

Annual Report 2025/26



Welcome



Welcome to our latest annual report. It's fair to say 2025/26 has been a year of significant change. The launch of the NHS 10 Year Health Plan prompted some of the most significant structural changes we have witnessed in the NHS for some time. While some of this has been positive for primary care in giving us a greater role in preventative care delivery, we are also mindful of the considerable impact these changes have had on some of our colleagues.

2025 saw Coventry & Warwickshire ICB cluster with Herefordshire & Worcestershire, bringing opportunities to share best practice and provide services across a wider footprint, particularly in our role as a founding partner of Coventry & Warwickshire IPC. Two of our flagship system-wide services – Primary Care Gynaecology and Ophthalmology Coordination Service – were put out to tender during the year and I'm delighted to report that we heard we have been successful in securing the Ophthalmology Coordination Service contract as we were finalising this report.

We've also seen change closer to home as we have seen some PCNs directly employ more Additional Roles staff. It has been a privilege to support PCNs as they have taken on more activities and we continue to work together to support the smooth running and financial management of these networks. Much of our member-focused support this year has been on providing a robust and cost-effective resilience service as well as specialist support both through the GP Support Offer and our Resources portal. We will continue to provide help and support as PCNs evolve and develop to meet the needs of Integrated Neighbourhood Teams.

A significant focus for me as Chair has been the work we have been doing to develop the relationships within Warwickshire and across Coventry and Warwickshire. I have been very fortunate to be part of the national work with Claire Fuller on the development on neighbourhood health and have been able to showcase some of the great work we've been doing both within SWGP and as part of Coventry & Warwickshire IPC. This has helped secure new investment in primary care through new working arrangements with South Warwickshire Foundation Trust, set to launch in the second quarter of 2026/27.

As a federation of GP practices, we continue to face significant challenges, growing pressures and ongoing change. But as we head into 2026/27, I feel excited by what the next year will bring, knowing we have put SWGP and our member practices at the heart of primary care service delivery, both within Warwickshire and beyond.

Dr Cristina Ramos
Chair



We are a founding member of Coventry & Warwickshire Integrated Primary Care (IPC), which 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.

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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

SWGP at a glance

South Warwickshire GP Federation provides services and support to grow and enhance primary care. Working in partnership with practices, Primary Care Networks (PCNs) and wider system partners, we enable health services to be commissioned at scale and delivered locally, enhancing the vital role of general practice in supporting communities.

Enabling primary care: As services have increasingly been commissioned across wider geographical footprints, we work with partners to design and deliver high quality primary care services across Coventry & Warwickshire, giving more patients access to additional services closer to home and retaining services within the NHS.

Supporting member practices and PCNs: We enable member practices and Primary Care Networks (PCNs) to thrive by providing additional services and capacity, sharing skills and resources, and providing corporate support where needed.

Enabling Integrated Neighbourhood Teams (INT): As we move towards the new INT structure, we will be supporting PCNs to become INT-ready, and access new opportunities to provide more services closer to home.



**29 member
GP practices**
supported across
South Warwickshire



118 practices
refer into our
system-wide services

Our organisation structure*

SWGP Management Team



Dr Cristina Ramos
Federation Chair



Kim Dodd
Director (Finance Lead)



Dr Michael Cordner
Medical Director



Dr Oliver Rintoul-Hoad
Director (ARRS Lead)



Dr Ben Atkins
Associate Director



Chris Beyer
Chief Operating Officer



Yasmin Brough
Quality &
Compliance Lead



Susan Collins
Service Delivery Manager
– Patient Services



Louise Masterson
Service Delivery Manager
– PCN & Practice Services



Nick Towers
Financial Controller



Molly Muldoon
HR Manager



**SWGP representation
on IPC Board**

Dr Cristina Ramos
IPC Chair

Chris Beyer
IPC Director

Ben Atkins
IPC Associate Director

*correct as at 31 March 2026

Progress

against our 2025/26 Objectives

Practices	Progress
Implement new Resilience service, and expand roles to include nursing.	Recruited experienced nurses to our resilience bank to support practices.
Deliver comprehensive free resources portal for members.	Portal set up offering HR, quality & compliance, and communications resources.
Continue delivering the GP-in-ED service, reducing the burden on GP practices.	Service continued as part of four year contract.
Continue to develop new place-based contract opportunities, including smoking cessation prescribing and ECO4 grant referral confirmation.	Smoking cessation prescribing contract in place until June 2026 (when Everyone Health contract ends). New Stop Smoking support service delivered via practices secured with Warwickshire County Council (WCC) to end June 2026. ECO4 project closed during 2025.
Actively seek opportunities to retain proactive frailty care.	Joint funding arrangement agreed with PCNs and SWFT to enable frailty nursing service to continue.
Enhance practice engagement and involvement in new initiatives through learning and innovation groups.	Set up and worked well to inform content of resources portal, but limited attendance.
Introduce regular updates/insights around key issues such as CQC, HR, finance and scale-working.	Regular updates provided via the fortnightly PM quick read and via resources portal. CQC top tips webinar held to support inspection readiness.
Champion role of individual practices as new NHS plan takes shape.	Active across numerous working groups which has contributed to new contracts for primary care, enhancing opportunities for practices.
Continue to deliver the ICB-commissioned GP Support offer.	Promoted Support Level Framework - take-up limited but support valued by participating practices. Wider support provided including regular reporting and practice manager meeting coordination.

