources are available and may be called upon to support delivery of many different types of infrastructure; the timeliness of availability of Section 106 funding relating to larger strategic housing development sites which may involve multiple developers and be built out over many years, etc. This may be an area where councillors could bring influence to enhance the existing arrangements.

## **1.4 Circulation of Supplementary Written Information**

### **1.4.1 Estates Information**

Time constraints at the 25<sup>th</sup> May evidence session limited discussion of the estates aspects, a key part of this review's scope. Therefore, additional written information was requested from ICB colleagues which provided a position update on capacity at the Place and PCN level. For each of the three places of Warwickshire North, Rugby and South Warwickshire, this used a RAG (Red, Amber, Green) rating of capacity at 2021 and that projected for 2031. It showed the GP practices within each PCN, the known housing developments, completed infrastructure development projects (a mixture of new build and extension projects) and proposals to provide additional capacity. It did show

for the majority of PCN areas that the PCN total clinical rooms is currently less than the estimated future (2031) requirement and therefore there is planning and infrastructure delivery work underway to address the shortfall. The ICB provided extensive evidence regarding the systematic approach that it takes in relation to estate planning, which is subject to national legislation, policy and guidance. Progress updates are reported in public to the Commissioning, Planning and Population Health Committee of the ICB Board.



### Appendix C - Glossary

Term	Definition
Community Infrastructure Levy (CIL)	A funding mechanism to provide infrastructure linked to planning applications through a fixed tariff based on the floor area of each development by having a list of known projects the CIL is used for
Clinical Commissioning Group (CCG)	An NHS body that funds delivery of services in its locality
DPH	Director of Public Health
GP	General Practice Doctor
Health and Wellbeing Board (HWBB)	The Health and Wellbeing Board is a body comprising key partners from across the health, third sector and local authorities
Healthwatch Warwickshire (HWW)	Healthwatch was established under the Health and Social Care Act 2012 to understand the needs, experiences and concerns of people who use health and social care services and to speak out on their behalf.
Integrated Care Board (ICB)	In July 2022 a revised system was introduced. The ICB is the NHS commissioning organisation. For this review, it is the body responsible for commissioning of general practice services and, associated with this, general practice estate planning and infrastructure delivery.
Integrated Care System (ICS)	In July 2022 a revised system was introduced. ICSs are partnerships of organisations that come together to plan and deliver joined up health and care services.
Local Medical Committee (LMC)	The Local Medical Committee is a representative body comprised of General Practice doctors.
OSC	Overview and Scrutiny Committee. That relevant to this review is Adult Social Care and Health OSC
Primary Care Network (PCN)	These are GP practices working together with community, mental health, social care, pharmacy, hospital and voluntary services in their local areas in groups of practices.
Section 106 contributions	A funding mechanism under planning legislation to provide infrastructure linked to new development. Sometimes abbreviated to S106
Triggers	The point at which infrastructure contributions are due to be provided by the developer
TFG	Task and Finish Group
WCC	Warwickshire County Council
WDC	Warwick District Council - district and borough council representation was sought for this review to give a local perspective.

**Appendix D**  
**Scrutiny Action Plan**

	<b>Recommendation National Issues</b>	<b>PfH Comments</b>	<b>Cabinet Comments</b>	<b>Target Date for Action</b>	<b>Lead Officer</b>	<b>OSC Update</b>	<b>Progress Notes</b>
1.	That coordinated communications activity is undertaken to explain to the public the revised primary care service delivery rationale. This is an area where partners in the local Integrated Care System, including councillors as community leaders and the Health and Wellbeing Board members can assist.						
2	That the ICS includes involvement at all levels of both primary care and Public Health, especially as the new arrangements embed. There is a periodic						

	monitoring role for the commissioning Adult Social Care and Health Overview and Scrutiny Committee (ASC&H OSC) post-implementation to ensure adequacy of representation.						
3	That the Adult Social Care and Health Overview and Scrutiny Committee undertakes periodic monitoring around patient involvement in the new ICS. There were perceived concerns that decision making may be moving away from the patient, which is not the intention.						
4	That periodic engagement is undertaken with the Integrated Care Board (as the body responsible						

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	for commissioning of general practice services and, associated with this, general practice estate planning and infrastructure delivery) to understand the delivery progress of its general practice estate programme, details of which were shared with the Task and Finish Group as part of the review..						
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## Cabinet

