

# Annual Report 2024/25



Marking ten years of SWGP

# Welcome



As we finalise our Annual Report for 2024-25, the NHS is once again facing significant change. The government’s new 10-Year Plan sets out ambitious targets alongside major structural changes affecting some of the organisations we have worked closely with in recent years.

There are also some clear opportunities that we are well placed to take on thanks to the investment we have all made in collaborative working as a Federation, a South Warwickshire Place Partner and as a founding member and delivery partner of Coventry and Warwickshire IPC. This is an opportunity for primary care to be an equal partner in the provider landscape working collaboratively with system partners to support the three shifts from hospital to community, analogue to digital and sickness to prevention. Change is always challenging, but we must be ready to respond in ways that will support our patients and communities and ensure that primary care and our practices – traditionally the most efficient part of the NHS – continue to thrive.

Over the course of this year, we have delivered new services which are making it possible for patients to receive more services closer to home, reducing the need

for hospital visits and cutting waiting times. Through our collaboration with Coventry & Warwickshire Integrated Primary Care, we have secured new delivery contracts which have enabled us to strengthen our workforce and maintain support for our member practices.

This year also saw one of the main shifts in our financial position as Primary Care Networks (PCNs) took on the running of their own Enhanced Access services from SWGP. This has been one of our longest serving services, with profits being fed back into providing services for practices and patients. It’s positive to see our local PCNs now in a position to run these contracts themselves, which has created capacity for SWGP to secure new opportunities. As an organisation we have always felt that we need to evolve to meet the changing needs of our practices and PCNs. This has prompted a change in our financial model, however, leading to some changes in the services and support we provide to our members.

I’m extremely proud of the resilience and ability our team has shown in responding to recent challenges and changes – something I feel sure will stand us in good stead over the coming months and years. We have worked hard to build relationships with local and regional commissioners, providing at scale solutions which retain the benefits of local GP delivery with the economies of scale expected from system-wide services. 2024 marked 10 years of SWGP Federation and we have achieved a great deal in that time. As we embark on our next decade, I look forward to rising to future challenges, helping our members and partners deliver more for local communities.

Cristina Ramos  
SWGP Chair



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We welcome your feedback on things that are going well or where improvements can be made – please email your comments, ideas or questions to [admin@southwarwickshiregps.nhs.uk](mailto:admin@southwarwickshiregps.nhs.uk)

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# SWGP at a glance

South Warwickshire GP Federation was set up a decade ago to grow and enhance primary care.

We do this by:

- Enabling member practices and Primary Care Networks (PCNs) to thrive by providing additional services and capacity
- Supporting and developing practices, PCNs and partners through skills sharing, resources and corporate support
- Working with partners to design and deliver high quality primary care services across Coventry & Warwickshire, giving more patients access to additional services closer to home



We represent 29 GP practices across South Warwickshire, providing services that help our member practices support the 275,000 patients they care for.

Our reach has grown significantly during 2024-25 as we have become more established as a delivery partner for Coventry & Warwickshire Integrated Primary Care (IPC).

IPC is made up of representatives from SWGP and other federations and providers across Coventry & Warwickshire. It was set up in response to the growing need for primary care services to be delivered consistently across a wider geography – so-called ‘at scale’ services.

## Our organisation structure





# Progress

## against our 2024/25 Objectives

Practices	Progress
Continue to run over 75s checks.	Continued to provide Over75s checks. Actively seeking to secure contract for 2025/26.
Expand our Resilience Service to include a resilience nurse.	Unable to recruit to initial role. Resilience service redesigned with plans to include bank nurse in 2025.
Continue to work collaboratively with member practices through workshop-style shareholder meetings and individual practice discussions.	Individual practice meetings completed and two workshops held with shareholders to develop services and positioning.
Strengthen digital and analytical solutions to support practices through the Digital Champions service.	Fully staffed Digital Champions Team and Digital Transformation lead. Several projects improving access to digital health solutions and understanding of AI.
Provide a quality offer for practices, including CQC compliance support.	Initial quality offer expanded to include a wide range of compliance tools and policies including CQC self-assessment.
Provide resources and tools through a member-only Resources Centre.	Resource Centre established housing HR, quality and communications resources for practices.
Develop opportunities for specialist input on HR, payroll and other topics.	Plans were made to include on the agenda for the following years practice visits in order to explore options further.
Deliver the ICB-commissioned GP Support offer.	Support Level Framework offer established and completed with some practices. Take-up limited due to practice capacity.

PCNs	Progress
Continue to provide financial support for PCN management to enable the further development of individual PCNs.	Comprehensive guidance provided to help PCNs meet financial reporting obligations. Additional transition support given to help PCNs take on their own EA services and ARRS employment.
Continue to work with PCNs to enable effective Enhanced Access that benefits patients, practices and PCNs.	Delivered reliable EA service while supporting a smooth transition to PCN-led services. SWGP EA service ended on 30 June 2025.
Support the engagement with patient groups at a PCN level.	Continued to host the South Warwickshire Patient Engagement Group.
Provide deep dive enhance service analysis to improve efficiencies and income.	Ad hoc deep dives provided but full service on hold due to enhanced service review.