PCNs	Progress
Continue to provide finance and HR support for PCNs, including recruitment, workforce change, ARRS claims and financial reporting.	Active support continuing, including specialist advice and support to embed changes and manage new ways of working.
Attend monthly meetings with Clinical Directors with SWGP Chair and COO to identify opportunity to support and strengthen our PCN support offer.	Meetings take place regularly and inform approach where offer is taken up. Regular catch-ups continue to be offered to all PCNs.
Work with PCNs and wider partners to respond and adapt to emerging Neighbourhood Health plans outlined in the NHS 10 Year Plan.	Information sharing and engagement via newsletters, shareholder meetings and Primary Care Board. New contracts delivered in partnership where possible e.g. smoking cessation.
Continue to work together to enhance patient participation through the South Warwickshire Patient Engagement Group.	Administrative support provided including booking meetings and taking minutes.

System and Place	Progress
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.	Significant engagement with local and regional groups to position primary care as a key delivery partner within new lead provider structure, using IPC as vehicle for at scale commissioning.
Maintain active participation in the South Warwickshire Place Partnership, identifying more opportunities for targeted support in priority areas.	Continued to attend bi-monthly meetings, deliver the Children and Young Persons Mental Health Care Coordinator pilot and provide comms support for the partnership board.
Strengthen relationships with neighbourhood health partners to enhance existing and identify new opportunities for collaboration.	Extensive engagement with wider C&W system, newly clustered ICB, and national groups.

Integrated Primary Care	Progress
Maintain and build on established reputation as a reliable delivery partner for IPC services	Consistently delivered high quality services, meeting KPIs and achieving high patient satisfaction scores.
Launch and continue to build the Primary Care Dermatology service.	Successful launch in April and strong growth in referrals. Expanded clinical team and sites in response.
Secure future funding for the Primary Care Gynaecology Service and Ophthalmology Coordination Service.	Both services subject to formal procurement in early 2026. SWGP bid for both on behalf of IPC. OCS contract secured across Coventry, Warwickshire, Herefordshire and Worcester.
Deliver the Warwickshire-wide 'Smoke Free Generation' smoking cessation contract on behalf of IPC.	Service delivery approach established with PCNs and delivery underway. Contract extended to end March 2027.
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.	Detailed work with IPC Board to clarify and strengthen position and working practices. Active engagement at local, regional and national levels.

Internal	Progress
Improve mandatory training compliance to ensure consistency across the organisation.	Monthly follow-up with services staff and all managers to ensure compliance remains a priority.
Deliver a staff away day and act on outputs arising from the session.	Away day successfully delivered and positively received. Set to become annual event.
Maintain strong communication to improve knowledge, engagement and retention across the Federation.	Staff communications frequency increased and content/channels developed. Dedicated time with comms officer now included in staff inductions to explain how and where to find information.
Maintain a supportive culture with good access to training and wellbeing through the Coventry & Warwickshire Training Hub.	Strengthened staff benefits and range of informal engagement and wellbeing activities. Regularly share training opportunities and wellbeing support provided by the Training Hub.

Supporting practices

Our overall purpose is to grow, support and enable primary care. That includes providing support, services and cost savings to help our member practices achieve more for their patients.

The NHS 10 Year Health Plan puts more focus on the role of primary care as a key contributor to integrated neighbourhoods and delivering more locally tailored care to communities based on population health needs. With GP resources already stretched, we continue to focus on ways to enable GP practices to take on income-generating services, while also providing additional support to help day-to-day service delivery easier.

Resilience

April 2025 saw the introduction of a new model for our Resilience service. Practices now book SWGP-approved resilience staff through our Lantum staff bank. Practices cover the full staff costs when they need support, while SWGP meets the cost of managing the service.

Following feedback from practices, we have expanded the service to include experienced nurses. Our resilience bank now offers the following clinical and non-clinical support:

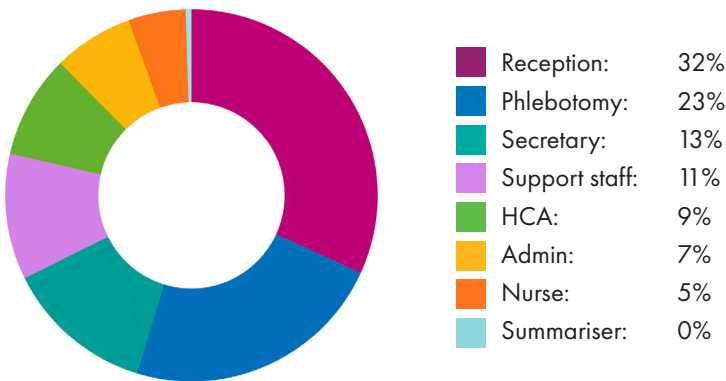
- Health Care Assistants
- Phlebotomists
- Reception and administrative support
- Resilience secretarial support
- Nurses

In 2026/27 we plan to recruit ARTP trained spirometry nurses to help support practices to do spirometry in their practices and PCNs.



2,833
Total hours of resilience support provided to practices last year

Service utilisation by support type/role:



Over 75's Contract

Our team continued to collate Over 75 health check activity data and process payments to practices.

Despite our efforts to secure ongoing funding from the ICB, this contract concluded in December 2025 and final payments were made to practices in March 2026.



Digital Support

Most digital support for practices is now provided by the Coventry & Warwickshire Digital Champions service delivered by Integrated Primary Care.

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

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



Did you know?

We created approximately 4,000 bespoke searches in 2025/26 to support service delivery

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.

