



Enquiries to: Kelly Baxter
Direct Dial: 024 7637 6204

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member.services@nuneatonandbedworth.gov.uk

Date: 1st August 2025

Dear Sir/Madam,

A meeting of the **Local Government Reform Sub-Committee** will be held in the Council Chamber, Town Hall, Nuneaton, on **Monday 11th August 2025** at **4.30p.m.**

Yours faithfully,

Tom Shardlow

Chief Executive

To: Members of LGR Sub-Committee

Councillors: J. Clarke S. Hey, M. Kondakor, S. Markham, K. Price, C. Watkins and K. Wilson

AGENDA

PART I

PUBLIC BUSINESS

1. **EVACUATION PROCEDURE**

A fire drill is not expected, so if the alarm sounds, please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Lloyds Bank on the opposite side of the road.

Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.

2. **APOLOGIES** - To receive apologies for absence from the meeting.

3. **DECLARATIONS OF INTEREST**

To receive declarations of Disclosable Pecuniary and Other Interests, in accordance with the Members' Code of Conduct.

Declaring interests at meetings

If there is any item of business to be discussed at the meeting in which you have a disclosable pecuniary interest or non-pecuniary interest (Other Interests), you must declare the interest appropriately at the start of the meeting or as soon as you become aware that you have an interest.

Arrangements have been made so that interests that are declared regularly by members can be viewed in a schedule on the Council website ([Councillor Declarations of Interests](#)). Any interest noted in the schedule on the website will be deemed to have been declared and will be minuted as such by the Democratic Services Officer. As a general rule, there will, therefore, be no need for those Members to declare those interests as set out in the schedule.

There are, however, TWO EXCEPTIONS to the general rule:

1. When the interest amounts to a Disclosable Pecuniary Interest that is engaged in connection with any item on the agenda and the member feels that the interest is such that they must leave the room. Prior to leaving the room, the member must inform the meeting that they are doing so, to ensure that it is recorded in the minutes.

2. Where a dispensation has been granted to vote and/or speak on an item where there is a Disclosable Pecuniary Interest, but it is not referred to in the Schedule (where for example, the dispensation was granted by the Monitoring Officer immediately prior to the meeting). The existence and nature of the dispensation needs to be recorded in the minutes and will, therefore, have to be disclosed at an appropriate time to the meeting.

Note: Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Audit and Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

Note: Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council's Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

4. PUBLIC CONSULTATION – Members of the Public will be given the opportunity to speak on specific agenda items, if notice has been received. Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The Chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.

The Chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the Chair, the speaker persists, they will be asked to stop speaking by the Chair. The Chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the Chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.

5. DRAFT TERMS OF REFERENCE – the Terms of Reference of the Sub-Committee attached for information, attached (**Page 5**).

6. PEOPLETWO REPORT – a presentation of the PeopleToo report by Chief Executive Maggie Kenney, attached (**Page 15**).
7. CEO UPDATE REPORT – to receive an update from the Chief Executive Tom Shardlow surrounding LGR developments and the formulation of associated workstreams, attached (**Page 88**).
8. ANY OTHER ITEMS - which in the opinion of the Chair of the meeting should be considered as a matter of urgency because of special circumstances (which must be specified).

AGENDA ITEM NO. 5

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	LGR Sub-Committee
Date of Meeting:	11 August 2025
Subject:	Terms of Reference
Portfolio:	Leader of the Council
Responsible Officer:	Tom Shardlow
Corporate Plan – Theme:	All
Corporate Plan – Aim:	All
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Yes
Subject to Call-in:	Yes

1. Purpose of Report

- 1.1. To submit to members the agreed Terms of Reference (TOR) for their review and adoption.

2. Recommendations

- 2.1. Members are asked to note the TOR.

3. Background

- 3.1. Full Council on the 3rd July 2024 established a new submitted for Local Government Reform (LGR).
- 3.2. Following consultation with Group Leaders, the CEO of the Council has adopted the TOR for the Sub-Committee through a Delegated Officer Decision.
- 3.3. TOR have been drafted to support the new committee and are submitted to the Sub-Committee for their review and noting.

4. Consultation with the public, members, officers and associated stakeholders

- 4.1. The TOR have been reviewed by key senior officers and Group Leaders.

5. Financial Implications

- 5.1. None arising.

6. Legal Implications

- 6.1. None arising.

7. Equalities Implications

- 7.1. None arising.

8. Health implications

- 8.1. None arising.

9. Climate Change and Environmental Implications

- 9.1. None arising.

10. Section 17 Crime and Disorder Implications

- 10.1. None arising.

11. Risk Management Implications

11.1. None arising.

12. Human Resources Implications

12.1. None arising.

13. Options considered and reason for their rejection

13.1. In formulating this report and recommendations, the following other options were identified. Reasons for their rejection or why the option and recommendation proposed in section 2 of the report has been selected are outlined below.

Option Ref	Option Title	Reason for rejection or why the option and recommendation proposed in section 2 of the report has been selected
A	Do nothing	In the absence of TOR the committee can not function.
B	The Sub-Committee may choose to seek amendment and give recommendation to this effect.	This remains a valid option, which the members may chose to exercise.

14. Appendices

14.1. Terms of Reference

15. Background papers

15.1. None


16. Report Writers Details

Chief Executive Officer

Tom Shardlow

Tom.shardlow@nuneatonandbedworth.gov.uk

**RECORD OF EXERCISE OF DELEGATED AUTHORITY BY OFFICER PURSUANT TO
REGULATION 13 OF THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS)
(MEETINGS AND ACCESS TO INFORMATION) (ENGLAND) REGULATIONS 2012 &
THE OPENNESS OF LOCAL GOVERNMENT BODIES REGULATIONS 2014**

<u>SUBJECT OF DECISION</u>	
Local Government Reform sub-committee – Membership and Terms of Reference	
<u>DECISION REFERENCE</u>	<u>SOURCE OF AUTHORITY AND REFERENCE</u> (i.e. Committee/ Constitution/Minute No. etc.)
DO/16/2025 (TS)	Council Minute: CL20 iii) 2 nd July 2025
<u>DATE OF DECISION</u>	<u>DECISION MAKER (Name and Job Title)</u>
24 th July 2025	 Tom Shardlow – Chief Executive Officer
<u>RECORD OF THE DECISION</u>	
<p>a) The issue</p> <p>At full council held on 2nd July 2025, it was agreed that a politically proportionate Local Government Reform sub-committee be formed and that delegated authority be given to the Chief Executive Officer in consultation with group leaders to agree the membership and terms of reference for the sub-committee prior to its first meeting.</p> <p>b) The Decision</p> <p>The Membership of the Local Government Reform Sub-committee for the remainder of the Municipal Year be agreed as follows:</p> <p>3 Labour members – Councillors C. Watkins, S. Hey and K. Price 3 Conservative members – Councillors K. Wilson, S. Markham and J. Clarke 1 Green member – Councillor M. Kondakor</p> <p>The Terms of Reference be agreed as attached at Appendix A and the constitution be updated.</p>	
<u>REASON FOR THE DECISION</u>	
To confirm the membership and terms of reference for the Local Government Reform sub-committee.	

<p><u>ALTERNATIVE OPTIONS CONSIDERED AND REJECTED IN MAKING THE DECISION</u></p> <p>To not confirm the membership and terms of reference would lead to a delay in the forming and meeting of the sub-committee and any business needing to be conducted in that sub-committee.</p> <p>Furthermore, the Council have until November to make their final submission to government in respect of the Local Government Reform options, any delay in the forming of the sub-committee could impact on our final submission timeframe.</p>
<p><u>WARD RELEVANCE</u></p> <p>N/A</p>
<p><u>FINANCIAL AND BUDGET IMPLICATIONS</u></p> <p>None</p>
<p><u>CONSULTATION UNDERTAKEN WITH MEMBERS/OFFICERS</u></p> <p>Group Leaders Assistant Director – Democracy and Governance (Monitoring Officer) Democratic Services Team Leader</p>
<p><u>ANY CONFLICT OF INTEREST DECLARED BY ANY MEMBER CONSULTED</u></p> <p>None</p>
<p><u>IN RESPECT OF ANY DECLARED CONFLICT BY A CABINET MEMBER, ANY DISPENSATION GIVEN BY THE HEAD OF PAID SERVICE</u> (Note if the decision is a non-executive decision, no dispensation can be given).</p> <p>N/A</p>
<p><u>EQUALITIES IMPLICATIONS</u></p> <p>N/A</p>
<p><u>HUMAN RESOURCES IMPLICATIONS</u></p> <p>N/A</p>
<p><u>FINANCIAL IMPLICATIONS</u></p> <p>N/A</p>
<p><u>HEALTH EQUALITIES IMPLICATIONS</u></p> <p>N/A</p>

<u>SECTION 17 CRIME & DISORDER IMPLICATIONS</u>
N/A
<u>RISK MANAGEMENT IMPLICATIONS</u>
N/A
<u>ENVIRONMENTAL IMPLICATIONS</u>
N/A
<u>LEGAL IMPLICATIONS</u>
N/A
<u>ANY OTHER COMMENTS</u>
None

**PLEASE RETURN TO THE MONITORING OFFICER AS SOON AS A DECISION IS
MADE OR AS REASONABLY PRACTICABLE THEREAFTER**

NUNEATON AND BEDWORTH BOROUGH COUNCIL

LOCAL GOVERNMENT REFORM CABINET SUB-COMMITTEE

TERMS OF REFERENCE

Adopted: TBA

Full Council agreed, 2nd July 2025, to establish a politically balanced Local Government Reform Cabinet Sub-Committee to provide strategic oversight of the ongoing work by the council on devolution and Local Government Reform, reporting and recommending to Cabinet when appropriate.

It has been agreed that further information ahead of any decision to submit a full proposal in November 2025 will be reported to Full Council to keep all elected members updated and involved as appropriate.

1. Purpose of the Group

- 1.1. The purpose of the Sub-Committee of Cabinet is to review and guide the Council's response to Local Government Reform (LGR) proposals affecting Warwickshire by:
 - Reviewing relevant material and proposals.
 - Identifying necessary workstreams.
 - Making evidence-based recommendations to Cabinet.
 - Keeping Councillors informed about progress on the development of the proposals ahead of the November 2025 submission deadline.
 - Providing input and direction to the communication and engagement approaches with local residents and stakeholders.
- 1.2. The Sub-Committee will oversee the development of the Council's final submission to Government and provide formal recommendations to Cabinet. Following a Government decision, the Sub-Committee will continue to support implementation planning and provide further recommendations as required.
- 1.3. Note: The Sub-Committee is an advisory body only. It has no formal decision-making powers or delegated authority. All decisions remain the responsibility of Cabinet or Full Council, as appropriate.

2. Objectives

- 2.1. To provide timely and appropriate recommendations to the Cabinet by:
- Reviewing and evaluating relevant LGR documentation, proposals, and Government guidance.
 - Identifying and prioritising key workstreams to support both the Council's position and implementation planning.
 - Ensuring the Council's submission is comprehensive, evidence-based, and aligned with local priorities and stakeholder input.
 - Overseeing progress on implementation workstreams following the Government's decision.
 - Supporting risk identification and mitigation throughout the process.

3. Membership

- 3.1. The Sub-Committee shall consist of 7 elected members and shall be subject to the political balance rules.
- 3.2. The Chair shall be the Leader of the Council and if the Leader is not available, a Vice Chair shall be appointed at the meeting by vote.
- 3.3. Relevant officers and external advisors may attend in a non-voting capacity to provide support and expertise.
- 3.4. The quorum for meetings shall be 5 members.
- 3.5. Cabinet Members are permitted to reside on the Committee and substitute members are also permitted.

4. Methods of Working

- 4.1. Members of the Sub-Committee are expected to work co-operatively and come to conclusions that are agreed by the group.
- 4.2. In the case of voting each of the Sub-Committee Members shall have one vote.

4.3. In the case of equality of votes, the Chair shall have the casting vote.

5. Responsibilities

5.1. The Sub-Committee shall:

- Review Government proposals, white papers, and regional submissions related to LGR.
- Commission or consider reports, assessments, and stakeholder feedback.
- Recommend to Cabinet the workstreams required for both submission and implementation phases.
- Oversee progress on agreed workstreams and ensure alignment with Council priorities and timelines.
- Support the development of the Council's final submission to Government by November 2025.
- Engage with key stakeholders, including residents, businesses, and community groups, to inform recommendations.
- Identify and manage risks associated with the reform process.
- Continue to meet post-submission to support the implementation of the Government's selected option.

6. Meetings and Limitations

6.1. The Sub-Committee shall meet as required to fulfil its remit, with increased frequency in the lead-up to the November 2025 submission.

6.2. Meetings shall be conducted in accordance with the Council's Standing Orders.

6.3. Meetings may be open to the public, unless confidential or sensitive matters are under discussion.

6.4. The Sub-Committee shall continue until one of the following occurs:

- It is disbanded by Full Council.
- Nuneaton and Bedworth Borough Council ceases to exist through LGR.
- Its function is superseded by Government direction or the establishment of a new Shadow Council or equivalent body.

7. Reporting

- 7.1. The Sub-Committee shall report directly to Cabinet through formal recommendations.
- 7.2. Recommendations shall be submitted at key milestones, including:
 - Prior to the final submission to Government.
 - At significant stages during the implementation phase.

AGENDA ITEM NO. 6

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	LGR Sub-Committee
Date of Meeting:	11 August 2025
Subject:	Social Care – LGR - PeopleToo Report
Portfolio:	Leader of the Council
Responsible Officer:	Tom Shardlow
Corporate Plan – Theme:	All
Corporate Plan – Aim:	All
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Yes
Subject to Call-in:	Yes

1. Purpose of Report

- 1.1. To submit to members a copy of a report completed by PeopleToo on behalf of the District and Borough Councils in Warwickshire on the future of Social Care.
- 1.2. The report is supported by a presentation that will be presented on the day of the Sub-Committee, by People too.

- 1.3. This will provide an opportunity for the Sub-Committee to ask questions, seek clarification or direct further analysis.

2. Recommendations

- 2.1. Members are asked to note the report and raise any matters arising from the presentation.

3. Background

- 3.1. PeopleToo was commissioned by District and Borough Councils to provide analysis around what the future opportunities for Social Care would be in a one or two unitary model for Warwickshire.
- 3.2. A copy of this report is included, and is submitted to the Sub-Committee for review, comment and question.

4. Consultation with the public, members, officers and associated stakeholders

- 4.1. Engagement at a Senior Officer and member level across Warwickshire.

5. Financial Implications

- 5.1. As detailed in the report.

6. Legal Implications

- 6.1. As detailed in the report.

7. Equalities Implications

- 7.1. As detailed in the report.

8. Health implications

- 8.1. As detailed in the report.

9. Climate Change and Environmental Implications

- 9.1. None arising.

10. Section 17 Crime and Disorder Implications

10.1. None arising.

11. Risk Management Implications

11.1. As detailed in the report.

12. Human Resources Implications

12.1. As detailed in the report.

13. Options considered and reason for their rejection

13.1. The report is submitted for the benefit of members of the Sub-Committee to make comment, question and clarification. There are no alternative options in this respect.

14. Appendices

14.1. PeopleToo Social Care Report.

15. Background papers

15.1. None

16. Report Writers Details

Chief Executive Officer

Tom Shardlow

Tom.shardlow@nuneatonandbedworth.gov.uk

Warwickshire LGR Support Nuneaton and Bedworth BC Presentation to Members

August 2025

A Broken System

[Warwickshire County Council approves budget for 2025/26 to support vulnerable residents amid financial challenges – Warwickshire County Council](#)

The County Council's Medium Term Financial Strategy includes significant investment over the next five years in key areas such as:

- £46.8m to support vulnerable adults and elderly citizens, meeting increasing demand and managing placement costs while progressing with the integration of health and social care. Such are the pressures on social care, this allocation is nearly six times higher than the £7.9m funds generated by taking the 2% adult social care precept.
 - £8.1m for children's social care services, including £5.5m to address rising costs and demand for children's placements.
 - £7.4m in home-to-school transport, ensuring services meet demand, particularly for pupils with special educational needs and disabilities (SEND).
-
- If further transformation work is not undertaken to reduce both demand and cost over an above that already identified, of which £29m is based on increased client contributions, the budget gap in ASC and Support will be £77.4m by 2030.
 - If further transformation work is not undertaken to reduce both demand and cost over an above that already identified, the budget gap in CSC and Support will be £7m over the 5 years.
 - This is coupled with the DSG forecast cumulative deficit by 31 March 2026 of £151.7m.



The Opportunity - Two Unitary Proposal

The case for two unitaries in Warwickshire as opposed to one is strong. Whilst the demographics between the south and north of the county cannot be ignored and are a major factor in considering the establishment of two unitaries, there is also huge variation in the capacity, cost and quality of commissioned services, supporting the most vulnerable citizens across the County.

As highlighted in the financial opportunities, the savings along with improved outcomes that can be achieved through establishing closer relationships with the local market, targeting intervention and ensuring services commissioned support the needs of the local community, are significant, modelled for the purposes of this report annually at £74.8m cost avoidance and £63.5m cashable savings.

National benchmark data indicates that unitary authorities with a population of 350k and below, perform better in terms of key areas of expenditure across Adult Social Care and Children's Social care, as depicted in the table below. The proposed geography for the two new unitaries will be the North with a population of approx. 313,600 and South 283,200. Warwickshire County has a population according to ONS figures 2022, of 607,604, which would place the proposed one unitary model in the upper bracket for expenditure.

Average unit costs	S251 LAC unit cost	S251 residential unit cost	S251 SEN unit cost	Nursing unit cost	Residential unit cost	Residential & Nursing unit cost
Population 500-750k	£1,949	£7,406	£123	£1,087	£1,160	£1,138
Population 350-500k	£1,946	£8,465	£118	£1,151	£1,209	£1,166
Population 250-350k	£1,718	£6,772	£96	£1,006	£1,028	£1,023
Population <250k	£1,759	£7,220	£100	£1,044	£1,059	£1,048

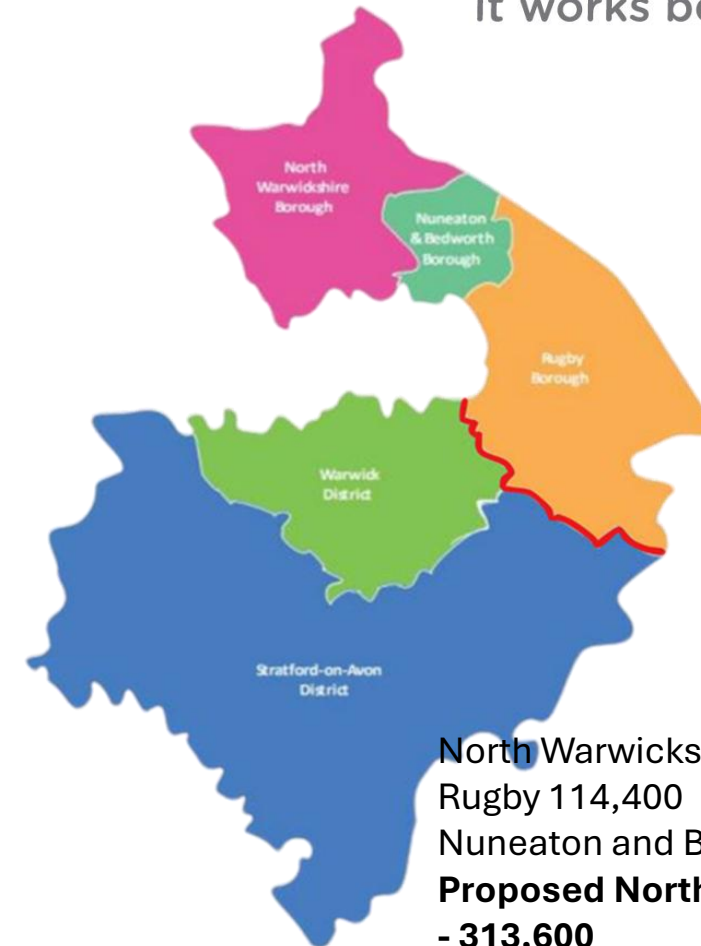
The Opportunity - Two Unitary Proposal

But it is not just the financial case. We know from the data supplied by the County Council, that currently there are major challenges in areas such as SEND (special educational needs and disabilities). According to the written Statement of Action following its Joint Area SEND inspection in Sept '21, there is a real need to rebuild the trust of parents/ carers and schools. With expenditure on high needs in significant deficit and growing, it is essential that the right provision and services exist locally to keep Warwickshire's young people within their communities. This is a similar case for the County's looked after children, if you consider 44% (according to data provided by the County Council), are placed outside of the County.

In relation to adult social care (ASC), we know from benchmark data that the County Council are higher users of residential services in comparison to their nearest NHS neighbours (ASCFR recognised benchmark grouping), and that there appear to be capacity issues in relation to the provision of domiciliary care and extra care services, both crucial to keeping vulnerable older people within their own homes and communities.

The risk with one unitary, is that adults and children's services continue as they are. The system needs real transformation, which only the establishment of two new unitary authorities can provide.

Peopletoo
it works better with you

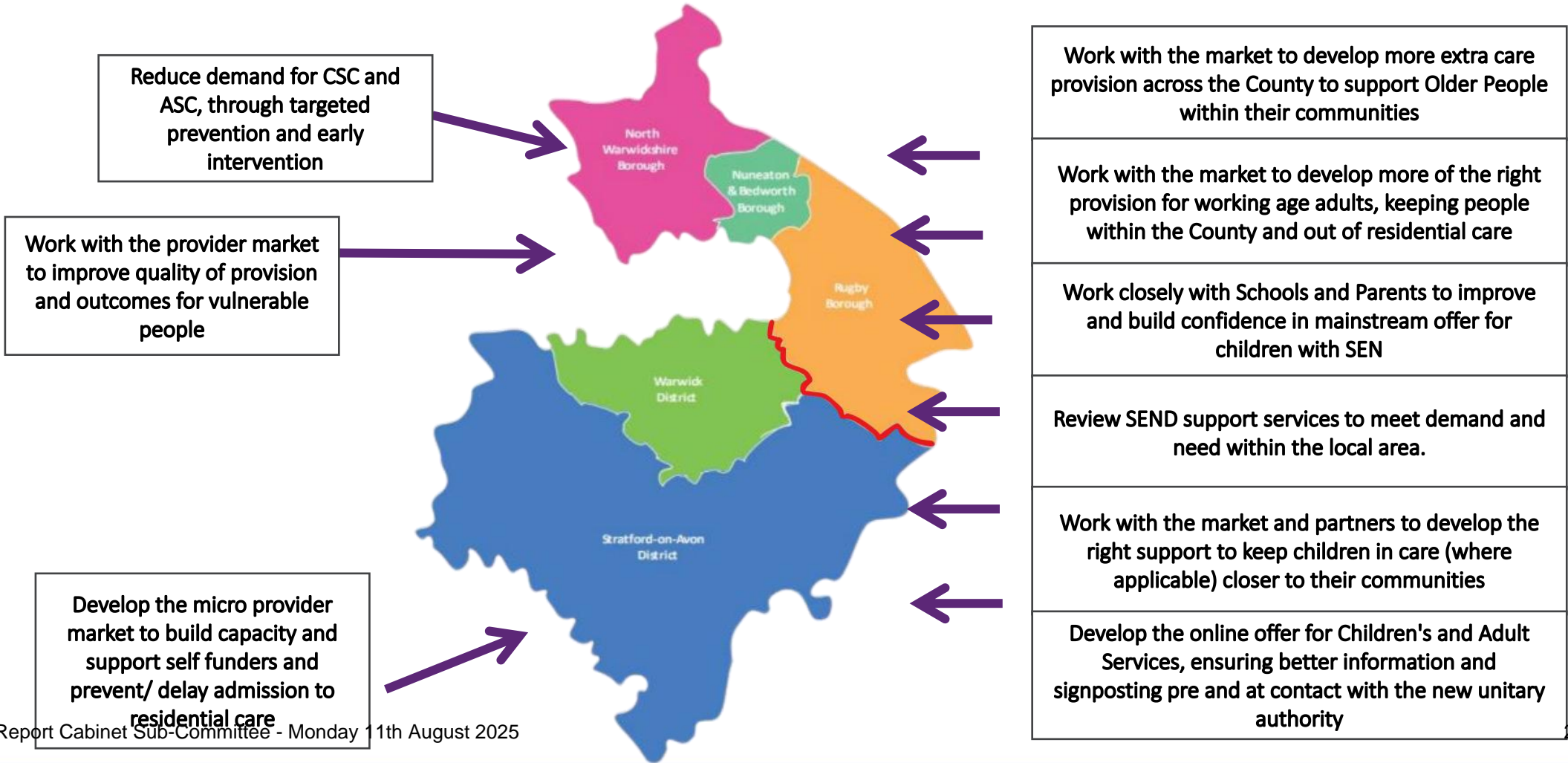


North Warwickshire 65,000
Rugby 114,400
Nuneaton and Bedworth 134,200
**Proposed North Unitary population
- 313,600**

Warwick 148,500
Stratford 134,700
**Proposed South Unitary population
- 283,200**

Opportunity to Better Manage Demand, Cost and Improve Outcomes - Targeted Prevention & Intervention

What do the two new unitaries need to do differently to deliver £63.5m annual savings and £74.8m cost avoidance year one, ensuring financial sustainability along with improved outcome for citizens in Warwickshire.



The Business Case for Two Unitaries

- In line with the primary objectives of the devolution paper – the 2UA business case needs to build on local identity and agility to deliver change at pace – **achieving financial stability through transformation – reducing the demand and cost for People services in parallel to improving outcomes.**
- A strong emphasis on reducing demand through **localised targeting of prevention and early intervention, working closely with the voluntary and community sector**
- The benefit of **building closer relationships with schools and developing the local offer to ensure inclusion in mainstream schools**, reducing the expenditure on independent schools and the costs of transitions, ensuring young people remain in their communities through to adulthood
- **Ability to develop the local market and build micro providers, ensuring the right capacity at the right price and the right quality**
- Bringing together key services such as Housing, Public Health, Leisure, Green Spaces and Social Care to ensure **maximisation of community assets and a place-based approach to prevention and early intervention**
- Using rich data sources from across revenues, benefits, social care and health, to develop predictive analytics, **targeting intervention activity to prevent escalation across social care and health**

Peopletoo
it works better with you



Giving Assurance

- Whilst development of the business case will be critical, this is only the first stage. Once agreement has been reached for the new unitary model, phases 2-4 highlighted below will be essential in achieving successful transition and ongoing sustainability.
- However, whilst later phases these should be referenced in the Business Case with a high-level plan outlining the proposed approach to transition included, to give assurance to all Stakeholders critically MHCLG, that Warwickshire's most vulnerable residents will not be adversely impacted.

