

ADEPT Minutes

Date: 16th April 2024

Time: 15:00 – 17:00

Location: MS Teams

Present:	
Sophie Broadfield - Chair Banes	Kylie Russell - ADEPT
Sally Farley – Plymouth County Council	Miranda Housden – Southwest Infrastructure Partnership
Richard Pincroft – BCP Council	Philip Heseltine – Plymouth City Council
Paul Barnard – Plymouth City Council	Hannah Shrimpton – Peninsula Transport
Emma Cockburn - SW Highway Alliance Manager	Kathryn Haworth – Gloucester County Council
Carol Maclellan – Regulatory Services Cornwall Council	Mickey Green – Somerset Council
Dan Taylor – Department of Transport	Lisa Nash – minutes Banes

Guest Speaker	Alex Buley – Civil Engineer – Mark McDonald & IC Future Leader within Southwest
Guest Speaker	Meg Ginsberg – Assistant Project Manager – Southwest Water
Guest Speaker	Nadine Trout – Rural Services Network
Guest Speaker	Matthew Barton – Cornwall Council

Item No	
1	Welcome and minutes – Sophie Broadfield - Chair
Apologies:	
2	Update ADEPT – Kylie Russell
Transport	
<p>1. SEND transport – as you know, we published a SEND transport toolkit (here) and homes to school SEND policy paper (here) back in Nov. Two follow up things:</p> <ul style="list-style-type: none"> a. We hosted a very popular webinar (100+ people) in early March – including reps from both place and children’s services - to introduce the toolkit, plus 3 case studies (Norfolk, Dorset, Blaby DC). Happy to circulate the slides / recording of the event. 	

- b. As a result of the ADEPT / ADCS letter sent to DfE and DfT Ministers, DfE officials got in touch and requested a meeting. Following that meeting, they have followed up and suggested establishing a small group to continue the next phase of SEND transport work, which is really positive.
2. We responded to the DfT consultation on *Street works: fines and lane rental surplus funds* ([here](#)). We are supporting DfT in its preparatory work for the next Spending Review (which will take place after the General Election). We will be responding to the DfT consultation on its draft Transport Adaptation Strategy ([here](#)). If you would like to contribute, please contact [Edward Shortridge](#), ADEPT transport policy officer. We are also refreshing the CCS Commuted Sums guidance – the intention is to publish at the Spring Conference (16th May).
3. The ADEPT transport & connectivity board has a new chair – Amy Harhoff, Corporate Director Regeneration Economy and Growth at Durham County Council. Amy takes over from Ann Carruthers, who will become ADEPT President on 16th May.

DfT organisational changes – for info

- *Work on roads, motoring, and road freight including the decarbonisation of all road transport and active travel will be brought together in a new **Road Transport Group** which Emma Ward (DG) will lead. This will enable a stronger focus on EV infrastructure roll-out and create more bandwidth to think about the strategic challenges for road transport and our motoring agencies including new technology. This will include highways maintenance and active travel, which will be led by Rupert Furness at Deputy Director level and David Buttery will take over at Director level (from Stephen Fidler / Jessica Matthew). Emma Ward will continue to be lead DG on Network North (NN) coordination.*
- *Work on rail strategy and policy and on wider public transport including buses, our relationship with local government and devolution issues, will come together in a new **Public Transport and Local Group**, led by Conrad Bailey. This will enable him and his director team to build a group with a much stronger focus on integrated transport and place, with a more even balance between rail and other modes. Stephen Fidler / Jessica Matthew will join this Group and will continue to cover buses, local transport funding and strategy, CRSTS, LUF, TCF, accessibility and inclusion. John Hall's Regions and Cities directorate also joins this Group.*
- *In **Decarbonisation Technology and Strategy Group (DTS)** led by Second Permanent Secretary Jo Shanmugalingam, we are creating a new Environmental Strategy team to build on the progress made in recent years on environment strategy to provide even more focussed leadership on the totality of environmental challenges for transport, reflecting the increasing attention across Whitehall as the environment act is implemented.*

DfT has said to continue to engage with usual contacts; over the coming weeks they will update colleagues on any change of contact. A refreshed organisation chart should be available on gov.uk shortly. Ministerial portfolios are unchanged.