Services	Progress
Gynaecology – continue to develop the service further to support the needs of our practices and population.	New clinical services and clinic locations added. 2800 patients referred in the first two years. 98% patients rate service as good or very good.
Identify new opportunity to secure more income for primary care such as the Ophthalmology Coordination Service.	New contracts include delivering referral validation for the SW Place ECO 4 grants and prescribing for smoking cessation. Further Warwickshire-wide smoking cessation opportunity secured for 2025/26.
Dermatology – launch a system-wide dermatology service in partnership with IPC, and identify opportunities for practices to get involved.	Service launched on 1 April 2025 following set up from Jan-March 2025. Staffed by local GPs with specialist expertise and delivered via local practice-based hubs.
Formalise and extend our GP in ED service.	New contract secured for four years.

Internal	Progress
Maintain and improve our governance and assurance processes.	74 policies reviewed and updated and strengthened incident reporting.
Complete CQC mock inspection.	Mock inspection completed in 2024. Positive feedback suggesting SWGP is in line with 'Good' rating. Opportunities to improve actioned.
Build closer relationships between our Board and senior management team and practices.	Monthly joint SMT and Board meeting established, with supporting joint communications groups. Practice communications strengthened through face-to-face meetings and newsletters.
Develop further our new communication processes and roles.	Launched a new website in December alongside refreshed branding for 10th anniversary. Strengthened internal communications and expanded all team meetings to include ARRS roles.

System	Progress
Work with place and system partners to understand and adapt to changes that may be introduced by the new government.	Actively engaged in discussions affecting primary care and the wider system.
Maintain our role at IPC and identify new opportunities for SWGP to deliver contracts at scale on its behalf.	Established as a reliable delivery partner that can mobilise services quickly and efficiently. New services include Ophthalmology Coordination Service and Primary Care Dermatology.
Support the ongoing development of the Training Hub and other workforce and wellbeing initiatives.	Monthly meetings with the Training Hub and ongoing promotion of activities and events.
Engage and contribute to the Primary Care Collaborative to ensure General Practice in South Warwickshire has a say in the future direction of General Practice.	Regular attendance at Primary Care Collaborative, including helping to shape the new Primary Care Strategy.
Consider other opportunities and services that would benefit General Practice and support portfolio careers.	Ongoing business development discussions leading to new opportunities, including clinical leadership roles and resilience staff bank roles, as well as GPs with Extended Roles for Dermatology and Gynaecology services.

# Supporting practices

Supporting our member practices is a core part of our work – whether that’s by providing direct services or support, finding more efficient ways of working, or by identifying opportunities to enhance the role of primary care more widely. General Practice continues to play a vital role in helping patients and communities live well for longer, and as the NHS goes through more change, our focus remains on helping our practices have the tools and resources to deliver high quality, efficient patient care.

## Resilience

In recognition of the workload pressures practices face, we continue to provide qualified, insured resilience services to support member practices during holiday or sickness absence. This support includes:

- Health Care Assistants
- Phlebotomists
- Reception and administrative support
- Resilience secretarial support
- Process new patient registrations
- Booking vaccinations for flu, Covid and RSV

Previously a free pilot for practices, during 2024/25, practices using Resilience met 50% of the cost of support to help us continue to provide an agile, responsive service. We were pleased to see continued high usage of the service.

“The resilience service has really saved our skin on more than one occasion. Everyone we have been lucky enough to work with has been friendly, capable, professional and patient. A big thank you to everyone on the team”

- Practice Manager

“Nothing but praise for the SWGP resilience staff that come here. Time-keeping, appearance and how they fit in with our staff is excellent.”

- Practice Manager

## Adapting to a new model

In response to changes to Federation funding, we have worked collaboratively with practices to develop a future model for Resilience which is more sustainable. From 1 April 2025, practices will continue to have access to SWGP-approved resilience staff through our Lantum staff bank. Practices will cover the full staff costs as required, while costs for overall management of the service will continue to be met by SWGP.

The proposed changes were positively received and early signs at the start of the new financial year show continued use of resilience under the new model.

4 staff members have been successfully employed within practices following changes to Resilience, retaining talent in the local area, speeding up recruitment for practices, and providing new opportunities for staff.



Total hours of practice booked resilience last year:

13,478



Total Service Average Utilisation % last year

82.5%

## CASE STUDY: CrowdStrike

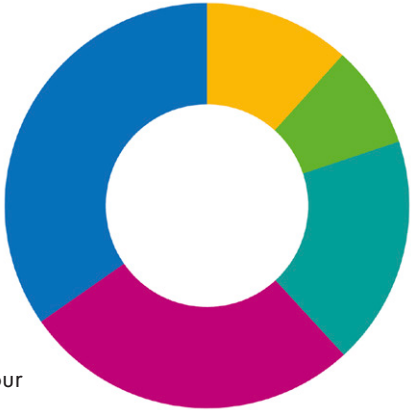
In July 2024, a major, global IT incident prevented people and organisations worldwide from accessing day-to-day IT systems, including both SWGP and our member practices.

Although the impact varied across practices, some were unable to access clinical records or appointment details. This meant clinicians had to rely on manual consultation forms, creating a backlog of information that needed to be added to patient notes. In some cases, some types of appointments also had to be cancelled.