1) Supporting Business Case Development – giving the new unitary the best chance

2) Getting Ready for Reform – key work to be undertaken before go live

3) Safely Delivering Change for the Better - ensuring go live does not adversely impact residents, partners or providers

4) Optimising Outcomes and Value for Money – ensuring ongoing financial sustainability

Warwickshire LGR Support ASC and Children Services Analysis to Inform the Two Unitary Decision

June 2025

Content:

Two Unitary Proposal

- 1) Warwickshire Demographics
- 2) Warwickshire CC Current Performance
- 3) The Local Market
- 4) The Financial Case
- 5) The Opportunity
- 6) Appendix A – Data Sources and Definitions

Two Unitary Proposal

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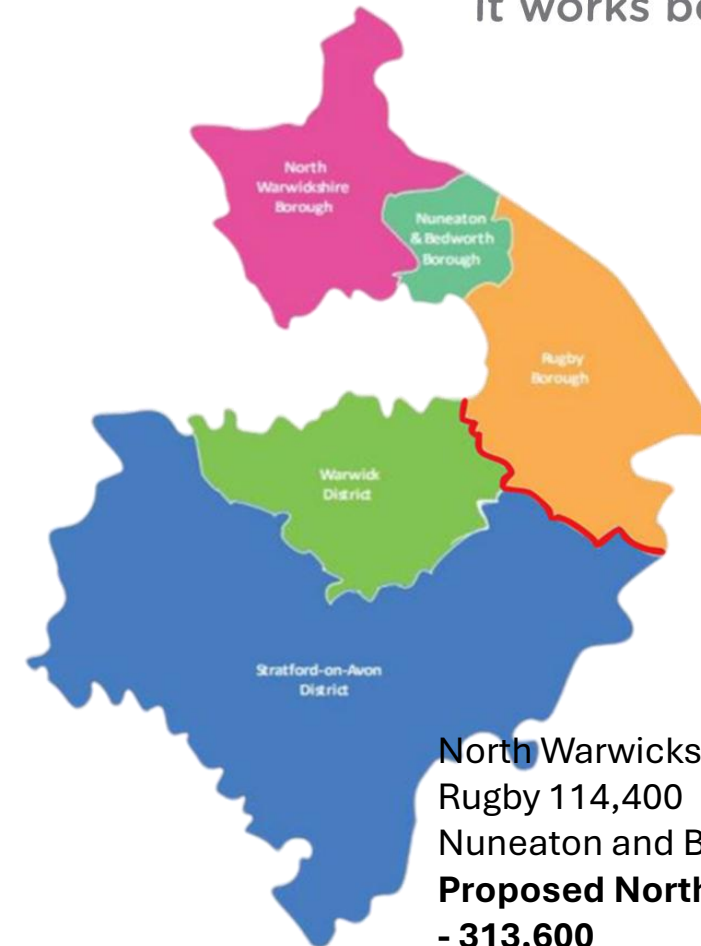
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Two Unitary Proposal

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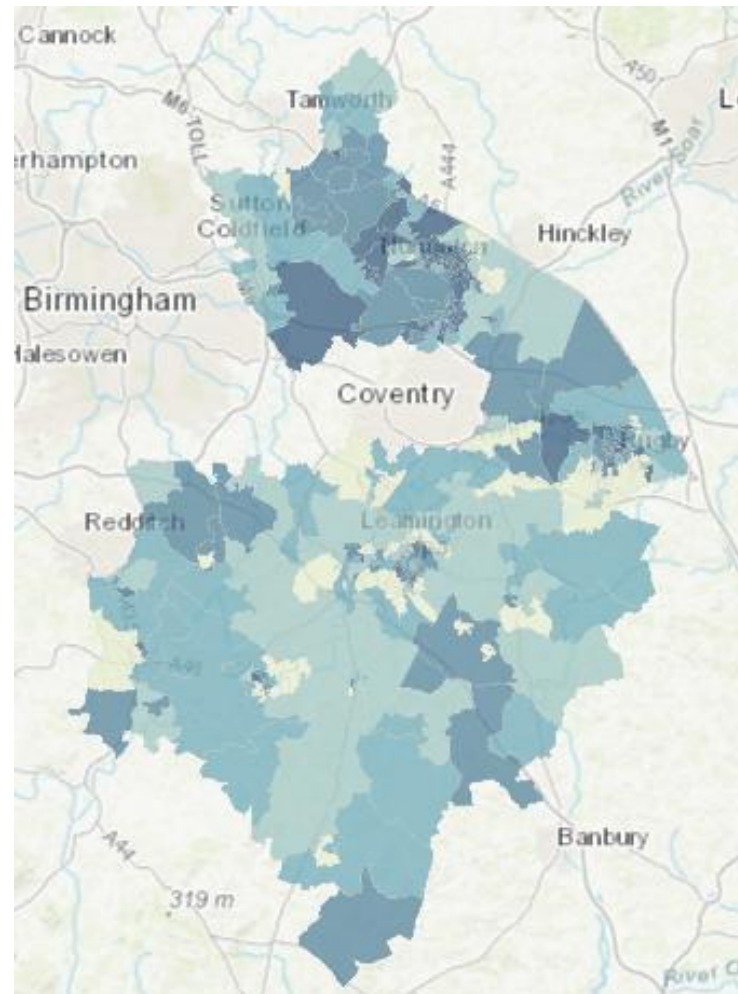
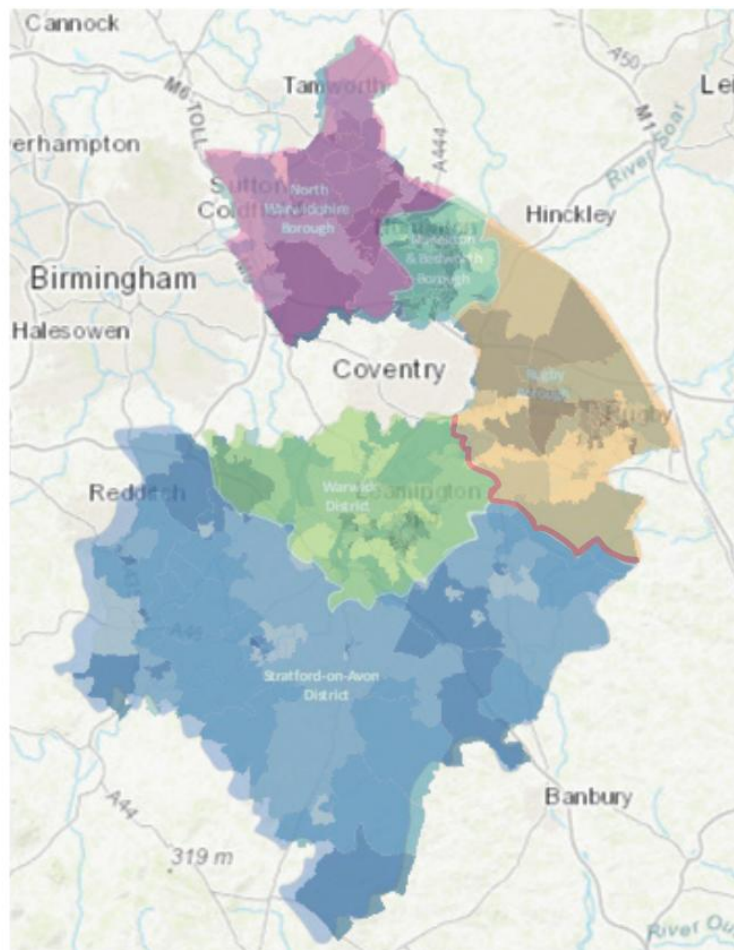
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1) Warwickshire Demographics

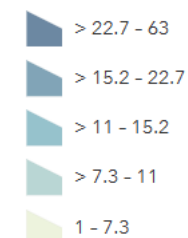
Deprivation in Warwickshire

The map to the left combines the county boundaries map to visualise where areas of deprivation are concentrated across Warwickshire. These are more prevalent in North Warwickshire, Nuneaton, Rugby, and in Eastern areas of South Warwickshire.



LSOA

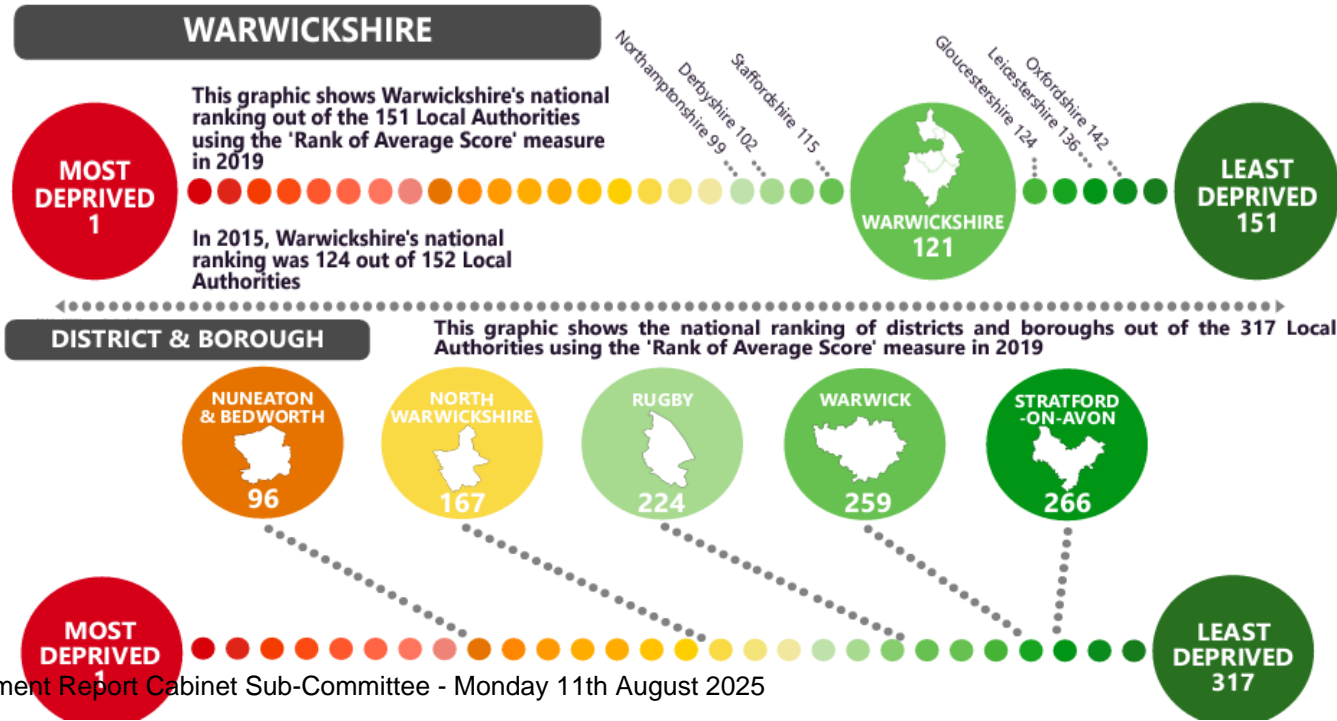
Index of Multiple Deprivation (IMD)
Score|2019



Lower Layer Super Output Areas (LSOAs) are small geographical units created for statistical purposes, primarily for the Census. They are designed to provide consistent and comparable data across the country, making them valuable for analysing social, economic, and demographic information.

Warwickshire Index of Multiple Deprivation 2019

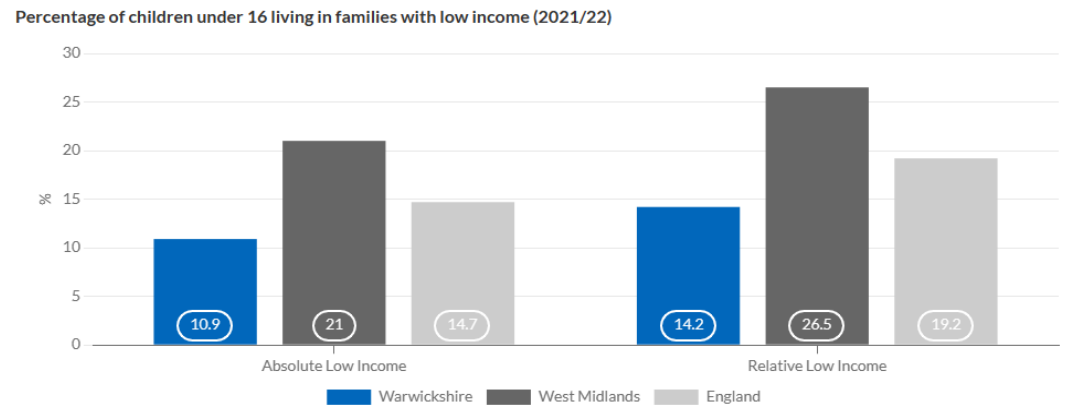
- In 2019, Warwickshire ranked 121 out of 151, placing as one of the less deprived councils in England. In terms of individual domains of deprivation, the county ranked 126 in income deprivation and 123 in income deprivation affecting children. The lowest scores were with regards to barriers to housing and services where it ranked 74 and living environment deprivation where it ranked 87.
- Further, while Warwickshire had two fewer Lower layer Super Output Areas (LSOAs) in the 10% most deprived nationally compared to 2015, these numbers increased for both 20% and 30% most deprived deciles.
- The least deprived districts and boroughs in Warwickshire were Stratford-on-Avon (266), Warwick (259) and Rugby (224), while among the more deprived areas were North Warwickshire (167) and Nuneaton and Bedworth (96).
- It should be noted that these figures are all from 2019 and current data may provide a different picture of deprivation in Warwickshire.



Index of Multiple Deprivation Number of LSOAs in Warwickshire by deprivation decile over time			
Decile	2019	2015	Change
10% most deprived nationally	6	8	-2
20% most deprived nationally	16	10	6
30% most deprived nationally	26	24	2
Sum of 10% - 30%	48	42	6
40%-100%	291	297	-6

Warwickshire Number of Children Living in Families with Absolute Low-Income Map 2019-2020

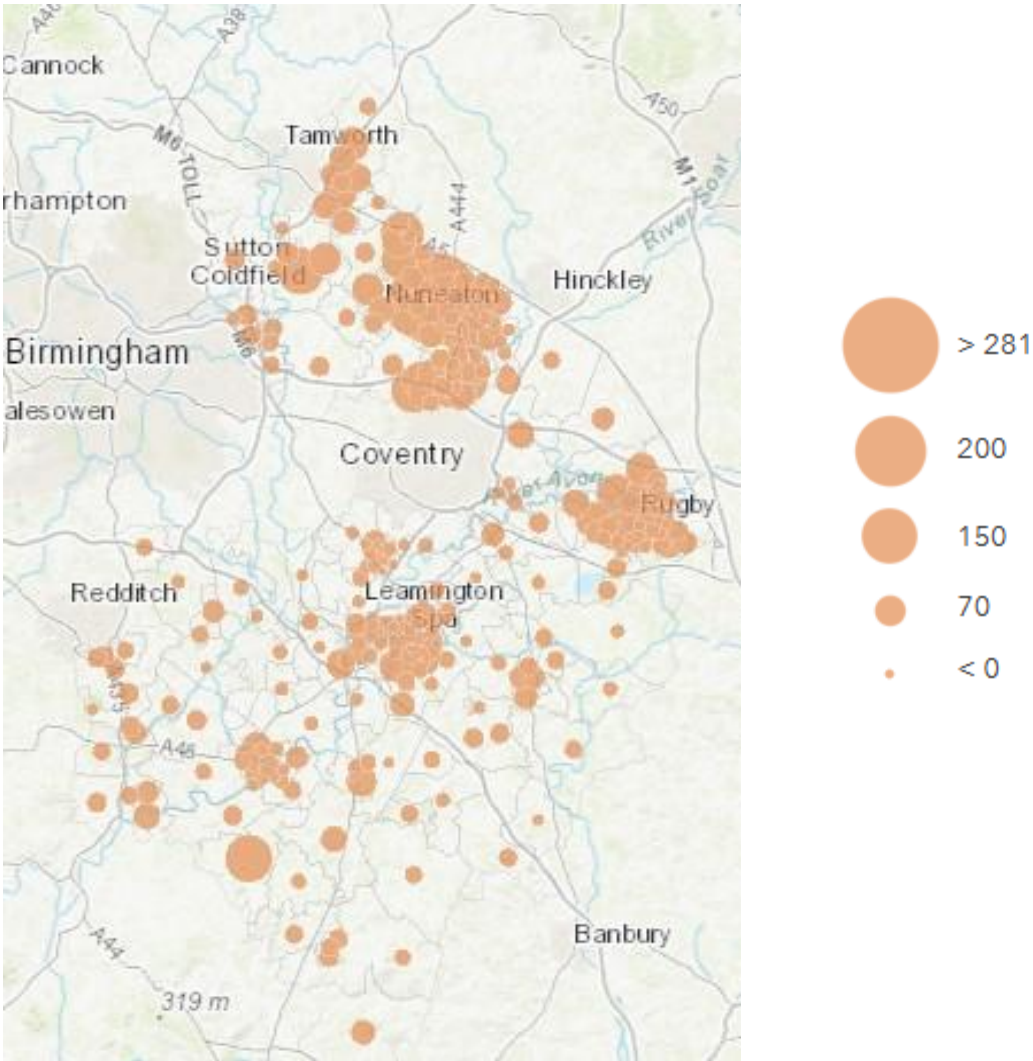
The map on the right pinpoints the areas that have the greatest number of children living in families with absolute low income, being Tamworth, Sutton Coldfield, Nuneaton, Rugby, and Leamington Spa.



Source: DWP

	Warwickshire	West Midlands	England
Number of children under 16 living in families with Absolute Low Income	11,670	245,978	1,599,579
Percentage of children under 16 living in families with Absolute Low Income	10.9	21	14.7
Number of children under 16 living in families with Relative Low Income	15,141	310,243	2,087,495
Percentage of children under 16 living in families with Relative Low Income	14.2	26.5	19.2

Date: 2021/22 Source: DWP



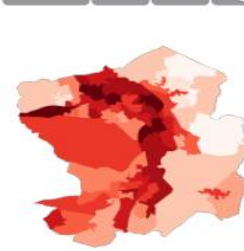
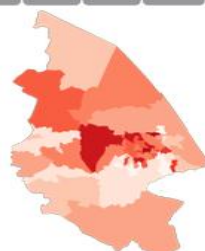
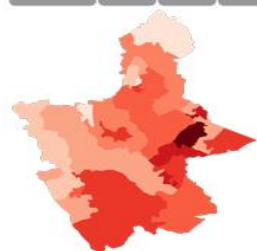
Warwickshire LSOAs by District

LSOAs within districts and boroughs in Warwickshire can also be broken down by their national deprivation decile. Areas shaded dark red are the most deprived neighbourhoods (Top 10-30% most deprived nationally). The tables below show the number of LSOAs in each district and borough by their deprivation decile.

North Warwickshire Number of LSOAs			
Decile	2019	2015	Change
Top 10%	1	1	0
Top 20%	1	1	0
Top 30%	3	2	1
40%-100%	33	34	-1

Rugby Number of LSOAs			
Decile	2019	2015	Change
Top 10%	0	0	0
Top 20%	2	1	1
Top 30%	5	4	1
40%-100%	54	56	-2

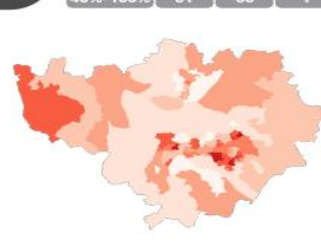
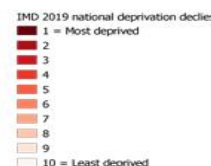
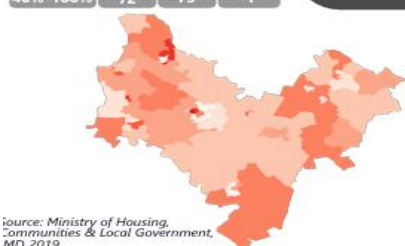
Nuneaton & Bedworth Number of LSOAs			
Decile	2019	2015	Change
Top 10%	5	6	-1
Top 20%	12	8	4
Top 30%	13	13	0
40%-100%	51	54	-3



Stratford-on-Avon Number of LSOAs			
Decile	2019	2015	Change
Top 10%	0	0	0
Top 20%	0	0	0
Top 30%	1	0	1
40%-100%	72	73	-1

KEY MESSAGES
In 2019, five LSOAs in Nuneaton & Bedworth Borough (one fewer than 2015) and one in North Warwickshire Borough are in the 10% most deprived nationally.
Stratford-on-Avon District in 2019 has one LSOA in the 30% most deprived nationally while it had none in 2015.
Only Warwick District in 2019 has fewer LSOAs in the 10-30% most deprived nationally compared to 2015.

Warwick Number of LSOAs			
Decile	2019	2015	Change
Top 10%	0	1	-1
Top 20%	1	0	1
Top 30%	4	5	-1
40%-100%	81	80	1

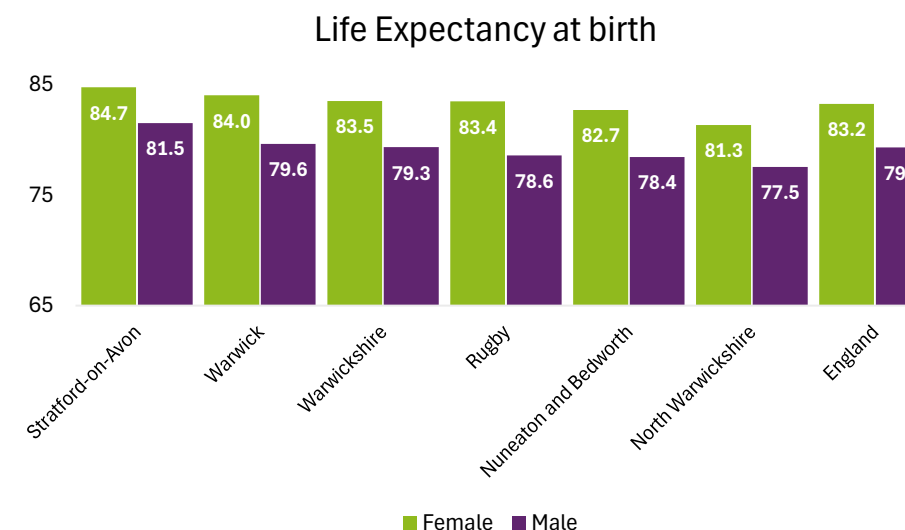


Source: Ministry of Housing, Communities & Local Government, IMD 2019

Produced by Business Intelligence, October 2019. For further information contact insight@warwickshire.gov.uk

- In 2019, research done by Business Intelligence shows that the LSOAs with higher levels of deprivation align with the areas where children are living in families with absolute low income. These areas include; North Warwickshire, Rugby, Nuneaton & Bedworth, and parts of Warwick.

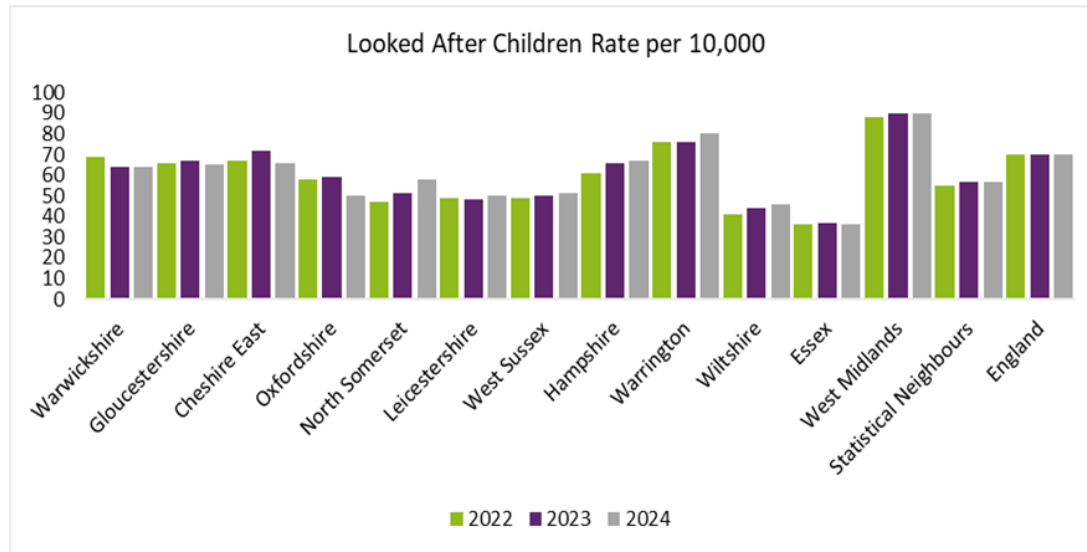
- Unsurprisingly life Expectancy at birth is higher in the lesser deprived areas of Stratford-on-Avon and Warwick, than in the more deprived areas of Nuneaton and Bedworth and North Warwickshire



2) Current Performance – Warwickshire CC

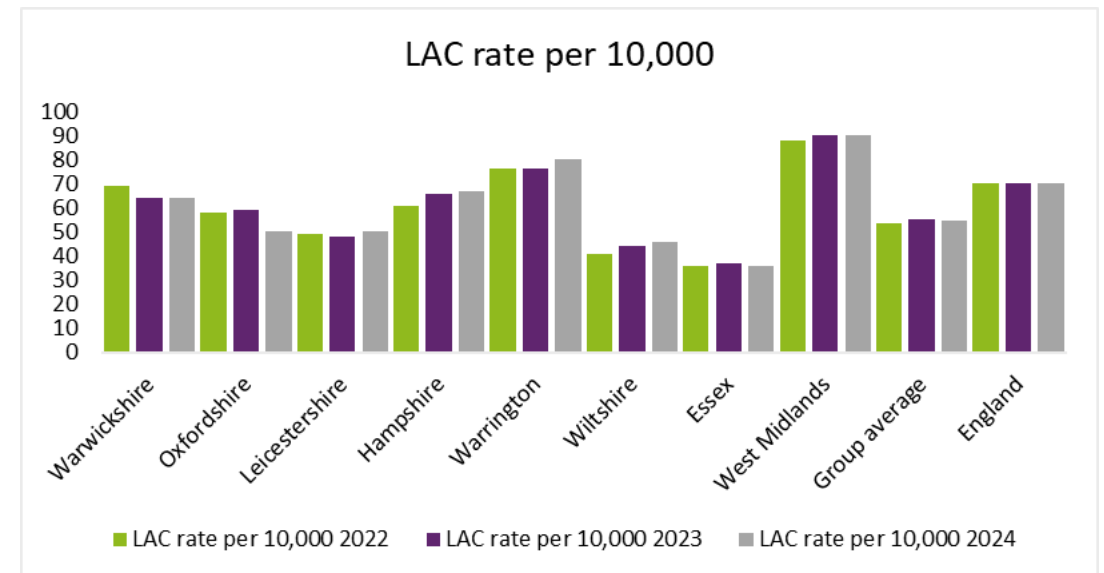
Children's Social Care

Children's Social Care has an Ofsted rating of "Good" following a full inspection Feb '22 and further endorsed at Focused Visit May '23.



If we analyse the LAs within the SN group rated as either Good or Outstanding, Warwickshire CC (WCC) are at 64 and the average of the group is 55 per 10,000.

Looked After Children (LAC) Rates are above Statistical Neighbours (SN) at 64 per 10,000 (actual number 805 a rise from 778 in '23), in WCC compared to 57 SN average.

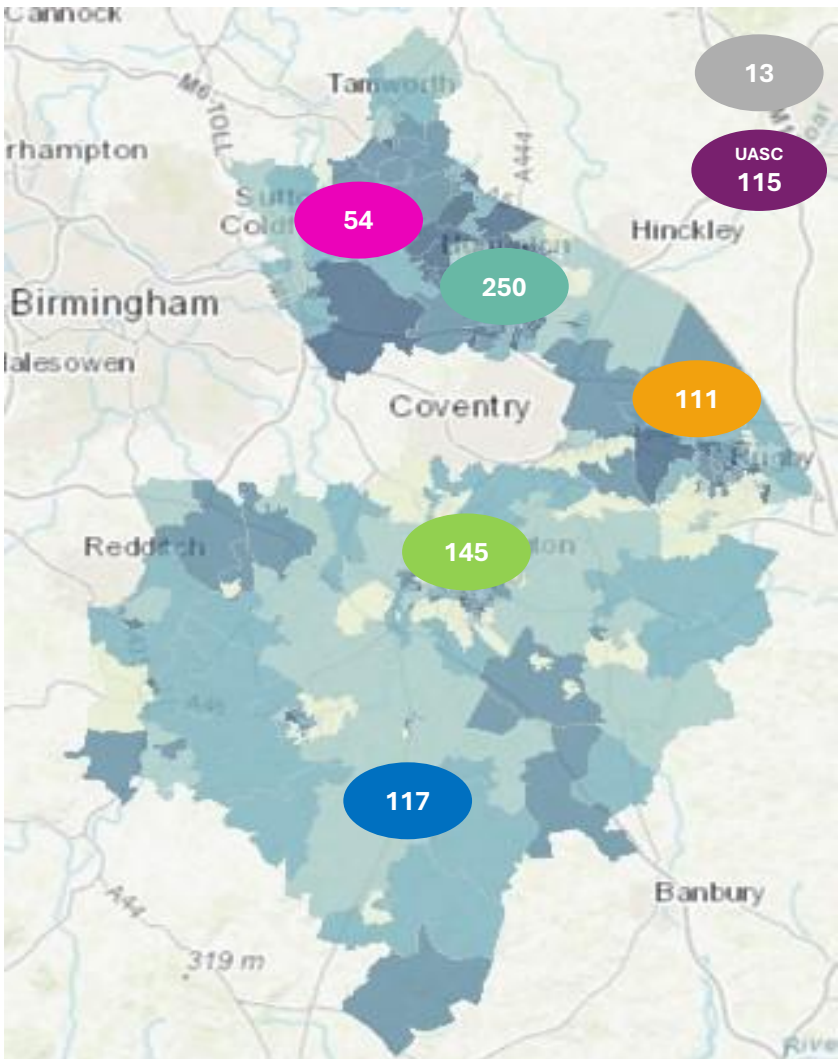


**Data source 2023/24 LAIT (Local Authority Interactive Tool) for children's services, built on local authority financial returns, refer to Appendix A.*

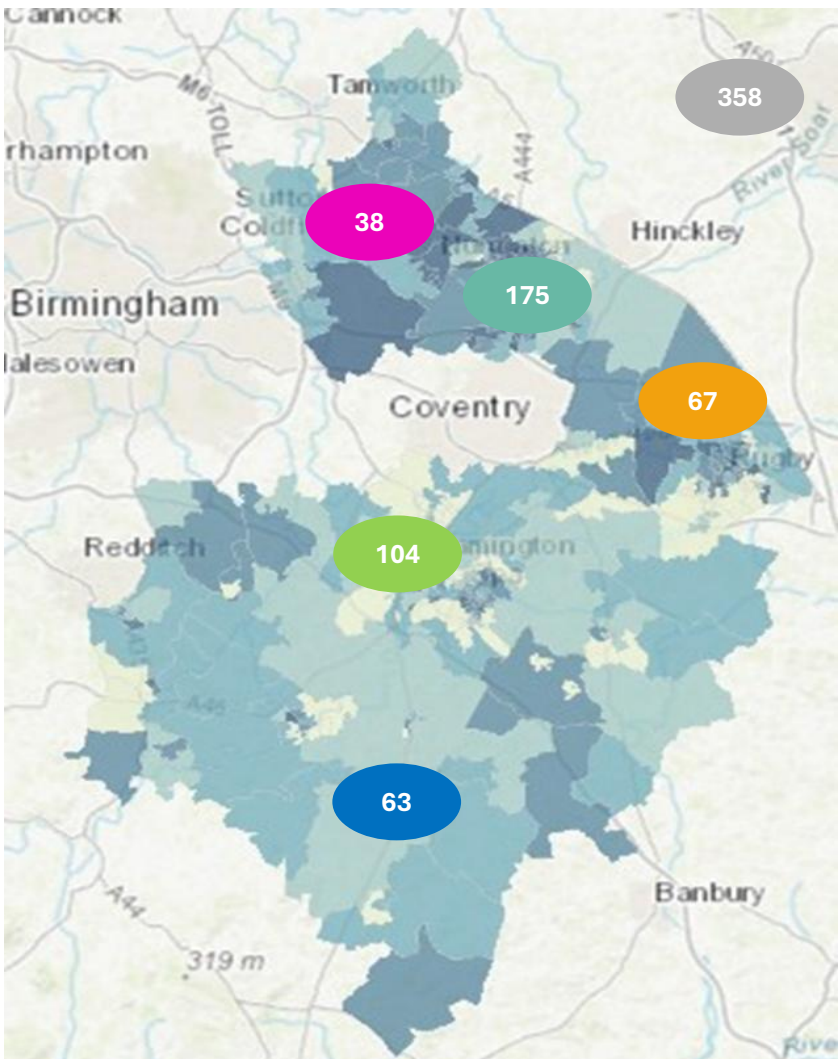
Local Government Report Cabinet Sub-Committee - Monday 11th August 2025

