

Agenda Item No 9

Executive Board

24 November 2025

Report of the Chief Executive

Calendar of Meetings 2026/27

1 Summary

- 1.1 The purpose of this report is to seek approval for a calendar of meetings for 2026/27.

Recommendation to the Council

That the draft calendar of meetings for 2026/27 as submitted at Appendix A to the Chief Executive's report be approved.

2 Report

- ... 2.1 A draft calendar of meetings for 2026/27 is attached at **Appendix A**

- 2.2 Points to note on the 2026/27 calendar are as follows:-

- a The majority of all main Board meetings will take place on a Monday. Meetings of the Full Council continue to be held on Wednesdays;
- b Planning and Development Board to meet once each month;
- c The Resources Board, the Community and Environment Board and the Executive Board to meet at least once a cycle;
- d A meeting of the Special Sub-Group has been scheduled each month (except for May 2027);
- e A meeting of each Licensing Committee has been set for the end of January 2027 and additional meetings will be arranged on an ad hoc basis;
- f A number of meetings of the Safer Communities Sub-Committee and the Local Development Framework Sub-Committee have been set;
- g A meeting of the Executive Board is scheduled on 13 July 2026. To consider the draft accounts; and
- h The Annual Council meeting will be held at 6.30pm on 13 May 2026 to appoint the Mayor and Deputy Mayor and make appointments to Boards / Committees and Outside Bodies etc for the ensuing year.

3 **Report Implications**

3.1 Legal Implications

3.1.1 The Local Government Act 1972 requires the Council to hold its Annual Meeting in a non-election year during March, April, or May however, the Act states that if no other time is specified for the Annual meeting to take place, it must begin at 12 noon. Accordingly, the start time should be confirmed now for the avoidance of doubt.

3.1.2 The 1972 Act gives the Council broad discretion in relation to arranging other Council, Board (Committee) and Sub-Committee meetings and the proposals above and in the appendices are within the discretion allowed.

The Contact Officer for this report is Amanda Tonks (719221).

Background Papers

Local Government Act 1972 Section 100D

Background Paper No	Author	Nature of Background Paper	Date
None			

Appendix A

DRAFT MEETINGS TIMETABLE – 2026/2027

	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27
1									BHOL	PLAN	PLAN		
2							PLAN	COUNCIL		SSG	SSG		
3				PLAN			SSG						BHOL
4	BHOL								PLAN				
5						PLAN			SSG			PLAN	
6			PLAN			SSG						SSG	
7					PLAN								
8		PLAN			SSG			PLAN			CEB		
9		EXB						SSG					
10				SSG									
11									SAC				
12						CEB							COUNCIL
13	COUNCIL		EXB										
14			SSG		EXB								
15		SSG			LDF					EXB	RES		
16							LDF						
17		COUNCIL											CEB
18	CEB								CEB				PLAN
19	PLAN					RES			LDF				
20			CEB										
21			RES										
22											EXB		
23					COUNCIL		EXB				SAC		
24										COUNCIL			
25	BHOL							BHOL	RES				
26									LIC		BHOL		
27													
28								BHOL					
29		SAC									BHOL		
30		LDF					RES						
31				BHOL									BHOL

EXB - Executive Board
RES - Resources Board
CEB - Community and Environment Board
PLAN - Planning and Development Board

LIC - Licensing Committee (Alcohol & Gambling Committee & Taxi & General Committee)
SAC - Safer Communities Sub-Committee
SSG - Special Sub-Group
LDF - Local Development Framework Sub-Committee

Agenda Item No 10

Executive Board

24 November 2025

Report of the Head of Corporate Services Social Value Policy

1 **Summary**

1.1 This report seeks approval for a new Social Value Policy.

Recommendation to the Council

That Social Value Policy provided as Appendix A is approved.

2 **Consultation**

2.1 Management Team and the Head of Legal Services have been consulted on the draft Social Value Policy and subsequent changes and have agreed the attached draft.

3 **Background – Social Value**

3.1 **What is Social Value?**

Social value is the positive difference an organisation makes for people and the environment through its work, services, and projects. It is important for the Council to explore how its buying and contracting (procurement) can bring benefits to the local community.

3.2 **Why a Social Value Policy Matters?**

The Council does not currently have a Social Value Policy. It is advisable that Councils have this policy in place, to align with the new Procurement Act 2023 that went live in February 2025. This is particularly important for big contracts like the Leisure Project and Simpler Recycling.

3.2.1 The Public Services Act 2012 places an obligation on all Councils to consider how we will secure social, economic and environmental benefits at the pre-procurement stage.

3.3 **What the Policy Will Do?**

The Social Value Policy will help the Council get a more positive economic, environmental, and social results from the contracts it awards. It will also ensure the Council follows legislation on procurement and social value. The principles in the policy will be built into the Council's contracts and will support the Council's existing rules for how contracts are managed.

The principals will need to be embedded into the Council's procurement contracts. The Social Value Policy compliments the Council's Contract Standing Orders.

- 3.4 Under the new Procurement Act (PA23) which came into effect on Monday 24 February 2025, there is a legal requirement for public sectors to move away from 'most economically advantageous tenders' to 'most advantageous tenders', so this means the Council can consider wider benefits other than price.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 There are no direct financial implications arising from this report.

4.2 Safer Communities Implications

- 4.2.1 The Council will comply with Contract Standing Orders (CSOs) for any procurement, which they take the lead responsibility for. Implementation of this Social Value Policy aims to positively impact communities, businesses and the environment.

4.3 Legal Implications

- 4.3.1 The Social Value Policy complies with the Council's statutory duty under Section 1 of the Public Services (Social Value) Act 2012, which requires the Council to consider:

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

- 4.3.2 The Social Value Policy also aligns to the new Procurement Act 2023, which came into force in February. The new Procurement Act sets out objectives that the Council is required to have regard to in the importance of 'maximising public benefit.

4.4 Environment and Sustainability Implications

- 4.4.1 The Council is aware of its duties under the Public Sector (Social Value) Act 2012 to consider how what is to be procured might improve the economic, social or environmental well-being of the Borough. Officers are encouraged to consider how their actions could improve the well-being of communities. Any procurement generated through the work of the partners, which the Council takes the lead responsibility for, will comply with Contract Standing Orders. Other partners will comply with their procurement regulations as necessary.

4.5 Human Resources Implications

- 4.5.1 Significant numbers of Officers and some Members will be involved in procurements at various times. It is important that they understand their roles and levels of responsibility. Briefing notes on this Social Value Policy will be sent to procuring officers. The Procurement Team provides advice, guidance and support for Officers who are required to procure on behalf of the Council.

4.6 Risk Management Implications

- 4.6.1 The Council is required to have rules for procuring goods and services. One of the main aims of the Council's CSO's is to help mitigate the risks that could arise through poor or illegal procurement practices.

5 Links to Council's Priorities

- 5.1 Good procurement and commissioning practices, as defined in Contract Standing Orders, support the Council's priority of achieving a balanced budget. However, the outcomes of the various procurement exercises could support and contribute to all of the Council's priorities.