During 2025-26, we have expanded our online Practice Resources centre to include more resources. We worked directly with practices to understand the types of resources they would find most helpful. New quality and compliance resources include:

- CQC Pre-Inspection Document Checklist
- CQC Staff Mock Interview Templates
- Example CQC Monitoring Call Questions
- BMA Guidance on Preparing for a CQC Inspection
- CQC Inadequate Examples in General Practice
- CQC Recommended Emergency Medicines for GP Practices
- "You Said, We Did" Templates
- Health and Safety Sign Templates
- Safety Alerts Tracker Template
- Risk Assessment Tracker and individual risk assessment templates
- Practice Manager calendar
- Posters relating to sexual safety, mental capacity, practice leads, interpretation services, Freedom to Speak Up, Duty of Candour and chaperoning



CQC Self-Assessment

We also continued to provide our member practices with support in completing our Quality and Compliance self-assessment tool. We also offer one-to-one support for those wanting help to work through the tool. In 2025-26, we supported a small number 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.

We also delivered a webinar for our member practices in January 2026, covering CQC top tips' based on our knowledge, experience and what we know is coming our way. This was gratefully received by practices and feedback was positive overall.

GP Support and Support Level Framework Offer

SWGP is commissioned by Coventry & Warwickshire ICB to offer the Support Level Framework (SLF) to all practices in South Warwickshire, as part of the GP Support contract.

Although no practices took up the SLF offer in 2025/26, under the wider engagement and support offer for practices, we did support South Warwickshire practices with assessing and improving their infection prevention control measures and compliance. We also encouraged several practices to update their registration with the CQC.

Supporting PCNs

PCN Management and financial support

2025-26 has seen some changes across South Warwickshire's PCN network.

SWGP typically acts as a PCN Account Holder and employer of ARRS staff roles on behalf of PCNs. This means we take on most of the HR, recruitment and financial activities for PCNs, delivering consistency and economies of scale.

During the year, more PCNs began employing ARRS roles directly, resulting in specific support to transition to new arrangements alongside continuing to provide ARRS recruitment and management support in most cases.

Financial management support:

- Managing all financial transactions and Xero accounts for each PCN
- Operating PCN bank accounts including monthly reconciliations
- Providing all information to external accountants to produce annual accounts
- Monthly current and forecasted financial year end position reporting, including monthly balance sheet and profit & loss account
- Apportioning distributions from PCNs to practices using the appropriate list size for each category
- Reconciling income from ICBs and allocating to PCNs as necessary

ARRS support:

- Recruiting, onboarding, and retaining staff
- Processing claims for all ARRS staff
- Tracking ARRS budgets throughout the year for PCNs and individual practices
- Processing payroll/pensions for all directly employed ARRS staff
- Collating payslips from practices who directly employ ARRS staff and calculating the relevant amount to reimburse to them
- Managing ARRS funding claims across all PCNs, including those we don't employ directly.

HR/workforce reporting:

- Quarterly ICB workforce reporting in partnership with Digital/Transformation Leads
- Providing HR support and advice, particularly in relation to ARRS roles
- Managing and implementing staff and role changes, including staff consultation
- NWRS system (National Workforce Reporting System) tracking and updates, including ARRS staff employed by practices
- Tracking costs against ad-hoc income streams to monitor profitability and cumulative surplus
- Managing and supporting Digital & Transformation Leads

We provide on call HR and financial management advice to Digital & Transformation Leads and Clinical Directors as needed

Benefits for PCNs

- ✓ External finance compliance/auditing
- ✓ Accurate data, populated at source
- ✓ Timely and cost-efficient services
- ✓ Up to date financial and HR expertise
- ✓ Benchmarking across PCNs to spot and tackle issues
- ✓ Compliance with role-specific mandatory and statutory training
- ✓ Management support for Digital & Transformation leads
- ✓ Access to support for contracts

This year's highlights include:

- Supported Leamington South and North to merge, becoming Leamington PCN
- Provided HR support to transition ARRS staff to new contracting arrangements, including PCN structural changes or direct employment
- Recruited and onboarded over 30 ARRS roles
- 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

PCN support in numbers

Total income for
SW PCNs
£15.3 million

1,672
ARRS claims

15,645
accounting
transactions

PCN service charge
frozen for the second
consecutive year



Delivering patient services in South Warwickshire

Most of the services we deliver directly to patients are now done so on behalf of Coventry & Warwickshire Integrated Primary Care (IPC) or South Warwickshire Place. These services are reported on pages 12-15. However, we continue to provide the following services in the South Warwickshire footprint.

GP in ED

Our GP in ED service provides GP cover within A&E so that eligible patients can be seen and treated quickly and efficiently, reducing wait times and clinical pressures. In 2025/26, we saw 13,499 patients, reducing wait times in A&E and demand on GP practices for follow-up care.

The service sees 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.

In 2025/26, we also began supporting South Warwickshire University Foundation Trust's Single Point of Access (SPoA) for urgent care services. Our GPs in Ed contact and manage patients that have been triaged by the SPoA as eligible for out of hospital care.



Frailty Nurses

Following a review of the frailty nurse funding, SWGP negotiated joint funding between South Warwickshire University NHS Foundation Trust and PCNs to allow the service to continue.

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

The frailty team helps reduce unnecessary hospital admissions and enable swift and safe hospital discharge to improve patient outcomes.