Children in Care

Children in care 2023-24 by originating postcode



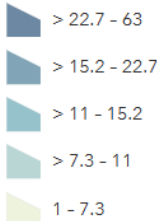
Children in care 2023-24 by placement postcode



- In 2023-24 there were 805 children in care
- 31% originated in Nuneaton and Bedworth
- 2% originated out of county and at end of year 44% of placements were out of county

**data provided by WCC*

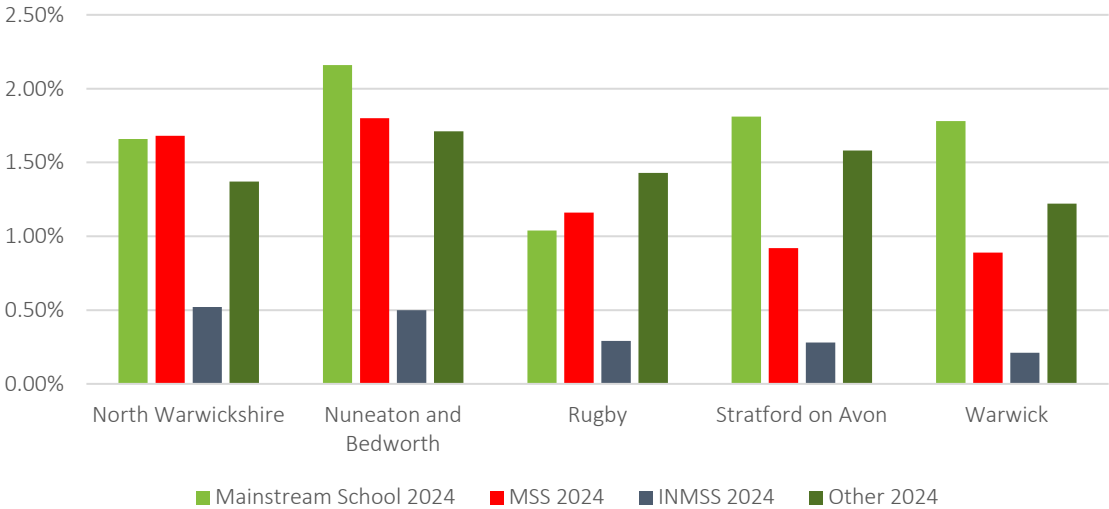
	Area	Originating area	Placement area at end of year
	North Warwickshire	7%	5%
	Nuneaton and Bedworth	31%	22%
	Rugby	14%	8%
	Warwick	18%	13%
	Stratford-on-Avon	15%	8%
	Out of County	2%	44%
	UASC	14%	



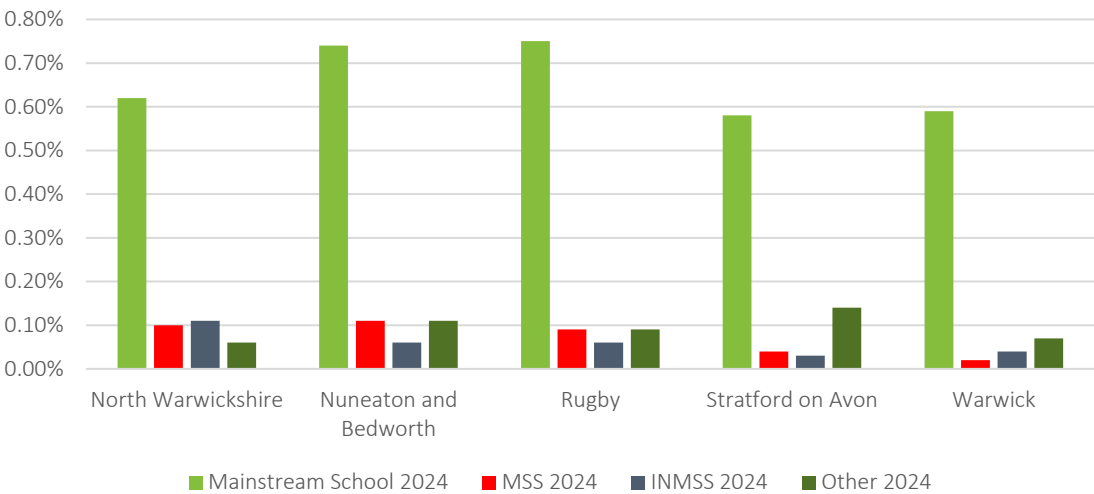
Children’s Special Educational Needs & Disability (SEND) Demand

Total & New Education Health and Care Plans (EHCPs) as % of 0-19 Population
per District/Borough

Number of total EHCPs as % of 0-19 population per
District/Borough



Number of new EHCPs as % of 0-19 population per
District/Borough



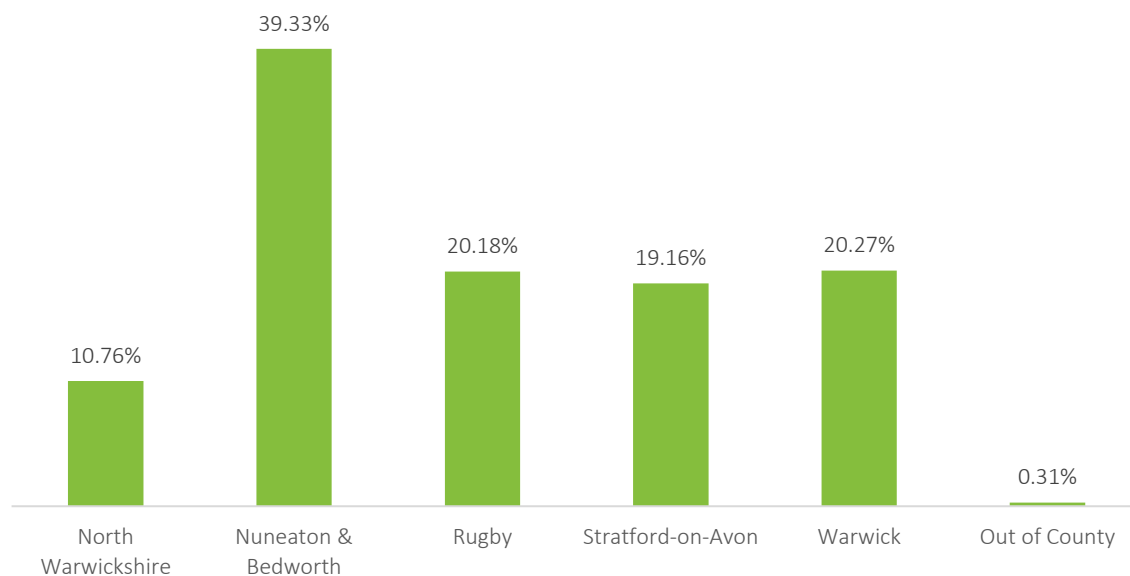
- The highest percentage of total EHCPs by district/borough population were typically for Mainstream schools or MSS (maintained special school), with the lowest EHCP percentages being for INMSS (independent non maintained special school).

- Encouragingly the highest percentage of new EHCPs by district/borough population were for Mainstream schools, with the lowest EHCP percentages varying across areas and type of provision. Nuneaton & Bedworth and Rugby had the highest percentages of new EHCPs, while Warwick had the lowest.

Children's SEND Demand

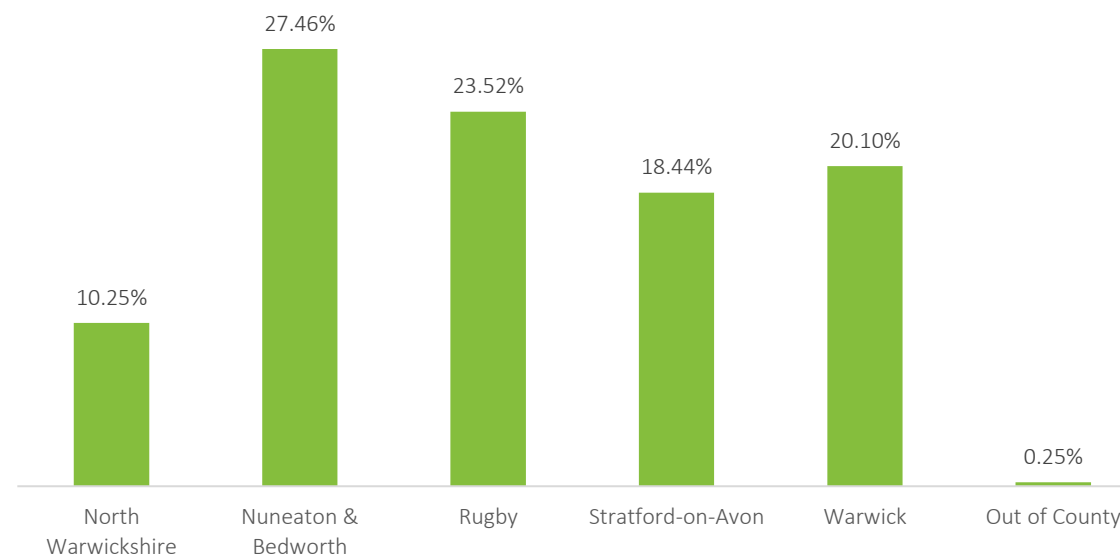
Total & New EHCPs as % of all per District & Borough

Total number of EHCPs per district & borough (2024)



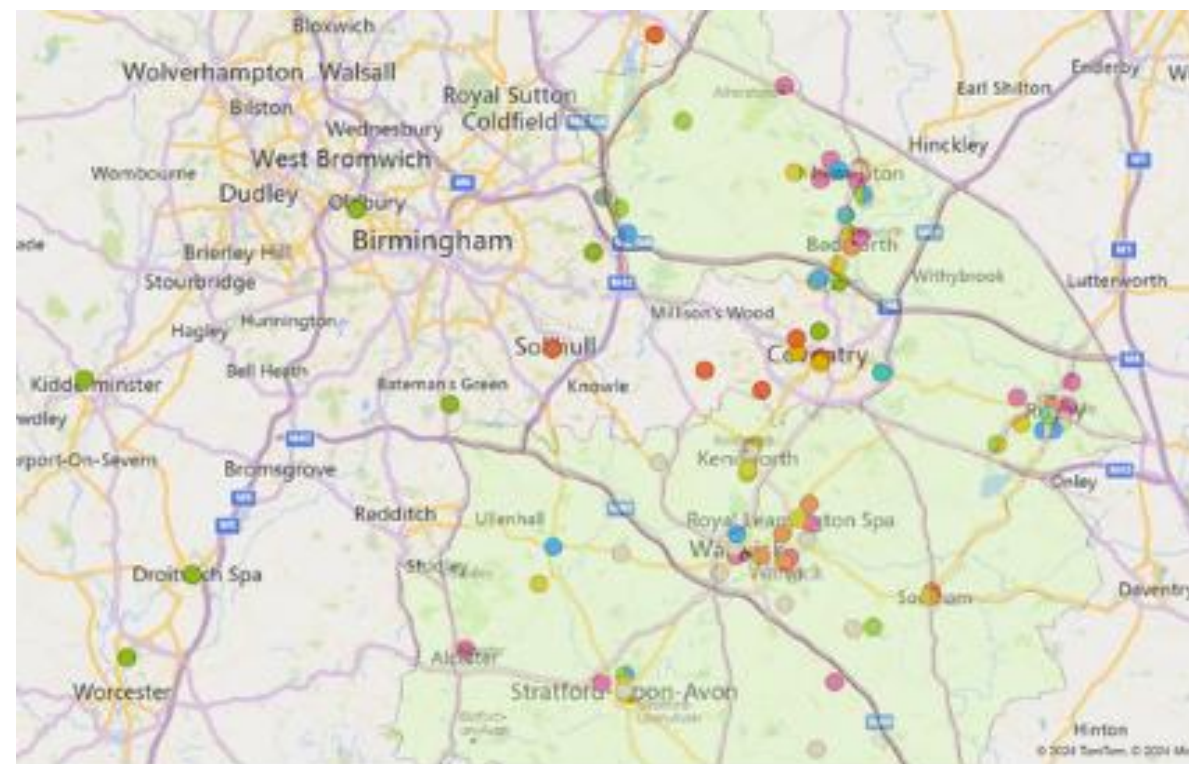
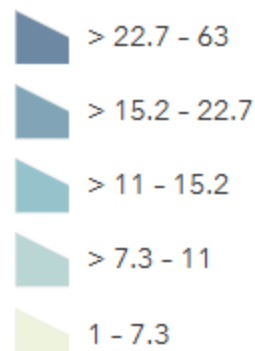
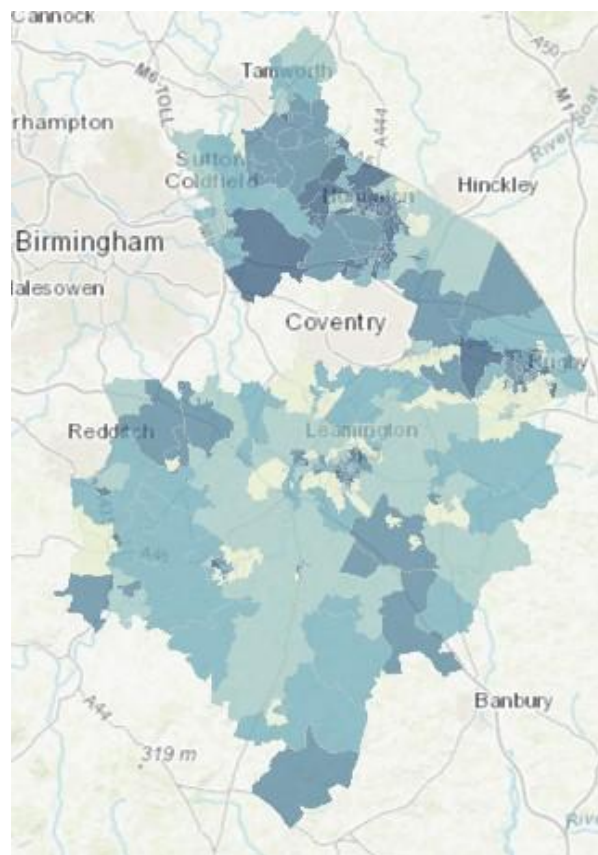
- The highest number of total EHCPs were in Nuneaton & Bedworth with nearly double the numbers seen in other areas. The numbers are consistently around 20% for Rugby, Stratford-on-Avon and Warwick.

Total number of new EHCPs in calendar year per district & borough (2024)



- The highest number of new EHCPs in 2024 were again in Nuneaton & Bedworth, however, numbers were more consistent in comparison to other areas. Rugby, Stratford-on-Avon and Warwick were again quite similar around the 20% mark.

Warwickshire SEND Services Map



- Charity
- Children and Family Centre
- Education
- Group
- HAF
- Hub
- Organisation
- School
- Service
- Short Breaks
- Short Breaks/Support
- Support

The map on the left-hand side depicts the Index of Multiple Deprivation (IMD) score of different areas within Warwickshire (2019). The darker areas are those with higher levels of deprivation. The map on the right-hand side depicts a variety of SEND services available for children across Warwickshire. It is interesting to note that quite a few of the SEND services available are outside of Warwickshire county in and around Coventry. Furthermore, services appear to concentrate around cities such as Warwick, Rugby, Bedworth and Stratford-upon-Avon, with few options in between for families in rural areas of the county. Areas that appear to be more deprived but benefit from fewer services include North Warwickshire, towns surrounding Warwick, and South Warwickshire. The map on the right-hand side

In summary it would appear that **SEND is failing currently in Warwickshire CC**, although they are due for another inspection, the previous inspection was quite challenging in terms of headlines.

Warwickshire CC, written Statement of Action following its Joint Area SEND inspection in Sept '21 Ofsted headlines:

- The inspection raises significant concerns about the effectiveness of the local area.
- The local area is required to produce and submit a Written Statement of Action to Ofsted that explains how the local area will tackle the following areas of significant weakness:
 - The waiting times for ASD assessments, and weaknesses in the support for children and young people awaiting assessment and following diagnosis of ASD
 - The fractured relationships with parents and carers and lack of clear communication and co-production at a strategic level
 - The incorrect placement of some children and young people with EHC plans in specialist settings, and mainstream school leaders' understanding of why this needs to be addressed
 - The lack of uptake of staff training for mainstream primary and secondary school staff to help them understand and meet the needs of children and young people with SEND
 - The quality of the online local offer.

We also know that the Dedicated Schools Grant is in deficit. Extract from April '25 Cabinet Report.....*The 2024/25 in-year deficit is now forecast at £48.245m which is an increase of £3.028m since Q3, giving a forecast cumulative High Needs DSG deficit of £87.733m at the end of this financial year. Financial projections per the 2025 30 MTFS anticipate further rapid increases to the in-year deficit in 2025/26, growing to £64.0m (73.6% higher than the 2025/26 High Needs Block DSG Grant allocation) giving a forecast cumulative deficit by 31 March 2026 (the currently scheduled end of the DSG Statutory Override) of £151.733m.*

Schools in Warwickshire

Overview

- There are a total of 266 state-funded schools in Warwickshire, comprising 196 primary schools, 37 secondary schools, and 4 sixth form schools. Warwickshire currently has no Pupil Referral Unit (PRU) places and no schools offering specific provision for teenage mothers. There are 2 schools in the county under Special Measures.
- The total pupil population across all schools is 85,318, with a median pupil-to-teacher ratio of 20.62, which is *the highest in the West Midlands and third highest in England*. The median percentage of pupils eligible for free school meals is 16%, which ranks Warwickshire as 18th lowest in England for this measure.

Primary Schools

- There are 196 primary schools in the county. Of these, 10% have been rated 'Outstanding' by Ofsted, and 68% are rated 'Good'. Attainment across primary schools is mixed, with 19% considered low and 16% considered good, though attainment data is missing for around 28% of primary schools. The most common pupil-teacher ratio in primary settings is considered very high.
- Primary schools represent the largest proportion of schools in Warwickshire. Despite a high number of 'Good' ratings, a relatively small percentage are rated 'Outstanding'. The high pupil-teacher ratios may be putting pressure on teaching resources and could contribute to the relatively mixed attainment levels seen across the county.

Geographic Distribution

The towns with the most schools in Warwickshire are:

- **Nuneaton:** 36 schools (22 primary, 6 secondary, 2 sixth forms)
- **Rugby:** 33 schools (23 primary, 7 secondary)
- **Royal Leamington Spa:** 16 schools (13 primary, 1 secondary, 1 sixth form)
- **Bedworth:** 13 schools
- **Stratford-upon-Avon** and **Warwick:** 12 schools each

Nuneaton and Rugby are the two most significant hubs for education in the county, reflecting their larger populations and urban profiles. Smaller towns typically have one or two primary schools, with very limited or no secondary or sixth form provision.

It should be noted that the data available for CS was limited and the following source

Secondary Schools

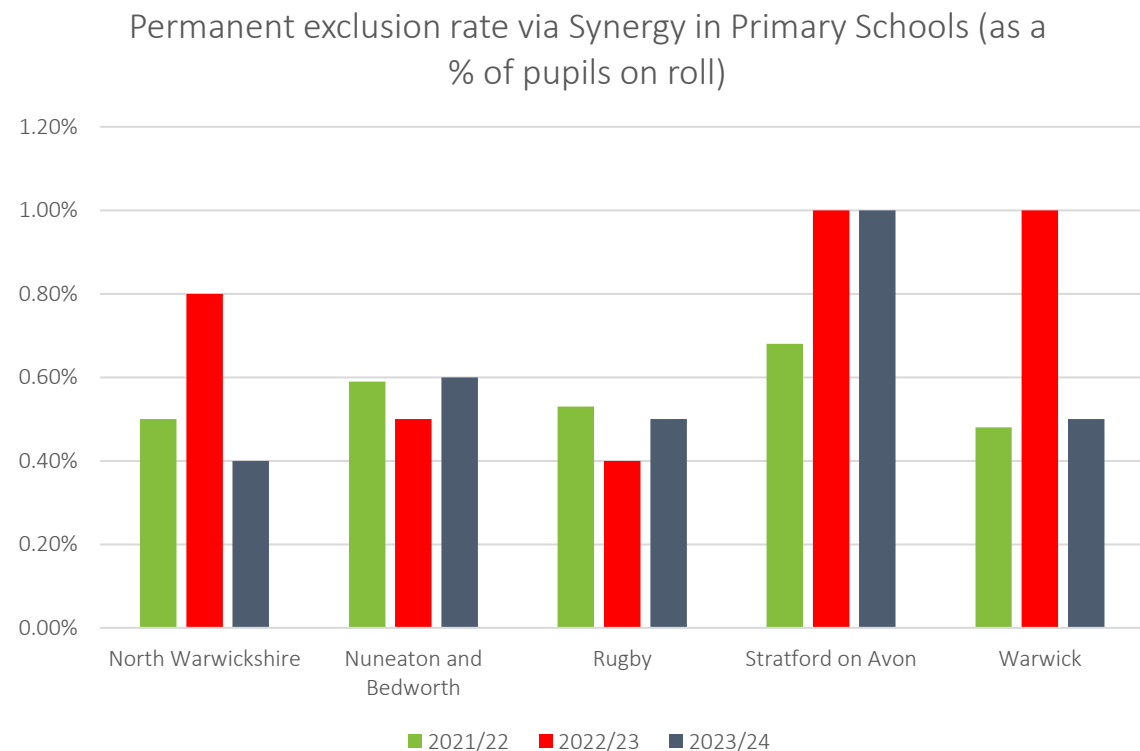
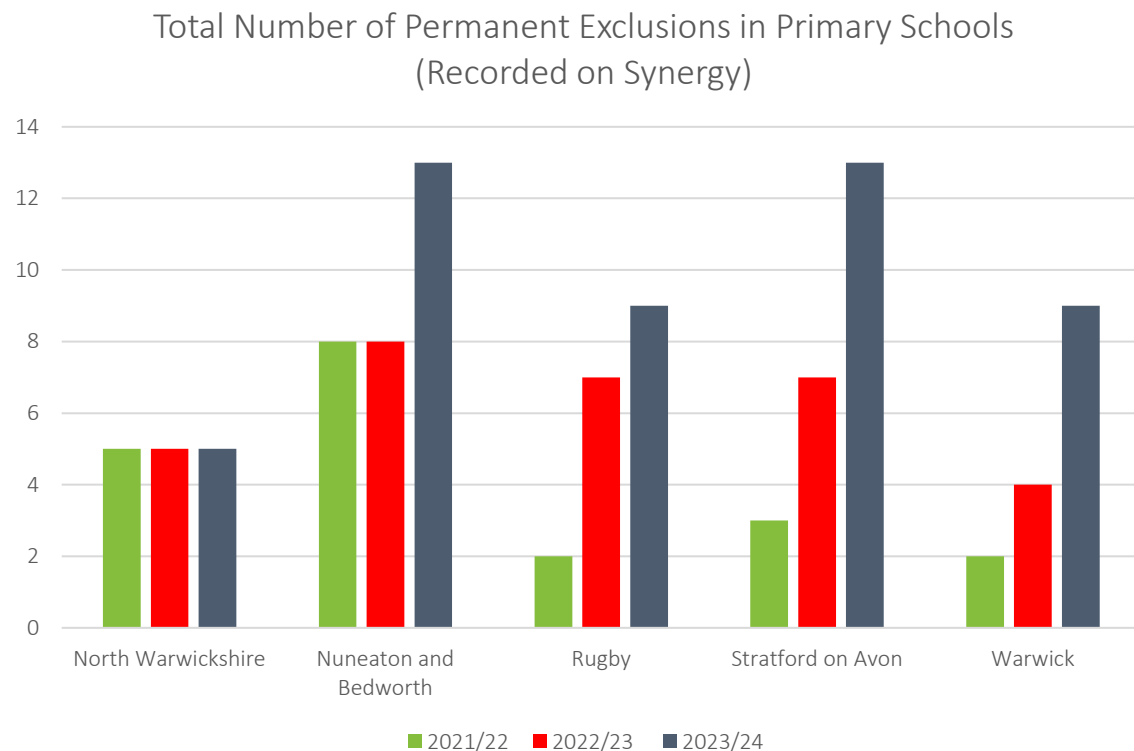
- Warwickshire has 37 secondary schools, 19% of which have achieved 'Outstanding' ratings, while 54% are rated 'Good'. Attainment levels are split quite evenly between high (22%) and low (19%), with 14% of schools lacking attainment data. Secondary schools in Warwickshire generally have a low pupil-to-teacher ratio, indicating smaller class sizes compared to primary schools.
- Secondary schools in Warwickshire are performing slightly better than primary schools in terms of 'Outstanding' ratings. The lower pupil-teacher ratio suggests more manageable class sizes, which may support the stronger attainment distribution observed in this sector.

Sixth Form Schools

- There are 4 schools serving sixth-form education in Warwickshire. All four are rated 'Good', with 0% rated 'Outstanding'. In terms of attainment, data is quite limited with only 1 school being classified as good and data is missing for the other 3 schools. Sixth form schools typically have a low pupil-teacher ratio.
- While the sixth form provision is limited in number, it is consistent in quality, with all institutions rated Good by Ofsted. The small class sizes are a strength, though the lack of comprehensive attainment data makes it difficult to assess performance trends fully.

Schools in Warwickshire

Permanent Exclusions in Primary

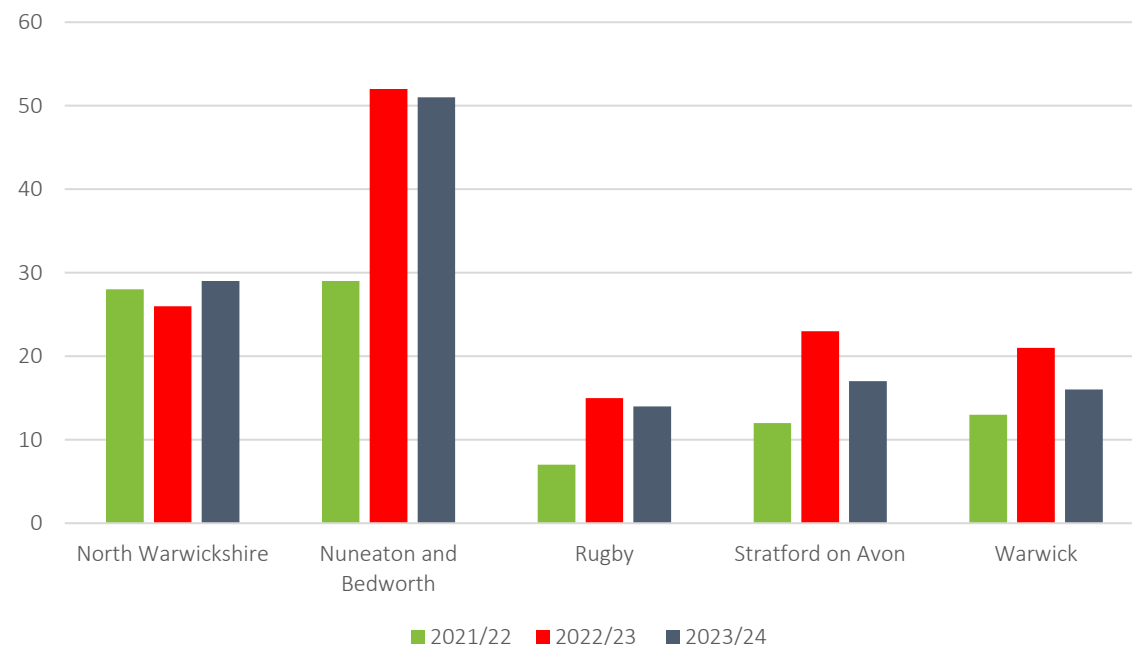


- The percentage of permanent exclusions in primary schools whilst low are increasing, having doubled in Stratford on Avon and Warwick Primary Schools.