To support our member practices, we quickly developed a free support offer to help tackle the additional workload.

This included 203 administrative hours (at practice level) and 18 phlebotomy sessions (at PCN level on a fair share basis). Many practices took up the offer, which led to us providing 158 hours support, broken down as follows:

Administration:	18.5 hours
Letter coding:	13 hours
Reception:	29 hours
Secretarial:	42.5 hours
Phlebotomy:	55 hours



This rapid response was well received by practices, many of whom did not have the capacity to manage the backlog alone. The incident also prompted us to strengthen our internal business continuity planning to minimise disruption from any future IT outages.

## Over 75’s Contract

We secured the Over 75’s contracts for a further year, 2024-25. This assures an ongoing income for practices for delivering a series of preventative health checks covering medical, mental health, functional capacity and social assessments.

Our team collates Over 75 health check activity data and processes payments to practices, simplifying the process for the commissioner and saving practices time.

A total of 2,288 Over 75s checks were completed during this period.

## Digital Support

2024/25 saw the launch of the new Coventry & Warwickshire Digital Champions service delivered by Integrated Primary Care. The service is based on SWGP’s previous Digital Angels model, meaning most of our digital support for practices is now provided through this contract.

However, we retain a small digital team to support staff and practices with:

- New starter IT set up and induction
- Liaison with NHS IT providers
- GP Enhanced Service Claims



Quality support

In April 2024, we launched a practice resources centre, initially offering a quality support service to help practices meet regulatory requirements, set out by organisations such as the Care Quality Commission (CQC) and related resources.

- Over the course of 2024-25, we have expanded the resources centre to include a wide range of resources including:
- Audit Templates
  - CQC Resources
  - Feedback and Complaints Templates
  - Incident Reporting & Risk Management Resources
  - Policy Tracker Template
  - Lunch and Learn Session recordings / presentations

What the quality service offers:

- Experience in implementing processes relating to safety, quality and governance.
- Supporting practices by providing resources relating to Safety and Quality and signposting to services based on their current needs/challenges.
- Help and support other teams based in head office, where possible/appropriate - providing resilience and additional cover.

CQC Self-Assessment Support

Alongside our self-assessment toolkit, designed to help practices measure themselves against key CQC standards, we also offer one-to-one support for those wanting help to work through the tool in more detail. In 2024-25, we supported eight practices with this process. Uptake is often limited due to workload pressures, but the support offered has been positively received by those who took part.

Support Level Framework Offer

SWGP was commissioned by Coventry & Warwickshire ICB to offer the Support Level Framework (SLF) to all practices in South Warwickshire. The SLF is a structured tool designed to help practices reflect on their current ways of working, celebrate successes, and identify opportunities for improvement, especially in relation to the Modern General Practice model. Our support includes:

- dedicated 2.5-hour meeting with SWGP lead to work through the framework
- signposting to relevant services and resources where appropriate
- support to develop a tailored achievable action plan, based on the areas they wish to improve.

This hands-on approach helped practices take practical steps toward more efficient and compliant ways of working.

Highlights

- We completed six SLFs completed in South Warwickshire
- We also helped Coventry and Rugby GP Alliance complete SLFs in their area, supporting 12 practices.

“Yasmin Brough & Louise Masterson were very helpful and it’s surprising to see how much we are doing that we don’t always see!”



Supporting PCNs


PCN Management and financial support

As PCNs are not incorporated, SWGP acts as a PCN Account Holder and employer of ARRS staff roles. This means we take on most of the HR, recruitment and financial activities for PCNs, delivering consistency and economies of scale. Our support includes


- Managing all financial transactions on behalf of the PCNs
- Managing Xero accounts for each PCN
- Providing support with the recruitment, onboarding, and retention of staff
- Providing all information to external accountants to produce annual accounts
- Operating a bank account for each PCN, reconciled monthly
- Monthly reporting of current and forecasted financial year end position, including monthly balance sheet and profit & loss account
- Processing claims for all ARRS staff
- Tracking ARRS budgets throughout the year for PCNs and individual practices
- Work with Digital/Transformation Leads (‘DTLs’) to report on workforce to ICB quarterly
- Processing all payroll/pensions for all ARRS staff
- Providing HR support and advice, particularly in relation to ARRS roles
- Managing and implementing staff and role changes, including staff consultation
- Tracking and updating the NWRS system (National Workforce Reporting System)
- Collating payslips from practices who directly employ ARRS staff and calculating the relevant amount to reimburse to them
- Reconciling the amount received from the ICB and allocating to the PCNs as necessary
- Calculating apportionment of distributions from PCNs to practices using the appropriate list size for each category
- Tracking costs against ad-hoc income streams to monitor profitability and cumulative surplus
- On call for advice to DTLs and CDs at all times

We recruited and onboarded 30 additional roles between April 24-April 25 – that’s 55% of all staff recruited over the report period.


By working in partnership with SWGP, PCNs benefit from




External finance compliance/auditing




Up to date financial and HR expertise




Accurate data, populated at source




Benchmarking across PCNs to spot and tackle issues




Timely and cost-efficient services



Compliance with role-specific mandatory and statutory training



Ensuring funds are correctly applied in proportion to the appropriate list sizes



Did you know?