11 May 2023

### **Learning Disability and Autism (LDA) Programme 'Building the Right Home' National Capital Grant Funding Proposal**

#### **Recommendations**

That Cabinet:

- 1) Supports in principle the proposed use of a vacant Warwickshire County Council site, the Shortwoods site in the North of the County (North Warwickshire Borough area) for the establishment of six units of 'Building the Right Home' supported housing as part of the Transforming Care agenda, for people with autism or autism and learning disabilities, and:
- 2) Authorises the Strategic Director for People, in consultation with the Portfolio Holder for Adult Social Care & Health, to commence a procurement process for the appointment of a registered housing provider to develop a bid to NHS England (NHSE) on behalf of Warwickshire County Council and Coventry and Warwickshire Integrated Care Board to secure 'Building the Right Home' Capital Grant funding for the capital costs of this proposed development and to deliver the scheme.
- 3) Subject to the required capital funding for the scheme being secured:
  - a) authorises the Strategic Director for People to enter into all relevant contracts for the design, build and management of the scheme on terms and conditions acceptable to the Strategic Director for Resources;
  - b) authorises the Strategic Director for Resources to enter into all property related agreements that he considers necessary on terms and conditions acceptable to him, including authority if necessary to grant a 125-year lease at an undervalue (subject to compliance with s.123 of the Local Government Act 1972) to a Registered Provider of Social Housing and a legal charge over the land to NHSE;
  - c) authorises the Strategic Director for People, in consultation with the Portfolio Holder for Adult Social Care & Health, to procure and commission care services and take such other steps as he considers necessary to bring the scheme into operation as supported housing.

## 1. Executive Summary

- 1.1 Cabinet approval is required to progress with a 'Building the Right Home'<sup>1</sup> National Capital Grant funding proposal at the value of circa £3 million for the development of a specialist supported housing scheme to accommodate people with autism or autism and learning disabilities who require specifically adapted and single occupancy accommodation with care support. These individuals would be living in the community and be at risk of admission to a mental health hospital, or those currently in institutional care, to facilitate step down into suitable community-based housing with support provision.
- 1.2 The proposed development would consist of up to six permanent occupation, self-contained homes with front and rear gardens, and include a separate staff base and parking.
- 1.3 The scheme would be aimed at autistic adults, adults with a Learning Disability, or both, with nominations prioritised to Warwickshire County Council and Coventry and Warwickshire Integrated Care Board for Warwickshire residents.
- 1.4 The Shortwoods site in Dordon, North Warwickshire, has been identified for the proposed development, which is owned by Warwickshire County Council (previous use as an adult learning centre). An initial high level feasibility assessment confirmed suitability of the site for the proposed development and sufficient space to fit the proposed number of units.
- 1.5 The proposal is to launch an invitation to tender to identify a Registered Provider of Social Housing (RP) who will bid for and act as a recipient of the NHSE Grant funding. The RP would design, build and manage the required housing development. Warwickshire County Council would grant a 125 year lease to the RP on terms to be developed, which are likely to include an initial rent-free period. A separate provider of care services at the scheme would need to be procured by the Council, in partnership with the Coventry and Warwickshire Integrated Care Board (ICB).
- 1.6 A completed project initiation document (PID) is required to be submitted to NHSE in financial year 2023/24 in order for the funds to be released in 2024/25, subject to NHSE approval of the PID. It is estimated that the project will be a 3-year delivery programme as per key project milestones provided in Table 1, and subsequent building works. The successful RP will be required to provide a more robust delivery plan following appointment.
- 1.7 The Integrated Commissioning Team will be leading on this project on behalf of Warwickshire County Council and Coventry and Warwickshire Integrated Care Board (ICB), to facilitate its delivery within the Transforming Care programme, known locally as the Coventry and Warwickshire Learning

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<sup>1</sup> [Building the right home, new housing guidance](#) from the [Transforming Care Programme](#), supports NHS and local authority commissioners to work with housing providers to expand the housing options available for people with a learning disability, autism or both, who display behaviour that challenges.

Disability and Autism Programme (LDA Programme) in Warwickshire in accordance with the 'Building the Right Support' statutory guidance.

- 1.8 The scheme would be designed in accordance with the national guidance for people with complex needs.