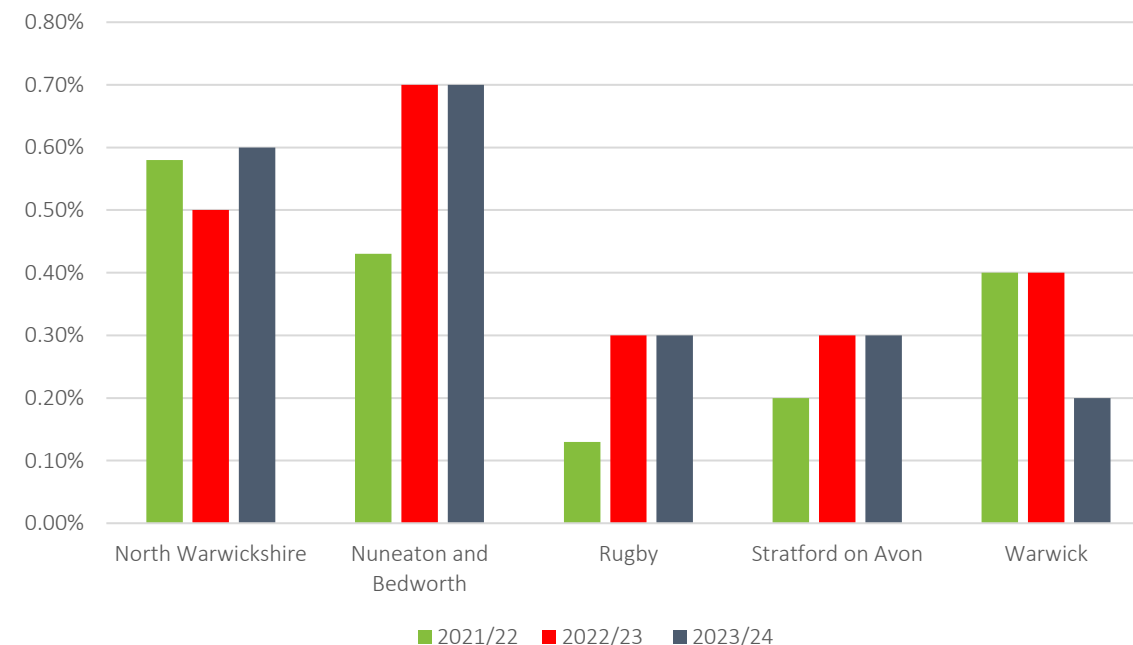
Schools in Warwickshire

Permanent Exclusions in Secondary

Total Number of Permanent Exclusions in Secondary Schools
(Recorded on Synergy)

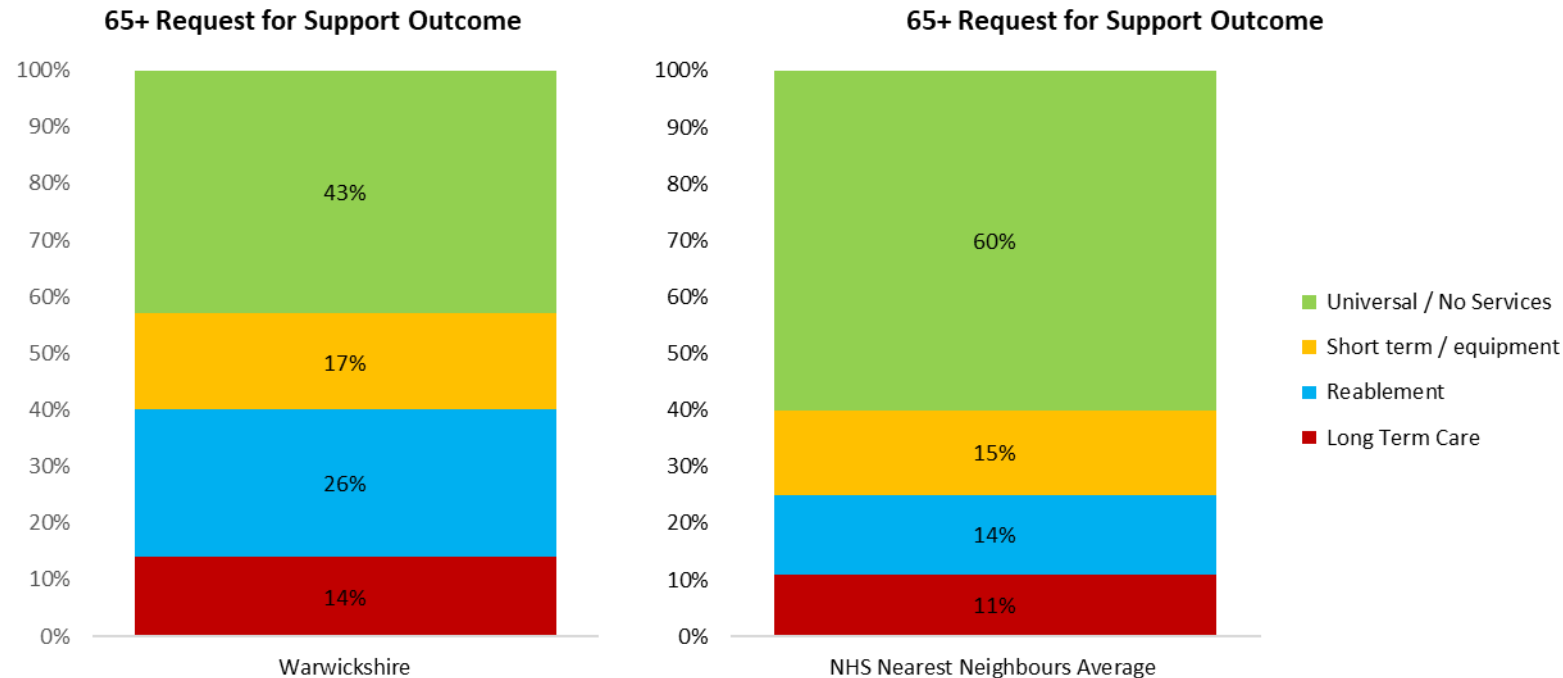


Permanent exclusion rate via Synergy in Secondary Schools
(as a % of pupils on roll)



- Encouragingly permanent exclusions are static or reducing across Warwickshire's secondary schools, although Nuneaton & Bedworth saw a significant increase in 2022/23.

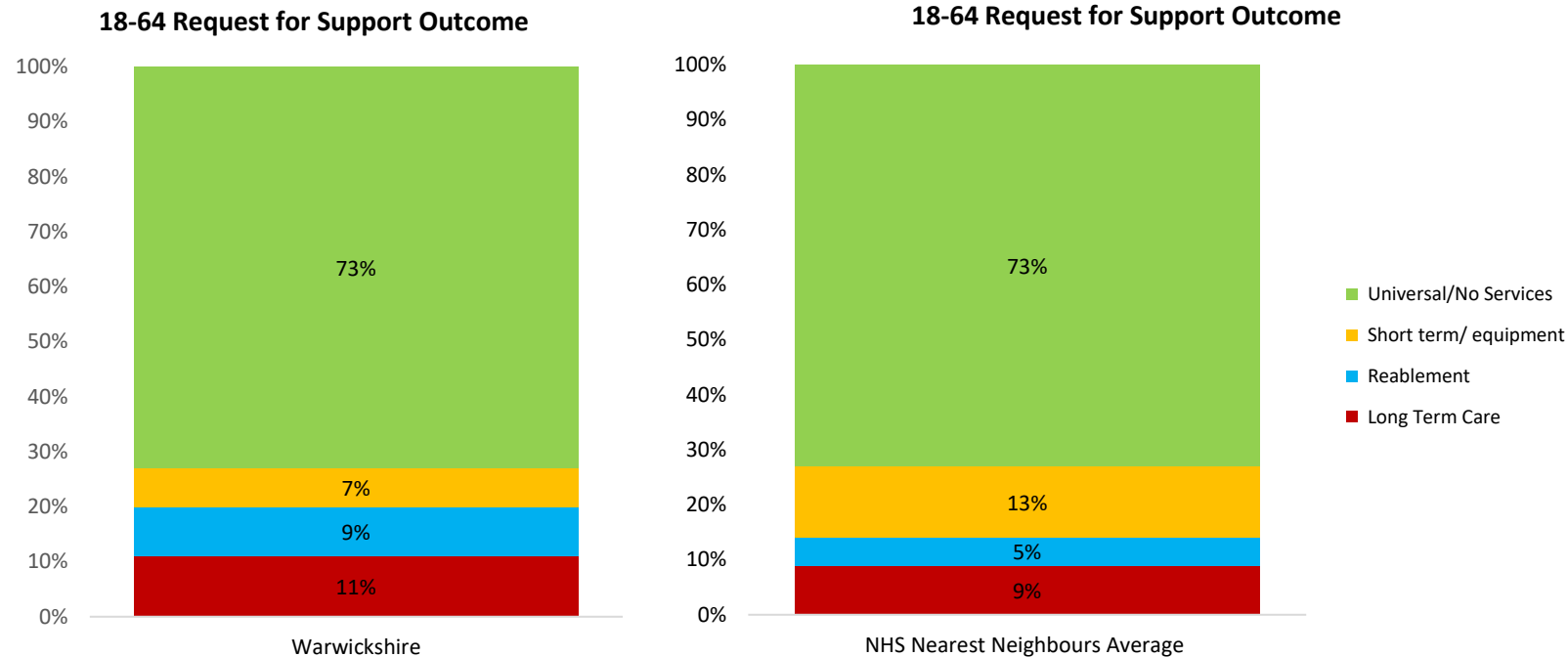
Adult Social Care Demand – Older People 65+



**Data source 2023/24 ASCFR*

- A lower number are diverted away at the front door to ASC compared to WCC's NHS Nearest Neighbour. However, Peopletoo best practice would strive for 80% diverted to universal services or information and advice.
- WCC is offering a higher number of short term intervention services including Reablement which is positive, but questionable whether an intense Reablement service would have always been required or could people have been signposted to other short term community support.
- WCC do have a higher number in Long Term Support.

Adult Social Care Demand – Working Age Adults

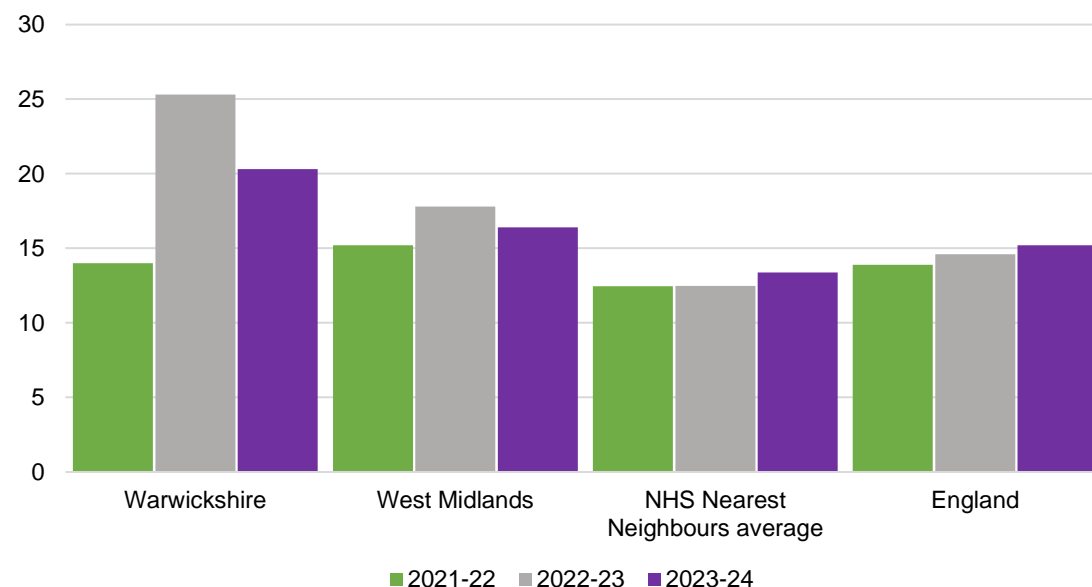


**data source 2023/24 ASCFR*

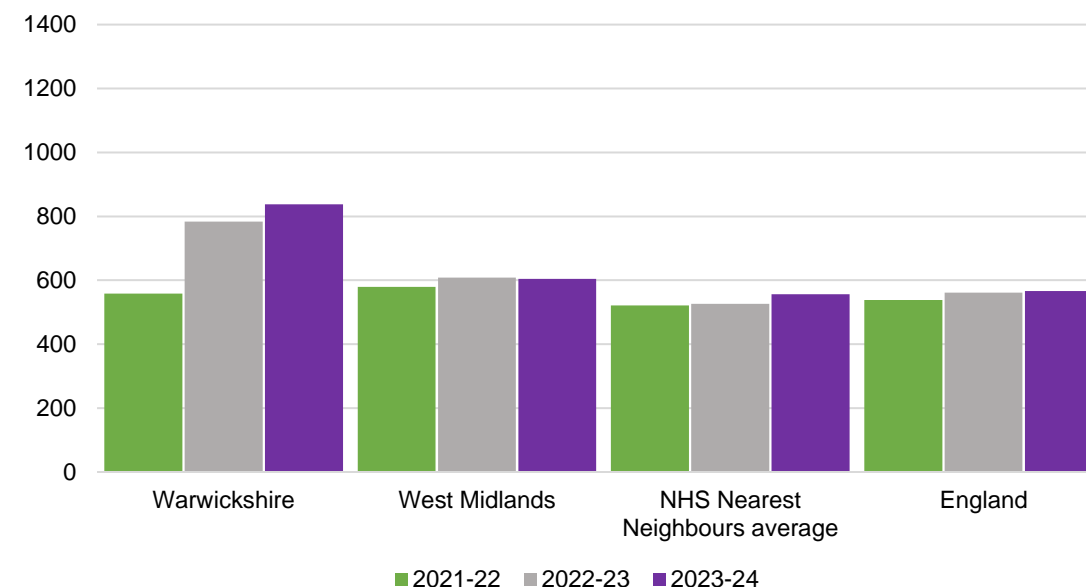
- WCC are in line with its NHS nearest neighbours in relation to numbers diverted away at the front door to ASC. However, Peopletoo best practice would strive for 80% diverted to universal services or information and advice.
- WCC is offering a lower number of short term intervention services including Reablement.
- WCC do have a higher number in Long Term Support.

Adult Social Care Outcomes

Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population

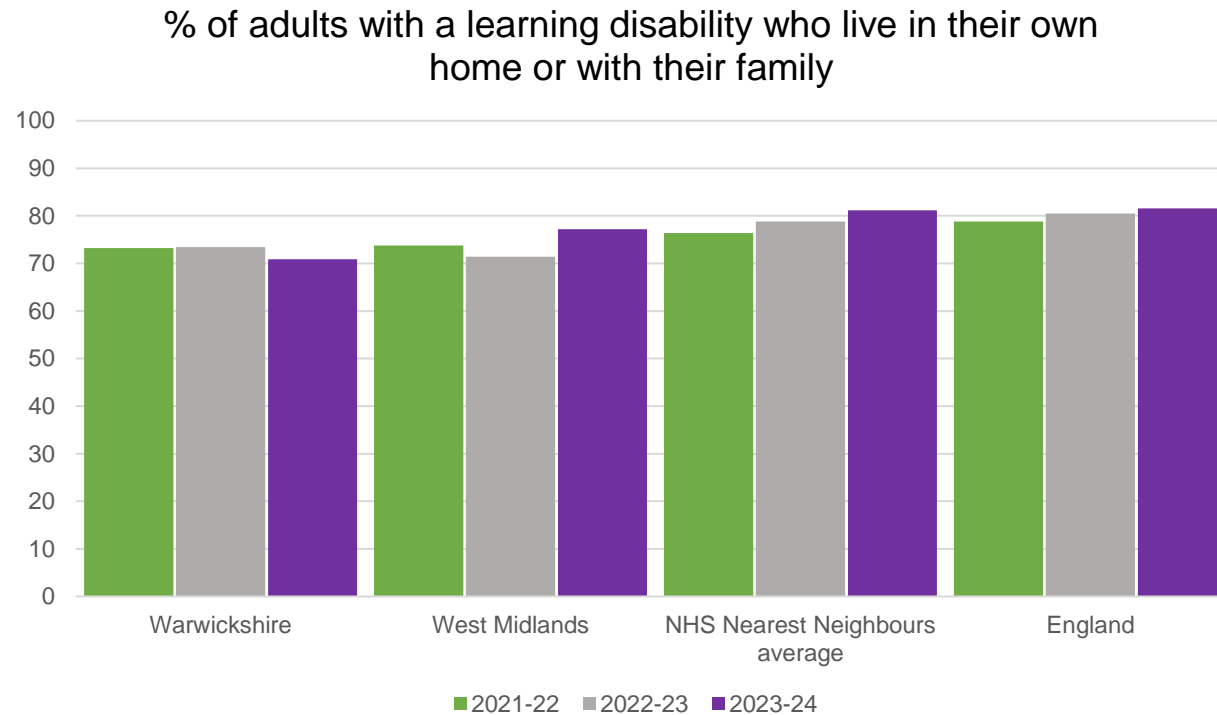


Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population



- In 2023-24 at 20.3 per 100,000 population, a larger proportion of younger adults' long-term support needs were met by admission to residential and nursing care homes in Warwickshire than regional (16.4), NHS Nearest Neighbours (13.4) and England (15.2).
- In 2023-24 at 838.1 per 100,000 population, a far larger proportion of older adults' long-term support needs were met by admission to residential and nursing care homes in Warwickshire than regional (603.8), NHS Nearest Neighbours (555.9) and England (566).

Adult Social Care Outcomes



- In 2023-24 a lower proportion of adults (70.9%) in Warwickshire with a learning disability lived in their own home or with family than regional (77.2%), NHS Nearest Neighbours (recognised benchmarking group) (81.2%) and England (81.6%). This correlates with the previous slide showing Warwickshire CC having a larger proportion than comparators of adults in residential and nursing placements.

3) The Local Market

Warwickshire County Map



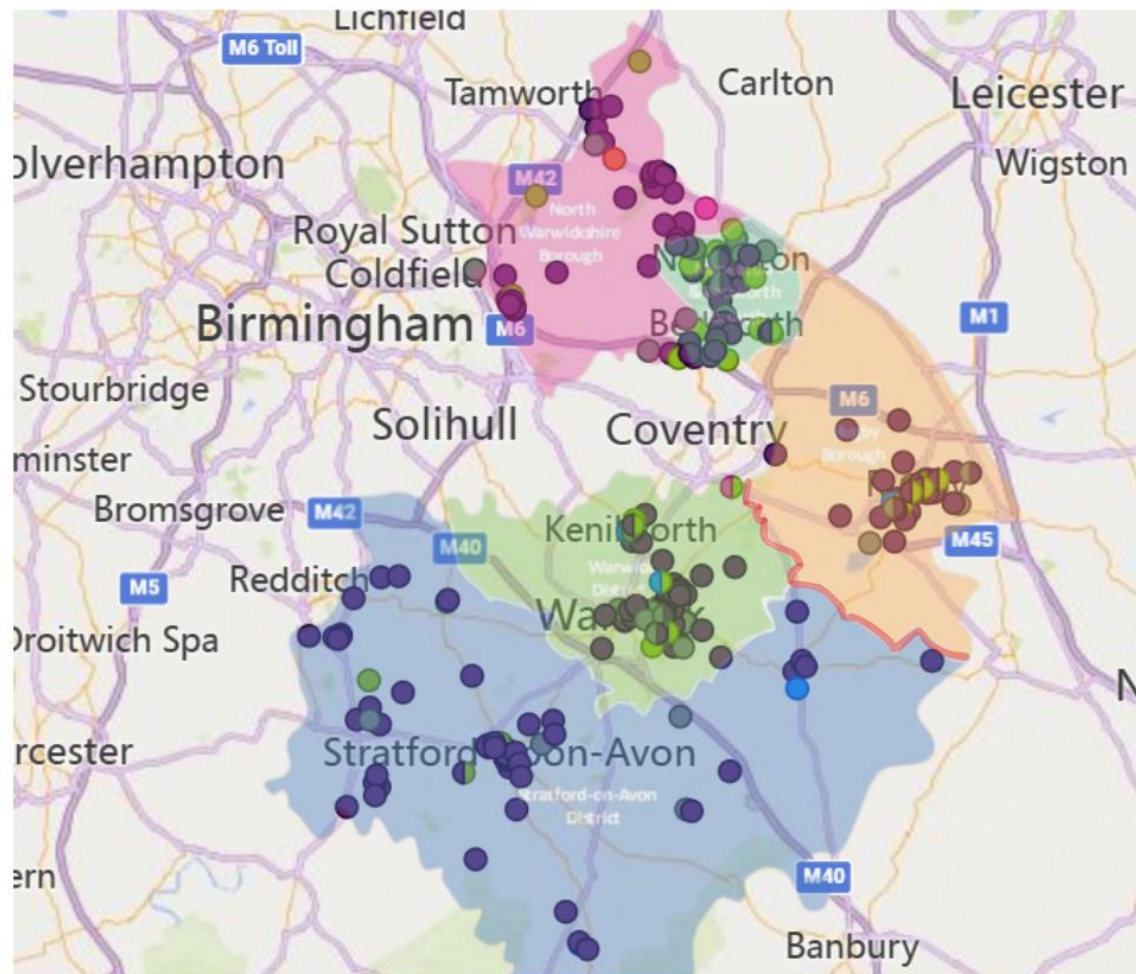
This map of county boundaries in Warwickshire was utilised to visualise the number of providers across counties which have been rated by Care Quality Commission (CQC).

The 5 areas comprising Warwickshire include:

- North Warwickshire Borough
- Nuneaton & Bedworth Borough
- Rugby Borough
- Warwick District
- Stratford-on-Avon District

The red line across the map indicates the proposed split in a 2-unitary model.

Warwickshire-Wide Providers & CQC Ratings



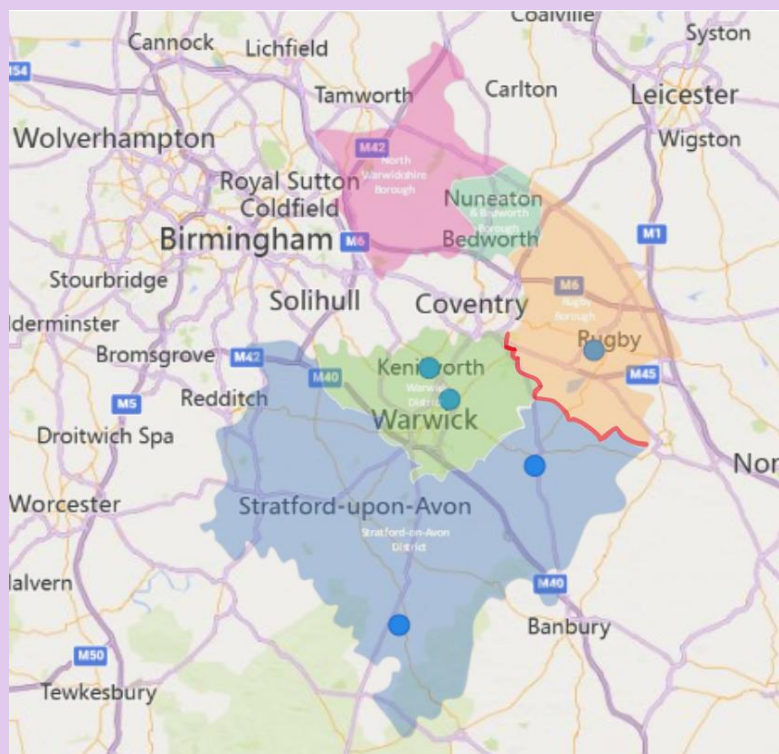
Location Latest Overall Rating (Blank) Good Inadequate Not Rated Outstanding Requires improvement

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- This map depicts the CQC rated providers across Warwickshire, with ratings being colour coordinated. This map also visualises where providers can be accessed by residents.
- There is a clear cluster of providers around certain cities and towns, including Nuneaton, Bedworth, Rugby, Kenilworth, Warwick and Stratford-on-Avon.
- While there are dispersions of providers throughout Warwickshire, there do seem to be fewer providers in more rural areas. These include parts of Rugby Borough, Stratford-on-Avon District and North Warwickshire Borough. It should also be noted that the providers in Warwick District seem quite concentrated near larger population areas, with few in the Northwest of the district.
- This distribution of providers can present opportunities to potentially develop the micro provider market, to support areas where capacity/ access is an issue.

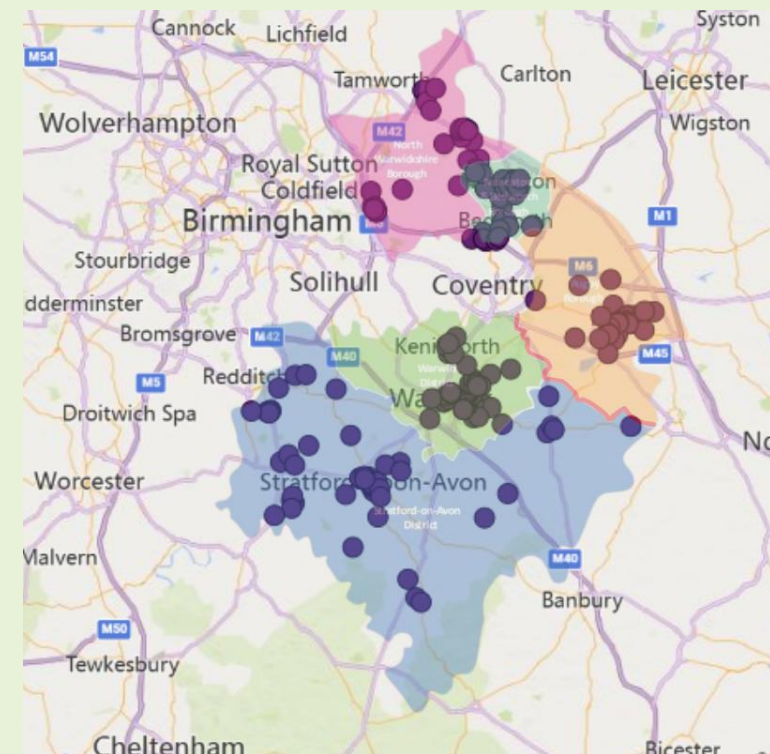
CQC Rated 'Outstanding' & 'Good' Providers

'Outstanding' Providers



The 'outstanding' rated providers in Warwickshire are concentrated in Mid-Warwickshire, with only one situated in the South. North-Warwickshire seems to have no 'outstanding' providers.

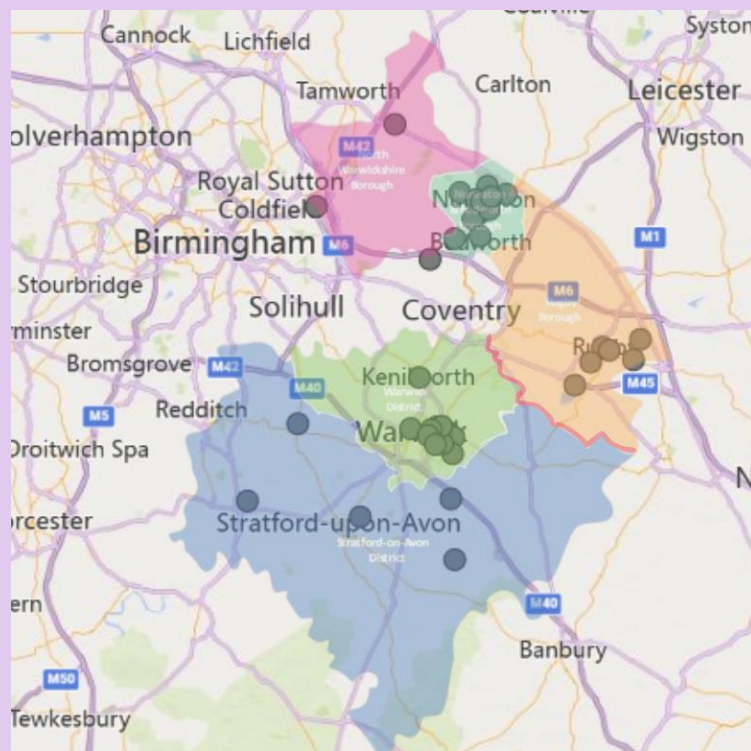
'Good' Providers



'Good' CQC rated providers are well-dispersed across the districts and boroughs, with each containing multiple to choose from and making access easier for residents. It should be noted that the South does seem to have fewer providers, potentially making it harder for residents to access services in the South/Southeast.

CQC Rated 'Requires Improvement' & 'Inadequate' Providers

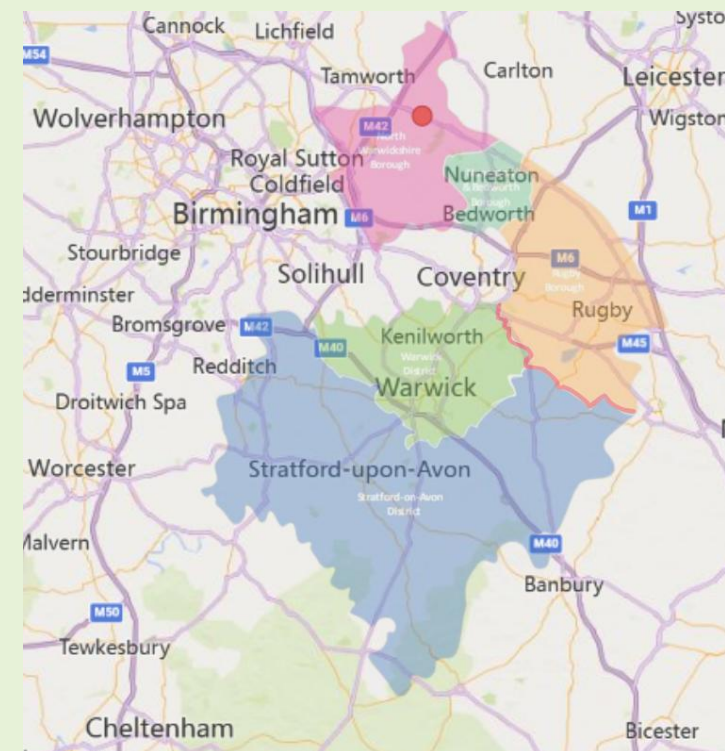
'Requires Improvement' Providers



Providers rated as 'requiring improvement' appear to be concentrated in Nuneaton & Bedworth, Warwick and Rugby. These are also the areas that have received higher scores for deprivation, particularly in North Warwickshire. This presents an opportunity to work with local providers to improve outcomes.