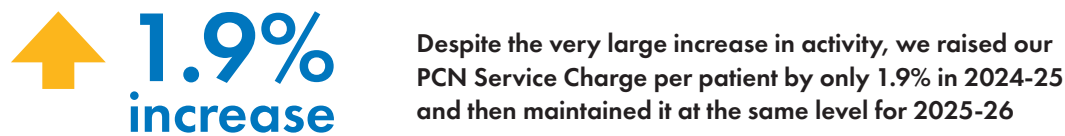
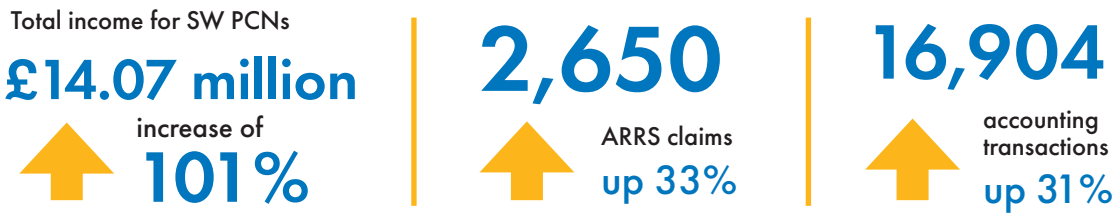
SWGP administers all ARRS funding claims on behalf of every PCN across South Warwickshire, including the roles we don’t directly employ.



This year’s highlights include:

- Supported to embed / onboard new ARRS roles including DTLs into PCNs, Enhanced Nurses and GPs
- Updated the ARRS salary guide framework
- Formally reviewed our induction process for federation staff
- Supported DTLs to foster relationships across PCNs by facilitating collaborative meetings as part of the management structure through SWGP
- Provided support to PCNs during periods of transition, with a particular focus on workforce changes
- Supported Leamington PCN with COVID autumn & winter programmes
- Served as the primary point of coordination between SWFT, CWPT, Springfield Mind, and PCNs, ensuring effective integration and support for First Contact Physio’s and Springfield Mind practitioners embedded in PCN teams

We’ve seen a significant increase in demand compared with 2023-24:



**Did you know?** Additional roles are a vital part of PCN teams, working in practice to support patients but their role is not always clearly understood. We encourage ARRS staff to share their career-progression stories and spotlight the vital contributions they make to patients and the teams they work with which are [published on our website](#).



# Delivering patient services in South Warwickshire

## GP in ED

Our GP in ED service continued throughout 2024/25, providing a platform for future integrated services and providing an extra income stream for the Federation.

GP in ED contract has been extended for four years. Two GPs provide cover from 8am-12am within their own dedicated clinical area at Warwick Emergency Department. Cover is in place 365 days of the year including Christmas and other bank holidays, equivalent to 168 hours of GP time per week.

### Benefits include:

- ✓ Quicker access to urgent care for patients
- ✓ Reduced pressures on both Warwick ED and GP practices
- ✓ Stronger relationships with acute trusts

## Frailty Nurses

SWGP continued to fund frailty GP time to support the delivery of frailty MDTs and provide support for frailty nurses.

We work collaboratively with SWFT to provide a full complement of frailty nurses who receive robust training spanning primary and secondary care.

They deliver enhanced care in nursing homes, as well as supporting proactive initiatives to improve outcomes for patients and reduce demand on GP practices.

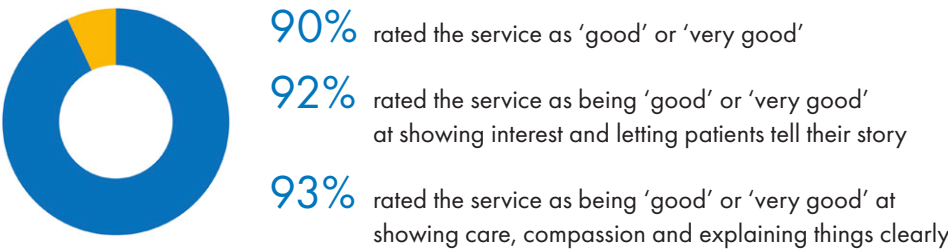
When patients under the frailty team’s care are admitted to hospital, our frailty team receives a notification so that the teams can work together swiftly to get the patient quickly and safely discharged.

Our team issued 723 anti-viral prescriptions between April 2024 and March 2025.

## Enhanced Access

On behalf of PCNs, we continued to deliver evening and weekend appointments via a network of local hubs, while working with individual PCNs to transfer service delivery to their in-house teams. We supported a smooth transition in phases, providing service planning and HR support, training, and staffing. The final SWGP clinics were set to complete on 30 June 2025.

We’re proud to have received such positive patient feedback\* throughout the year.



\*Statistics based on those who provided feedback

“Great service, convenient time and friendly professional staff.”

“Superb appointment. Covered several health concerns, not just the one I reported.”

We provided 11,945 Enhanced Access appointments over five PCNs across the year

# System and Place partnership working

2024/25 saw major progress across a number of partnership working initiatives. This includes our work as a founding member and delivery partner of Coventry & Warwickshire Integrated Primary Care (IPC), member of South Warwickshire Place Partnership, and membership of several partnership boards and collaboratives.