## **2. Financial and Legal Implications**

- 2.1 WCC on behalf of the Coventry and Warwickshire Integrated Care System (ICS) submitted an Expression of Interest to NHSE for £3.7m capital grant in December 2021 for this project. This was partially successful, with £3.0m notionally allocated.
- 2.2 The next stage is for the Project Initiation Document (PID) to be submitted to NHSE by the appointed Registered Provider in order to secure funding. The precise value of the funding allocated by NHSE will depend on the costs appraisal developed by the appointed RP.
- 2.3 The grant funding will not be received by either the ICB or WCC but will be transferred directly to the registered housing provider on behalf of the Coventry and Warwickshire ICS. The RP will be required to deliver the project with full responsibility for the capital costs of delivery and the expenditure of the grant monies in accordance with NHSE grant conditions.
- 2.4 The proposal is for WCC to contribute the land on a 125 year lease. The rental value will be determined through the procurement process undertaken to appoint the registered provider. However, it is envisaged that this will involve a rent-free period during the development phase and potentially beyond. NHSE will take a first legal charge over the building (and therefore the Council's land) due to the majority of investment being provided by NHSE. The proposed terms of this will need to be reviewed as part of the viability appraisal of the scheme.
- 2.5 The scheme will benefit the wider health and social care system although from a WCC perspective revenue costs will increase where Warwickshire residents benefit from this scheme and are accommodated within the units. However, WCC would be responsible for these increased care costs regardless of where support was provided.
- 2.6 A process is underway to refine capital costs without commitment or financial risk to WCC. Due to the time lapse between this report being submitted and the actual scheme building works starting, it is likely that a bid will be made to NHSE for funding of a higher value than the costings estimated for the purpose of this report and the NHSE funding provisionally allocated. Should there be a residual funding gap a subsequent bid may be submitted to NHSE for additional capital grant monies or a capital investment fund bid may be submitted internally to the County Council's capital investment fund (in which case a further report will need to be submitted to Cabinet for approval). No contractual agreements (other than Heads of Terms) and no commitments will

be entered into by the Council until the capital funding requirements for the scheme are known and the required funding is secured.

- 2.7 The appointed registered housing provider will be expected to also apply for other grants and use its own capital to maximise scheme viability.
- 2.8 Ongoing revenue costs (i.e. placements costs of adults in the units) will be covered by the Coventry and Warwickshire ICB and WCC service budgets as appropriate and agreed in line with assessed needs.
- 2.9 Project costs are £0.1m with £0.023m incurred in 2022/23, £0.052 expected to be incurred in 2023/24 and negligible post 2023/24 project costs. The project costs will be sourced from within existing service budgets.
- 2.10 Following the procurement process it is envisaged that a development agreement and agreement for lease will be entered into with the successful provider. This will enable the successful registered provider to access the site and complete the works to deliver the scheme, with comfort that a 125 year lease and the care provision contracts will be commissioned once the scheme has been built.
- 2.11 Two potential individuals (Warwickshire residents) have been identified to date for the 6 units of accommodation. This is set against a requirement to provide independent living for people with Learning Disability and Autism who are supported through the Transforming Care Programme.
- 2.12 In terms of the value of the land, an alternative use of the site could see development of a number of generic housing units, based on 14, 3-bedroom semi-detached houses each with a net sales area of 870 sq., increasing land value by circa 200%, or £300,000 (post build for the 14 plots,) compared with post build land value for the project, i.e. 6 semi detached bungalows being proposed (i.e. £90,000 for the 6 plots).
- 2.13 In summary, there are a number of financial uncertainties and risks associated with the project (as detailed above) for which future work will assign a value. Although there are proposals for managing the risks, there are no formal agreements with partners and/or other funding bodies in place. It is therefore imperative that robust agreements between partners are in place at the appropriate stages to ensure that the risks are mitigated and there is clear ownership of risks.
- 2.14 In terms of legal risks, a rent-free period will be permissible to the extent that it relates to the recovery of the construction costs incurred by the developer tenant. However, once those costs have been re-couped then under the subsidy control rules (found in section 29 of the Subsidy Control Act 2022) governing “services of public economic interest”, such as this social housing project, the lease must either end or a market rent must be payable to the Council. This could create an issue relatively early on in the 125 year lease. However, if the Council undertakes a fully competitive process to appoint the



registered provider as developer, such that the arrangements can be considered 'market', then this subsidy control risk is reduced.