The Contact Officer for this report is Trudi Barnsley (01827 719388).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
	Trudi Barnsley & Tracey Franik	Contract Standing Orders	February 2025

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NORTH WARWICKSHIRE
BOROUGH COUNCIL



SOCIAL VALUE POLICY

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	Officer	Date
Document Author	Procurement Manager	October 2025
Document owner	Head of Corporate Services	
Legal advice	Head of Legal Services	October 2025
Consultation	Management Team	
Approved by	Executive Board and Full Council	
Review date	2029	
Version	1	

Introduction

The Council recognises the important role it can play in enabling social value through its procurement activities. The aim of this policy is to generate greater positive economic, environmental and social outcomes for the Council from public contracts it commissions and tenders for. The Council aims to achieve this by providing principals that will allow social value considerations to be embedded in our procurement contracts.

Background

The Public Services (Social Value) Act 2012 places an obligation on all Councils to consider how they can secure social, economic and environmental benefits at the pre-procurement stage of tenders and they must be relevant and proportionate to the contract in question and the Council must continue to observe equal access for all suppliers.

Under the Procurement Act 2023 there is a legal requirement for public sector buyers to move away from awarding contracts based on M.E.A.T. (Most Economically Advantageous Tender) to M.A.T. (Most Advantageous Tender), this means no longer basing purchases on price alone but also considering the wider benefits for the community in which the contract will be delivered. This might mean looking at reducing carbon emissions or using a local supplier chain.

What is social value?

Social value has been defined as the additional benefit to the community from a commissioning/procurement process over and above the purchasing of goods, services and works. The Public Services (Social Value) Act 2012 states:

The Council must consider:

- How what is proposed to be procured might improve the economy, social outcomes and environment, and
- How, in conducting the procurement process, it might act with a view to securing that improvement. For example, buying sustainable goods, such as paper, or goods made from recycled and recyclable materials.

Social value is about using the money we have more strategically, to produce a wider benefit than would otherwise be achieved.

‘If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?’

To really deliver social value and have it fully embedded and considered, procuring officers must move away from just considering the core service being delivered by a supplier to recognising the overall value of outcomes delivered.

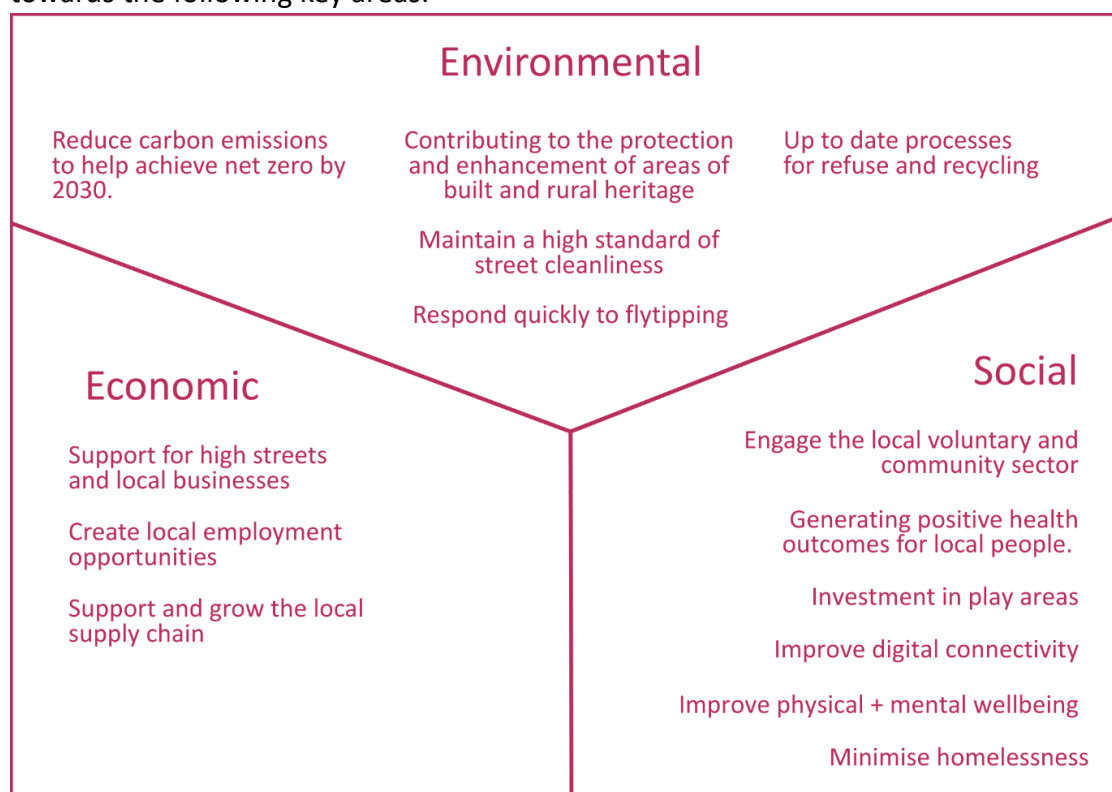
How will we achieve social value?

The Council will take a pragmatic approach to applying social value to procurement decisions being made. To achieve social value, we will:

- Consider the Social Value Policy in all procurements and ensure it is included in all procurement activities,
- Take a proportionate and relevant approach to applying social value considerations,
- Apply it in a way that generates positive outcomes without creating barriers for Small and Medium Enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSEs),
- Ensure transparency and equality of treatment in the application of social value,
- Raise awareness of social value activity taking place across the Council,
- Establish mechanisms to coordinate and monitor information on Council contracts and build this into our performance system for reporting, where applicable,
- Promote good sustainable behaviours,
- Work with suppliers to ensure the maximum delivery of social value,
- Support the local economy by working with new and established businesses, and
- Support local businesses

Goals and priorities of the policy

The purpose of this policy is for the Council's contracts to, where possible, contribute towards the following key areas:

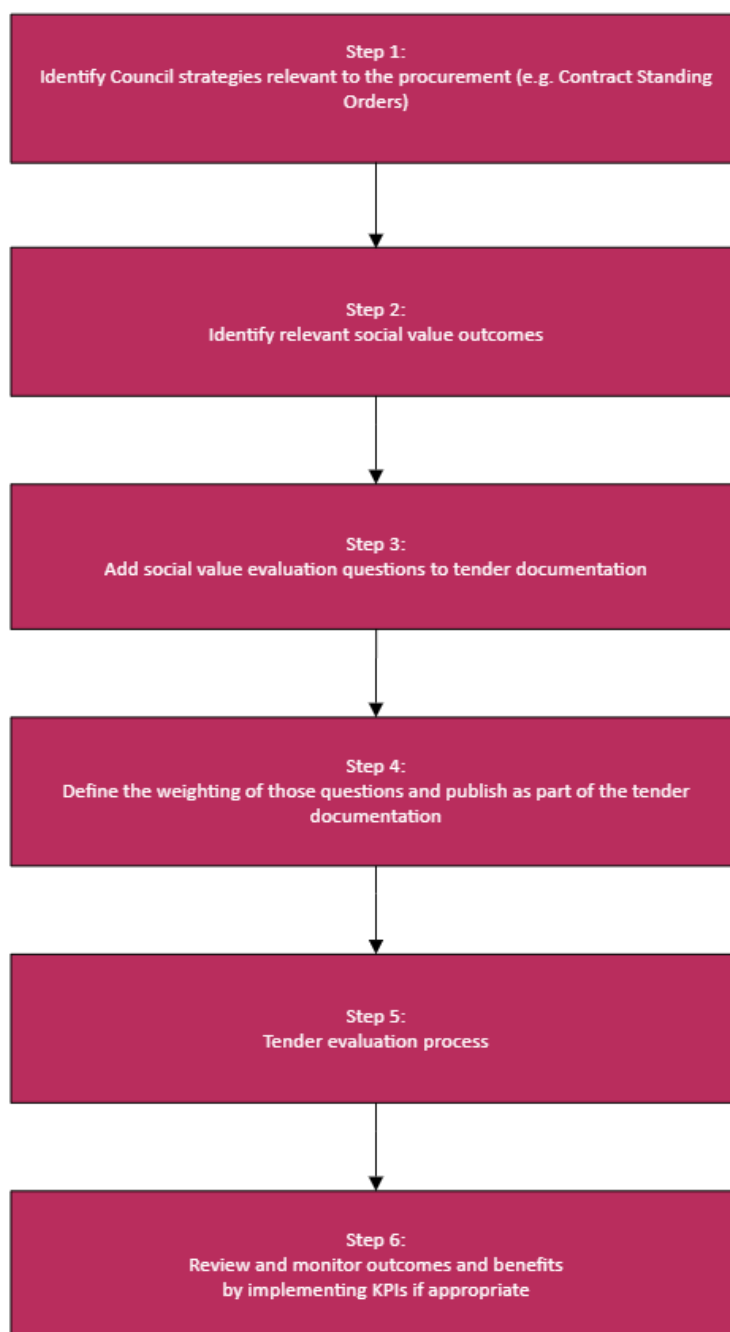


How will we develop our approach to social value?

Our aim is to apply social value in a consistent way within each type of decision made by the Council, whether that is awarding grants or tendering for goods and/or services.

However, we expect there will be some variation across different types of decisions, for example the measures and approach to social value in procurement decisions may not be the same for other decisions.

The following steps should act as a guide when considering social value outcomes in a tender:



Advice can be sought from the Head of Corporate Services or the Procurement Manager.

Summary

The effective delivery of social value is everyone's responsibility, including members, management team, extended management team, managers and all employees.

Contracts should be monitored as part of ongoing contract management by service areas on the delivery of the social value commitments they have made to the Council by setting key performance indicators (KPIs) if the procuring officer deems it appropriate.

The Council will work closely with our partners and suppliers to further build upon our social values, which are:



Agenda Item No 13

Executive Board

24 November 2025

Report of the Chief Executive

**English Devolution and Local
Government Reorganisation**

1 Summary

- 1.1 Members are asked to recommend for Council's approval this Council's submission to the Government following the formal invitation for proposals for local government reorganisation.

Recommendation to the Council

- a) North Warwickshire Borough Council supports the two-unitary proposal for future local government within Warwickshire made up as follows:
 - North Warwickshire Unitary – based on the current borough council boundaries of North Warwickshire Borough Council, Nuneaton & Bedworth Borough Council and Rugby Borough Council;
 - South Warwickshire Unitary – based in the current district council boundaries of Stratford-on-Avon District Council and Warwick District Council.
- b) That the Deloitte business case at Appendix 9, be approved as the Council's formal response for proposals for Local Government Reorganisation in Warwickshire, subject to any amendments;
- c) That the Council advises Government that in the event of a decision to support a single unitary Council for Warwickshire, the County Council should not be granted continuing authority status; and
- d) That the Chief Executive, in consultation with the Leader of the Council, be given delegated powers to make any necessary amendments to the Interim Plan ahead of submission to Government.

2 Background

- 2.1 On 16th December last year, the Government published [the English Devolution White Paper](#). Whilst the main focus of the White Paper is how the Government was planning to devolve powers to Strategic Authorities, the White Paper identified that Government wished to ensure that all remaining two tier local authority areas be replaced by unitary Councils. There are currently 21 two tier areas remaining which include a total of 164 District/Borough Councils, all of these authorities will be replaced with unitary authorities.
- 2.2 Initially Coventry and Solihull were involved in the discussions with regard to Warwickshire local government reorganisation however the formal invitation from Government on the 5th February 2025 only invited proposals from the Councils in Warwickshire. The letter, **Appendix 1**, requested proposals for reorganisation in line with six criteria which would be used in determining the most appropriate local government structures for our area, these being:
1. A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of local government.
 2. Unitary local government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks.
 3. Unitary structures must prioritise the delivery of high quality and sustainable public services to citizens.
 4. Proposals should show how Councils in the area have sought to work together in coming to a view that meets local needs and is informed by local views.
 5. New unitary structures must support devolution arrangements.
 6. New unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment.
- 2.3 This letter also required an interim plan to be submitted by 21 March 2025. This was approved by this Council on [17th March 2025](#) and identified that there were two viable options for the future structure of local government within Warwickshire. These being:
- A single unitary Warwickshire – based on the current County Council boundary;
 - A two unitary Warwickshire, made up as follows:
 - North Warwickshire – based on the current borough council boundaries of North Warwickshire, Nuneaton & Bedworth and Rugby;
 - South Warwickshire – based in the current district council boundaries of Stratford-on-Avon and Warwick.
- 2.4 The interim plan set out that the District and Borough Councils would undertake further analysis on those two options and undertake engagement with stakeholders and residents.
- 2.5 Further independent analysis was undertaken by Deloitte and Peopletoo which explored each of the six Government criterion and concluded on the

basis of this interim analysis that the two unitary option performed better against those criteria.

2.6 In July 2025 [this Board](#) considered the further analysis and resolved, amongst other things, a preference for two unitary Councils for Warwickshire:

- a. *That the Deloitte report assessing each option against the Government's criteria, the Peopletoo report on Adult Social Care and Children's Social Care options, the Government's response to the Council's Interim Plan and the letter from the West Midlands Combined Authority regarding Warwickshire's Strategic Authority options be noted;*
- b. *That the preferred option for Local Government Reorganisation, including the Strategic Authority options, is Option 2 – two-unitary model, as set out in Appendix 3 to the report of the Chief Executive;*
- c. *That Option 2 will be the subject of public and stakeholder consultation as set out in the report of the Chief Executive; and d That the Chief Executive, in consultation with the Leader of the Council and other Group Leaders, be given delegated authority to take such further steps in the preparation of the final submission to Government as are necessary.*

2.7 Following this, additional research and engagement has been undertaken to help inform the final submission by this Council. This work covers four main areas as follows:

- **Engagement and Consultation on Reorganisation** – a requirement from government identified in the original invitation letter is to engage with the public, businesses and other prescribed stakeholders.
- **Peopletoo** – the interim plan identified that the desegregation of Countywide services would need to be addressed in the submission document. Peopletoo, an independent consultation organisation who advise upper tier authorities, were commissioned to consider this issue.
- **DCN** – research by the District Council's Network in relation to whether the great size of unitary authorities leads to lower cost and high performance.
- **Deloitte** – following the initial appraisal of options, Deloitte's were recommissioned to prepare a draft business case/submission document. This work builds upon the previous document, however, is informed by both the engagement and other research including that from the DCN and Peopletoo.