Devolution / Growth / Planning

4. We worked with the 7 LAs being offered a Level 2 devo deal to develop some text to integrate climate & environmental objectives into the standard devo template. Defra was supportive. As you know, only three of those seven deals were announced in the Spring Budget (Bucks, Surrey, Warks). The text has been published - <https://www.gov.uk/government/publications/surrey-level-2-devolution-framework-agreement/surrey-level-2-devolution-framework-agreement#:~:text=Surrey%20and%20government%20have%20agreed,contribution%20to%20the%20UK%20economy.>

5. We responded to the DLUHC consultation on heat network zoning ([here](#)) and to the DLUHC consultation on Future Homes and Buildings Standards ([here](#)). We are also refreshing the ADEPT Housing Policy Position document.
6. Workforce activities:
 - a. ADEPT launched a LinkedIn EDI campaign on 1st February, which ran till 11th April (see [here](#)). We are also drafting an ADEPT EDI Charter.
 - b. Plans to roll out our Gen Z recruitment campaign pilot are developing well – there are 5 LAs involved (S Glos, Plymouth, Oxfordshire, Barnsley, Hounslow).
 - c. We are also looking to roll out a leadership pathways programme for middle managers, to complement the very successful ADEPT / Solace Leadership Development Programme.

Environment

7. We are working with the Environment Agency to build capability in LAs to apply adaptation pathway approaches in flood and coastal erosion risk management. One of the early findings from the [Adaptation Pathways programme](#) is the importance of starting simple and building consensus around a pathway/ pathways before launching head long into technical assessment. We are working with consultancy *Climate Sense* to develop guidance for LAs on undertaking a Rapid Adaptation Pathways Assessment (RAPA), via three pilot projects. We will be hosting an introductory meeting pm 7th May – if you'd like to attend, please contact [Kylie Russell](#).
8. The Energy and Clean Growth Working Group have been discussing some of the challenges which have led to HUG2 struggling to deliver in terms of homes helped relative to funds allocated. The Home Upgrade Grant (HUG2) is a government grant scheme that funds energy-saving upgrades for eligible residents with off-gas heating systems. The grant provides energy efficiency upgrades and low carbon heating via local authority funding, to qualifying households in England. ADEPT collated the issues from across several local authorities and shared with the Department for Energy Security and Net Zero (DESNZ). Response [here](#). Meanwhile, we continue to work with iChoosr/Solar Together to ensure smooth running of the scheme in the future.
9. Membership of the [Woodland Creation Accelerator Forum](#) has been extended to officers in all county, unitary and metropolitan local authorities who are interested in sharing insights on woodland creation, to increase collaboration and information exchange.

Events / Other

10. We are setting up meetings with shadow ministers - as part of that process, we are refining our more general set of manifesto asks (see [here](#)) for transport, climate change, economic growth, etc. We released a media comment on the Spring Budget ([here](#)).
11. Dates for your diary:
 - a. A webinar with Natural England - *Making space for green and blue in our changing climate: how can LNRS help deliver the places and nature we all need* – from 10-1130am on Friday 26th April. If you'd like to attend, please get in touch with [Hannah Bartram](#).
 - b. The next Lunch & Learn – *Location based video analytics – understanding and managing population behaviour using computer vision* - is on Friday 26 April and is hosted by Virgin Media O2. You can register [here](#).
 - c. The Spring Conference and Annual Awards Dinner will be held in London on Thursday 16th May 2024.