- 2.15 Based on the value of this site for this particular usage it is considered that the 125 year lease (being rent-free) would also be a disposal at an undervalue for the purposes of section 123 of the Local Government Act 1972. WCC will need to assess the amount of the undervalue. If the undervalue is less than £2 million a disposal for this purpose would be lawful, whereas if the undervalue is more than £2 million a disposal for this purpose will require the consent of the Secretary of State.
- 2.16 The implications of subsidy control and disposals at an undervalue will need to be considered, with legal advice, as the scheme progresses and in particular, as part of the tender process for the registered provider.

### **3. Environmental Implications**

- 3.1 It is likely the development of sites/properties would have an environmental impact due to the use of natural and manufactured resources, as well as power for works and fuel for the builders and craftsmen's travel.
- 3.2 In addition, residents living on these sites, and the staff supporting them will use electricity and gas for heating and lighting, and residents will also produce waste.
- 3.3 Green approaches and recycling will be actively encouraged in the development and operation of the homes, and carbon efficiency of the properties and carbon efficiency of the properties will be sought in line with Warwickshire County Council's Council Plan Net Zero commitment.
- 3.4 The housing partner will be required to provide an options appraisal showing viability of both delivering homes to an EPC rating of 'A', and also to Net Zero carbon efficiency standards, with a requirement to meet an EPC of 'A' as a minimum.

### **4. Supporting Information**

- 4.1 There is no new recurrent funding identified to deliver the Coventry and Warwickshire Learning Disability and Autism Programme activity, therefore, Integrated Care Systems should be considering any funding opportunities made available by NHSE in order to meet the needs of their local communities.
- 4.2 The LDA Programme has a long term plan target to reduce the number of people with a learning disability and/or autism who are in a mental health hospital setting. There have been challenges across Coventry and Warwickshire in achieving and sustaining the inpatient targets over the last 3 years.

- 4.3 Some of the admissions and delayed discharges are as a result of gaps in existing accommodation with support options suitable to meet the needs of individuals with autism or autism and learning disabilities with behaviours that can challenge.
- 4.4 Initial demand mapping demonstrated that there are a number of existing inpatients (Warwickshire residents) who would benefit from residing in this type of accommodation with support.
- 4.5 Similar schemes have been developed for people with LDA across the county delivered under the Specialist Supported Housing portfolio, however, those were not funded through Capital Grants and as such, there is no additional contractual arrangement between Warwickshire County Council and NHSE.
- 4.6 The proposal will support objectives set in the following:
- 2015, NHS England (NHSE), the Association of Directors of Adult Social Services (ADASS), and the Local Government Association (LGA) *Building the Right Support* national plan, refreshed in July 2022
  - 2016 NHSE, ADASS and the LGA *Building the Right Home*
  - 2017 CQC's *Registering the Right Support* and the updated 2020 document *Right Support, Right Care, Right Culture*
  - October 2020, CQC *Out of sight – who cares?: Restraint, segregation and seclusion review report*
- 4.7 In 2013 a recommendation was made to Cabinet that Warwickshire County Council officers considered the Shortwoods, Dordon site to present an opportunity for the development of 10 units suitable for Adults with Learning and/or Physical Disabilities.
- 4.8 Cabinet authorised the development of the site for Specialised Housing with Care via a tender exercise, and the award of any subsequent contracts, including nomination rights and any care contracts on a spot purchase basis. Site disposal was approved as a long-term lease at a peppercorn rent, and planning consent to develop the site was secured in June 2015. However, the development did not proceed for reasons unconnected with the suitability of the site. Planning permission has now lapsed, there are no outstanding contractual obligations and the site has subsequently remained vacant. Due to there being a new proposal for the utilisation of this vacant site, it is being brought for the Cabinet consideration anew. A new planning application would also need to be made due to the change in the scope of the proposed scheme, and the length of time which has elapsed since the previous planning permission was granted.
- 4.9 The NHSE Capital Grant will cover the majority of the building works and professionals' fees associated with the built project (remainder to be funded by Homes England Grant and the RP's own funds), but it cannot be used to fund non capital costs (e.g. revenue costs such as legal advice), pre-PID project costs, including pre-PID capital spend (e.g. feasibility work) which will be funded from existing service budgets. Ongoing repairs or post build

building adaptations also cannot be funded from the NHSE Capital Grant. The cost of future adaptations, if required, could be covered through Disabled Facilities Grant through existing application processes, or as part of an individual's budget allocation by their responsible commissioner, and repairs from monthly service charges paid as part of each resident's package of care or via rent/housing benefit where residents have their own tenancies.