Engagement and Consultation on Reorganisation

2.8 The invitation letter from MHCLG included detailed guidance in relation to the engagement that local authorities were expected to undertake in developing proposals. This guidance included the following:

We also expect local leaders to engage their Members of Parliament, and to ensure there is wide engagement with local partners and stakeholders, residents, workforce and their representatives, and businesses on a proposal.

- 2.9 As set out in July 2025, the Council, along with Nuneaton & Bedworth Borough Council, Warwick District Council and Stratford-on-Avon District Council, engaged with the public and other stakeholders on the Councils' preferred options.
- 2.10 Opinion Research Services (ORS) were commissioned to undertake this engagement based on a document developed for this exercise and this is attached as **Appendix 2**.
- 2.11 The formal engagement period was launched on 7th August 2025 and ended on 14th September 2025. During this period, over 2300 responses were received, well over the number required for the results to be regarded as a statistically valid representation of the views of Warwickshire's residents and stakeholders. A variety of engagement routes were used including:
- An open engagement questionnaire: the questionnaire was available online and paper questionnaires were available on request.
 - Six in-depth telephone interviews with the key strategic stakeholders.
 - Four focus groups with members of the public (one in each of the Warwickshire districts and boroughs, except Rugby).
 - Five focus groups with different stakeholder types (local business representatives, service users, Town and Parish Councils x 2, and Voluntary and Community Sector).
- 2.12 Most of the responses came from members of the public, however, the responses did include 81 from County, District, Town or Parish Councillors and 184 employees of principal councils in Warwickshire also responded.
- 2.13 In addition, the responses also contained 22 responses from organisations (these are listed within the report), these ranged from businesses, town & parish councils, and representative bodies, and these results have been analysed separately within the ORS report. The response rate from North Warwickshire was broadly in line with the Borough's proportion of Warwickshire's population.
- 2.14 The main quantitative findings from the ORS engagement exercise can be summarized as follows with the final report attached as **Appendix 3**:
- Overall, seven-in-ten individual questionnaire respondents (70%) indicated that they feel very or fairly informed about the services provided by councils in their area. The remaining three-in-ten (30%) indicated that they feel either fairly or very uninformed.
 - Over four fifths (83%) of respondents agreed with the principle that the Councils should pursue opportunities to streamline.
 - Just over half (54%) of respondents overall agreed, in principle, with the Government's requirement to replace the current system with a smaller number of unitary councils. A third of respondents (33%), however, disagreed.
 - Over seven-in-ten respondents (73%) agreed with the proposal for two unitary councils to run local government across Warwickshire. Moreover,

nearly half (47%) indicated that they strongly agreed. Just over a fifth of respondents (22%) disagreed.

2.14 Of the 22 organisational responses:

- 16 agreed with the principle that the councils should pursue opportunities to streamline services and make efficiencies, while maintaining good services; only one disagreed and two indicated that they neither agreed nor disagreed;
- 10 agreed with the government's requirement to replace the current two-tier system with a smaller number of unitary councils, although there were also seven that disagreed and three who answered 'neither';
- 14 agreed with the proposal for two unitary councils to run local government across Warwickshire - which was more than double the number that disagreed (i.e. six), while one answered 'neither';
- 13 agreed with the areas to be covered by the new Councils, while only two disagreed; however, there were six who indicated that they neither agreed nor disagreed.

2.14.1 The ORS report also includes the feedback which was received through the telephone discussions and the focus groups. The report provides detailed feedback however, some of the main points raised included:

- *Town & Parish councils who were unsupportive of the principle of introducing unitary authorities were concerned about the prospect of T&P councils taking on more roles/responsibilities as a result of the changes, with recruitment already being difficult; how a reduction in councillor numbers would impact representation, especially for less populous areas; and the implications of a new council taking on debts from existing councils.*
- Stakeholders who preferred two or more unitary authorities did so for the following reasons:
 - *One Council for the entire area would be 'too big'.*
 - *Different demands exist across different areas of Warwickshire, and one authority would be poorly placed to deal with this.*
 - *The North would likely be ignored by a council focussed more on the economic/tourism centres in the South.*
 - *Residents would have better access to services in the event of two authorities.*
- Stakeholders who preferred one unitary authority did so for the following reasons:
 - *Warwickshire is not big enough to merit splitting into more than one unitary authority.*
 - *Having one larger authority would largely reflect what already exists at Warwickshire County Council and therefore would be easier to adapt.*
 - *One authority would maximise savings and efficiencies.*
 - *A single unitary authority would allow for equity in service provision across the county and avoid issues associated with disaggregation.*
 -

2.14.2 A total of 184 employees from local authorities within Warwickshire responded

to the engagement exercise. These employees came from the district and borough councils and Warwickshire County Council. There was a clear difference in views between those who indicated they are employed by a district or borough council (of whom, 77% agreed with the two-unitary proposal) and those employed by the County (47% agreed with the two-unitary).

2.14.3 In addition to the above, there has been engagement with the key stakeholders prescribed by MHCLG. This group includes the Warwickshire MPs, the Police and Crime Commissioner for Warwickshire, the Chief Fire Officer for Warwickshire and the newly appointed Joint Chair of Integrated Care Board Cluster, NHS Coventry and Warwickshire Integrated Care Board and the NHS Herefordshire and Worcestershire Board. The responses received to date are attached as **Appendix 4**.

2.14.4 Both of the MPs covering the Borough, Rachel Taylor and Jodie Gosling, have confirmed they support the two unitary proposal and their letters are included in **Appendix 4**. In addition the Mayor of the West Midlands Combined Authority has also indicated his support for the two unitary proposal (albeit, as discussed below, he does not currently support an expansion of the WMCA).

2.14.5 Whilst a number of views were expressed, the conclusion to be reached as a result of the engagement exercise is that residents and other stakeholders in Warwickshire very strongly support a proposal for two unitary Councils in Warwickshire. In respect of North Warwickshire, it is interesting to note that most people do not support local government reorganisation (only 40% in favour) and around two thirds support two unitary Councils.

Peopletoo

2.14.6 A key area which required additional research for the two unitary model relates to the disaggregation of existing County Council functions such as Adult Social Care, and Children's Services SEND. This has been a key risk that MHCLG have identified as needing to be address in reorganisation proposals.