<p>d. Date & venue for your diary – the Autumn Conference will be held in Bristol on 21st & 22nd November.</p> <p>12. The 2024 PACE Programme has kicked off – this year focusing on the strategic theme of ‘making a stronger case for place’. The summary report for Session 1 – <i>Advocating the case for place</i> – can be found here.</p>	
3	<p>Inclusive Design and Infrastructure - Meg Ginsberg and Alex Buley - Institution of Civil Engineers South West Future Leaders</p> <p>Alex described how their designs make everyone feel welcome, it doesn’t favour any particular person or way of being, does not discriminate. Places are designed in a way that anyone can use them.</p> <ul style="list-style-type: none"> • There are no costly retrofits • Improvements must be made where possible for ethical & legal reasons, much of infrastructure still created barriers, especially for disabilities. Connecting communities is vital. <p>See slides for examples of barriers</p> <p>Whilst this presentation was undertaken online, we do have a workshop version we would be happy to give any organisation/group who is interested to learn more about inclusive design and simulating physical and neurological differences people face. Or additionally, we are presenting it in Exeter on the 2nd May should anyone wish to join: ICE Exeter City Club – inclusive design workshop Institution of Civil Engineers (ICE), although spaces are limited.</p> <hr/>
4	<p>Cornwall Council Devo Deal case study - Matthew Barton, Head of Strategy and Business Planning, Cornwall Council</p> <ul style="list-style-type: none"> • Matthew has led on devolution since day one for Cornwall Council which was April 2009. He’s one of the few senior officers who has been with the council and has remained with the Cornwall Council since that day while the unitary replaced the county and the 6th district and borough Councils – the devolution journey began then. • Local Government reorganisation was challenging, with the proposal for one single unitary Council for Cornwall. 1) providing a strong single voice for Cornwall 2) Delivering devolution (an ambition for many years) 3) Eliminating duplication. • 15 years on (1st April). • Previous challenges have been due to Brexit, Covid and the cost-of-living crisis and consequential impact on the financial challenges faced by councils. • Current focus is on the Long-Term Plan – through to 2050. Challenges are: Economy, Public Sector Reform, Infrastructure & Connectivity, Environment & Transition to Low Carbon, Health and Community & Infrastructure. • Important to note its not the Council plan but Team Cornwall. • The catalyst for devolution was after many years of asking the UK Government. • Cameron Osbourne attention has been gained and first deal was in 2015.

- The White paper was published early 2002. Cornwall was the first area of the country in England to negotiate a Level 3 – we didn't actually take forward in the end, but it actually still delivered quite substantial benefits. We bounced back quite quickly from that disappointment - To negotiate in less than 12 months.
 Cornish national minority status granted in 2014.
- The next devolution prospectus is currently being drafted, 5 principles were started in 2015 and they haven't been deviated from since.
 1. Any Devolution Deal should respond to residents' views that Cornwall should have more control over decisions affecting Cornwall
 2. All powers included in any deal must clearly contribute to delivering the 2050 Cornwall Plan
 3. The deal must be fiscally neutral to Cornwall Council
 4. Funding follows any functions transferred to the Council
 5. We will press Government for capacity funding to cover any additional costs of implementing devolved powers and developing investment bids
- **High level long term outputs**
 - 1,560 jobs
 - 500 homes
 - £2.5m worth of savings
 - 2m increase in bus parsonage
 - 2,500 fuel poor homes treated
 - 5,200 apprenticeships
 - 640 businesses supported
- Cornwall first local authority in England to offer care leavers free bus passes.
- Level 2 Cornwall Devolution Deal

<p>Accelerating Cornwall's action on climate change, capitalising on our clean energy resources</p> <ul style="list-style-type: none">  Support to create a Cornwall Floating Offshore Wind Commission.  Help to fast-track connecting the Langarth development to a zero-carbon geothermal heat source.  More influence over the planning of our future energy infrastructure. 	<p>More control to ensure training and skills provision meets the needs of the local economy and helps local people to get good jobs, including:</p> <ul style="list-style-type: none">  Devolution of the core Adult Education Budget.  Input into the new Local Skills Improvement Plans.
---	--

- The report is going to cabinet on 8th May – the funding that is received will be handed over to organisations, so recycling the money within the Duchy.

5

Discussion: Our experience of delivering for rural areas. Setting priorities, engaging with communities and innovation in rural delivery - All

SB: What difference in the devolution deal in Cornwall do you think there was as a result of being quite a large rural area as compared with the devolution deals to the cities that were happening at the same time?

MB: I certainly think that we've been able to ensure that our deal was bespoke and again address the challenges that we faced in Cornwall, not against labour shift having to accept a kind of a Greater Manchester or core city.

Deal template effectively. So, there's you know that question around public transport. You

know we, didn't necessarily want to jump straight into kind of the franchise model because we knew that there's providers of public transport. It was, it was kind of too soon in the day for them, having that ability to move to a franchise model, you know, force the hand of what was quite a sort of disparate number of providers to come to the table and adopt a more kind of bus passenger model approach which I think has by and large, meant that we've got one of the better public transport systems in in any rural area. That's different to what you can achieve in Greater Manchester, London.

So I think I think you know the learning has been taken from Transport for London and actually applying it in a rural setting, which I think is what we've done reasonably well.

AB: I just wanted to ask you about sort of where you had the surveys of the sort of different demographic age groups.