## 5. Timescales associated with the decision and next steps

5.1 The key milestones and dates for completion to enable the development and implementation of the scheme are as follows:

Table 1. Key project Milestones

Milestone:	Indicative dates for completion:
<b>Develop a programme plan</b> detailing key timelines linked to design plans, tender process, planning permissions, start on site, build phase(s), completion, risk and lessons learnt log etc.	Completed
<b>Warwickshire County Council Cabinet decision</b>	11 <sup>th</sup> May 2023
<b>Engagement</b> with the local community and GP practice to inform them of the planned development, timescales and residents' make-up	Following on from the Cabinet decision
<b>Tender for a housing delivery partner</b> for this development (to cover a structure of agreement for lease, scheme management arrangements, development agreement and lease)	Post Cabinet decision, Qtr 1/2 2023/24
<b>Appoint care provider</b> for the scheme through an open procurement process	Post Cabinet decision, Qtr 1/2 2023/24
Provide <b>written agreement</b> to the acceptance of a Capital Grant Agreement (CGA) <b>from legal team</b> if within a local authority or part of a charity or registered housing provider organisation	To be agreed dependant on the heads of terms
<b>Provide a high-level estimate of the capital</b> needed, timescales for delivery that align with spending in-year or across two years, and a description of the service offer, size, who it is for and how it will deliver benefits.	To be completed post RP procurement
Prepare <b>estimated costs</b> , provide breakdown of detail to cover professional fees, site preparation, internals and externals	To be completed post RP procurement
Engage with Experts by Experience to coproduce the proposed service model and agree on outcomes	Post Cabinet decision, Qtr 1 2023/24
<b>Develop the proposal (PID)</b> in partnership/agreement, e.g. with a registered housing provider, provider charity, ICB/ICS or local authority.	Qtr 2 and 3 2023/24, to be completed post RP procurement
Consider <b>CQC registration</b> for the scheme's appointed care provider <u>before</u> PID approval.	Following on from the care provider appointment
Develop and agree <b>referral nomination process</b>	Post Cabinet decision, Qtr 2 2023/24
<b>Planning Permission submission</b>	Qtr 3 2024/25

Milestone:	Indicative dates for completion:
Ecology Appraisal & Bat Survey	May - November 2023 or May – November 2024
<b>Final Governance</b> – Capital Grant Agreement, Project Initiation Document (PID) - to be signed by the relevant ICB/ICS, local authority, recipient organisation and regional director of finance for the ICS area, as well as local learning disability and autism partnership board(s)	Qtr 4 2023/24
PID submission	Qtr 1 2024/25
<b>Building commences</b> including existing building demolition	Qtr 4 2024/25
Build finish	Qtr 2 2026/27

## Appendix

None

## Background Papers

None

	Name	Contact Information
Report Author	Ewa Niepsuj, Integrated Transformation Lead, Learning Disabilities and Autism	<a href="mailto:ewaniepsuj@warwickshire.gov.uk">ewaniepsuj@warwickshire.gov.uk</a>
Assistant Director	Becky Hale, Chief Commissioning Officer (Health and Care)	<a href="mailto:beckyhale@warwickshire.gov.uk">beckyhale@warwickshire.gov.uk</a>
Strategic Director	Nigel Minns, Strategic Director for People	<a href="mailto:nigelminns@warwickshire.gov.uk">nigelminns@warwickshire.gov.uk</a>
Portfolio Holder	Margaret Bell, Portfolio Holder for Adult Social Care & Health  Peter Butlin Portfolio Holder for Finance and Property	<a href="mailto:margaretbell@warwickshire.gov.uk">margaretbell@warwickshire.gov.uk</a>  <a href="mailto:cllrbutlin@warwickshire.gov.uk">cllrbutlin@warwickshire.gov.uk</a>

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

Local Member(s): Andrew Wright (Baddesley and Dordon)

Other members: Councillors Clare Golby, John Holland, Tracey Drew, and Kate Rolfe

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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