2.14.7 To ensure these are properly considered Peopletoo were jointly commissioned by four of the District and Borough Councils. Peopletoo provide support to local government through the design and implementation of affordable and outcome focused services. They combine comprehensive understanding of frontline council service delivery, with expertise in financial management, demand modelling, cultural change and best practice. Peopletoo provides valuable insight that will help councils manage demand, reduce costs, improve practice and service performance.

2.15 Peopletoo undertook a benchmarking exercise of the existing costs against comparable rural and rural urban authorities. The Peopletoo benchmarking report is attached as **Appendix 5**. Attached at **Appendix 6** is a bespoke Target Operating Model and Implementation Plan for Adult Social Care, Children's Services and SEND for a two unitary Warwickshire outcome, to

provide assurance that the recommendations can be implemented.

- 2.16 The Peopletoo report identifies that larger authorities do not always provide greater value for money. Their report has identified that on average, those authorities (either existing unitary or county council areas) with a population of 250,000 to 350,000 can deliver services at lower cost per head than larger authorities. This is summarized in the following table:

Peopletoo Benchmarking Summary

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

- 2.17 The above table demonstrates that for all of the types of expense identified, those with a population of between 250,000 to 350,000 have the lowest unit costs.
- 2.18 Peopletoo have also highlighted the financial opportunities and 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. The main findings from their review are as follows:
- In line with the primary objectives of the devolution paper – the two unitary authority 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.**
- **Reducing Demand/ Cost and Improving Outcomes for citizens.**

2.18.1 The findings from Peopletoo have been fully incorporated into the draft submission document produced by Deloitte. The savings which have been assumed are based on the central case, it is suggested that the best case could deliver even further gains, although for prudence these are not included in the financial analysis.

2.18.2 The Peopletoo report shows that rather than disaggregation being a risk to the delivery of these important services, a two unitary model could be the opportunity for fundamental reform, acting as a catalyst for widescale and meaningful transformation of service delivery resulting in better outcomes and cost reductions.

2.18.3 This is a fundamental element of the rationale for two unitaries across the area of public services and the need for reform. Continuing with an existing model of services presents a higher risk that current issues will continue than the theoretical issues of disaggregation. The publication last month of the latest Ofsted inspection [report](#) into Warwickshire County Council's children's services reinforces this view. The 2025 report's findings are summarised in the table below:

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Requires improvement to be good
The experiences and progress of children in care	Requires improvement to be good
The experiences and progress of care leavers	Good
Overall effectiveness	Requires improvement to be good

which shows a worsening position from the last report in 2021:

Judgement	Grade
The impact of leaders on social work practice with children and families	Good
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Good
Overall effectiveness	Good

- 2.18.4 The areas identified for transformation, particularly around permanence stability and market capacity, are now even more pressing, and without structural change, these challenges risk undermining outcomes for our vulnerable children. The draft business case, discussed from paragraph 2.35 onward, will be strengthened with this further analysis from Peopletoo as a result of the 2025 Ofsted inspection. **Appendix 7** provides Peopletoo's analysis of the Ofsted report and the proposed additions to the business case as a result.
- 2.18.5 The proposed two-unitary model for North and South Warwickshire offers a decisive solution. It creates governance that is closer to communities, enabling faster decision-making, stronger accountability, and targeted investment in early help, permanence pathways and inclusion. This model aligns with national priorities for improving children's services and provides the conditions for the two new unitaries in Warwickshire to move from "requires improvement" to "good" or "outstanding", delivering sustainable improvement across both social care and SEND within a locally accountable framework.
- 2.18.6 What the two model option proposes is not just a structural change, it is a strategic opportunity to reset the system, strengthen leadership, and ensure that every child in Warwickshire grows up safe, supported, and with the best possible life chances.

District Council Network – Research

- 2.18.7 The District Council Network (DCN) (part of the Local Government Association) has undertaken research on behalf of its members in relation to the question of new council size and whether this does lead to greater financial resilience and quality in relation to the delivery of services. The results of that research are attached as **Appendix 8** and concludes that "bigger isn't better" in terms of the provision of local government structures.
- 2.18.8 In coming to this position, the DCN has come to a number of key conclusions which are based on past performance of existing unitary councils:
- There is little or no evidence to support a preference for large unitary councils and no evidence to support the 500k population level.
 - The bulk of the data analysed shows a non-existent or faint relationship between a council's population and its outcomes.
 - When there is an apparent correlation between population size and outcomes, it more often favours medium sized councils.
 - The evidence gives no reason to assume that medium sized unitary councils will be less efficient, sustainable or effective due to their size.
- 2.19 Other findings from the DCN report are as follows:
- **Total expenditure per resident:**
 - 8 of the 10 lowest spending councils have a population lower than the median population of existing unitary councils.
 - Evidence for a causal link between council size and spend per resident

is very weak. Other factors, such as deprivation, are much more significant in predicting spending efficiency.

- Correlation between population size and spend per resident is also weak. In the largest 90% of unitary councils (starting at population size of 157k) the relationship is so minimal as to be essentially non-existent.
- To the extent that there is a correlation, there appears to be a tipping point at around 350k population: the direction of the relationship changes such that councils above this threshold typically spend more per resident than those below it.
- **Financial Sustainability**
 - Larger councils appear to have been more likely to experience financial instability that is sufficiently serious to require Exceptional Financial Support (EFS).
 - Larger councils have required more EFS relative to the size of their budgets than smaller councils.
 - Analysis does not demonstrate that population size is the key driver of this outcome. Equally, there is no evidence that smaller councils are likely to be less financially stable than larger ones.
- **Council Tax**
 - Larger councils charge higher levels of council tax. The average Band D council tax bill for councils larger than 500k population was £250 higher than the average bill for councils smaller than 500k.
 - Analysis does not demonstrate that population size is the key driver.
 - Council tax levels are at best uncorrelated with population size and at worst rise in line with it.
- **Service Performance**
 - Across a wide range of performance measures (covering adult social care, administration and finance, planning, and waste), 10 metrics show no meaningful relationship between population size and performance.
 - For all 10 measures where there is a statistically meaningful relationship, smaller councils perform better on average.
 - Projected outcomes are better at the median population of existing unitary councils (275k) than at 500k.

Draft Submission Document

- 2.19.1 Pulling all the additional research and engagement together Deloitte have produced a final draft business case, which if approved would be used as the submission document to Government. The District and Borough Councils across Warwickshire (excluding Rugby) have worked together on this report and also worked to coordinate reports such as this to ensure as far as possible a consistent message is given on the two unitary option.
- 2.19.2 The business case is attached as **Appendix 9** and assesses the options for reorganisation against the Government's criteria and includes a balanced ranking based on the evidence and arguments provided, supporting the rationale for the preferred approach, with a '2' being the better score:

Deloitte Business case ranking – October 2025

Criteria	Option 1: Single Unitary	Option 2: Two Unitary
1. Establishment of a single tier of local government	1	2
2. Right size to achieve efficiencies, and withstand financial shocks	2	1
3. Public service delivery	1	2
4. Councils working together and local place identity	1	2
5. Support devolution arrangements	1	2
6. Stronger community engagement	1	2
Overall Score	2nd Place Score: 7	1st Place Score: 11

2.19.3 The detailed breakdown of ranking justification can be found within the attached appendix but is summarised below:

2.19.4 **Establishment of a single tier of local government (1st):** The two-unitary model supports a strong place-based focus, recognising the distinct populations, economies, and challenges of North and South Warwickshire. It allows each council to set local priorities, integrate housing, planning, and highways policies, and deliver joined-up solutions that drive economic growth. Evidence suggests a North/South split reflects sensible geographies and distinct local identities. In contrast, a single-unitary model risks being too large to respond effectively to local needs, reducing its ability for economic growth.