Do you feel that the sort of as someone that's kind of moved away from where they grew up, I grew up in quite a rural area in Dorset for I moved away because there was lack of economic opportunities for me growing up. Do you feel that having sort of more devolution within Cornwall will enable you to create an economy that kind of retains that young talent and young people and stops them moving away from where they grew up or attracts people back to Cornwall and other rural areas?

MB: That is really the, you know, I don't say Holy Grail. You know we have as you point out; you obviously saw the challenges point at the beginning. You know we have a super ageing population and if we don't try and change that in our trajectory then essentially all the Council will be doing in in a number of years' time is all I can afford to do is supporting older people. We have you know we have a way above average.

Number of retired people and way below the number average number of those who are working age. So again, you can see the consequences of what happens if that's left unchecked. You know we won't have any plans you know we'll create these jobs, but there won't be anybody of working age to sort of, you know, to fill them to benefit from them. So, what are we doing? In terms of devolution, you know the emphasis on housing is critical. The emphasis on skills is critical.

You know, creating more and more affordable housing, so younger people, even if they, you know, even on the bottom of the House of the of the economic ladder as it were.

Can find a secure housing because roof over the head is, so again encouraging more and more employers to be paying the foundation and living wage.

So and through the education budget, you know, making sure that you know.

People in Cornwall, you know, have got the opportunity to, you know, to acquire the skills for the jobs that we are about to create, whether it's through floating, offshore wind, through what it's through, renew.

Host of wonderful opportunities in terms of lithium in terms of kind of mining critical minerals, so there's no end of opportunity and we are doing our level best to make sure that that opportunity is actually realised.

By the younger generation in in Cornwall. So you don't have to as a young person, you don't have to seek your fame and fortune beyond the Tamar, you can actually do that.

Within Cornwall and actually encouraging those that have left to seek fame and fortune to come back and actually see, you know them, you know, their kind of majority of their work in life being spent, you know, by returning home to Kernel.

DD: Thanks, Sophie. A general question which kind of contains 2 specific ones, if I may map and the general question is around what difference do you think the Level 2 deal will make to Cornwall's ability to deliver on its ambitions in relation to net zero?

Environmental improvements, nature recovery and so on. So that's the general question. But I think within those two specific things, one.

There's a section in your deal which talks about government supporting Cornwall, developing capacity to leave were in private finance for nature recovery, so BNG markets and that sort of thing. So, I'd be interested in any thoughts about how far you're going to be able to take that forward and the second one is very specific question about UK Infrastructure bank and as whether or not UKIP have been able to give you any advice or investment yet and if so if not, whether you're hoping that they will be able to do so?

MB: OK, so there's a few questions within that in terms of the like, I mean, the Level 2 deal, we're not, we're not going to pretend that Level 2 deal is as good as certainly not better than the Level 3 deal. So, there are some limitations with, with it. But as I mentioned, you know, we're always sitting around the table with the key government departments to take forward the floating offshore wind opportunity. Now that is, I'm sure you're familiar with it. It's huge. In terms of the benefits to Kohl's economy, and clearly actually in terms of energy security to the rest of the UK for that matter, and again enticing young people to return to Cornwall, who've got those skills.

Then I think that that's a really exciting opportunity.

And there's a few more within that that I could, you know, talk about if you have more time. I think in terms of more kind of nature recovery, again there are some.

You know, tangible opportunities, the one that that actually came off the Level 3 deal was that you know £1.1 million that we acquired from Defra. I think we're one of only a handful of areas that were asked to or invited to pilot that local nature recovery approach to lever in private sector investment. So to do the very thing that you talked about David, I'm not all fair with how that's gone.

To be honest, but I haven't heard anything negative, so I'm assuming there are some sort of positives that have that have come out of that and certainly.

Our local niche partnership, when I last spoke to them, you know, again we're quite buoyant and enthusiastic in terms of what the level to deal and under the elements of the Level 3 deal that we managed to retain have actually had on, on their area of expertise and an interest.

In terms of the investment banks, again, I'm not totally affair with that, but again, you know I have, I have seen investments that have come through the organisation or intercontinental of well, it'd be the, you know, British Investment Bank or whatever. You know those investments have started to flow. I mean the reality is and again I'm not going to not going to over egg it.

The economic climate facing everywhere in the UK is fairly desperate at the moment has the Level 2 deal given us a little bit of an edge. I think it has.

Partly because I think private investors see that we have got you know we have got the support of government, we have got enrol into government departments. You know we are also first name terms with a lot of those civil servants as a result of you know effectively securing 3 deals.