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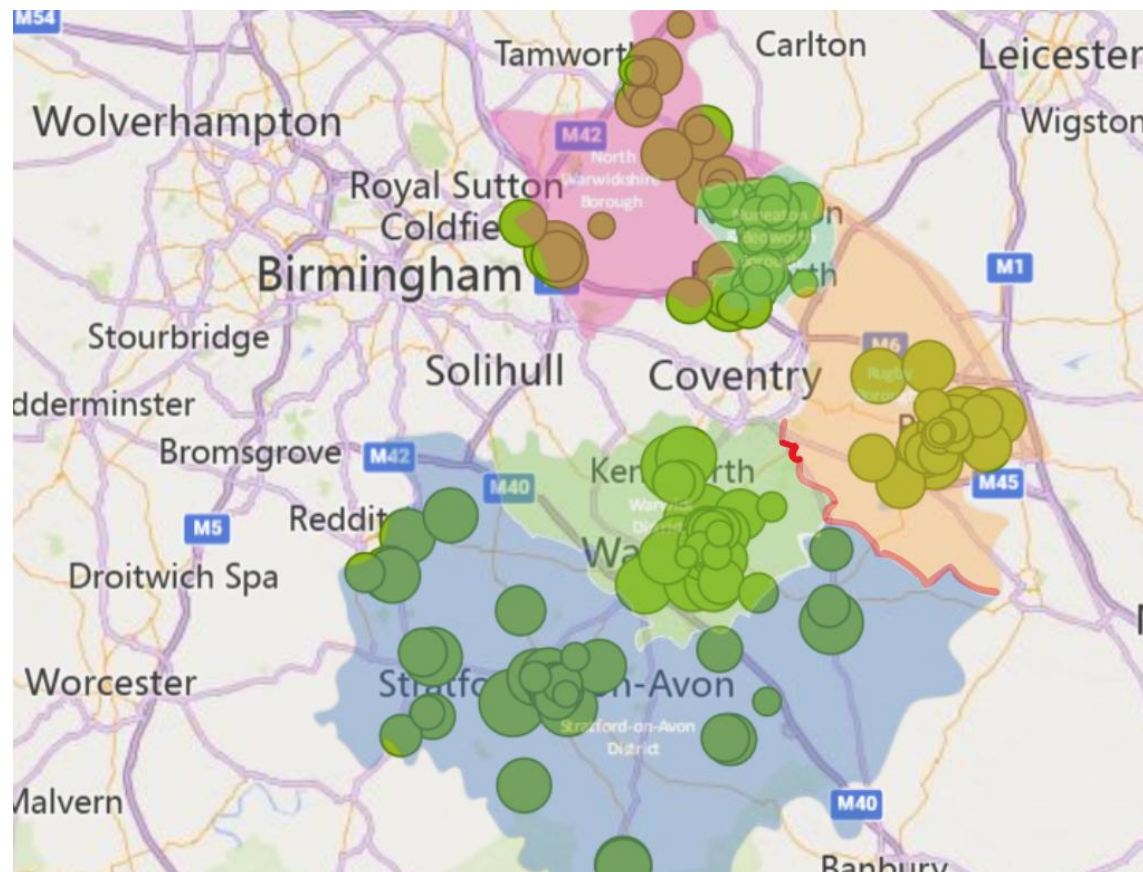
'Inadequate' Providers



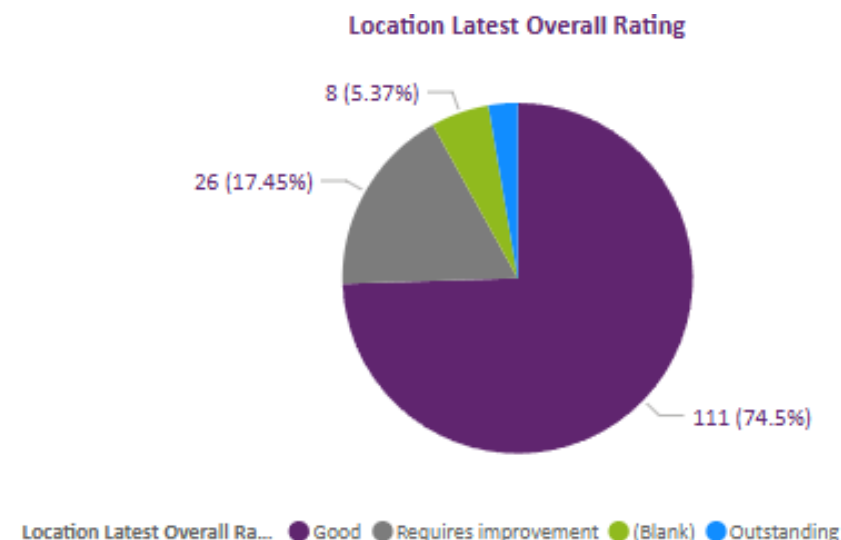
There is only one 'inadequate' rated provider in Warwickshire which is situated in North Warwickshire Borough. There are also two RI rated providers in this area with no 'outstanding' providers in the nearby boroughs. There are some 'good' rated providers, however, this does limit the quality of services accessible to residents in a more deprived area.

Residential Care Providers

Older People (65+)



Peopletoo
it works better with you

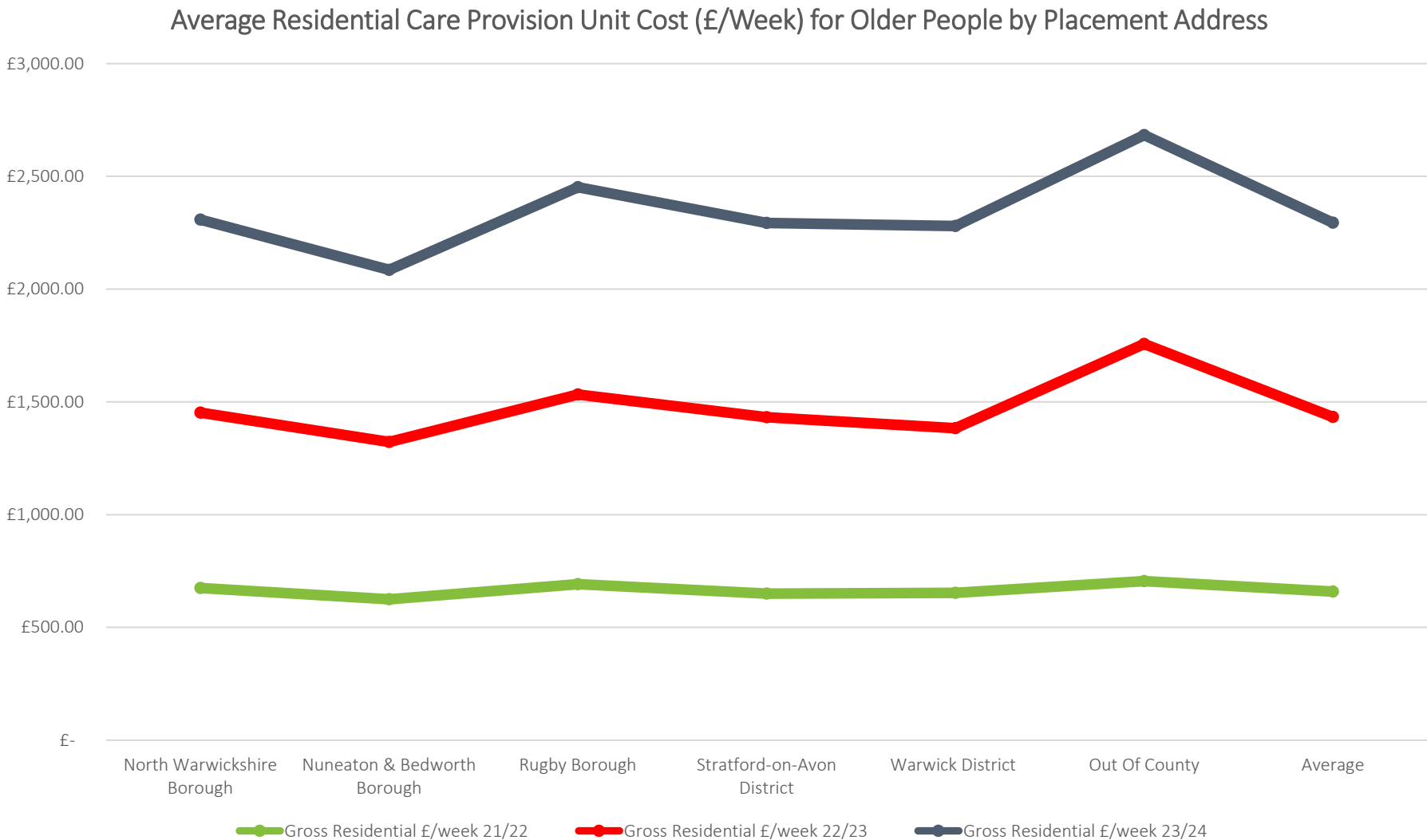


Older People:

- There are 87 providers registered with CQC as providing residential care for older people in 149 locations across Warwickshire, 74% of which are rated as Good and only 3% Outstanding.

Average Residential Care Unit Costs (2021/22 – 2023/24)

Older People (by Placement Address)

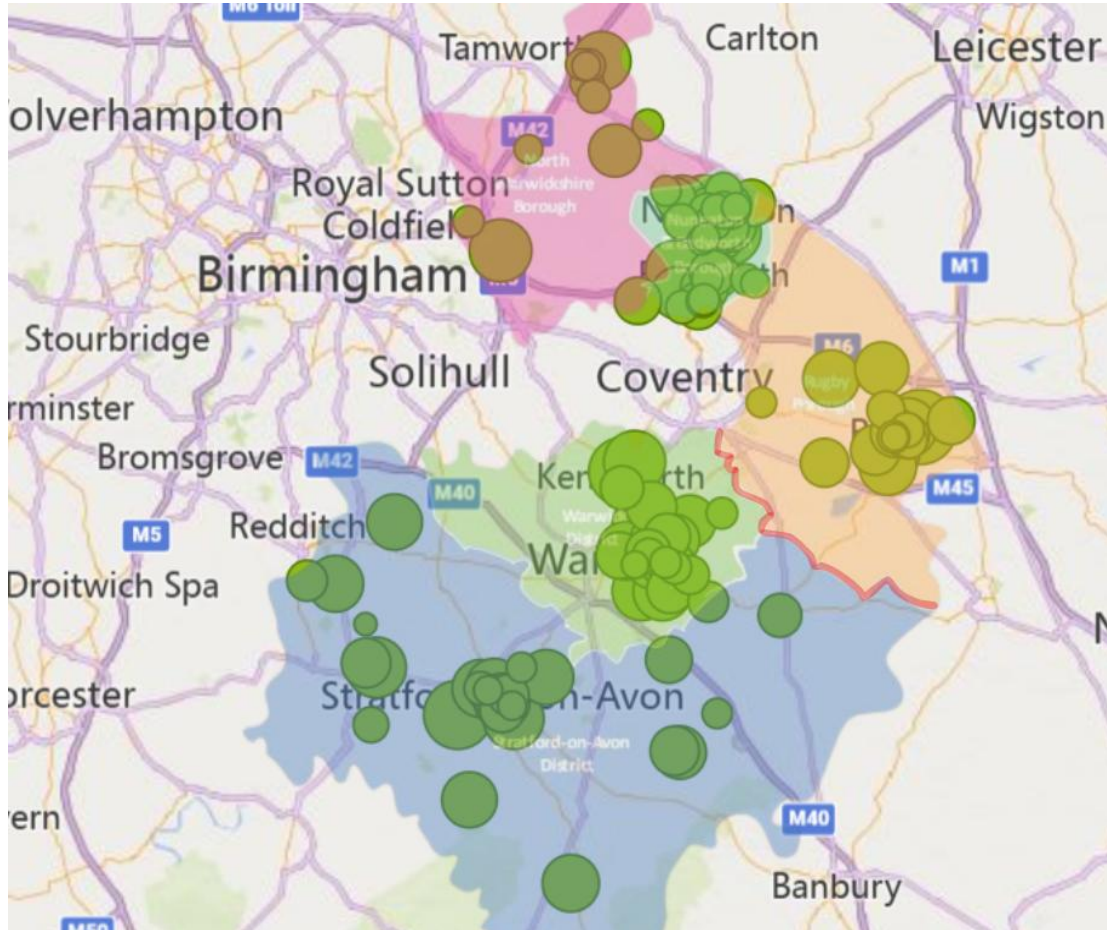


Older People Residential Care:

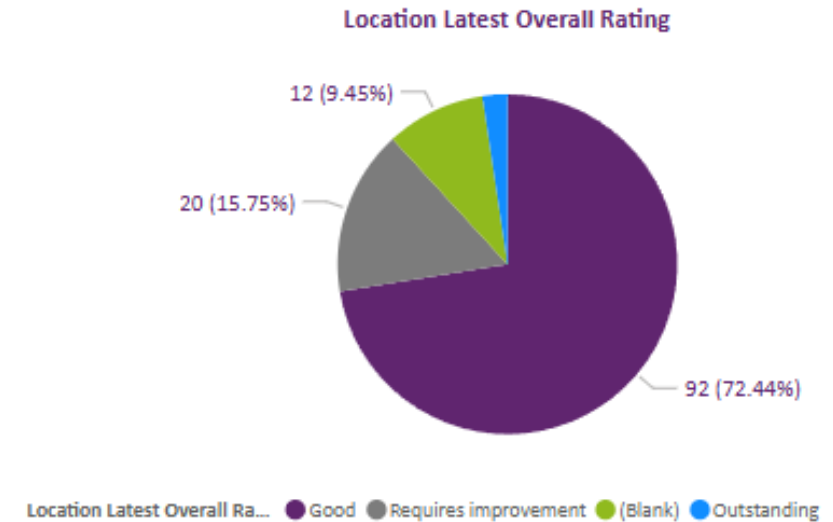
- Unit costs are higher in Rugby and out of county.
- The data also shows that weekly unit costs have been rising significantly year on year across the County, with the largest increases in 2023/24.

Residential Care Providers

Working Age Adults (18-64)



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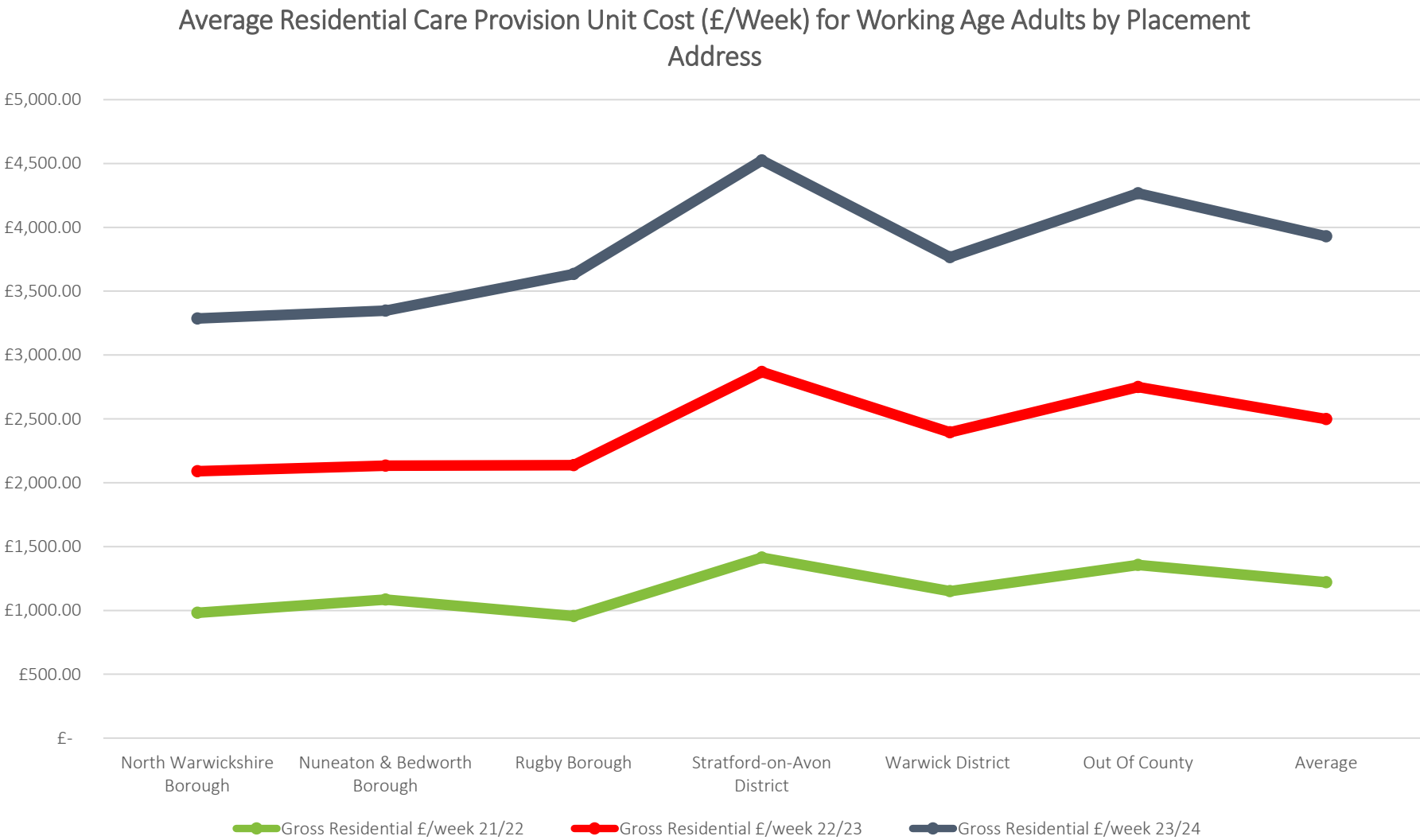


Working Age Adults

- There are 74 providers registered with CQC as providing residential care for working age adults in 127 locations across Warwickshire. 72% of which are rated as Good with only 2.5% Outstanding.

Average Residential Care Unit Costs (2021/22 – 2023/24)

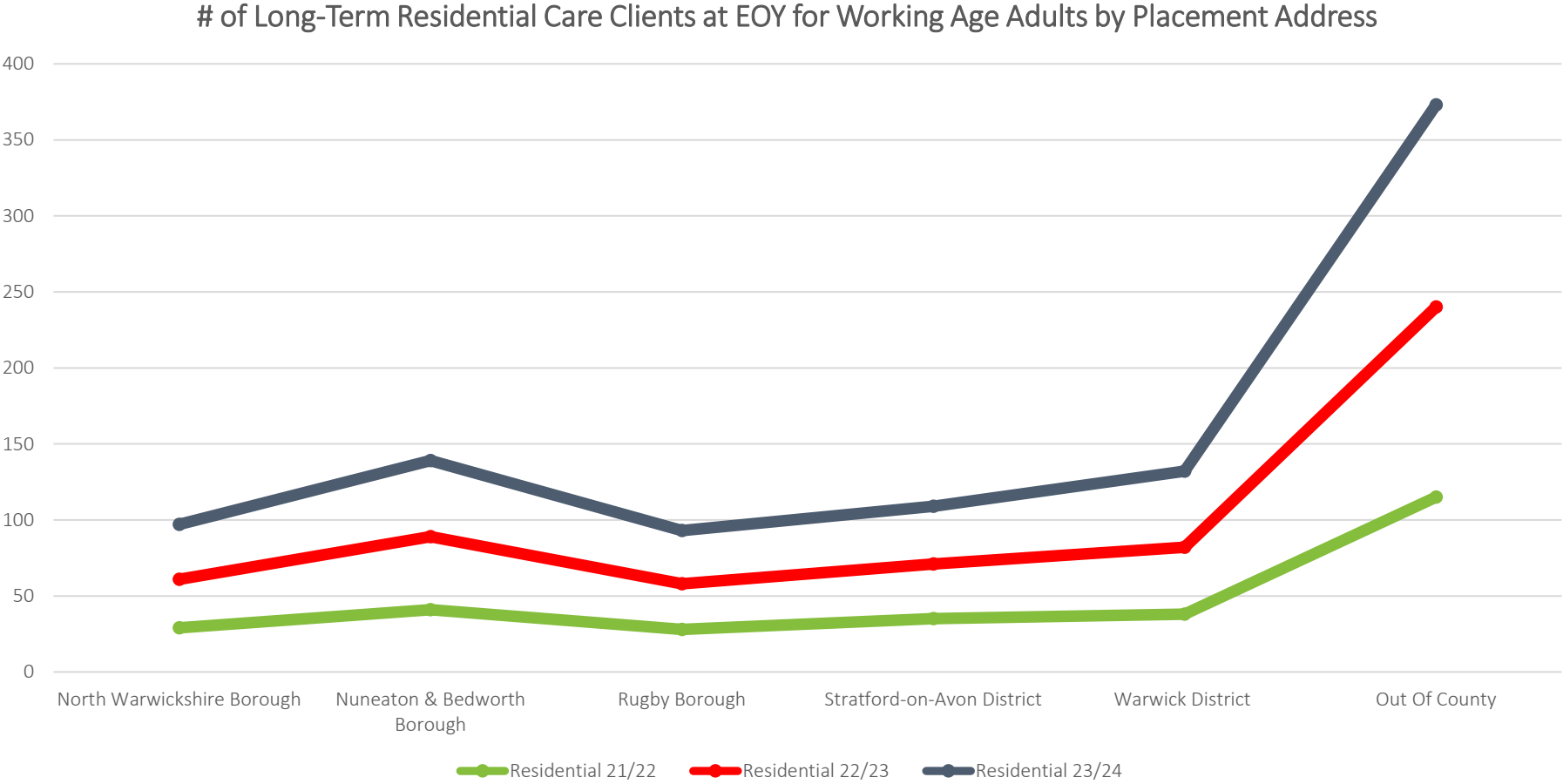
Working Age Adults (by Placement Address)



Working Age Adults Residential Care:

- Unit costs vary, the highest being in Stratford on Avon and Out of County.
- The data shows that weekly unit costs have been rising significantly year on year across the County, but with higher increases in 2023/24.

Clients Accessing Long-Term Residential Care at EOY (2021/22 – 2023/24) – Working Age Adults (by Placement Address)



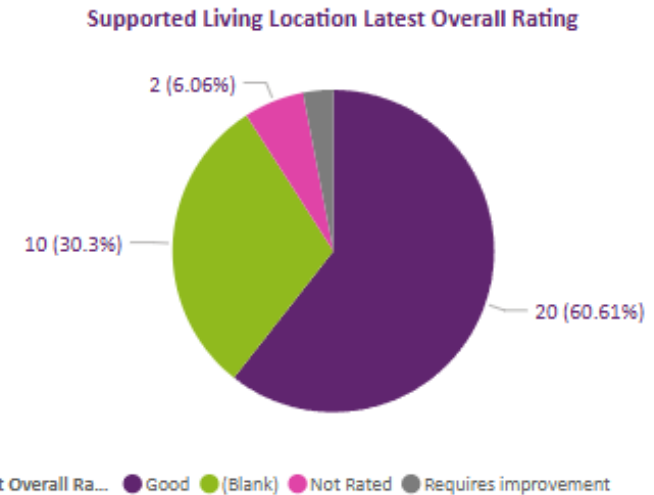
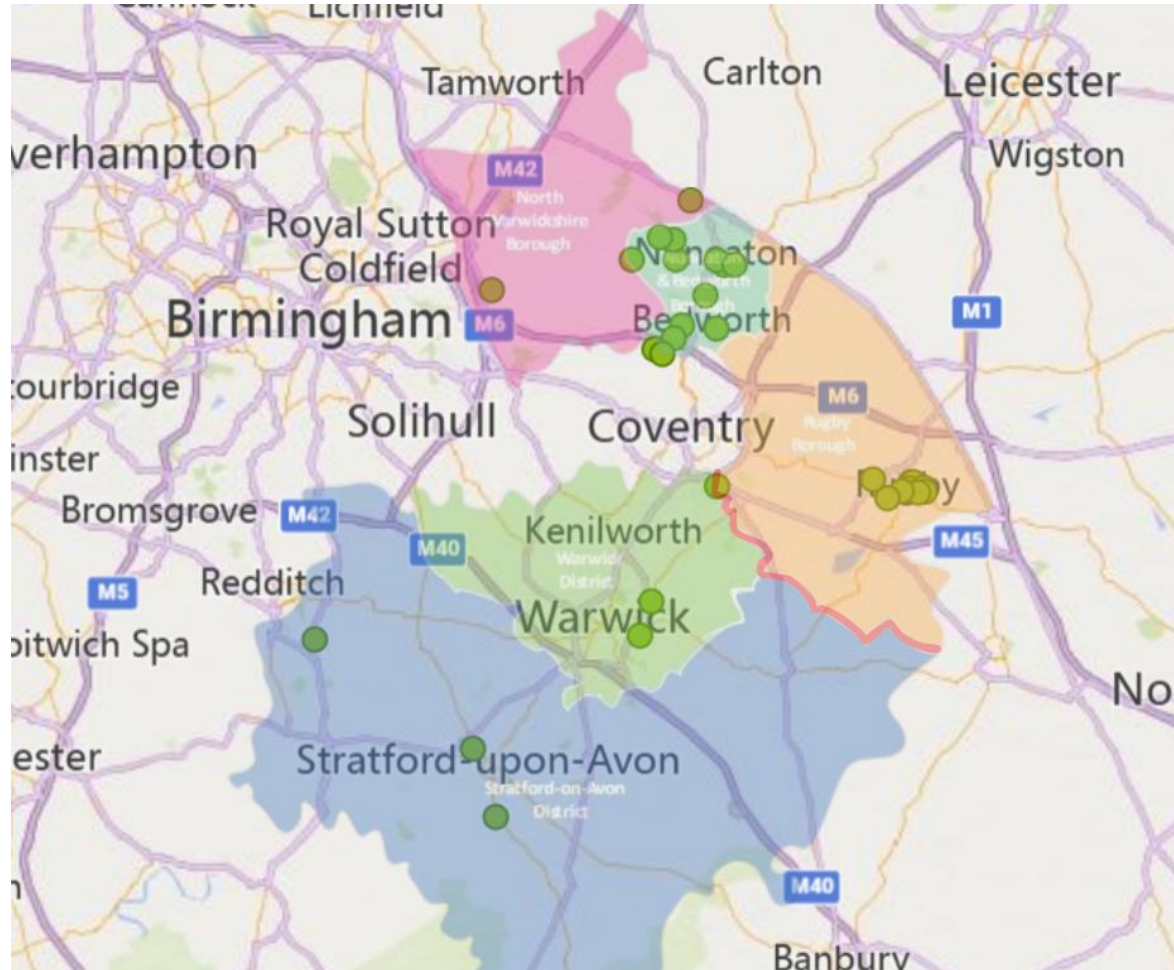
Working Age Adults
Residential Care
Placements:

- The highest number of working age residential placements are “out of county”, which given there would appear to be capacity in the County, and these are on average higher unit costs than placements in the County, would indicate that currently commissioning of the right quality provision in the County may be challenging.

* Data provided by WCC

Supported Living Providers

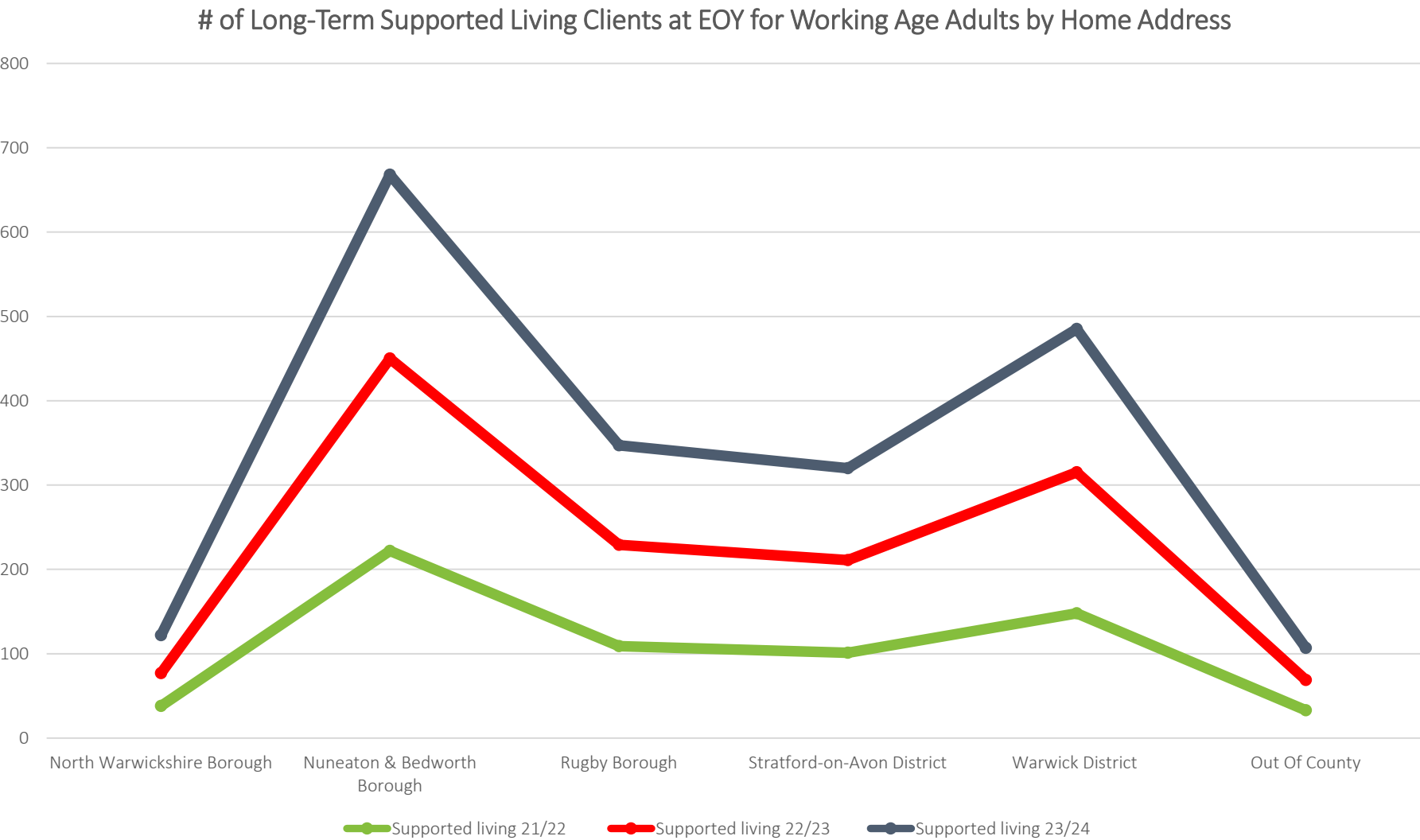
Working Age Adults (18-64)



Working Age Adults:

- In relation to Supported Living, there are 30 providers across 33 locations in Warwickshire, the majority of which are located in Nuneaton and Bedworth, with very little provision located in Stratford or Warwick.