2.19.5 **Right size to achieve efficiencies and withstand financial shocks (2nd):** The two-unitary model offers financial benefits, delivering around £55m in net savings by 2029/30. Existing authorities are financially stable, and assets, revenue, and reserves could be allocated to match local demand. Both new councils would have the flexibility to set appropriate council tax levels, avoiding large increases. While the single-unitary model achieves slightly higher net savings and is ranked higher for this criterion, the difference is small, and the two-unitary model could become more financially effective over the long term through targeted service transformation.

Net Savings	27/28	28/29	29/30
Single Unitary	-	£32.7m	£56.8m
Two Unitary	-	£29.1m	£54.8m

2.19.6 In relation to population size there is expected to be strong growth across Warwickshire. The table below demonstrates the governments projections between now and 2047.

Warwickshire Population Projections (ONS)

	Mid-year estimate, 2023	Projection, 2047
North Warwickshire	66,166	77,515
Nuneaton and Bedworth	137,794	156,923
Rugby	118,781	146,704
<i>Sub-total: North Warwickshire</i>	<i>322,741</i>	<i>381,142</i>
Stratford on Avon	141,929	188,308
Warwick	153,153	179,208
<i>Sub-total: South Warwickshire</i>	<i>295,082</i>	<i>367,516</i>
Warwickshire	617,823	748,658

- 2.40 **Public Service Delivery (1st):** The two-unitary model is place-focused and locally responsive, enabling services to be tailored to community needs and priorities. It fosters stronger community engagement by adopting a strengths-based, early intervention and prevention approach, supporting the voluntary sector and developing new relationships between residents and the councils. By integrating county and district responsibilities, services can be redesigned around the customer to improve accessibility and efficiency. Risks from disaggregation are minimised through flexible approaches, such as a Joint Safeguarding Board during transition, while building on the strengths of existing borough and district services. In contrast, a single-county unitary may become too large and complex, making it harder to drive transformational change and establish effective relationships with communities and local partners.
- 2.41 **Councils working together and local place identity (1st):** The two-unitary model is popular with the public, with approximately 73% of respondents supporting the proposal, and is well-positioned to build on existing successful partnerships and collaborative initiatives. It better reflects the county's distinct local identities and community needs, aligning local government structures with where people live, work, and access services, with evidence supporting the North-South split. In contrast, a single-county unitary is less responsive to local place identity, requiring trade-offs in resource allocation between North and South rather than allowing each area to make decisions tailored to its own communities. Indeed Warwickshire County Council's analysis is based on large Council Tax rise particularly in the south of the County and an assumption that a single unitary Council would use that extra money to pay for services in the north. There has been no track record of that behaviour or any evidence that it is likely to be politically acceptable.
- 2.42 **Support devolution arrangements (1st):** As discussed in more detail below, local government reorganisation needs, according to the White Paper, to unlock devolution. It follows that there is a need to ensure that reorganisation does not block or reduce the options for devolution. The two-unitary model offers greater flexibility, providing multiple options for devolution, including partnerships to the North and South or the establishment of a single Strategic

Authority for Warwickshire. It supports implementation readiness, allowing for timely delivery of devolution, and enhances the local voice by ensuring strategies are grounded in the specific needs and realities of communities. In contrast, a single-county unitary has limited options for devolution, as discussed whilst an obvious choice for strategic authority would be the West Midlands Combined Authority, where the Mayor has already indicated the probable rejection of Warwickshire if it were a single unitary authority.

- 2.43 **Stronger community engagement (1st):** The two-unitary model brings decision-making and services closer to communities, with a higher councillor-to-electors ratio facilitating better understanding of local issues, more accessible citizen engagement, and stronger accountability. It also enhances community engagement and neighbourhood empowerment, building on the strengths of existing borough and district arrangements and creating new approaches to ensure community input is fully integrated into governance. In contrast, a single-county unitary may reduce local influence and democratic accountability, with fewer members per elector limiting opportunities for engagement.
- 2.44 In summary, the rationale for the two-unitary model as Warwickshire's preferred option is that it provides councils that are financially sustainable, able to deliver efficiencies, and sufficiently close to residents to respond effectively to local priorities.
- 2.45 The model aligns with existing service geographies, including health, policing, and education, and recognises the distinct economic and demographic characteristics of North and South Warwickshire. It creates councils with the clarity, focus, and capacity to deliver improved outcomes across the county and the evidence shows the two unitary option would deliver clear improvements for residents, businesses, and communities, including:
- Driving inclusive economic growth and creating employment opportunities.
 - Improving healthy life expectancy.
 - Increasing housing supply and affordability, supported by improved infrastructure.
 - Raising educational attainment and adult skills.
 - Enhancing transport and digital connectivity.
 - Accelerating action on climate change.
 - Delivering simpler, more accessible, and effective services.
 - Strengthening town centres and high streets, fostering greater pride of place.
- 2.46 The same draft submission document is being considered by Nuneaton & Bedworth Borough Council, Warwick District Council and Stratford-on-Avon District Council. It is possible that minor changes to the submission document could be requested by these authorities, therefore, if Council approves the submission document delegation is also sought in order to make any minor changes to the document.

Options for Local Government Reorganisation – Strategic Authority

- 2.47 The invitation from government to submit proposals for local government reorganisation concentrates on what future councils will look like. However, the document also needs to identify the most appropriate future structures to deliver the government objective of devolution, and as a result economic growth, to the area to a strategic authority.
- 2.48 It will be for local areas to propose strategic authorities for negotiation with Government. The following principles will be used by government in evaluating the options:
- **Scale:** The default assumption is for them to have a combined population of 1.5 million or above, but we accept that in some places, smaller authorities may be necessary.
 - **Economies:** Strategic Authorities must cover sensible economic geographies with a particular focus on functional economic areas, reflecting current and potential travel-to-work patterns and local labour markets. It is likely that where travel to work areas are small and fragmented, Strategic Authorities will cover multiple travel to work areas.
 - **Contiguity:** Any proposed geography must be contiguous across its constituent Councils (either now or with a clear plan to ensure continuity in the future through agreed local government reorganisation).
 - **No ‘devolution islands’:** Geographies must not create devolution ‘islands’ by leaving areas which are too small to go it alone or which do not have natural partners.
 - **Delivery:** Geographies should ensure the effective delivery of key functions including Spatial Development Strategies, Local Transport Plans and Get Britain Working Plans.
 - **Alignment:** The Government will seek to promote alignment between devolution boundaries and other public sector boundaries.
 - **Identity:** A vital element of successful devolution is the ability for local residents to engage with and hold their devolved institutions to account – and local identity plays a key role in this
- 2.49 The Interim Plan identified three options for Strategic Authority for the Warwickshire area which were as follows:
- Membership of the West Midlands Combined Authority.
 - A standalone Warwickshire Strategic Authority.
 - A cluster of other neighbouring county council areas.
- 2.50 This Council is already a “non-constituent” member of the West Midlands Combined Authority (WMCA) due to the economic geography of the Borough in terms of jobs, businesses and joint planning features such as common Housing and Employment Market Areas.
- 2.51 The previously expressed preference of this Council with regard to a Strategic Authority is the WMCA. However, it is also clear that the Mayor of the WMCA has rejected this proposal, at least ahead of the May 2028 elections, his position being:

“My view is clear: the current boundaries of the West Midlands Combined Authority (WMCA), aligned with the seven West Midlands Metropolitan Councils, remain the most appropriate structure to meet the needs of our region. This enables the WMCA to focus most effectively on delivering its critical priorities: investment in transport, affordable social housing, skills development, and economic growth”.

- 2.52 Despite the response from the Mayor the WMCA still remains the favoured option for most councils in Warwickshire, including Warwickshire County Council and Government officials have recommended that our submission re-states what the preferred option in respect of a Strategic Authority is. However it is also appropriate for the other options to be assessed.
- 2.53 There are no existing neighbouring county areas with strong connections to the whole of the Warwickshire area. For instance, whilst there are close synergies between South Warwickshire and Worcestershire, these are not shared with North Warwickshire. Similarly whilst there are close links between North Warwickshire Borough Council and Hinckley and Bosworth Borough Council (Leicestershire), these are not shared with Stratford-on-Avon District Council.
- 2.54 A standalone Warwickshire strategic Authority would be the next best alternative. It should be noted that under a standalone Warwickshire Strategic Authority, it would be necessary to have two-unitary councils for Warwickshire. Under existing legislation, it is not possible to have a strategic authority for a single council area as at least two are required.
- 2.55 MHCLG officials have confirmed that this option is not ideal and does not confirm fully with a number of the criterion for Strategic Authorities. However that advice also confirmed that the long-term decision about what strategic authority should be implemented locally would not have to be finalised by the point of the submission and therefore the submission document should set out the options. Crucially, as mentioned above, the key issue is to ensure that the chosen option for local government reorganisation does not close off any options for devolution.
- 2.56 It is clear therefore, that the local government reorganisation option which keeps most options for future a strategic authority open for the area is a two-unitary local government structure for Warwickshire. Indeed, it is only under this structure that a standalone Warwickshire Strategic Authority could be delivered.
- 2.57 It is also clear that positive work should be undertaken to confirm the close economic, transport and other links with the WMCA area in order to dispel the impression that Warwickshire could become a devolution island, with the risk of it being placed into a solution that makes very little sense to the area. At a recent meeting, the WMCA mayor confirmed that it would not be possible to join at the moment but that arrangements should be explored to maximise the acknowledged links between the areas, including looking at more formal, collaborative governance on areas of interest.

Position of Warwickshire County Council

- 2.58 Warwickshire County Council met on 14 October to consider their position in relation to local government reorganisation. The [decision](#) of the County

Council was to support a single-unitary Warwickshire and this decision was confirmed at a [Cabinet meeting](#) on the 6th November.

- 2.59 Concern has been raised within the County Council business case surrounding the viability of a North Warwickshire unitary authority in a two-unitary scenario. It is suggested that that given there are higher levels of demand for services in the north of the county including Adult Social Care and SEND. The comments at 2.41 above should be noted in this context, that the County Council's solution is largely that finance should be redistributed from the South to the North within a single Council, a solution that stands little prospect of being implemented.
- 2.60 Whilst the long-term viability of both councils in a two-unitary scenario is extremely important, from experience in other areas such as Cumbria issues surrounding the allocation of government grant is resolved during the implementation phase and is undertaken by negotiation with officials from MHCLG. It is also worth noting that the government is reviewing the method of allocating grants through the Fair Funding 2.0 review. At this stage the government have not issued any worked examples under this review, instead, local authorities have been expected to estimate the potential impacts through their own modelling.
- 2.61 In addition to the future allocation of grant there would also be the need for the proper split of assets and liabilities from the current authority of the vesting of the new authorities. There would be the need for negotiations with MCHLG on the division of settlements through the Fair Funding 2.0 process and the equitable split of assets and liabilities from the current County Council.
- 2.62 Even within the limits of what is currently known about the Fair Funding review, it is clear therefore that the Government's review is meant to address specifically the issue that the County Council have raised:

"This up-to-date approach will use the best available evidence to take account of the different needs and costs faced by local authorities in urban and rural areas, and the ability of individual local authorities to raise Council Tax. This is a fairer and simpler approach overall, with fewer formulae, whilst also proposing that in certain high-cost areas like temporary accommodation and home-to-school transport bespoke formulae are justified".

- 2.63 In addition, the financial review undertaken by Deloitte's have identified that there is a positive financial future for both a North and South Unitary Councils. Whilst the savings are marginally less than a single county unitary the differences are extremely small (less than 1% of the Councils' collective budgets). Moreover the Peopletoo assessment which has clearly identified that those current unitary authorities who are delivering the best financial performance are those with populations greater than 350,000. The conclusions from their review identify that when an authority gets too big, inefficiencies mean that they do not have the flexibility to concentrate on the specific needs of the different communities they represent. This in turn builds in diseconomies of scale along with poorer outcomes for residents. Through

the introduction of the Targeted Operating Model proposed by Peopletoo, significant savings can be delivered in addition to better outcomes in areas such as Adult Social Care and Children's Services.

Financial Analysis

- 2.64 The Deloitte report shows that Warwickshire and its six councils are currently in a stable financial position, with debt primarily related to capital and infrastructure investment. Based on available data, both a North and South unitary would be financially sustainable. The North would rely more on government grants and business rates due to higher deprivation, while the South would benefit from a stronger council tax base but face greater demographic pressures from an ageing population. These challenges largely reflect the status quo.
- 2.65 Based on financial modelling, it is predicted that the single county unitary will generate slightly higher net savings through greater economies of scale and lower costs, though the gap is not significant. However, the business case indicates that the establishment of two unitary authorities, supported by a programme of service transformation, would enable more effective management of demand within high-cost service areas, including Adult Social Care, Children's Services, and SEND. This approach is intended to address the County's principal financial risks.
- 2.66 As mentioned above, analysis undertaken by PeopleToo consultancy suggests that smaller unitary authorities typically incur lower per capita expenditure on social care. Demand modelling undertaken as part of the business case identifies the potential to achieve additional savings in the region of £30 million over a five-year period. Should these efficiencies be realised, the two-unitary model would represent a more financially sustainable option than a single county-wide unitary arrangement over the longer term.
- 2.67 The primary financial challenge facing Warwickshire's local authorities arises from the County Council's deficit in service provision (as shown in the table below). This deficit is currently being mitigated through the application of reserves; however, projections indicate a worsening position over the next five years, requiring the identification of significant savings.
- 2.68 Further due diligence will be required regarding the nature of debt across all six councils as part of the unitarisation process. This exercise will also inform the apportionment of assets and liabilities. Based on the information currently available, the level of debt is not considered to constitute a significant financial risk and would require management under either unitary model.