## Local and regional representation

SWGP directors continue to represent the voice of primary care through the following:

- C&W Primary Care Collaborative
- C&W Community Mental Health Transformation Board
- Local Estates Forum
- Place Partnership Board
- Place Delivery Group and Place Comms Cell
- Primary Care Board
- Strategic Innovation Board
- Warwickshire Care Collaborative

A key output from the Primary Care Collaborative this financial year was the launch of the Primary Care Strategy in February 2025. The strategy sets out the ambition and vision for Primary Care for the next five years, drawing on extensive engagement to understand and capture current issues and challenges as well as best practice. SWGP has two voting members on the Primary Care Collaborative. This presence ensures our member practices are able to influence the direction of developments across the wider system.

## South Warwickshire Place Partnership

SWGP is a member of the South Warwickshire Place Partnership, alongside representatives from local government, secondary care and the voluntary sector. We work together to support the unique needs of our local communities, including funding pilot projects designed to target high areas of need.

Two care coordinators have been recruited to work directly with young people and their families, providing interim support and signposting to help improve outcomes for young people and reduce A&E attendances. See case study

In March 2025, we also took on responsibility for checking patient eligibility for a national eco grant scheme being delivered by the Place Partnership. The scheme enables patients with increased risk of ill health due to housing factors to receive funding for measures like insulation, heating upgrades, and renewable energy installations, ultimately aiming to reduce carbon emissions, tackle fuel poverty and support patients most at need. SWGP's input avoided the need for individual GPs to review referrals from Act on Energy, saving admin time for practices and speeding up the referral process.



## CASE STUDY: Children and Young Persons Mental Health Care Coordination Service

In late 2024, SWGP was commissioned by South Warwickshire Place Partnership to deliver a Children and Young Persons Mental Health Care Coordination pilot project to support children and young people while they are waiting for specialist services. The project is being piloted in Leamington North and South PCNs, as well as Stratford PCN on behalf of South Warwickshire Place.

The pilot aims to support young people aged 12–19 and their families, who frequently access their GP practice and A&E due to mental ill health. Many face long waits for specialist services and need help navigating available support. Trained care coordinators offer up to six one-to-one sessions, helping young people understand their mental health needs, access resources, and find local support. Early sessions focus on building trust and assessing wellbeing, with follow-ups to review progress and adapt support.

To date (as of 31 March 2025):

129 eligible patients identified across 3 PCNs	41 patients on active caseloads across PCNs	5 completed the programme with improved wellbeing
SWEMWBS scores improved by 3–5 points for discharged patients.	Patients report better school attendance, managed anxiety, and social confidence	Referral criteria have since expanded to support more young people earlier.





# Coventry & Warwickshire IPC delivery partner services



SWGP is actively involved in the running of Coventry & Warwickshire Integrated Primary Care, and two of our board members are also directors of IPC. We work in partnership with our IPC Board colleagues to develop new services which can be delivered across a wider footprint, either directly by IPC or in partnership with member federations and other organisations.

SWGP is a delivery partner for several IPC clinical and non-clinical services.

## Ophthalmology Coordination Service

In 2024, IPC was commissioned to provide the administrative hub for Coventry & Warwickshire Integrated Care Board's (ICB) roll out of the new Electronic eye Referral System, EeRS. SWGP is the delivery partner for the Ophthalmology Coordination Service (OCS) which enables optometrists to refer patients for specialist eye care more quickly via the admin hub. We contact eligible patients to run through screening questions, before offering them a choice of places to receive their treatment based on suitability, waiting times, and location. GP practices receive a copy of their patients' referrals and are alerted to any potential follow-up requirements.

### Benefits

- ✓ Improved patient choice
- ✓ Reduced admin burden for GPs
- ✓ Shorter and faster referral route
- ✓ More secure and convenient referral process
- ✓ Ability to add eye scans and photos
- ✓ Improved communication and feedback between secondary care and referring optometrist.

#### Impact in first 12 months:

**21,000** routine and urgent referrals processed

**97%** patients rate experience as excellent or very good\*

*\*based on feedback questionnaires received*

Comments from patients have been extremely positive:

"If only all NHS dept. could be like this one then we'd be the envy of the world!"

"Really pleased with the way my referral has been handled"

"Everything was great... they were very approachable and tried to find a quick solution"

"I found the service very informative, helpful with clear advice"



## Primary Care Gynaecology Service

SWGP continues to be the IPC's delivery partner for the Primary Care Gynaecology Service, specialist GP-led care for routine gynaecological conditions.

During 2024-25, the service expanded to provide new treatments including cervical polyp removal and vulval disorders including vulval biopsy.

### Benefits

- ✓ Shorter waiting times
- ✓ Easier access via six community-based hubs
- ✓ Strong collaboration with secondary care to benefit patients
- ✓ Local GPs offered opportunities to specialise and expand their portfolio

#### Impact in 2024/25:

**97%** patients rate service as good or very good

**1,621** referrals during 2024-25

*\*based on feedback questionnaires received*

Patient feedback has been overwhelmingly positive:

"Calm, professional and reassuring."

"I wish my friends and family had this support in their areas."

"Made me so relaxed and was very informative about the procedure I was having. 10/10."