Clients Accessing Long-Term Supported Living at EOY (2021/22 – 2023/24) – Working Age Adults (by Home Address)

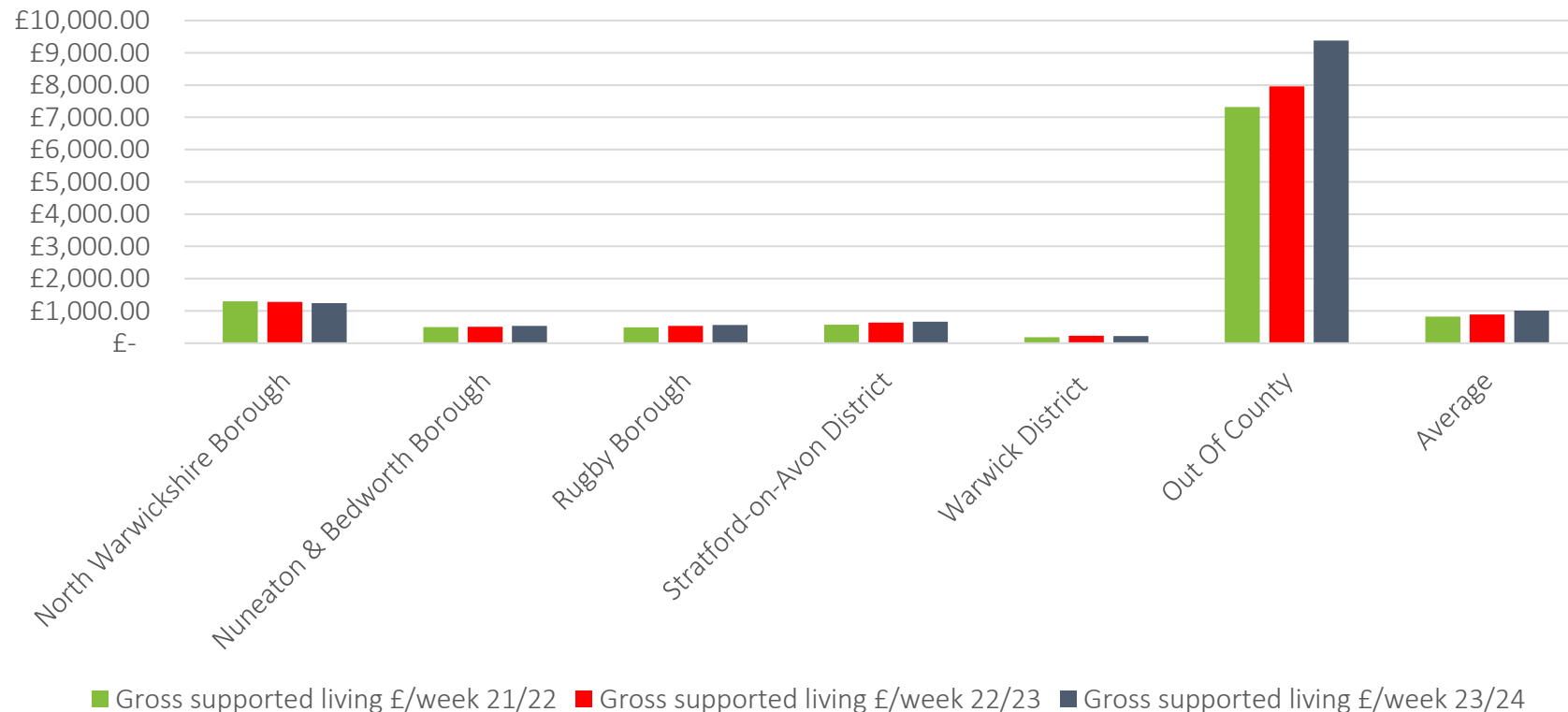


Working Age Adults:

- The highest areas of demand for supported living are Nuneaton & Bedworth and Warwick.

Average Supported Living Unit Costs (2021/22 – 2023/24) Working Age Adults (by Placement Address)

Average Supported Living Provision Unit Cost (£/Week) for Working Age Adults by Placement Address



Working Age Adults:

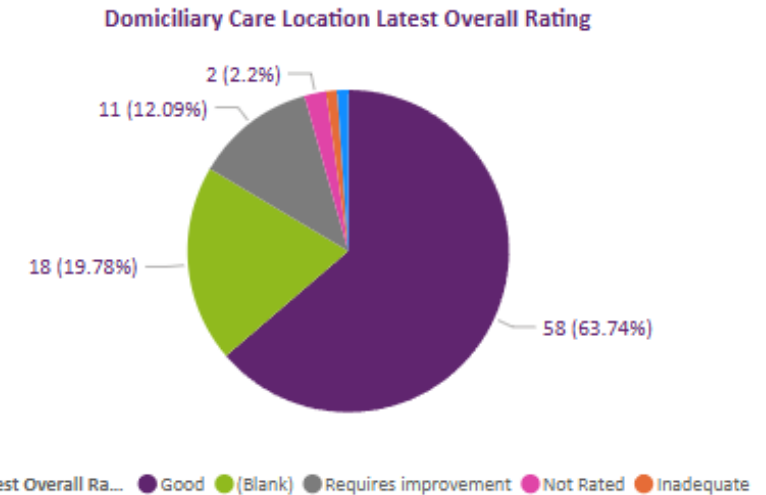
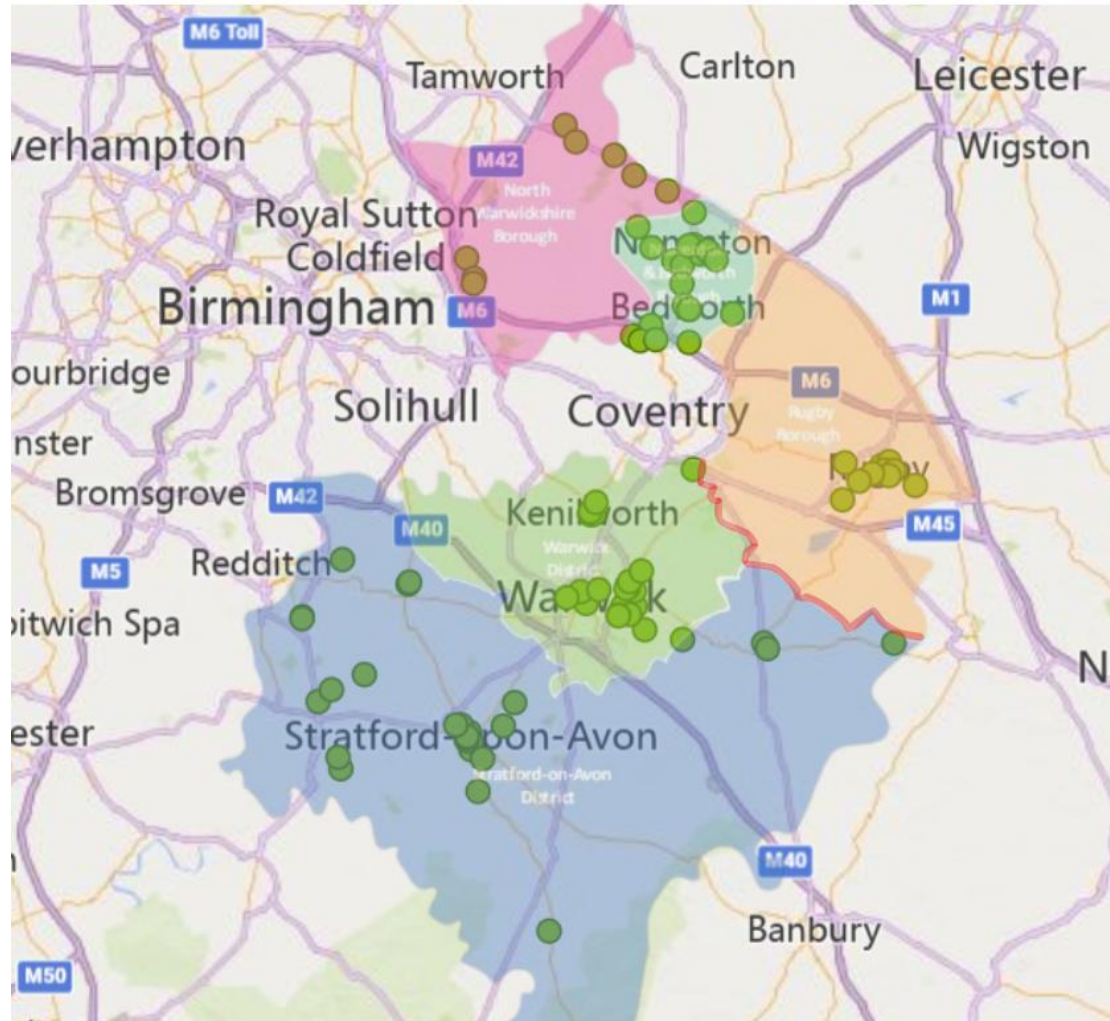
- Unit costs are variable, with the highest rates being out of county, and within county being North Warwickshire. Higher rates in the North are no doubt linked to capacity, with the CQC data identifying only one provider in North Warwickshire.

** Data provided by WCC*

Domiciliary Care

Domiciliary Care Providers

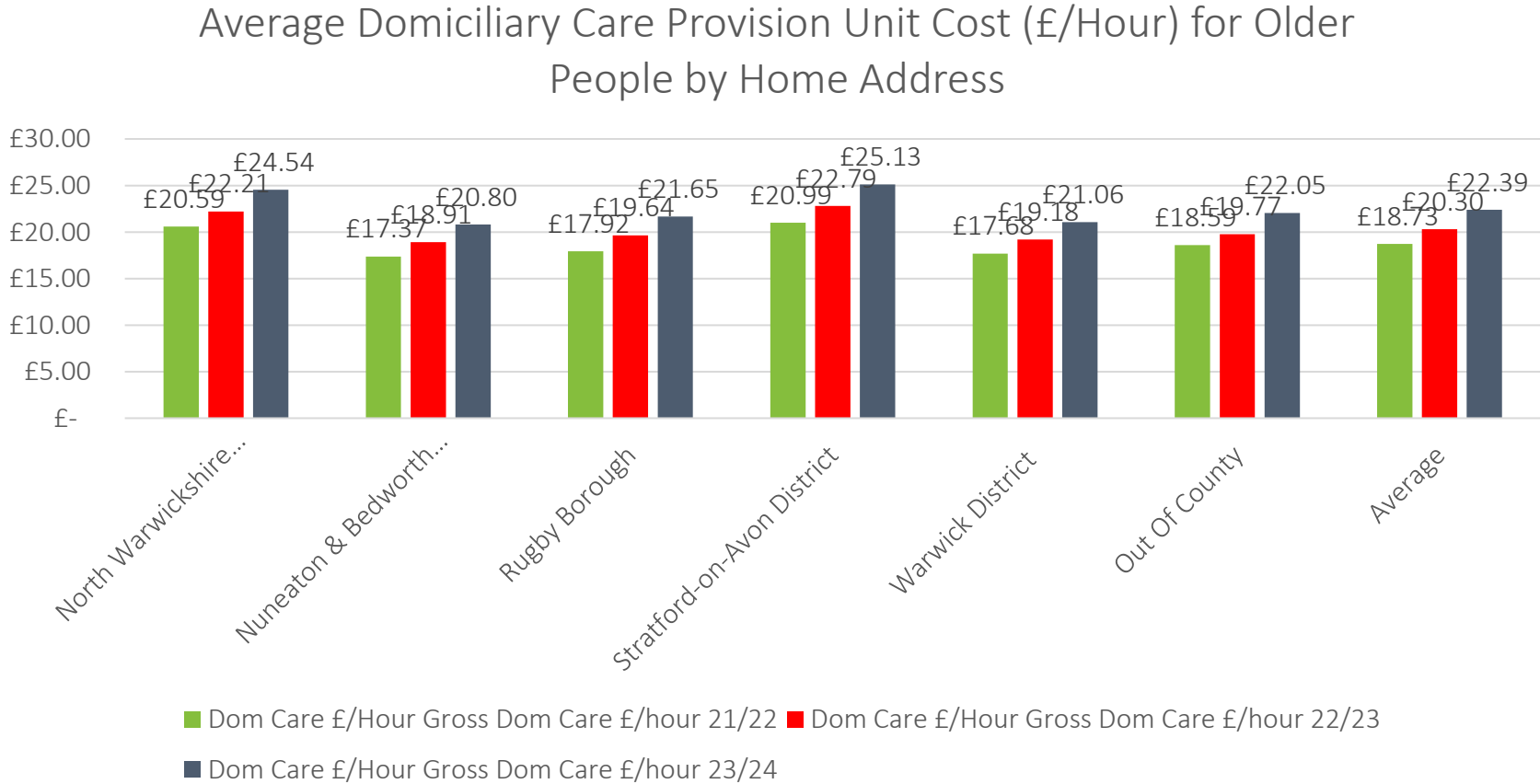
Older People (65+)



Older People

- There are 84 providers registered with CQC as providing domiciliary care for older people, based in 96 locations across Warwickshire, 64% of which are rated as Good, with very few Outstanding.
- The map indicates that there are fewer providers with office locations in North Warwickshire and Stratford upon Avon, which may impact capacity.

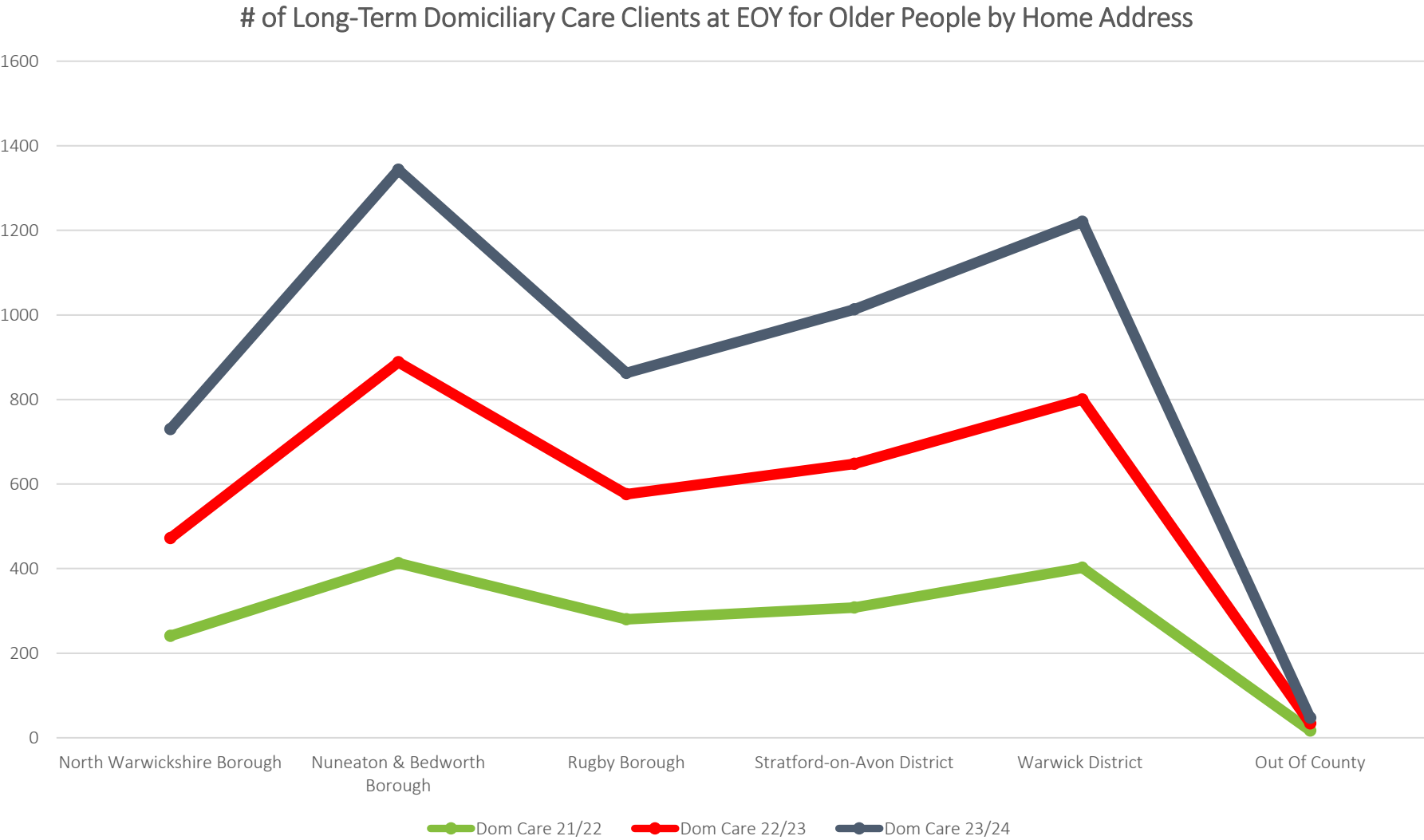
Average Domiciliary Care Unit Costs £ per Hour (2021/22 – 2023/24) – Older People (by Home Address)



- Rates seem to vary across the County. Unsurprisingly given the amount of potential self funders and challenges with capacity, the highest rate is in Stratford on Avon, which has also seen the steepest increase. The next highest average rate is in North Warwickshire, which again may be due to issues with capacity, but also less demand.

** Data provided by WCC*

Clients Accessing Long-Term Domiciliary Care at End of Year (EOY) (2021/22 – 2023/24) – Older People (by Home Address)



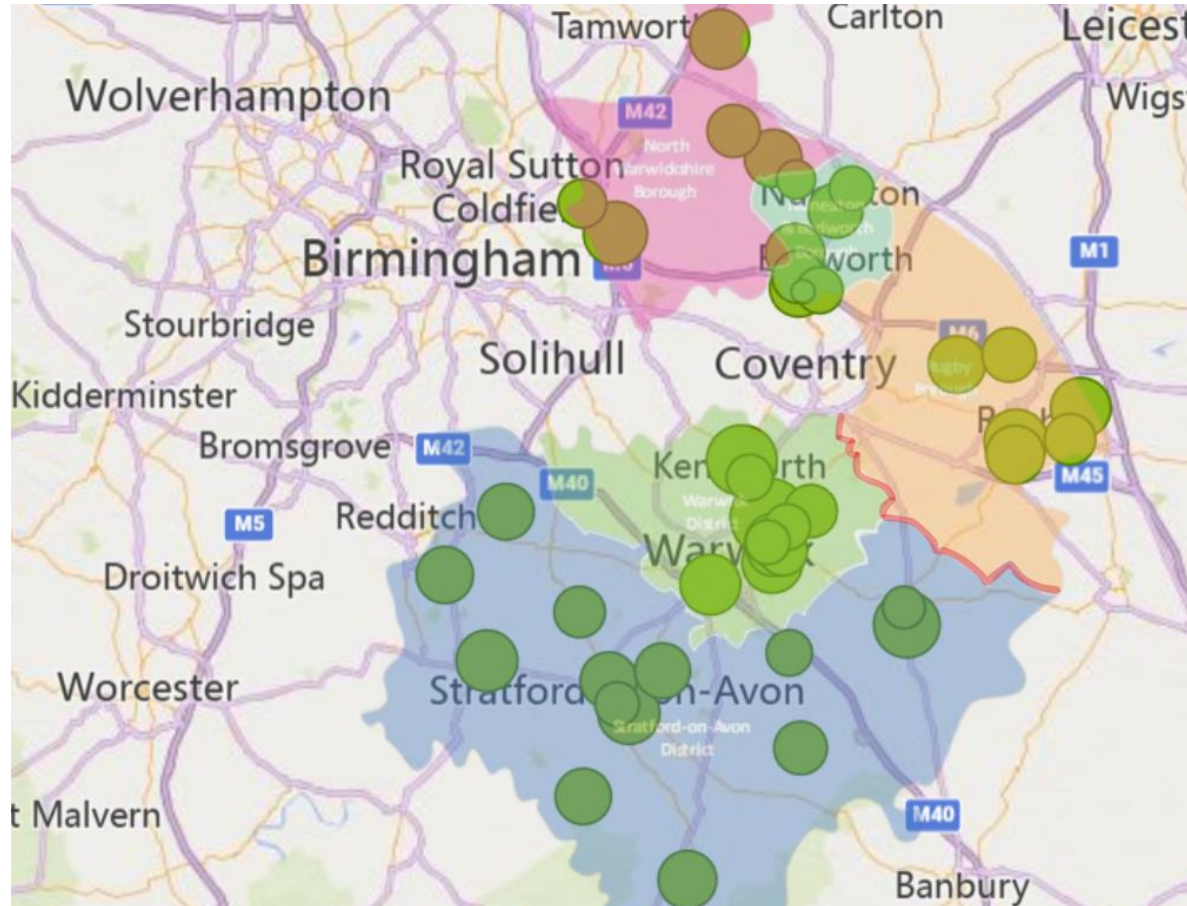
- Given populations sizes and demographics, unsurprisingly the area with the most demand for social care commissioned domiciliary care is Nuneaton & Bedworth, although closely followed by Warwick.

** Data provided by WCC*

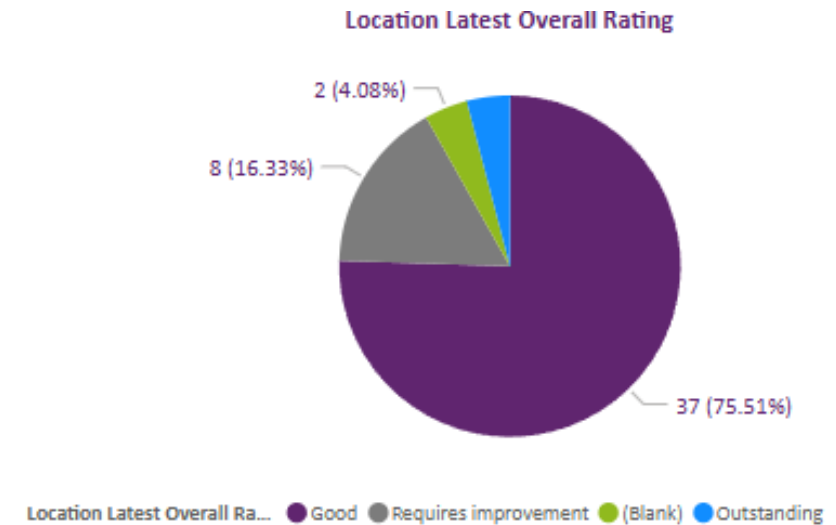
Nursing Care

Nursing Care Providers

Older People (65+)



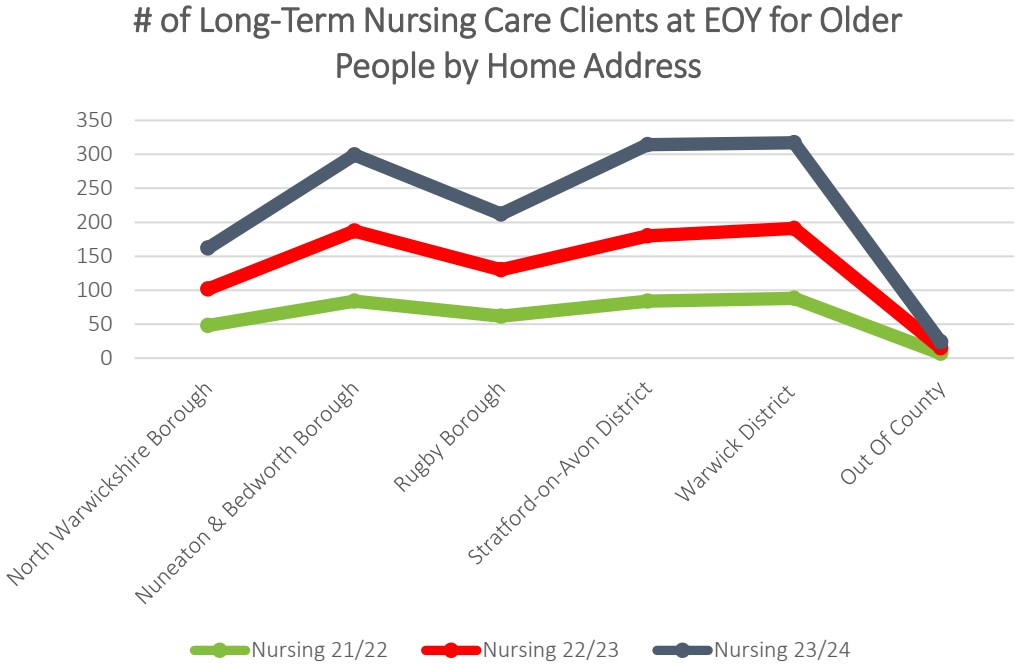
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Nursing Care Older People

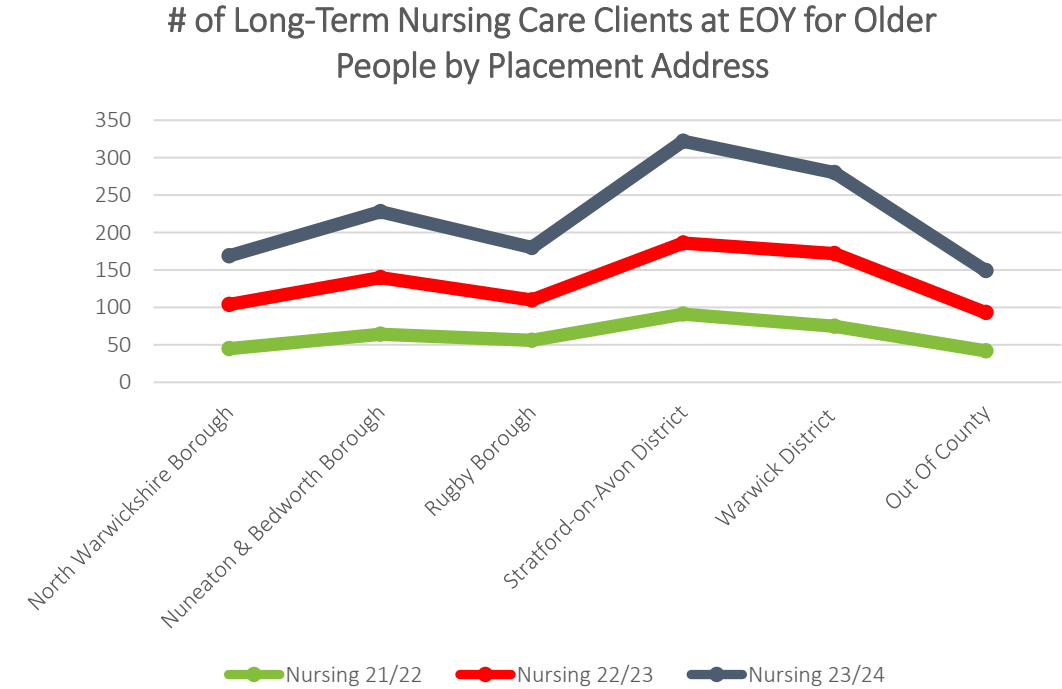
- There are 42 providers registered with CQC as providing nursing care for older people, in 49 locations across Warwickshire, 75% of which are rated as Good.

of Clients Accessing Long-Term Nursing Care at EOY (2021/22 – 2023/24) – Older People (by Home & Placement Address)



Nursing Care Older People

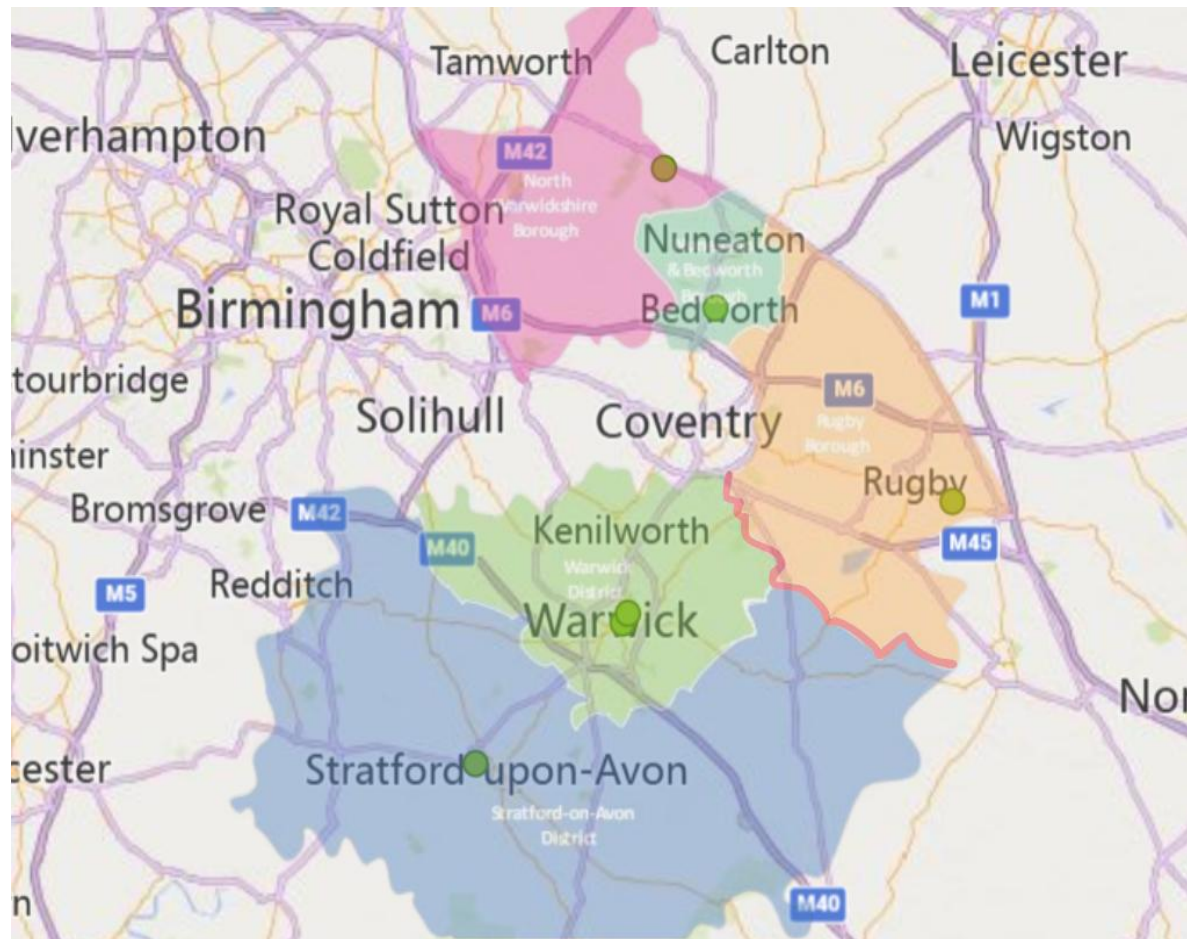
- Looking at where the demand is for nursing in Warwickshire this would seem to match placements, which would indicate that most people are being placed near to where they live.