Antivirals

We work closely with public health colleagues to issue antivirals on behalf of care homes with confirmed outbreaks of flu. The aims are to:

- Shorten symptoms
- Reduce the risk of serious complications and hospitalisation
- Control the outbreak



Our team responded to 491 anti-viral prescription requests from 14 care homes between October 2025 and January 2026.

Enhanced Access

In early 2025/26, we completed the handover of Enhanced Access clinics which provide evening and weekend appointments via local hubs. We worked closely with PCNs to ensure a smooth handover.

The last of our clinics finished on 30 June 2025, with PCNs taking forward the service for their local areas. We have continued to provide ad hoc support and guidance to PCNs where required.



System and Place partnership working

2025/26 saw the beginning of major changes across the NHS. Over the course of the year, we have seen NHS England and the Commissioning Support Units start to reduce or transfer services, and most ICBs cluster or merge while reducing staffing by approximately 50%. Locally, Coventry & Warwickshire ICB and Herefordshire & Worcestershire ICB announced their intention to cluster, and we are now working with both ICBs to identify opportunities to support their priorities.

In response to a growing desire to commission services at scale, we have continued to invest more time into developing our partner organisation, Coventry & Warwickshire Integrated Primary Care (IPC). SWGP supports the delivery of several IPC services, as described on pages 12-15.

Alongside this, we are working with practices and PCNs to support the shift to Integrated Neighbourhood Teams. This includes working closely with South Warwickshire University Foundation Trust as the lead provider under the new model of care delivery.

Local and regional representation

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

- C&W Primary Care Collaborative
- Local Estates Forum
- South Warwickshire Place Partnership Board (as place representative)
- Place Delivery Group and Place Comms Cell
- Primary Care Board
- Combined Clinical Board
- Warwickshire Care Collaborative Forum

SWGP has two voting members on the Primary Care Collaborative. This presence ensures our member practices can influence the direction of developments across the wider system. In addition, our Chair sits on the Warwickshire Integrator Business Board, representing IPC from a Warwickshire perspective, ensuring primary care is actively engaged in future delivery plans as care shifts more towards community delivery.

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.

In addition to supporting a variety of place projects and contributing to broader health and care initiatives, SWGP leads the delivery of the Young Persons Mental Health Care Coordination Service across two PCNs in Stratford-upon-Avon and Leamington Spa. Care coordinators 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.



To date, the Child and Young Persons Mental Health Care Coordinator service has:

**Supported
241 patients**

**Delivered 641
hours of support**

**Seen GP and A&E
admissions in
Stratford reduce
from 2-5+ before
sessions to zero
after sessions**

Resulted in a positive
**increase in average
Short Warwick-
Edinburgh Mental
Wellbeing Scale**
score of 5.62 per
patient (Leamington)
and 4.4 per patient
(Stratford)

Coventry & Warwickshire IPC

delivery partner services



The NHS 10 Year Health Plan sets out plans to move more services out of hospital and into the community, with hospital trusts working more actively with primary care and community services to enhance prevention and help people access support closer to home. GP practices have a vital role to play in delivering locally based care which meets the health needs of their neighbourhoods, but these services are increasingly being commissioned at scale.

Through our role as a partner in Coventry & Warwickshire Integrated Primary Care, we are actively working with neighbouring GP federations and at scale providers across our system to enable commissioners to work effectively with primary care and maximise opportunities for GP practices and primary care networks to deliver a wider range of services.

During 2025/26, we have increased the number of services we deliver on behalf of Integrated Primary Care, which now include:

- Primary Care Gynaecology Service
- Primary Care Dermatology
- Ophthalmology Coordination Service
- Smoking Cessation (Warwickshire only)

We also host the IPC Digital Champions service and IPC Clinical Leads.

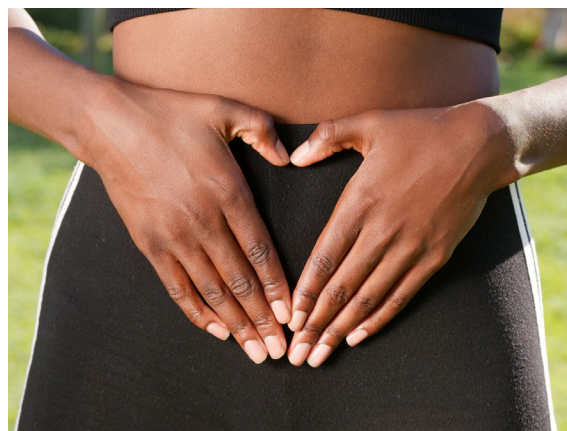
Primary Care Gynaecology Service

The Primary Care Gynaecology Service (PCGS) continues to provide quicker and more convenient access to specialist support and treatment for routine gynaecology conditions at local hubs.

During 2025/26, we expanded the number of clinic sites to ten and recruited more GPs with Extended Roles (GPwERs), with additional skills and training in gynaecology conditions.

We continue to work closely with hospital trust colleagues. We are a member of the ICB's Coventry & Warwickshire Gynaecology Clinical Networking Group together with operational and clinical gynaecological leads at the Trusts, ICB colleagues, and GIRFT (Get it Right First Time) colleagues.

This joint working has seen trust colleagues provide additional training for our GPwERs and explore opportunities to speed up treatment for those already on hospital waiting lists. In addition to direct GP referrals, we accept routine referrals from South Warwickshire University NHS Foundation Trust (SWFT) and, more recently, University Hospitals Coventry & Warwickshire (UHCW).



2169 referrals in 2025/26
8-12 week wait for treatment time
97% patients rated the service good or very good

"Very satisfied with the advice and interest shown by the doctor, her expertise and understanding of my condition was exemplary and I felt listened to and understood."