On negotiating 3 deals, securing 2 so I think they you know there's a lot of attraction. I think if you're a private sector investor in in getting on board, going on board with the kind of the Cornwall Plan and playing your part in in delivering that. But again, I think I'm more than happy to come back another time and give you some you know give you some specifics about that.

If you wish, or I can just e-mail you direct through or through selfie in terms of some tangible examples along those questions that you asked.

NT: Yeah. Well, first, I ought to say, I guess that I've, yeah, grown up in Cornwall. I live in Cornwall now and I work in Cornwall, which is all great stuff.

But yeah, just looking broader field in that kind of like that accessibility seems to have been a theme today.

And how we engage with rural communities, I mean, that's very much what we do at the rural services network is representing the needs of rural communities. And I guess what's key to? You know, sort of for that engagement or meeting those needs and what we spend a lot of our time in doing in lobbying government is recognising that one size doesn't fit all that. We are all you know, kind of different. And so there there's a myriad of things that you know could be done differently. So for example, the big thing that we campaign for at the rural Services network is fair funding because urban areas per head of population with regards to local government finance settlement get 36% per head more now that's not right so you know, we campaign for that in the one instance and the other thing that we're you know and as a result of them not getting that fair funding.

Rural residents are paying more in Council tax, so local authorities are having to use more of their Council tax monies to, you know, to close that gap to deliver services as well. So that's not right.

And I think what's key, what's key is you know just how government goes about collecting data, for example, that local government formula, how they've arrived at that formula.

If they implemented their formula as they should do and didn't apply dumping, they would realise that all they know that rural areas need more. But it's a political game that's being played to ensure that, you know, kind of urban aren't getting more than rural areas. So, so there's that and it goes back to that collection of data and the granularity of it so for example, when we saw the levelling up funding for example, we commissioned some research as a rural service network and if you were to consider rural as a region and its own right, it would be more deserving of funding than any other region in the whole of England. So, I think that's a key thing of just understanding the constituent, you know, sort of like parts that make up and understanding the needs of rural communities and yeah, absolutely it costs more to deliver services in rural areas. It costs more to live in rural areas as a rural.

Resident we did some cost of living research, so when you know it was banded in the Press of everyone experienced a cost of living crisis, we just thought, I wonder whether that's even more acute in rural areas and our findings showed that, yeah, it is and it is because as we talked earlier about a reliance on transport, you know, as in private transport, because public transport isn't an option for many.

I live in Cornwall and it was lovely to hear that somebody else on the call sort of said how great public transport was in Cornwall, but my two children go to school in Plymouth because that's, you know, sort of the nearest school for us, that suits their needs and the contract there is with the neighbouring City Council that deliver the city bus service. But you know we it doesn't offer a service to get my children to and from school, so you know that that's a challenge and so we're reliant more on, on private transport as a result of that. Also, with that cost of living, heating rural homes is more because, you know, we're off the gas grid, for example. And so, as a result of that, we're having to pay more, we're having to pay more to travel, to access to services health. You know, whatever that might be so I think it's important that all of these are considered in the round. That's why we've launched a campaign called winning the rural vote. And so we launched that with parliamentarians at the beginning of this year and we've got a series of arts that we've made of government and all, you know, sort of prospective candidates and parties and whoever might win the next general election to say, this is what rural areas need.

So I can put a link in the chat to that, but we cover funding, we cover transport, housing. Health, economy, all of the areas that you would expect to see, we've got a set of *** there which we feel are important for, you know, sort of those rural communities. But the key thing is, as I say, our ask of government is initially the fair funding and just be aware that one size doesn't fit all.

MB: That was good.

Alright, now that's really. Hey, I can tell you that the details things and again you know we've used so it's not the thing about devolution is you know you see the deal but actually it's what you can achieve you know outside of the deal so through the negotiations that we had back in 22 you know we were pushing the fairer funding you know and ultimately the challenge for the government is you know it's the pies the size the pies the size the pie and there's going to be winners and losers.