* Data provided by WCC

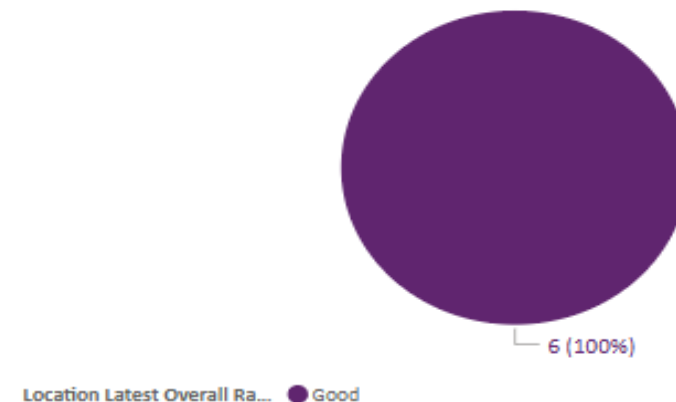
Extra Care

Extra Care Providers



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Extra Care Location Latest Overall Rating



- CQC data would indicate that there is limited Extra Care Provision, across Warwickshire, with only 2 providers across 6 locations registered.
- Extra Care when commissioned and utilised correctly can prevent or delay an older person having to go into residential care, enabling them to remain in their own tenancy, living with their partner, within a community ideally near where they were living.
- This is not only a better outcome for the individual and their families, but also a lower cost, important given the pressure on residential care rates depicted in the previous slide.

4) Financial Case – Achieving Financial Sustainability

Medium Term Financial Strategy (MTFS)

[Warwickshire County Council approves budget for 2025/26 to support vulnerable residents amid financial challenges – Warwickshire County Council](#)

The Council's Medium Term Financial Strategy includes significant investment over the next five years in key areas such as:

- £46.8m to support vulnerable adults and elderly citizens, meeting increasing demand and managing placement costs while progressing with the integration of health and social care. Such are the pressures on social care, this allocation is nearly six times higher than the £7.9m funds generated by taking the 2% adult social care precept.
- £8.1m for children's social care services, including £5.5m to address rising costs and demand for children's placements.
- £7.4m in home-to-school transport, ensuring services meet demand, particularly for pupils with special educational needs and disabilities (SEND).

ASC MTFS

Permanent Revenue Allocations 2025/26 to 2029/30

Description	Indicative Extra Allocation in Future Years					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	
Price inflation - An allocation to meet the cost of price increases across the Service.	3,308	3,375	3,442	3,511	3,580	17,216
Cost of care (General) - An allocation to manage the additional cost of care.	1,700	1,693	1,799	1,835	0	7,027
Cost of care (National Living Wage) - An allocation to manage the additional cost of inflation, mainly reflecting the impact of the increase in the National Living Wage.	9,442	422	430	439	448	11,181
Cost of care (Employer NICs) - An allocation to manage the additional cost of inflation, mainly reflecting the impact of the increase in the Employer National Insurance Contributions.	6,023	0	0	0	0	6,023
Ongoing impact of Adult Social Care Demand from 24/25 - An allocation to rightsize the recurring Adult Social Care budget as a result of pressures arising in 2024/25 which are expected to continue into future years.	15,067	0	0	0	0	15,067
Future Adult Social Care demand - An allocation to meet the cost of increased demand due to population growth, the length and intensity of care need as a result of increased life expectancy and the estimated reduction in people who can fund their own care.	11,309	13,164	13,987	14,854	15,764	69,078
Social Care and Support sub-total	46,849	18,654	19,658	20,639	19,792	125,592
Social Care & Health Directorate	47,794	19,210	20,225	21,217	20,381	128,827

23/26 to 2029/30

0	0	15,067		Type	Annual Saving					Total
					2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Saving £'000
14,854	15,764	69,078	her decommissioning of the housing related support service offer.	Service Reduction	(1,000)	0	0	0	0	(1,000)
20,639	19,792	125,592	of additional 5% vacancy factor/turnover allowance and increasing commissioning roles.	Right-sizing	(175)	0	(160)	(160)	(75)	(570)
21,217	20,381	128,827	ment Partnership - Increase income through the approach to development offer.	Income Generation	0	0	(55)	0	0	(55)
			mental health employment support - reduction in the contribution from WCC to this service.	Right-sizing	0	(40)	0	0	0	(40)
			Director's budget - restructure of responsibilities within commissioning, which has released savings within the budget during 2024/25.	Right-sizing	(83)	0	0	0	0	(83)
Health and Care Commissioning for People sub-total					(1,308)	(80)	(265)	(220)	(75)	(1,948)
			Management of cost of adults service provision - Management of the budgeted cost increases of externally commissioned care.	Demand Management	(1,000)	(1,064)	0	0	0	(2,064)
			Prevention and self-care - Deliver a prevention and self care strategy implementing the service change and transformation activities underway across adult social care, including an improved early intervention and prevention offer, further refinement of the in-house reablement offer, further development of assistive technology and investment in programmes, projects and services that reduce people's reliance on care and support.	Demand Management	(935)	0	0	0	0	(935)
			Integrated commissioning with Health - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	Service redesign	(267)	0	0	0	0	(267)
			Management of care demand - Rephasing the demand and cost pressures for adults social care based on expected growth as informed by national and local data.	Demand Management	(1,622)	(2,072)	(5,222)	(5,756)	0	(14,672)
			Income to offset against Adult Social Care demand 25/26 - Increase in customer contributions through the increase in inflation and growth in the number of people supported, the calculation is based on 28.9% of additional spend	Income Generation	(8,694)	(4,902)	(5,161)	(5,434)	(5,720)	(29,911)
Social Care and Support sub-total					(12,518)	(8,038)	(10,383)	(11,190)	(5,720)	(47,849)
Social Care and Health Directorate					(14,185)	(8,573)	(11,131)	(11,564)	(5,891)	(51,344)
			Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	Right-sizing	(25)	0	0	0	0	(25)

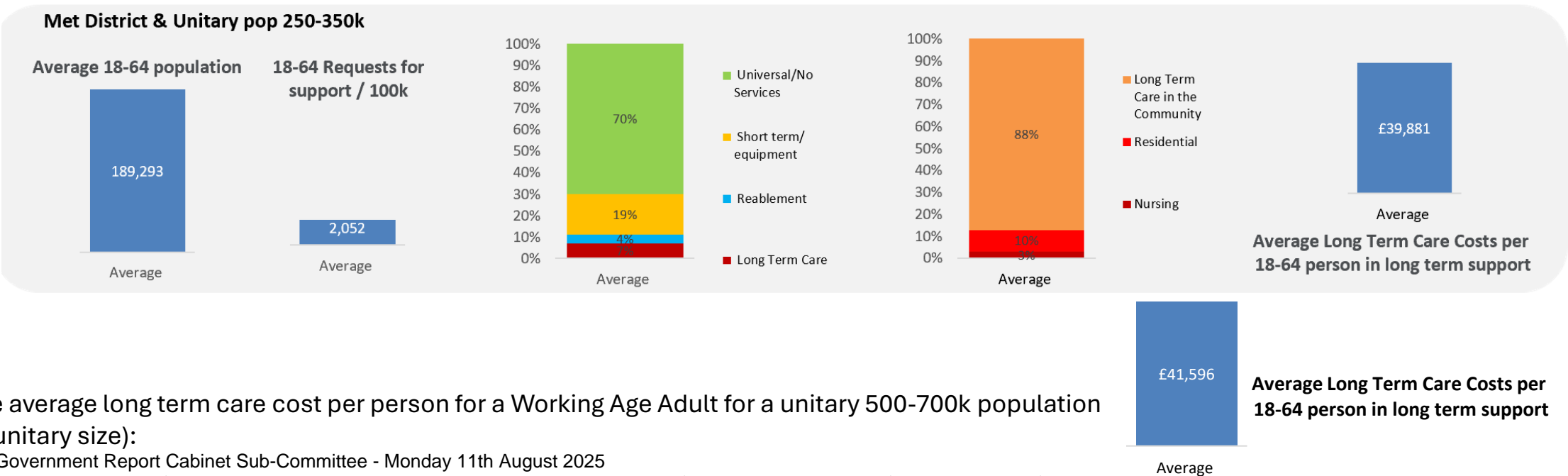
- If further transformation work is not undertaken to reduce both demand and cost over an above that already identified of which £29m is based on increased client contributions, the budget gap in ASC and Support will be £77.4m by 2030.

Adult Social Care Expenditure – Working Age Adults

In summary **ASC does present some real opportunities** to drive down cost and demand from a more localised approach. The long term cost per person for those in receipt of ASC services are higher than their nearest NHS neighbour for 18-64 year olds, and considerably higher than the average unitary and those with a population of 250-350k, which would be the population banding for the two proposed unitaries in Warwickshire, North Unitary - 313,600 and South Unitary – 283,200.

Source of data ASCFR ‘23/’24:

18-64 long term care cost per person for Warwickshire CC £49,802 (nearest NHS neighbour £45,750) average unitary population 250k-350k £39,881, numbers in receipt of LTS at the end of the year in Warwickshire CC (1895 x £9921 (difference WCC £49,802 and average unitary 250-350 £39,881) = **£18.8m gross cost reduction if expenditure was brought in line with an average unitary with a population of 250k to 350k**



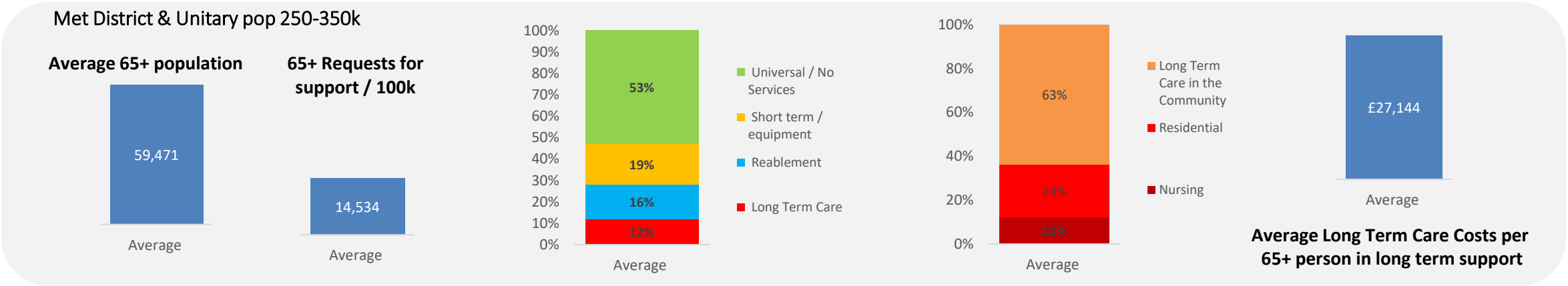
*Note average long term care cost per person for a Working Age Adult for a unitary 500-700k population (one unitary size):

Local Government Report Cabinet Sub-Committee - Monday 11th August 2025

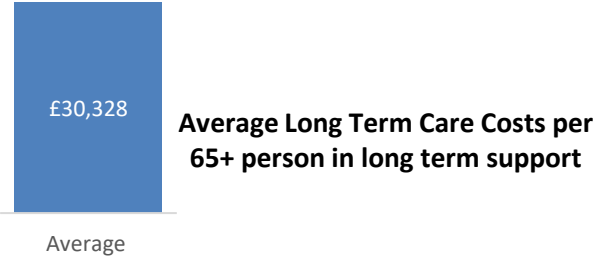
* Gross Current Expenditure on long term care (ASCFR tables 43 and 44: Gross Current Expenditure on long term care for clients by support setting, 2023-24)

Adult Social Care Expenditure - Older People

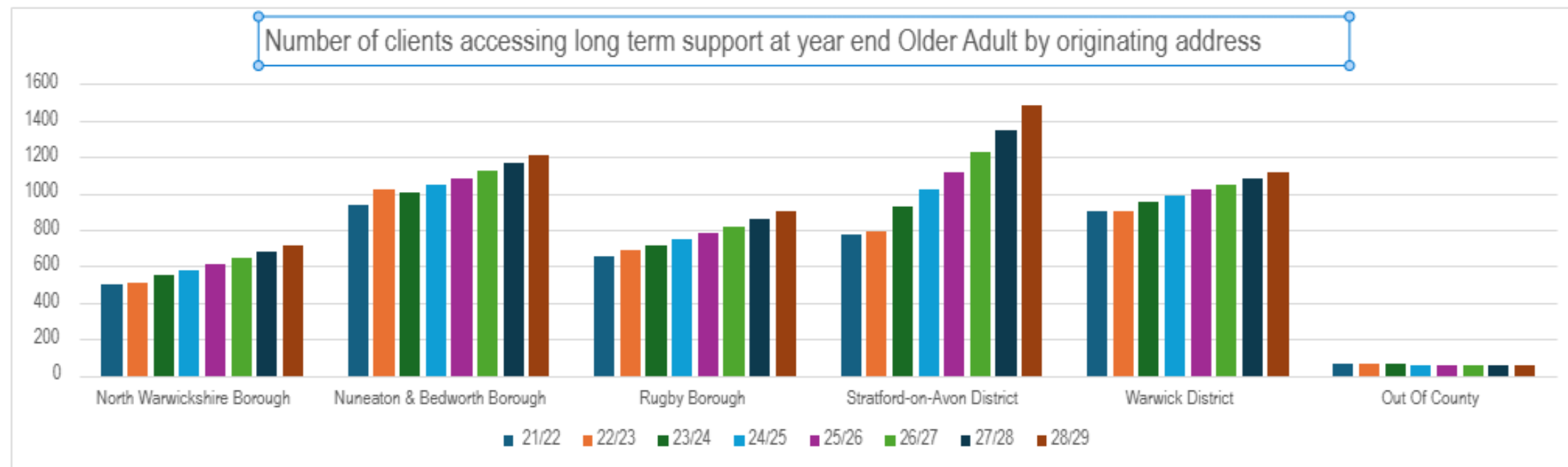
Older People 65+ long term care cost per person £33,996 (NHS nearest neighbour £32,065) average unitary population 250k-350k £27,144, numbers in receipt at the end of the year 3765 x £6852 (difference WCC £33,996 and average unitary 250k-350k £27,144) = **£25.8m gross cost reduction if expenditure was brought in line with an average unitary with a population of 250k to 350k**



*Note average long term care cost per person OP 65+ for a unitary 500-700k population one unitary size:

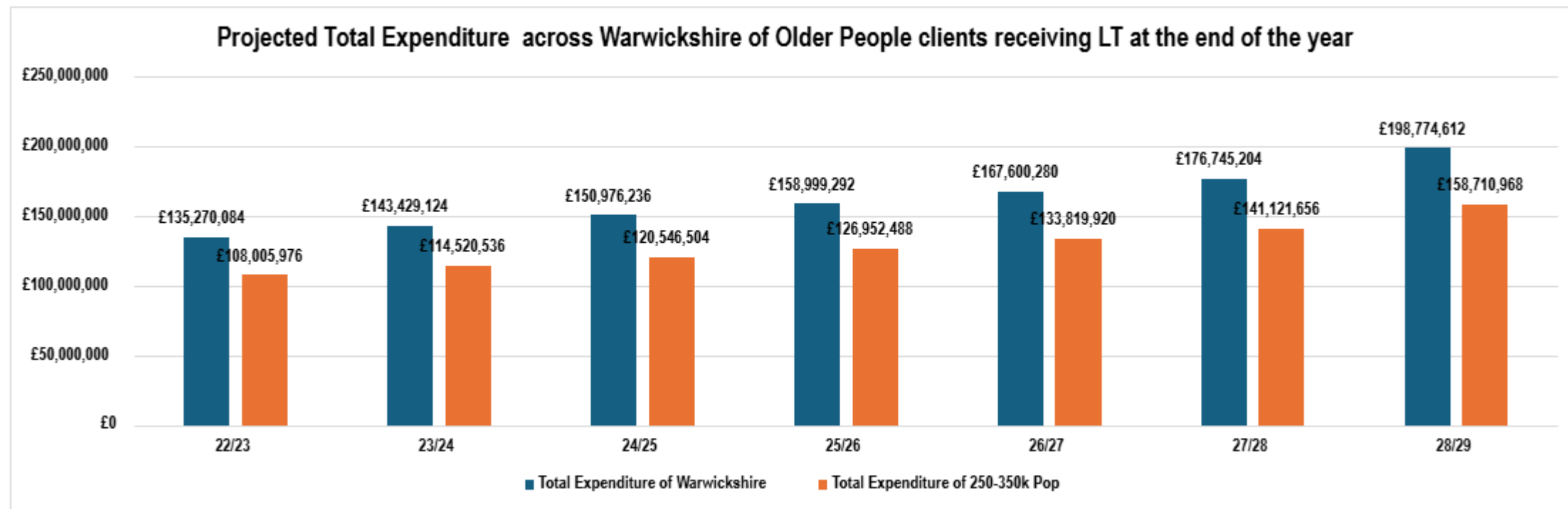


Older People Demand Projections – ASC by District



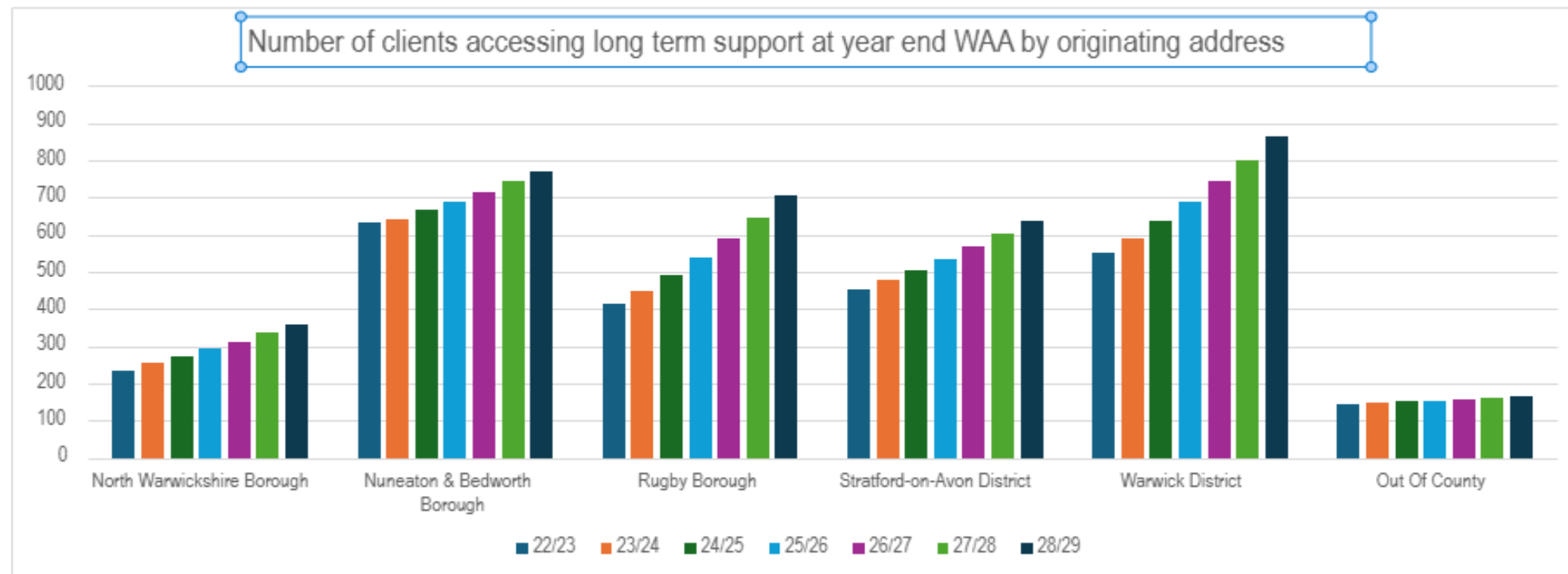
- Peopletoo have used historic data provided by WCC to model demand for Older People (OP) accessing Long Term Support (LTS) through to 2028-29.

Projected Total Expenditure on Older People Long Term Support



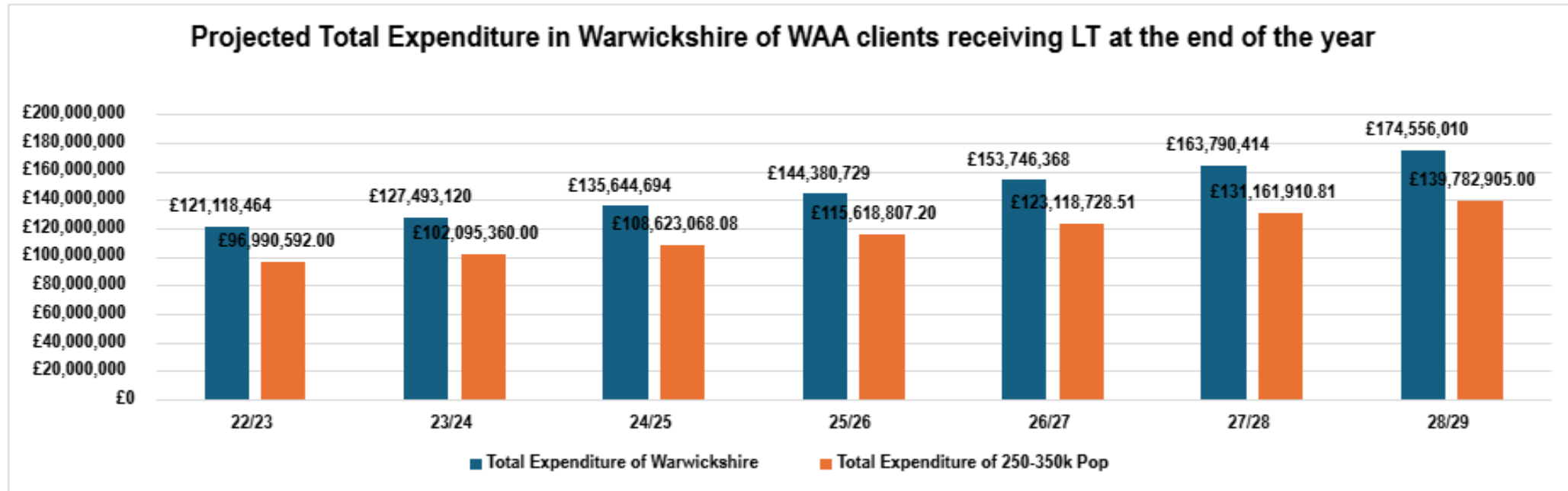
- Using the projections from the previous slide, Peopletoo have calculated the annual expenditure on Long Term Support (LTS) not allowing for inflation, using current WCC average spend on LTS for Older People (OP), compared to the average expenditure on LTS for OP for a unitary with a population of 250-350k.
- By the time the new unitaries potentially go Live in April 2028, WCC (excl. increases in inflation and significant changes in demand), will potentially be spending £198.7m on LTS for OP. Whilst a new unitary which has undertaken key activities in line with those outlined in this report in preparation for go live, would be look to be spending £158.7m, **a difference of £40m** for that financial year.

Working Age Adults Demand Projections – ASC by District



- Peopletoo have used historic data provided by WCC to model demand for Working Age Adults accessing Long Term Support through to 2028-29.

Projected Total Expenditure on Working Age Adults Long Term Support



- Using the projections from the previous slide, Peopletoo have calculated the annual expenditure on LTS (not allowing for inflation), using current WCC average spend on LTS for Working Age Adults (WAA), compared to the average expenditure on LTS for WAA for a unitary with a population of 250-350k.
- By the time the new unitaries potentially go Live in April 2028, WCC (excl increases in inflation and significant changes in demand), will potentially be spending £174.5m on LTS for WAA. Whilst a new unitary which has undertaken key activities in line with those outlined in this report in preparation for go live, would be look to be spending £139.7m, **a difference of £34.8m** for that financial year.

Warwickshire CC Medium Term Financial Plan Children's Social Care

Budget Reductions 2025/26 to 2029/30

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Description	Type	Annual Saving					Total Saving
		2025/26	2026/27	2027/28	2028/29	2029/30	
		£'000	£'000	£'000	£'000	£'000	
Reduce spend on residential care - Reduce the cost of care/services including the increased use of our internal children's homes, boarding schools, increasing number of internal foster carers and residential schools, to achieve better outcomes while reducing cost through more local and cost-effective placements.	Better Procurement	(1,000)	(100)	(1,381)	(1,831)	(1,642)	(5,954)
Grant income - More effective use of grant income to support the core activity of the service and contribute to the service overheads.	Income Generation	(100)	0	0	0	0	(100)
Third-party contributions - Maximise contributions from other agencies for care packages for children in care.	Income Generation	(300)	(200)	0	0	0	(500)
House project - Reduce the cost of 16 plus supported accommodation through the expansion of the House project, delivering financial benefits through this innovative approach.	Service redesign	0	(100)	0	(200)	0	(300)
Reduction in staff costs - Reduction in workforce costs following the implementation of the Families First Programme, including staffing, training and development costs over a three year period.	Service redesign	(53)	(1,126)	(656)	0	0	(1,835)
Youth and Community Centres - Increase income from third party use of centres.	Income Generation	0	(20)	(50)	(50)	0	(120)
Children & Families Building Maintenance - Zero base the budget after meeting current commitments.	Right-sizing	0	(103)	0	0	0	(103)
Director Budget - Rightsizing of budget following zero-based review and reset of Director's budget.	Right-sizing	(139)	0	0	0	0	(139)
Children & Family Centres - strategic review and repurposing of provision of Children and Families centres including through synergies with libraries and other council services/buildings where appropriate.	Service Reduction	0	0	0	(900)	0	(900)
Children and Families sub-total		(1,592)	(1,649)	(2,087)	(2,981)	(1,642)	(9,951)

- The current Medium Term Financial Plan identifies efficiencies within Children's Social Care (CSC) of £10.2m, the majority of which is modelled around savings on residential costs and staffing reductions.