"My appointment was a truly positive experience. I learnt a lot about my condition and how to keep the symptoms at bay."

"Absolutely wonderful doctor - very grateful for the service I received... Women's health concerns are clearly heading in the right direction."

Primary Care Dermatology

We launched Primary Care Dermatology (PCD) on 1st April 2025. This service offers specialist treatment for routine dermatology conditions, including mild to moderate forms of common rashes, benign and pre-malignant lesions, acne, minor surgical procedures, genital dermatology (excluding sexual health conditions) and conditions of the hair, scalp and nails.

The service is provided at several clinics across Coventry and Warwickshire. GPs can refer patients directly via eRS. PCD clinicians update patient notes directly in EMIS, reducing the administrative burden for GPs and ensuring practices retain a complete view of their patients' care.

3342 referrals in year one
4473 appointments provided
40 days average wait for first appointment
96% patients rated the service good or very good

The first clinic took place on 10th April, meaning some patients were referred, seen, treated and discharged within ten days of go live

Initially, the service included consultant triage for every referral, with accepted referrals treated by GPs with additional training and experience in dermatology. Patients were seen within six weeks of referral in convenient hub clinics.

Locally-delivered care

During the year, we expanded the number of sites and appointment days and times to improve accessibility. Clinics now run at 12 hub sites, with appointments available six days a week across the different sites. Treatment wait times have also been adjusted in line with ICB requirements.

Patient feedback has been consistently positive, with suggestions for improvement reviewed and acted on as appropriate.

"I received first class care and attention...they were caring, compassionate and friendly and made me feel at ease from the moment I stepped into the room."

"Nice and handy location, appointment running on time, pleasant doctor, very efficient."

"I was very happy with the care I received and was completely at ease with both the Dr and the nurse."

Enhancing services: patient initiated follow-up and DNAs

In January 2026, we introduced Patient Initiated Follow-Up (PIFU) into the Primary Care Dermatology and Primary Care Gynaecology services. Where clinically appropriate, patients are no longer given a routine follow-up appointment. Instead, they are invited to book a consultation if their symptoms return, worsen or they have any concerns about their original condition within a specified period. If patients don't contact us within this specified period, we will write to GP to discharge them.

PIFU allows patients to decide when they need to have a review rather than being automatically booked into a clinic. This puts patients more in control of their treatment while allowing us to improve clinical efficiency and treat more patients more quickly.

Although 'did not attends' have been low, we have strengthened this further by introducing a facility for patients to reply to texts we send them.

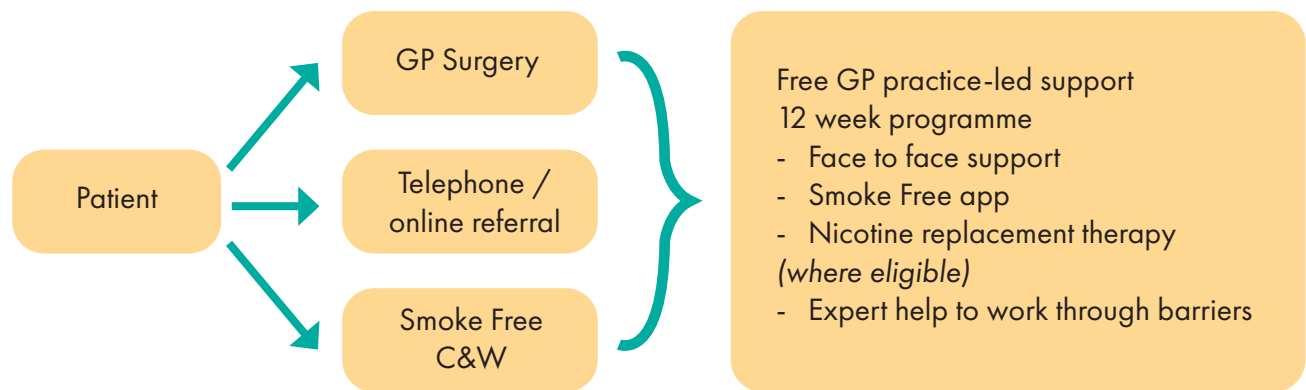
Smoking Cessation (Warwickshire)

In January 2026, we began delivering a stop smoking support service across Warwickshire on behalf of Integrated Primary Care. Funded through the UK Government Smoke Free Generation Grant and commissioned by Warwickshire County Council, the service offers dedicated support to help smokers aged 12 and over to quit smoking via guided support delivered by GP practices and Primary Care Networks.

110 patients set a quit date between November 2025 and May 2026

We worked with Primary Care Networks to recruit and onboard smoking ambassadors in each PCN to deliver the one-to-one support, and established data sharing agreements to SWGP to support bookings and report on progress. We also provide dedicated searches to help practices identify eligible patients and provide templates to ensure information is recorded accurately and patients receive a consistent service.

Self referral



Clinical Support Services

Ophthalmology Coordination Service - OCS

We have continued to deliver the administrative hub handling routine and urgent eye referrals. Optometrists can now refer patients digitally to the OCS using the Electronic eye Referral System (EeRS). This allows more information such as scans and photos to be transferred at the point of referral.

Our team is responsible for liaising with patients to offer a choice of suitable providers and book appointments. For some conditions, such as Cataract or Glaucoma, this could mean offering choice of both hospital trusts and local ISP (independent service providers).