If you start changing the funding formula, which is frustrating, but I can, you know, I appreciate that. So, one of the things that we were pushing on is the introduction of the Council tax premium on second homes. The one thing, another thing we're pushing on is the changes to short term, let's in terms of bringing in planning classification in bringing in the registration scheme and other things and actually through our sustained kind of lobbying and through those relationships that we built up, you know those things have actually come through. You know, through the levelling up and regeneration act. So, so you know you can you can ultimately get these things over the line, but it, you know, it does take a lot of time and energy and you've got to find yourselves, you know, alongside central government alongside civil servants to have their ear and make a credible case for those changes to be made so for us that's also crucial in encouraging younger people back into to Cornwall to try and reconfigure Cornwall's housing market by potentially seeing a reduction in the number

of second homes or certainly more investment now that we can channel into creating more social, more affordable housing so it's not all lost, I think there's still opportunities that we can that we can we can acquire.

DT: I just wondered in terms of the, the, the transport dimension and the challenges of transport in rural areas, whether you'd have had an opportunity to link into perhaps via Hannah at Peninsula Transport because some of the a number of the sub national transport bodies across England are thinking about this because clearly it's a, you know, a challenge for many areas and transport E for example, they've done a quite a lot of work on this and I just wonder if you'd have the opportunity to feed into that because it's say we I think we're keen to make sure that we sort of harness all the knowledge and understanding of the challenges out there and any good practise and so on.

NT: So, we've, we've worked with transport is quite a bit and they've presented at our conference and seminars in the past. So, part of our offering is that we do a series of seminar St throughout the year on separate topic. So yeah, we've got you know sort of a transport seminar coming up. We've got our economy cinema next week and we also have our national conference. So yeah, absolutely you know sort of talking to others about that, talking about what the challenges are and sharing best practise I think.

And so are winning the rural vote campaign has come about by canvassing our members, views. And so, we've sort of said what are the kiosks that we should be asking around transport or affordable housing, for example? So yeah, that that that really is as key as far as we're concerned. And I would also echo, you know, what Matt was saying about the importance of talking to civil servants, getting their ear and the use of the parliamentarians too so we provide the secretariat for the All-Party parliamentary group on rural services. We are also the special interest group of the LGA.

And we're fortunate enough to be part of the rural issues Forum with Defra, so we meet with them regularly and are able to ask for civil servants to come to our events and to present and for MPs to get involved as well, which I think is key and as a result of the work, the work that we've done on our campaigning.

Done. We have seen, you know, sort of an increase. Well, we first of all we saw the introduction of the rural service delivery grant through the campaigning that we've done and an increase of that grant over the years, which has been key to our membership.

HS: Air condition transport, in partnership with Western Gateway STB, published to Southwest rural mobility strategy probably about 12 months ago now. So that looked at the different aspects of the issues around rural mobility across the Southwest, but specific to different types of sort of connotation so whether it's the issues around market towns, villages, Hamlets and the different, the different levels of affluence across the southwest that occurs. So there's quite a lot of rural deprivation in some pockets of the southwest, as I'm sure you all are aware, so that sort of set out a series of sort of potential interventions to take to sort of take forward in the Southwest and we're now putting together a prospectus for pilot schemes to test out across the southwest based on different place types and based

on sort of appropriate sort of interventions so it's down to the local need of particular areas and that will come out in the summer. So the idea is that we'll have sort of a series of pilots with an idea of whom would operate, who would operate a particular pilot, how much it would cost and the types of interventions they include, with a view to ideally having a funding stream identified in order to take those forward, so.

Is trying to pre-empt opportunities to get to get these schemes off the ground to have something ready to go so yeah, happy. I don't know if our consults have necessarily been in touch with rural services network, so I'll link you up because I think it'd be useful to get your input actually NT.

SB: Closed the meeting

Info on reverse mentoring programme from Carol Maclellan
Carol.Maclellan@cornwall.gov.uk

The reverse mentoring programme that has been taking place in Cornwall, so that leaders are mentored by staff with different perspectives and different lived experiences to themselves, generally from minority groups with protected characteristics to help leaders influence how organisations can be more aware and adaptable. For example, I was mentored by a more junior member of staff with bipolar disorder and it taught me so much about how difficult even the simplest requests by leaders can be for people with this conditions.

Some parallels with the "designing place" work but more directly applicable to designing inclusive workplaces and working practices.

If you'd like to hear more about it, I can put you in touch with the HR lead for this.

[The Reverse Mentoring Practice](#)

Links from chat:

<https://www.rsonline.org.uk/winning-the-rural-vote>

<https://www.peninsulatrtransport.org.uk/rural-mobility-strategy/>

<https://bettertransport.org.uk/blog/how-cornwall-is-winning-the-bus-game/>