"Absolutely first rate... very impressed that this thoughtful and professional service is available on the NHS."



## Primary Care Dermatology

In December 2024, IPC was commissioned to provide a community-based dermatology service to help reduce hospital waiting times and provide easier access to specialist care for routine dermatological conditions.

SWGP is the IPC's delivery partner, alongside Consultant Connect. Together, we deliver a service which sees all routine referrals triaged by a dermatology consultant within 2 working days. Treatment is provided at one of several clinics based throughout Coventry & Warwickshire by GPs with specialist training and expertise in dermatology.

The service was launched on time on 1 April and received its first referrals that day. As we headed into the new financial year, 199 referrals were received in the first six weeks, with the number of clinic sites increased to eleven.

### Benefits

- ✓ Faster treatment – aim to treat patients within six weeks
- ✓ Face-to-face clinics staffed by local GPs
- ✓ Seamless care with GPs recording consultations in patients' notes
- ✓ Easier access to specialist treatment at multiple locations

## Learning and development services

SWGP has also delivered the recruitment of systemwide Clinical Leads on behalf of IPC.

SWGP also hosts the IPC's Digital Champions service which provides digital support and transformation services to practices and PCNs across the system. This includes identifying ways to make best use of new and emerging technology as well as helping practices increase take-up of the NHS App among patients and make best use of their own digital systems.



# Workforce and HR Services

**Our SWGP HR service provides recruitment, onboarding, management, training and development on behalf of the Federation and PCNs in South Warwickshire. Centralised working brings multiple benefits, including removing the responsibility and liability associated with employing staff from individual practices, as well as significantly reducing their management workload.**

Attracting and retaining staff continues to be a national challenge across the NHS. Despite this, we have successfully recruited multiple practice-based staff through the Additional Roles Reimbursement Scheme, as well as attracting experienced clinicians to deliver new services such as Primary Care Dermatology and the Primary Care Gynaecology Service. We have also created opportunities for staff to progress within the organisation or move into other roles either within the federation or working for member practices.

Key to successful recruitment and retention is the comprehensive induction process we give all staff, together with the ongoing training and appraisal process which provides opportunities for staff to develop. SWGP also holds a Tier 2 sponsorship licence.

In addition to the work described elsewhere to support practices and PCNs, this year saw our team deliver the following support:

- ★ **Mental Health first aid training** and basic life support training for staff
- ★ Expanding the **resilience workforce** to respond to changing demands
- ★ Arranging **Care Coordinator and Health and Wellbeing Coach training** (as part of DES requirements)
- ★ Providing **tailored advice and support** on employee relations matters to PCNs during periods of change, ensuring alignment with evolving PCN needs and priorities
- ★ Enhancing the **induction process** for all staff, including ARRS roles, to ensure they understand how the Federation and Primary Care Networks operate, and are equipped with the information, tools, and resources they need from day one
- ★ Conducting an **annual review of the employee handbook** to incorporate any employment updates and ensure all staff are informed of the changes
- ★ Maintaining a **strong bank of staff** to support urgent recruitment needs across key service areas such as Enhanced Access, GP in ED, Gynaecology, Ophthalmology, and Dermatology.
- ★ **Acting on staff feedback** from the staff survey, reinforcing a culture of inclusion and continuous improvement
- ★ Updated our **induction video** to reflect service changes and updates which is used to help staff understand SWGP and how we fit into the wider health system
- ★ Delivered workforce compliance checks for the **Autumn and Winter COVID-19 vaccination programmes**, supporting Primary Care Networks (PCNs) in need of additional assistance
- ★ **Collaborated with the Training Hub** to connect Additional Roles staff with role-specific ambassadors, facilitating access to tailored training and development opportunities
- ★ Collaborating with PCN management on the **recruitment of additional staff roles**, and supporting the integration of new team members, including ARRs, GPs, and Enhanced Nurses

Supporting organisational change

The NHS is continuously changing and adapting to meet changing needs. During 2024/25, our HR team has supported the Federation, member practices and Primary Care Networks in navigating organisational changes and challenge. This has included both strategic input and practical support to manage the transition of services such as Enhanced Access to PCNs to deliver, as well as managing changes to ARRS staffing. Central to this has been ensuring staff are supported through change and the right policies and procedures are followed throughout.

Staff wellbeing support

Supporting the wellbeing of our staff is essential. It helps our team to be at their best, to enjoy coming to work and to access support when they need it.

We offer a range of activities, information and benefits to help our staff get the most out of work. This includes:

**VIVUP**

our employee assistance programme which includes telephone counselling, debt advice and other tools

**Dedicated wellbeing page**

on our intranet with advice, events and tips

**Flexible working policy**

**Occupational health support**

for employees returning to work, or needing workplace adjustments or health assessments

Additional support is available through the Health and Wellbeing Champion team via the Training Hub, including confidential one-to-one support, guidance and signposting to services, lunchtime and evening walks as well as staff wellbeing events and festivals

75% of staff survey respondents said that they feel SWGP takes positive action on health and wellbeing\*. That's a 5% increase from last year's survey!

\*Annual staff survey respondents, 2024

Coventry and Warwickshire Training Hub supports our primary care workforce with education, training and development opportunities. The Training Hub provides a comprehensive calendar of education events and training, and protected learning time (PLT) is held monthly for all clinical and non-clinical employees to attend.