We also provide GP practices with a copy of their patients' referrals and alert them to any potential follow-up requirements.

During the year, we have strengthened relationships with the Local Optometry Committee to help raise awareness of the service. We have also worked directly with optometrists to improve understanding of the referral system and benefits of the admin hub in offering patient choice.

25,932 referrals in 2025/26 – a 40% increase on 2024/25

96% patients rated the service as excellent or very good

99% booking rate within two days for urgent referrals

98% booking rate within 5 days for routine referrals

"Very good service would not change a thing"

"Conversation with staff was very clear, supportive, caring and friendly"

"A very professional and polite team and I'm very happy with how I was treated"

In recognition of the success of the service, Coventry & Warwickshire ICB launched a joint procurement with Herefordshire & Worcestershire in March 2026 with the aim of maintaining and extending the service for the next three to five years. SWGP was awarded the contract in June 2026.

Learning and development services

SWGP also hosts the Coventry & Warwickshire Digital Champions service, employing a team of digital and transformation specialists on behalf of IPC. The Digital Champions support practices and PCNs in making best use of technology and enabling patients to access digital health services.

Highlights this year include making significant progress in improving NHS App uptake, including targeted outreach to support communities more likely to be digitally excluded. Other achievements include enabling 100% compliance with NHS 111 appointment booking availability, improving GPAD mapping and providing training and information sharing sessions.



Did you know?

The Digital Champions team was shortlisted for a 2026 HSJ Digital Award for excellence in digital equality, diversity and inclusion.



We also host Clinical Leads for a range of disciplines across primary care on behalf of IPC, providing employment and management support.

Workforce and HR Services

We provide recruitment, onboarding, staff management, training, and development for the Federation and PCNs across South Warwickshire. By centralising these functions, practices benefit from reduced administrative burden, lower management workload, and reduced liabilities linked to directly employing staff.

Throughout the year there have been several structural changes across the NHS, including within some practices and PCNs. This year, for example, more practices have begun employing Additional Roles staff directly, although we still handle the claims and national reporting on their behalf.

Key responsibilities for our HR team during the year have included:

- ★ **Devolving some staff into individual practices**
- ★ **Supporting managers and staff throughout PCN changes**
- ★ **Working with PCNs to deliver fair and compliant redundancy processes**
- ★ **Recruiting and embedding ARRS roles within tight timeframes**
- ★ **Replacing staff leavers promptly to minimise disruption and maintain service stability**

Staff wellbeing support

We offer a range of activities, information and benefits to help our staff get the most out of work, and support their wellbeing. 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
- Occupational health support for employees returning to work, or needing workplace adjustments or health assessments
- Supportive policies including flexible working
- Informal social and wellbeing events including a book-swap, Walking Wednesdays, activity nights
- Staff also benefit from training events and opportunities, provided by the Coventry & Warwickshire Training Hub and support from our mental health first aiders
- We have also enhanced some staff benefits to strengthen recruitment and retention

79%
of annual staff survey respondents (2025) said that they feel SWGP takes positive action on health and wellbeing.
That's a 4% increase from last year's survey!

During the year, both SWGP as an organisation and members of our team supported Myton Hospice in memory of our wonderful colleague, Tracey Arkell-Howe, who we sadly lost to cancer at the end of 2025.



Careers at SWGP

During 2024-25, we recruited 56 new staff members across all services, including:

**31 practice/PCN-based
Additional Roles**

25 head office employees

18 clinicians to support SWGP-delivered services

- 11 GPs in Dermatology
- 2 GPs in Gynaecology
- 5 trainees working across dermatology and gynaecology

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. We were particularly pleased to support employees moving into new roles within practices following the end of our Enhanced Access service and changes to the employment model for our SWGP resilience service.

During 2025/26, we supported two GP trainees, one of which undertook a placement within our GP in ED service, and the other on their leadership placement within head office, who continues to work with us into 2026. This support not only strengthens the local clinical workforce but also brings fresh ideas and insights into our team.

Ongoing support

In addition to the above priorities and our ongoing HR support for practices and PCNs, this year also saw our team deliver the following:

- Opportunities for clinical and patient-facing staff to complete basic life support training
- Recruitment of different staff types for the resilience service, extending this to cover practice nurses and dispensers based on feedback from member practices
- Tailored advice and support on employee relations matters to PCNs during periods of change
- Improved access to performance review forms, ensuring all managers across the Federation and PCN's could access these easily
- An annual review of the employee handbook to incorporate any employment updates with support from external HR advisors, ensuring all staff were informed of any changes
- Active management of a strong bank of staff to support recruitment needs across key service areas such as GP in ED, Gynaecology, Ophthalmology, Dermatology and Resilience.
- Continued collaboration with PCN management to recruit additional staff roles, and help embed new team members, including ARRS, GPs, and Enhanced Nurses.

We also worked with PCNs, practices and the ICB to ensure:

- Additional Roles staff have received and are compliant with training in accordance with the DES requirements and their individual roles.
- NWRS reporting is submitted for all Additional Roles staff, including those not employed by SWGP.

A good start

Following feedback from our staff survey, we've introduced a new step in our induction so that all staff have access to organisational communications from the start of their employment. This includes the offer of dedicated time with our Communications Officer, enabling new starters to understand and access the full range of resources available through our SharePoint site, organisational website, newsletters, and other communication channels. This promotes engagement, awareness, and effective use of key information and support resources across SWGP.



Finance

SWGP does not charge a membership fee to practices to be part of the Federation. Instead, we are largely funded by income from contracts we deliver either directly within South Warwickshire, or at a larger scale on behalf of Coventry & Warwickshire IPC.