		Annual Saving					Total Saving
		2025/26	2026/27	2027/28	2028/29	2029/30	
		£'000	£'000	£'000	£'000	£'000	
ment		(10)	0	0	0	0	(10)
zing		(50)	0	0	0	0	(50)
	Service redesign	(14)	(35)	0	0	0	(49)
	Better procurement	0	(70)	0	0	0	(70)
	Better procurement	(49)	0	0	0	0	(49)
	Service redesign	(96)	0	0	0	0	(96)
	Right-sizing	(10)	0	0	0	0	(10)
	Education sub-total	(229)	(105)	0	0	0	(334)
	Children and Young People Directorate	(1,821)	(1,754)	(2,087)	(2,981)	(1,642)	(10,285)

MTFP Children's Social Care

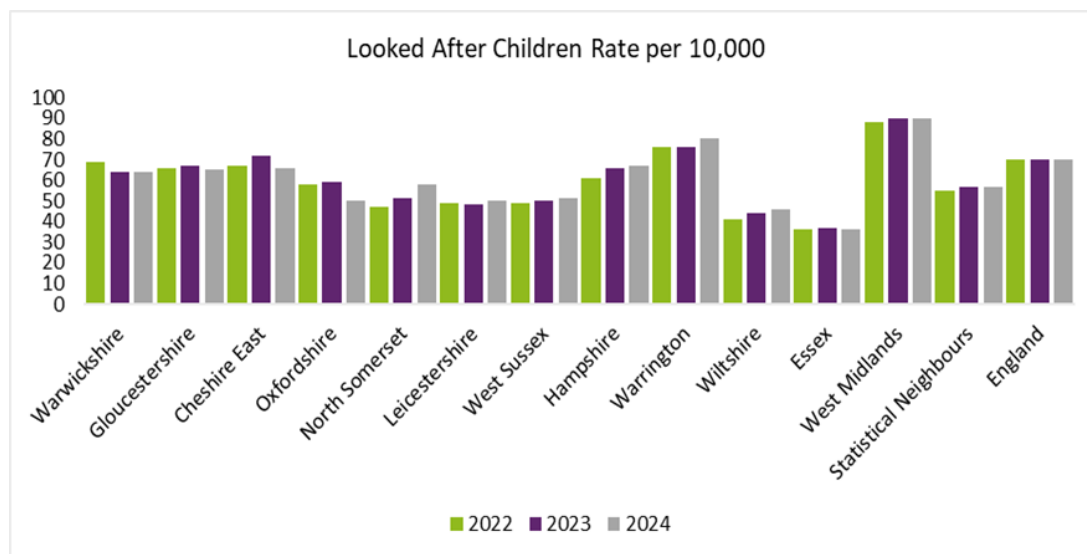
Permanent Revenue Allocations 2025/26 to 2029/30

Description	Indicative Extra Allocation in Future Years					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	
Price inflation - An allocation to meet the cost of net price inflation across the Service.	1,356	1,383	1,411	1,440	1,469	7,059
Child allowances demand - An allocation to meet the increased demand for specialist care orders to support children to leave or avoid care through allowances for extended family members caring for children.	38	69	40	58	44	249
Children's placements (exc. children with disabilities) - An allocation to meet the impact of fostering/placements framework contracts and changes to the placement mix on costs.	5,478	155	159	944	974	7,710
Direct Payments - Increase above the normal 2% pay inflation to account for the increase in Employer National Insurance and the National Living Wage	122	0	0	0	0	122
Third Party Providers - Increase in costs of care due to impact of National Living Wage and Employer National Insurance on third party providers	740	0	0	0	0	740
Children and family centres - An allocation to meet the shortfall in funding to deliver the current service offer as a result of inflationary increases in costs	400	0	0	0	0	400
Children and Families sub-total	8,134	1,607	1,610	2,442	2,487	16,280
Price inflation - An allocation to meet the cost of net price inflation across the Service.	36	37	38	39	40	190
Special Educational Needs Assessment and Review Service (SENDAR) - Staffing - Additional permanent cost due to inflation over and above corporate inflation provision	685	229	0	0	0	914
Education sub-total	721	266	38	39	40	1,104
Children & Young People Directorate	8,855	1,873	1,648	2,481	2,527	17,384

- If further transformation work is not undertaken to reduce both demand and cost over an above that already identified, the budget gap in CSC and Support will be £7m over the 5 years.
- This is coupled with the DSG forecast cumulative deficit by 31 March 2026 of £151.7m.

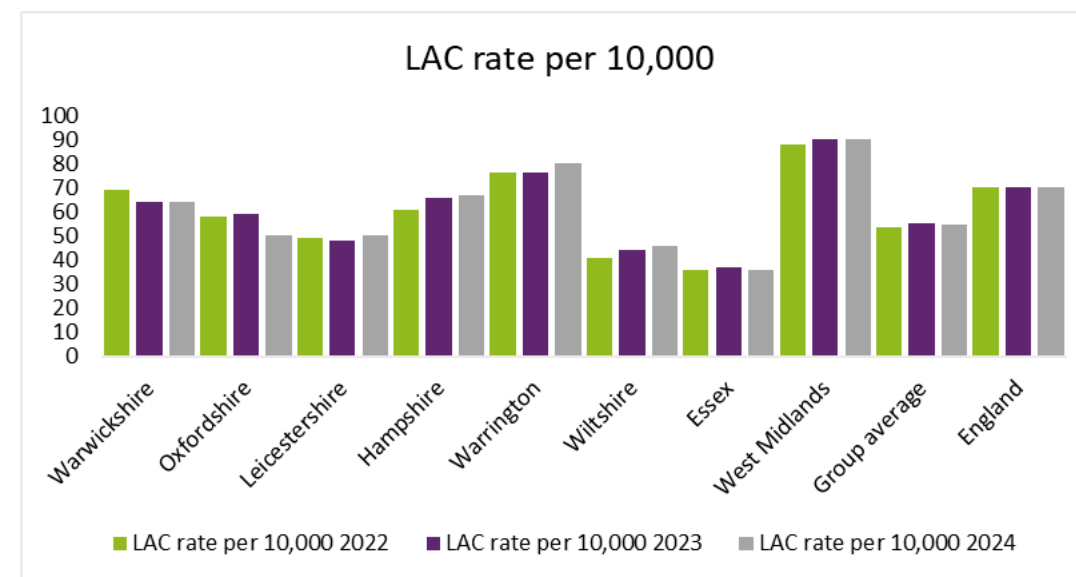
Children's Social Care

Children's Social Care has an Ofsted rating of "Good" following a full inspection Feb '22 and further endorsed at Focused Visit May '23.



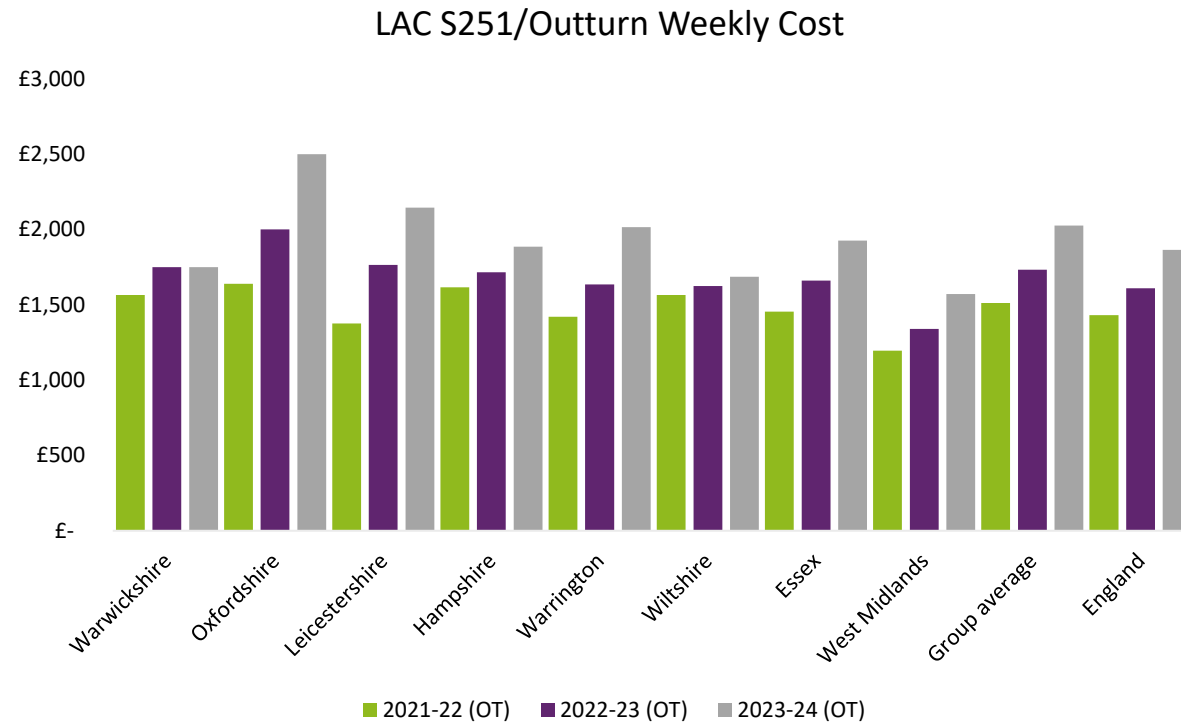
- If we analyse the LAs within the SN group rated as either Good or Outstanding, WCC are at 64 and the average of the group is 55 per 10,000.
- Reducing the LAC rate in line with ILAC Outstanding or Good SN would deliver a reduction in expenditure of £11.4m per annum.**

- However, Looked After Children (LAC) Rates are above Statistical Neighbours (SN) at 64 per 10,000 (actual number 805 a rise from 778 in '23), in WCC compared to 57 SN average.
- Reducing the LAC rate in line with SN (717) would deliver a reduction in expenditure of £8m per annum, based on S251 weekly outturn costs for LAC '23 £1750**



*Data source 2023/24 LAIT (Local Authority Interactive Tool) for children's services built on local authority financial returns, refer to Appendix A.

Children's Social Care



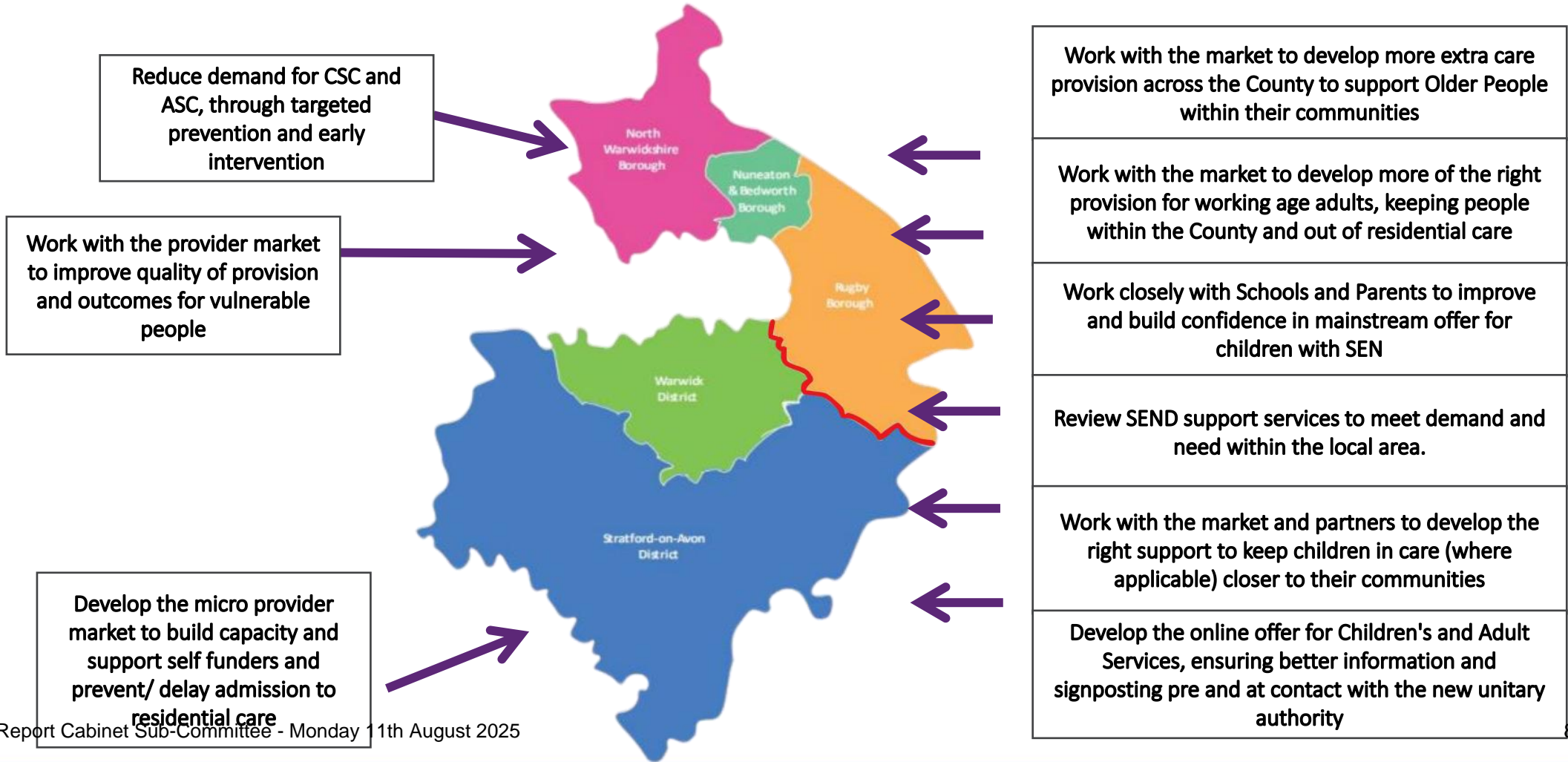
- In addition to reducing demand, whilst LAC S251 outturn weekly costs are lower than Statistical Neighbours, if we consider the West Midlands average of £1,570 per week compared to current WCC figure of £1,750 per week, bringing this more in line with other LAs in the region **would deliver an annual saving of £7.53m.**
- The opportunity from establishing 2 smaller sized unitaries provides opportunity to get closer to the local market and the needs of the local community and commission accordingly.

**Data source 2023/24 LAIT (Local Authority Interactive Tool) for children's services built on local authority financial returns, refer to Appendix A.*

5) The Opportunity

Opportunity to Better Manage Demand, Cost and Improve Outcomes - Targeted Prevention & Intervention

What do the two new unitaries need to do differently to deliver £63.5m annual savings and £74.8m cost avoidance year one, ensuring financial sustainability along with improved outcome for citizens in Warwickshire.



The Business Case for Two Unitaries

- In line with the primary objectives of the devolution paper – the 2UA business case needs to build on local identity and agility to deliver change at pace – **achieving financial stability through transformation – reducing the demand and cost for People services in parallel to improving outcomes.**
- A strong emphasis on reducing demand through **localised targeting of prevention and early intervention, working closely with the voluntary and community sector**
- The benefit of **building closer relationships with schools and developing the local offer to ensure inclusion in mainstream schools**, reducing the expenditure on independent schools and the costs of transitions, ensuring young people remain in their communities through to adulthood
- **Ability to develop the local market and build micro providers, ensuring the right capacity at the right price and the right quality**
- Bringing together key services such as Housing, Public Health, Leisure, Green Spaces and Social Care to ensure **maximisation of community assets and a place-based approach to prevention and early intervention**
- Using rich data sources from across revenues, benefits, social care and health, to develop predictive analytics, **targeting intervention activity to prevent escalation across social care and health**

Peopletoo
it works better with you



Appendix A – Data Sources for Financial Modelling

S251 LAC Outturn (taken directly from LAIT): **Statistics: local authority and school finance** last published September 2024)

Description - Funding line includes:

- 1) Special guardianship support - financial support paid to Special Guardianship families under the Special Guardianship Regulations 2005 and other staff and overhead costs associated with Special Guardianship Orders.
- 2) Other children in looked after services - support to looked after young people
- 3) Short breaks (respite) for looked after disabled children - all provision for short-breaks (respite) services for disabled children who are deemed "looked after". Data excludes any break exceeding 28 days continuous care and costs associated with providing disabled children's access to residential universal services.
- 4) Children placed with family and friends - Where looked after children do not live with their birth parents, it is not uncommon for them to be placed with family and friend foster carers. This Includes expenditure on the authority's functions in relation to looked after children placed with family and friends foster carers under the Children Act 1989.
- 5) Education of looked after children. This includes expenditure on the services provided to promote the education of the children looked after by your local authority (e.g. looked after children education service teams and training for designated teachers). This excludes any spend delegated to schools for looked after children.
- 6) Leaving care support services - This Includes local authority's "leaving care" support services functions under the Children (Leaving Care) Act 2000.

Methodology:

(x/y)/365 * 7 where:

x = Total funding on Looked after children recorded on outturn

y = Total number of Looked after children as at 31 March

ASCFR LTS

Gross Current Expenditure on long term care (ASCFR tables 43 and 44: Gross Current Expenditure on long term care for clients by support setting, 2023-24) includes:

- Nursing
- Residential
- Supported Accommodation
- Community: Direct Payments
- Community: Home Care
- Community: Supported Living
- Community: Other Long Term care

AGENDA ITEM NO. 7

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: LGR Sub-Committee

Date of Meeting: 11 August 2025

Subject: CEO Update

Portfolio: Leader of the Council

Responsible Officer: Tom Shardlow

Corporate Plan – Theme: All

Corporate Plan – Aim: All

Ward Relevance: All

Public or Private: Public

Forward Plan: Yes

Subject to Call-in: Yes

1. Purpose of Report

- 1.1. To update members of the Sub-Committee as to position of the current programme of LGR for Warwickshire.

2. Recommendations

- 2.1. Members are asked to note the contents of this report, and endorse continued participation in the collaborative workstreams, including public consultation and data sharing initiatives

3. Background

- 3.1. The Government's English Devolution White Paper – Power and Partnership: Foundations for Growth, published in December 2024, set out a vision for streamlining local governance structures to improve service delivery, accountability, and financial sustainability.
- 3.2. It announced a programme of Local Government Reorganisation (LGR) for two-tier areas (and unitary councils where there is evidence of failure or strategic need).
- 3.3. In response, Warwickshire's councils have been undertaking work to explore options for reorganisation, including the submission of an interim plan (March 25) and early-stage business case modelling.
- 3.4. This report outlines the current position.

4. National Picture

- 4.1. Local Government Reorganisation (LGR) remains central to the Government's strategy to reform public services. The Department for Levelling Up, Housing and Communities (DLUHC) continues to drive this agenda forward, with a strong emphasis on collaboration, evidence-based planning, and local presentation.
- 4.2. In a letter dated 24 July 2025, Jim McMahon OBE MP, Minister of State for Local Government and English Devolution, reaffirmed the Government's commitment to working closely with councils to deliver a single tier of local government.
- 4.3. The letter described LGR as a "test bed for public service reform," offering the opportunity to redesign services around residents, focus on prevention, and unlock efficiency savings.
- 4.4. The letter also specifically raised:
 - **Joint working and data sharing** across councils within each area,
 - **Consistency in assumptions and datasets** used in proposals,

- **Financial prudence** in current decision-making to protect the sustainability of future councils, and referenced the extra governance layer that Shadow Councils will bring during the transition period,
- **Flexibility in population size**, provided proposals are well-justified.

5. Position Across Warwickshire

- 5.1. The table below summarises the current positions of councils across Warwickshire regarding the preference for unitary model.

Table to show Warwickshire Council's positions on unitary models.

Council	Position Reorganisation (in principle)
Stratford-on-Avon DC	Supports North-South model
Warwick DC	Supports North-South model
Nuneaton and Bedworth BC	Supports North-South model
Nort Warwickshire BC	Supports North-South model
Rugby BC	To be determined
Warwickshire County Council	Unknown (pending political developments)

6. Strategic Authority Alignment

- 6.1. A key unresolved issue in Warwickshire's is the question of strategic authority alignment. At present, there is no agreed or natural 'home' for Warwickshire within a wider strategic governance structure. This remains a critical consideration for the long-term success and integration of any new unitary arrangements.
- 6.2. It is understood the preference of all councils remains alignment with the West Midlands Combined Authority (WMCA). This reflects

both economic geography and existing functional relationships, particularly in areas such as transport, skills, and housing.

- 6.3. The Government's recently introduced English Devolution and Community Empowerment Bill (July 2025) provides new powers to address this issue. The Bill includes provisions that would allow the Secretary of State to expand the boundaries of existing Combined Authorities or Combined County Authorities, even in the absence of full local agreement.
- 6.4. This marks a significant shift in policy, enabling central government to forcibly increase the footprint of combined authorities where it is deemed in the public interest or necessary for strategic coherence. The Bill also supports the creation of new Mayoral Strategic Authorities and Foundation Strategic Authorities, further expanding the devolution landscape.

7. Public Consultation

- 7.1. A joint public consultation will begin in August, led by all district and borough councils (except Rugby Borough Council). Rugby and Warwickshire County Council may undertake separate consultation exercises.
- 7.2. The findings of the consultation will help shape the final business case submission.

8. Social Care

- 8.1. Extensive analysis has been undertaken to assess the implications of Local Government Reorganisation (LGR) on both adult and children's social care services across Warwickshire.
- 8.2. The findings present a compelling case for the establishment of two unitary authorities, highlighting opportunities for improved outcomes, financial sustainability, and more responsive local service delivery.
- 8.3. The findings of this analysis is reported as a separate agenda item to the Sub-Committee on 11 August 2025.

9. Town and Parish Councils

- 9.1. Nuneaton and Bedworth currently has no town or parish councils, making it unique among Warwickshire's districts and boroughs. As part of the Local Government Reorganisation (LGR) process, there may be a need or desire to establish new lowest-tier administrations to support ceremonial functions or deliver very local services. This would be undertaken through a Community Governance Review (CGR), which allows for the creation of new parish or town councils where there is local support and a clear case for doing so.
- 9.2. The establishment of such councils would ensure that local identity and community representation are preserved and enhanced under the new unitary arrangements. It is recommended that preparatory work be undertaken to assess the appetite for new town or parish councils in currently un-parished areas, particularly in light of the broader governance changes proposed.
- 9.3. It is proposed that this work commences, once it is understood what the future of Warwickshire is.

10. Timelines and Next Steps

- 10.1. The following timeline outlines key milestones in the LGR process for Nuneaton and Bedworth.

Table to show: Local Government Reorganisation Timeline

Date	Milestone
August 2025	Public consultation begins
September–October 2025	Drafting of final business case
October–November 2025	Full Council review of final draft
28 November 2025	Statutory deadline for submission to Government
Early 2026	Anticipated feedback from Government
May 2026	Borough Council elections – go ahead as planned.
May 2027	Shadow Council elections
April 2028	Vesting Day (new governance arrangements take effect)

11.Final Business Case

- 11.1. Work is ongoing to consolidate all interim findings, including feedback from the public consultation, once available. Matters raised at the Council meeting on 3 July 2025 have been communicated, to ensure they are appropriately addressed in the final submission.
- 11.2. Furthermore, an extraordinary Council will be called prior to the November formal deadline, and a report, which specifically covers the themes raised in the July Council meeting will be presented. A draft template of this report is included as an appendix to this report for members information.

12.Consultation with the public, members, officers and associated stakeholders

- 12.1. Various and extensive engagement across Warwickshire has already been undertaken at an organisational and political level.
- 12.2. Section 7 details the next stages of public consultation.

13.Financial Implications

- 13.1. The future of Warwickshire local government will have significant impacts on finances, and this will be fully detailed in the subsequent business cases.

14.Legal Implications

- 14.1. The future of Warwickshire local government has significant legal implications, and due regard will need to be given to this in any final submission.
- 14.2. The Council is also bound by the English Devolution White Paper: Power and Partnership: Foundations for Growth.
- 14.3. NBBC are likely to be legally required to submit a formal submission in November 2025.

15.Equalities Implications

- 15.1. The future of Warwickshire local government will have significant impact potential on all residents' lives. This has the potential to disproportionately impact those with protected characteristics, though all new Council's would be bound by the same statutory responsibilities.

16. Health implications

- 16.1. The future of Warwickshire local government has significant impact potential on health inequalities, and due regard will need to be given to this in any final submission.

17. Climate Change and Environmental Implications

- 17.1. The future of Warwickshire local government has significant impact potential on Environmental matters, and due regard will need to be given to this in any final submission.

18. Section 17 Crime and Disorder Implications

- 18.1. The future of Warwickshire local government has significant impact potential on Section 17 Crime & Disorder Implications, and due regard will need to be given to this in any final submission.

19. Risk Management Implications

- 19.1. The reform of local government in Warwickshire presents both risk and opportunity. Once a decision is made by Government, careful risk management mechanism will need to be employed to safeguard service continuity.

20. Human Resources Implications

- 20.1. The future of Warwickshire local government will have significant impact potential on the employees of existing Council's.

21. Options considered and reason for their rejection

- 21.1. In formulating this report and recommendations, the following other options were identified. Reasons for their rejection or why the option and recommendation proposed in section 2 of the report has been selected are outlined below.

Option Ref	Option Title	Reason for rejection or why the option and recommendation proposed in section 2 of the report has been selected
A	Do nothing	The Sub-Committee has been called to review key material and members should give due regard to its purpose.
B	The Sub-Committee may choose to give guidance to the CEO and or make recommendation to Cabinet as to further direction.	This remains a valid option, which the members may chose to exercise.

22. Appendices

22.1. Draft Extraordinary Full Council report template (Appendix A)

23. Background papers

23.1. None

24. Report Writers Details

Chief Executive Officer

Tom Shardlow

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TEMPLATE REPORT / FOR REVIEW- DRAFT
INCOMPLETE

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Full Council
Date of Meeting:	TBA
Subject:	Local Government Reorganisation Final Proposal
Portfolio:	Not applicable
Responsible Officer:	Chief Executive
Corporate Plan – Theme:	All
Corporate Plan – Aim:	All
Ward Relevance:	All Wards
Public or Private:	Public
Forward Plan:	Yes
Subject to Call-in:	Yes

1. Purpose of the Report
2. Recommendations
3. Reasons for Recommendations
4. Timetable for Decisions
5. Background

5.1 Policy Framework and Previous Decisions

Summarises key policy documents and prior Council decisions that inform or support the current proposal.

5.1.1 English Devolution White Paper - *Outlines how the White Paper sets the national direction for local government reform and devolution, and its relevance to NBBC and Warwickshire.*

5.1.2 Assessment Criteria - *Details the government's criteria for evaluating LGR proposals, including governance, service delivery, and local support.*

5.1.3 Strategic Authorities - *Outlines the role and positioning of strategic authorities in the region and their impact on the unitary proposal*

5.1.4 Current Regional Position - *Describes NBBC's current position in relation to neighbouring areas, and how the Council relates to future Strategic Authority arrangements once LGR has been actioned.*

5.1.5 Interim Plan and Feedback - *Summarises the findings of the interim planning phase and any public or stakeholder feedback received during that period.*

5.2 LGR Cabinet Sub-Committee

Explains the function and contributions of the LGR Cabinet Sub-Committee in overseeing the development of the proposal and managing identified workstreams.

5.3 Work to Date

Summarises the collaborative efforts and progress made across NBBC and external stakeholders in preparing the full business case.

6. Body of Report

6.1 Proposed Full Business Case

6.2 *Introduces the full business case developed by Deloitte for the two-unitary model, including analysis and justification based on financial, operational, and strategic considerations.*

6.3 Summary of Recommended Option for Warwickshire Reorganisation - *Provides an overview of the preferred model and how it meets the stated objectives of LGR.*

6.4 Rationale - *Explains the reasoning behind the chosen option, including benefits and alignment with national and local priorities.*

6.5 Financial Implications and Funding Strategy - *Assesses the financial impact of reorganisation, including projected costs, savings, and proposed funding arrangements.*

6.6 Other Options Considered and Reasons for their Rejection - *Summarises single unitary model and why this option was not pursued*

6.7 Timeline - *Provides a high-level timeline for implementation should the proposal be approved.*

6.8 Monitoring and Evaluation Framework - *Outlines how the success of the LGR implementation will be monitored, measured, and reported.*

6.9 Areas of Specific Focus

Details the specific service and operational areas as flagged by Full Council and monitored by the LGR Cabinet Sub-Committee reviewed as part of the LGR proposal, highlighting key considerations for each.

6.1.1 Council Tax harmonisation - *Explores how council tax levels will be aligned across the new unitary areas and the financial implications.*

6.1.2 Highways and Transport - *Assesses the impact of reorganisation on local transport networks and highways maintenance.*

6.1.3 Education Services - *Evaluates potential changes to education delivery, management, and oversight within new structures.*

- 6.1.4 Looked After Children (LAC) - Explains how services for looked after children will be managed under the new arrangements.
- 6.1.5 SEND (Special Educational Needs and Disabilities) - Addresses implications for SEND service provision and integration.
- 6.1.6 ASC (Adult Social Care) - Analyses how adult social care services will be affected and potential improvements or challenges.
- 6.1.7 Emergency Services (Fire/Police) - Looks at coordination with emergency services and any anticipated governance or operational changes.
- 6.1.8 Strategic Authority Options - Reviews models for integrating or aligning with strategic functions such as Combined Authorities or Mayoral arrangements.
- 6.1.9 Strategic Housing - *Considers Strategic Housing implications, including delivery, planning, and regional coordination.*

7. Outcome of Consultation and Engagement

8. Financial Implications

9. Legal Implications

10. Equalities Implications

11. Health implications

12. Climate Change and Environmental Implications

13. Section 17 Crime and Disorder Implications

14. Risk Management Implications

15. Human Resources Implications

16. Options Considered and Reasons for Their Rejection

17. Appendices

18. Background papers

19. Report Writer's Details

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