A summary of the current financial position for each Council

Financial Position as Per 2023/24 Accounts	North Warwickshire (£'000)	Nuneaton and Bedworth (£'000)	Rugby (£'000)	Stratford on Avon (£'000)	Warwick (£'000)	Warwickshire County Council (£'000)
Gross Expenditure	44,295	101,875	62,321	65,684	115,490	1,181,400
Gross Income	-39,800	-67,217	-43,449	-41,202	-76,280	-543,800
Net Expenditure	4,495	34,658	18,872	24,482	39,210	637,600
Surplus / (Deficit) on provision of HRA	-8,846	-7,515	1,293	N/A	1,587	N/A
Surplus / (Deficit) on provision of General Fund Services	13,873	4,596	6,026	8,304	-2,987	-29,900
Adjustments between accounting and funding basis	0	4,866	0	0	0	18,500
Transfers to / (from) Earmarked Reserves	2,081	1,526	2,316	5,039	5,433	10,200
General Fund Increase / (Decrease) in Year	4,592	1,898	5,300	2,504	-1,018	0
Long Term Borrowing	46,229	62,669	83,355	0	238,517	272,400
Fixed Assets	210,768	461,340	315,946	102,424	714,628	1,584,600

2.69 The Deloitte report sets out an indicative financial position for the proposed two-unitary model as follows.

Analysis of Financial Position of Councils (23/24 Accounts) (£'000)	North	South
Gross Expenditure	£799,191	£771,874
Gross Income	-£422,366	-£389,382
Net Expenditure	£376,825	£382,492
Surplus / (Deficit) on provision of HRA	-£15,068	£1,587
Surplus / (Deficit) on provision of General Fund Services	£9,545	-£9,633
Adjustments between accounting and funding basis	£14,116	£9,250
Transfers to / (from) Earmarked Reserves	£11,023	£15,572
General Fund Increase / (Decrease) in Year	£11,790	£1,486
Total Useable Reserves	£269,400	£249,381
Total Unusable Reserves	£1,153,712	£958,552
Long Term Borrowing	£328,453	£374,717
Fixed Assets	£1,780,354	£1,609,352

2.70 As noted above, the single county unitary is expected to generate slightly higher savings through the reorganisation process. The business case outlines how these savings would be achieved, highlighting differences between the two proposed structures across three areas: senior leadership, democratic, and service savings.

2.71 Analysis indicates that the single county unitary model would achieve the highest overall savings for senior leadership posts, although the two-unitary model would also deliver substantial, albeit lower, savings. The difference largely reflects the additional costs of disaggregating existing County Council functions.

- 2.72 Under the two-unitary model, separate Directors for Adult Social Care and Children's Services would be required in each new authority. Estimated savings for this aspect under the single unitary model are £1.95 million, compared with £1.05 million under the two-unitary model.
- 2.73 The single unitary model offers the greatest savings for democratic representation, reflecting the lower number of councillors. Estimated savings are £1.77 million under the single unitary model, compared with £1.48 million under the two-unitary model. However, the reduction in councillor numbers, particularly under the single unitary, raises potential concerns regarding a democratic deficit, with fewer elected members available to represent residents and address ward-level issues.
- 2.74 Both unitary models are expected to achieve service savings through integration and economies of scale. For example, consolidating back-office functions or leveraging greater purchasing power when outsourcing can deliver significant cost reductions. Due to its larger scale, a single county unitary would generally realise higher overall savings. However, as noted in the service savings assumptions section of the business case, certain areas, such as Children's Social Services, could achieve greater efficiencies under a two-unitary model, supported by comparative evidence from authorities of similar size.
- 2.75 Overall, the financial assessment indicates that the single-unitary model is projected to deliver greater net savings over a three-year period, estimated at £89.5 million compared with £83.9 million for the two-unitary model, per the table at paragraph 2.39 above. This primarily reflects lower transition and disaggregation costs, alongside increased economies of scale achieved through the consolidation of back-office functions and other aggregated services.
- 2.76 Nonetheless, the two-unitary model is also expected to generate substantial savings, largely through more effective management of demand in high-cost services such as Adult Social Care, Children's Social Care, and Home to School Transport. These efficiencies are anticipated to arise from a localised, place-based approach emphasising early intervention and prevention. By contrast, the current county-led model has struggled to influence demand trends in these areas, reinforcing the need for a community-focussed approach.

Next Steps

- 2.77 MHCLG has published guidance outlining the expected timeline for Local Government Reorganisation in areas, including Warwickshire, where councils are submitting proposals by the end of November. The guidance indicates that new unitary authorities would operate in a 'shadow form' from May 2027, just under one year prior to their official "go-live" date in April 2028, when they would assume full statutory powers, assets, and liabilities.

Indicative timeline for Local Government Reorganisation in Warwickshire

Date	Milestone
28 November 2025	Statutory deadline for submission to Government
Early 2026	Anticipated feedback from Government and consultation period on all viable options
Spring 2026	Government consults on Warwickshire proposal(s)
Late spring / Summer 2026	Government decision on local government reorganisation for Warwickshire Start of discussion on implementation issues with Government
Early Autumn 2026	Legislation drafted
Late Autumn/Winter 2026/2027	Structural changes orders submitted for parliamentary approval. Either Implementation Executive formed (in the event of a continuing authority) or Joint Committee formed (for new authority(ies))
May 2027	Elections to Shadow Unitary Councils
May 2027	Shadow Authority operates alongside predecessor Councils
April 2028	Formal 'go live' of new authority(ies)

- 2.79 With regard to transition arrangements, the DCN have produced a note on the various options and this is attached as **Appendix 10**. As discussed at the Member Working Group earlier this month, one of the options in the event of a single unitary Council is for the County Council to be the 'continuing authority'. Given the need for significant transformation with regard to the important services discussed in the Peopletoo report it is recommended that the submission to Government confirms this Council's position that there should not be a continuing authority in the event of a single unitary Council for Warwickshire.

Analysis of the effects on Equality

- 2.80 There are no direct equality implications arising from the submission to Government. Given the extensive work undertaken on the Council's behalf by Peopletoo and that improving economic performance, health outcomes and

reducing deprivation are key motivating factors within the bid, the equalities implications and aspects of the submission have been fully considered. Detailed considerations of the service impacts of reorganisation will need to be considered during the transition phase.

The Contact Officer for this report is Steve Maxey (01827 719438).