Our income continues to be under pressure, particularly considering the major changes being made to healthcare across the country. By providing contracts at scale, we help keep GP practices at the heart of healthcare delivery, while providing a cost effective and convenient model for commissioners.

Any profits from contracts are reinvested to extend the support and additional services we provide for practices, PCNs and patients.



Did you know?

Our members are referred to as shareholders as each practice has a share in the Federation. We are a non-profit-making organisation, rooted in the NHS.

Our annual accounts are scrutinised every year by a panel made up of GP practice members, before being presented in detail to all shareholders at our Annual General Meeting, normally held in the autumn.

Accounts management

As contracts have become smaller and more complex, our small finance team has worked hard to process thousands of financial transactions and manage the significant amount of data required to fairly and transparently manage payments and charges.

We also work closely with our service delivery colleagues to maintain a detailed understanding of our costs and identify ways to achieve more for patients within ever tighter budgets.

During 2025/26 we reviewed the number of postings being made and created a new method of batching the large number of Docmail invoices received to reduce the number of transaction lines by nearly 21,000 items. Alongside reduced Enhanced Access transactions, the annual volume was down by over 23,740 transactions.

This year was also the first time we were involved in payments to PCNs outside of South Warwickshire, with the introduction of the Warwickshire-wide Smoking Cessation service. This has increased the number of PCNs we transact with to 12 (68 practices).

Bulk purchasing and practice discounts

We offer practices funded or discounted services through centralised contracts. In 2025/26 these included:

- Blue Stream Academy
- Clarity Toolkit
- Data Control Toolkit (PCDC)
- EMIS Web Enterprise
- Fridge monitoring (Capital cost and first year running)
- Various negotiated discount schemes for practices

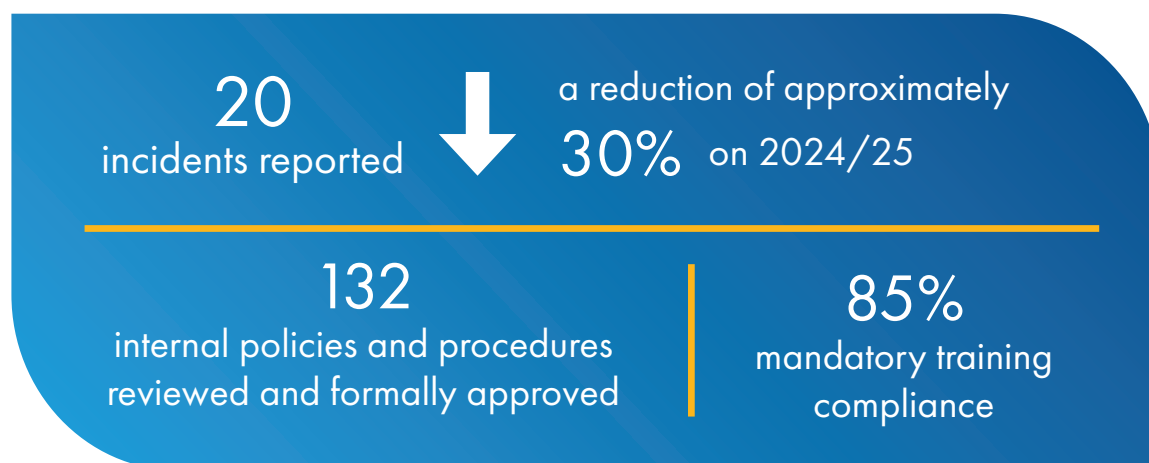
By working proactively with our colleagues, partners and commissioners, we have continued to source new opportunities while maintaining existing contracts, delivering more for patients, practices and PCNs.

Quality and Compliance

Providing high quality, compliant services is essential. In addition to supporting practices with their compliance activities, our Quality and Compliance Team is responsible for monitoring all services delivered by SWGP, ensuring our services comply with NHS and regulatory standards and that patients' views are sought and acted on.

The team also leads our annual staff survey and ensures our organisational policies and procedures remain effective and up to date, with regular reviews in place.

2025/26 highlights



Learning from incidents

An incident can be clinical or administrative where something has not gone to plan or an error has been made. We take all incidents seriously and use them as learning opportunities to help prevent recurrence. Incidents are discussed at our bimonthly Clinical Governance meetings which both service delivery managers attend. Learnings are shared across all services as appropriate.

CQC Readiness

Building on our CQC mock inspection in 2024/25, we have maintained a strong emphasis on CQC readiness by:

- ✓ Delivering an annual "All Things SWGP and CQC" session for staff
- ✓ Providing regular updates during whole-team meetings and within staff newsletters
- ✓ Conducting individual mock interviews with staff to identify and address gaps



SWGP Staff Survey

The annual staff survey entered its third year, giving us the opportunity to seek feedback from staff on what it feels like to work at SWGP, identify opportunities for improvements to benefit our staff, and track trends over time. The 2025 survey showed majority of staff who took part continue to feel positive overall about working at SWGP:

- **95% said that they felt valued** by their team
- **90% said they are able to make suggestions** to improve the work of their team/department
- **83% said their immediate manager takes a positive interest** in their health and well-being
- **80% said** that if a friend or relative needed treatment, they would be **happy with the standard of care** provided by their organisation.
- **77% said they look forward to going to work**

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improvement
actions
prioritised
following
staff survey

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

Our results were above the national average in 31 different areas when compared to NHS Staff Survey data.