**Did you know?**

During 2024/25, we welcomed 55 new staff members, ensuring a smooth recruitment, onboarding, and induction process to help them settle in and thrive from day one.

Quality and Compliance

Our Quality and Compliance Team is responsible for supporting colleagues with service monitoring and compliance, managing patient feedback and ensuring policies and procedures are fit for purpose. This is in addition to the work we do to support quality and compliance for member practices.

This year's highlights include:

- Recruited a Level Three Admin Apprentice to support the team and wider Federation
- Contributed to a stronger safety culture, with more staff proactively reporting incidents
- 31 incidents reported during 2024–25
- Formally reviewed and approved 74 internal policies and procedures, as part of our ongoing governance and assurance processes
- Maintained a strong focus on promoting compliance with mandatory training across the organisation, including clinicians working in services as well as all ARRS/PCN and head office staff
- Delivered comprehensive staff survey (see below) which has become an annual initiative
- Implemented patient feedback for services SWGP delivers either on behalf of practices or Coventry & Warwickshire Integrated Primary Care
- Completed CQC mock inspection (see below) and implemented actions based on learnings from the inspection report

CQC Mock Inspection

CQC compliance is essential for the safe delivery of high-quality patient services. Having worked on our CQC readiness in 2023/24, we worked with an external assessor to undertake a mock inspection in summer 2024. This comprehensive assessment, which included input from senior management and all staff, reviewed our processes, structure and culture in relation to:



Clinical safety	Human resources	SWGP Services
Governance	Leadership	Communications

Our evidence was assessed against the CQC's new single assessment framework covering 34 quality statement across the following key domains: **Safe, effective, caring, responsive and well-led.**

We were pleased to score 78%, giving us a good rating in line with our existing formal CQC rating. We have also taken forward key learnings from the recent mock inspection to improve our readiness ahead of our next CQC inspection.

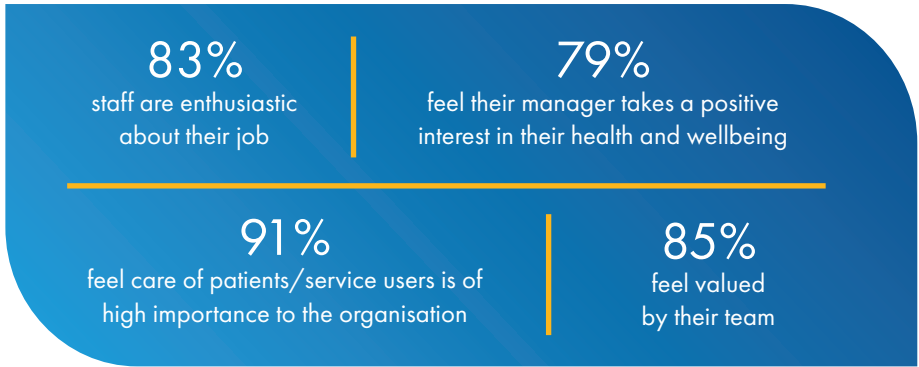
Actions taken include:

- Delivering an all-staff training session on 'All Things CQC' to raise awareness and understanding across the organisation.
- Introducing a CQC information leaflet, which is now provided to all new starters at the federation.
- Implementing a CQC knowledge assessment, which managers regularly ask staff to complete to ensure everyone remains well informed about key safety and quality processes and contacts.



## SWGP Staff Survey

This year's survey was our first opportunity to track organisation trends having established the SWGP Staff Survey in 2023/24. The survey showed most staff continue to feel positive overall about working at SWGP:



Most respondents report high levels of job satisfaction and are positive about how SWGP approaches employee health and wellbeing, equality and diversity.

The responses have also helped us identify priority areas for improvement, including:

- Expanding whole team meetings to include ARRS staff and summarise key discussion points for those unable to attend
- Refining tools and support for ARRS staff to improve management, training and development opportunities
- Improving awareness of speak up and whistleblowing policies as well as zero tolerance on bullying and discrimination
- Creating more opportunities to celebrate successes as a team
- Strengthening understanding of how SWGP fits into the wide Coventry & Warwickshire healthcare system

We are working above the national average in 27 different areas when compared to NHS Staff Survey data.



## Finance

We produce annual accounts for each year ending 31 March. They are reviewed by our Scrutiny Panel and presented to members at our Annual General Meeting, normally held in the autumn.

### Funding

SWGP is largely funded by income from contracts, and we do not charge practices a membership fee. Profits from contracts are reinvested to extend the support and additional services we provide for practices, PCNs and patients.

During 2024-25, we began the process of transitioning one of our main contributing contracts – Enhanced Access – across to PCNs for them to deliver directly for their communities. Drawing on the learning from the last decade, we have supported PCNs in establishing their EA services, with the process concluding in June 2025. As each PCN transition completed, we have switched to charging a fee for the HR and finance services we provide, to cover our costs and enable PCNs to retain the profits from their own EA contracts.