We have used the responses to identify priority areas for improvement, including:

- Ensuring our induction programme includes information about where staff can find information about SWGP, including our Sharepoint site and fortnightly newsletters, to help our team stay up to date
- Improving accessibility to one-to-one and performance review forms, to help promote uptake and formal documentation by managers
- Implementing employee engagement initiatives to build on our team-culture and support staff wellbeing
- Implementing an annual event for all staff on all things safety and quality, to provide staff with updates and reminders on our governance processes
- Improving awareness of our SWGP Board of Directors, their roles and responsibilities



Communications

Effective communications underpins all our work, whether it's engaging with stakeholders and partners, promoting patient services, or keeping our staff informed about changes and opportunities. A key focus for our communications team is supporting service delivery. We work closely with service delivery leads to ensure services are clearly explained and effectively promoted.

Linked to this is ensuring shareholder practices are well informed and have opportunities to engage in service changes and the future direction of the Federation. We work with SWGP Board and the Senior Management Team to design and deliver meaningful events and updates which help practices and their patients benefit from Federation and IPC services.

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.

Service launches and promotion

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

- Primary Care Dermatology
- Smoking cessation

This typically includes preparing launch event presentations, mobilisation packs, website content, launch articles and social media content and graphics. The aim is to make it as easy as possible for practices and/or PCNs to deliver a service or clinic, understand referral processes and share relevant information with patients.

We also provide ongoing communications support across all services provided or hosted by SWGP. Highlights this year include:

- Digital Champions 'Working Smarter' workshop
- Digital Champions NHS App promotion, including case studies and media relations
- Smoking cessation dedicated website content and social media promotion
- Supporting the introduction of Patient Initiated Follow-Up in the gynaecology and dermatology services



Staff communications

During 2025, we reviewed our staff newsletter, increasing the frequency to fortnightly to provide more regular and bite-sized updates to keep staff informed. We have also built in to our induction programme an orientation meeting with our comms officer to help ensure new starters know exactly how and where to find the information they need.

Our Sharepoint News Site provides a central hub to share information and resources. This financial year we've increased the frequency of articles and spread of topics in response to feedback from staff.

Looking ahead, we're working on ways to make our communications channels more relevant to our staff based in practices, with more ARRS-related content.

Staff Away Day 2025

We worked with the Senior Management Team to design and deliver the first of what we plan to be annual staff away days. The session had two main objectives:

- Strengthen inter-team relationships and promote a better understanding of what we all do
- Work together to identify challenges and opportunities to enhance the services we provide for practices, PCNs and patients

Through a combination of interactive discussions, team-building challenges and team-led presentations, the day resulted in new relationships being forged and plenty of ideas being put forward. These were fed into subsequent planning discussions and will guide the shape future away days.

Feedback from the team was extremely positive, with colleagues sharing the day had been particularly helpful in:

- understanding more about the organisation
- building relationships with colleagues
- explaining their role to other teams



Looking ahead 2026-27

Supporting Practices

- Continue to champion role of individual practices as the NHS Health Plan is delivered
- Continue to provide Resilience service for member practices and adding new roles for spirometry and practice management support
- Maintain and grow free resources portal for members covering HR, quality and communications support
- Maintain the GP-in-ED service, reducing the burden on GP practices
- Explore opportunities to extend existing place-based contracts
- Actively seek opportunities to retain proactive frailty care
- Continue to deliver the ICB-commissioned GP Support offer
- Work with practices to identify opportunities for greater practice engagement and involvement in new initiatives
- Guide practices on best use of new and existing technology and systems drawing on in-house IT and hosted Digital Champions expertise

System and Place

- Work with SWFT and wider Warwickshire partners to support IPC in delivering preventative health opportunities outlined as part of Warwickshire-wide Health and Care Programme
- 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

- Establish a clear carbon reduction plan to support our stated ambition to be net zero by 2040
- Continue to improve mandatory training compliance
- Continue to identify opportunities for staff to upskill and take on new opportunities
- Deliver annual 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 Training Hub

PCNs

- Continue to provide finance and HR support for PCNs, including recruitment, workforce change, ARRS claims and financial reporting as required
- Offer regular meetings with Clinical Directors with SWGP Chair and COO to maintain opportunities 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
- Support PCNs in delivering services such as Smoking Cessation

Coventry & Warwickshire IPC

- Maintain and build on established reputation as a reliable delivery partner for IPC services
- Maintain and strengthen the Primary Care Dermatology service
- Deliver the OCS across the Coventry & Warwickshire and Herefordshire & Worcestershire cluster ICB footprint
- Secure future funding for the Primary Care Gynaecology Service
- Deliver the Warwickshire-wide 'Smoke Free Generation' smoking cessation and NHS Health Checks contracts 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 primary care

Warwickshire IPC

- Establish Warwickshire IPC subsidiary organisation as delivery partner for SWFT, alongside Primary Care Warwickshire and Rugby Health.
- Work with partners across Warwickshire to deliver Warwickshire IPC primary care contracts.
- Work in partnership with SWFT and Care Collaborative partners to establish a consistent but adaptable Warwickshire framework for INTs across Warwickshire
- Support effective use of Population Health Management to enable INTs to meet local needs



Overall purpose:

To Grow, Support and
Enable Primary Care in
South Warwickshire

Gainsborough Hall, Russell Street,
Leamington Spa, Warwickshire CV32 5QB

Telephone: 01926 695941

www.southwarwickshiregps.nhs.uk