Our small Finance team continues to process a very high volume of accounting transactions, reflecting the diversity of our operations. In 2024/25 there were 52,346 entries in our accounts system compared with 24,392 in 2023/24 – an increase of 115%! A significant reason for this is the amount of data we have to process for PCN's and then recharge to them. As a company our income has not increased, in fact it is under pressure from many directions. The shift has been towards running a greater number of low-value contracts with the result that we have significantly more complexity for less turnover.

115% increase

We have also worked hard to build new opportunities and diversify sources of income to strengthen primary care resilience. Contracts we deliver at scale on behalf of Integrated Primary Care, as well as South Warwickshire contracts, enable us to continue to offer broader benefits and savings to practices. Centralised contracts, for example, deliver significant savings compared with purchasing individual contracts, and include:

- Clarity
- Bluestream Online Training
- AccuRx
- Data Control Toolkit (PCDC)
- Ardens Analytics (six months funding to enable transition to ICB-funded PCIT)
- EMIS Web Enterprise
- Fridge monitoring (Capital cost and first year running)
- Various negotiated discount schemes for practices

### Cost efficient, sustainable services

We have completed a detailed exercise to fully understand the cost of setting up and running new services, to ensure new opportunities are appropriately costed and can be sustained in the long term. We have also reviewed our own structure and costs, and have adapted, where needed, in response to changing requirements.

We continue to work proactively with partners and commissioners across South Warwickshire and the wider health system to source new opportunities and maintain existing contracts which deliver more for patients and enable us to provide a responsive, agile and resilient service.



# Communications

Our communications team supports all SWGP activities, from explaining and promoting new services through to regular practice and staff communication. Our purpose is to raise awareness of SWGP and its services, building familiarity and trust through clear, consistent communications. This includes promoting activities that enhance general practice and improve patient care, as well as keeping staff informed, connected and motivated with effective internal communications.

Principal projects for 2024-25 included:

## New branding and website

December 2024 saw the launch of refreshed branding and a new website for SWGP as part of our 10th anniversary celebrations.

The refreshed logo gives a more modern look and feel for our next decade and reflects our collaboration with Integrated Primary Care.



Our website has been updated to make it easier to understand the different types of services we offer and who we support, with up to date information about patient services and partnership working.

## Shareholder communications

We keep our members regularly informed about SWGP news as well as IPC updates and news from South Warwickshire Place Partnership. This includes a fortnightly 'Practice Manager Quick Read' to alert PMs to important updates and events.

We support the Board and SMT in delivering face-to-face events for shareholders which included workshop-style events and the Annual General Meeting.

## Internal communications

We updated our induction video and recruitment videos to reflect service changes. These videos provide a useful introduction to the organisation for new starters and potential recruits. We reviewed our staff newsletter, providing more regular and bite-sized updates to keep staff informed.

## New service launches

We worked closely with the service delivery teams to develop launch materials and information for new services including:

Ophthalmology  
Coordination  
Service

Primary  
Care  
Dermatology

Digital  
Champions

New  
resilience  
service

Quality  
and compliance  
resource centre

# Looking ahead

## Practices

- Implement new Resilience service, and expand roles to include nursing
- Deliver comprehensive free resources portal for members
- Continue delivering the GP-in-ED service, reducing the burden on GP practices
- Continue to develop new place-based contract opportunities, including smoking cessation prescribing and ECO4 grant referral confirmation
- Actively seek opportunities to retain proactive frailty care
- Enhance practice engagement and involvement in new initiatives through learning and innovation groups
- Introduce regular updates/insights around key issues such as CQC, HR, finance and scale-working
- Champion role of individual practices as new NHS plan takes shape
- Continue to deliver the ICB-commissioned GP Support offer

## Integrated Primary Care

- Maintain and build on established reputation as a reliable delivery partner for IPC services
- Launch and continue to build the Primary Care Dermatology service
- Secure future funding for the Primary Care Gynaecology Service and Ophthalmology Coordination Service
- Deliver the Warwickshire-wide 'Smoke Free Generation' smoking cessation contract on behalf of IPC
- Continue to work with IPC partners to strengthen IPC's position as the at scale provider of choice in Coventry & Warwickshire, supporting our members and primary care as a whole

## PCNs

- Continue to provide finance and HR support for PCNs, including recruitment, workforce change, ARRS claims and financial reporting
- Attend monthly meetings with Clinical Directors with SWGP Chair and COO to identify opportunity to support and strengthen our PCN support offer
- Work with PCNs and wider partners to respond and adapt to emerging Neighbourhood Health plans outlined in the NHS 10 Year Plan
- Continue to work together to enhance patient participation through the South Warwickshire Patient Engagement Group

## System and Place

- Continue to actively contribute to the Primary Care Collaborative (and other system-wide bodies) to ensure our members have a say in the future direction of General Practice
- Maintain active participation in the South Warwickshire Place Partnership, identifying more opportunities for targeted support in priority areas
- Strengthen relationships with neighbourhood health partners to enhance existing and identify new opportunities for collaboration

## Internal

- Improve mandatory training compliance to ensure consistency across the organisation
- Deliver a staff away day and act on outputs arising from the session
- Maintain strong communication to improve knowledge, engagement and retention across the Federation
- Maintain a supportive culture with good access to training and wellbeing through the Coventry & Warwickshire Training Hub





**Overall purpose:**

To Grow, Support and  
Enable Primary Care in  
South Warwickshire

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