

Resources and Fire & Rescue Service Overview and Scrutiny Committee

3rd December 2015

Integrated Peer Challenge Action Plan: Progress Report

Recommendation

That the Resources and Fire & Rescue Service Overview and Scrutiny Committee considers the Integrated Peer Challenge Action Plan: Progress Report that was presented to Cabinet on the 12th November, and asks questions in relation to its content and making recommendations as considered appropriate.

1. Introduction

- 1.1. Between September and January of 2014/15, Warwickshire County Council commissioned three Peer Challenges to obtain impartial feedback from peers on a number of operational areas. These were the Corporate Peer Challenge, the Adult Services Peer Challenge and the Health & Wellbeing Peer Challenge.
- 1.2. Feedback from each of these reviews was presented as a formal letter containing a number of recommendations. For ease of interpretation, these recommendations were then grouped under five themes and collated into an Integrated Peer Review Action Plan. The five themes are: Commissioning, Customer Journey, Health & Social Care Integration, Community Capacity and Economic Growth.
- 1.3. The Integrated Peer Review Action Plan was presented to Cabinet on the 16th of July, 2015. It was agreed that quarterly progress updates on the delivery of the plan would be presented to Cabinet and the Resources and Fire & Rescue Overview & Scrutiny Committee.
- 1.4. The Integrated Peer Challenge Action Plan: Progress Report that is attached to this report (Appendix A) was the first of these progress reports and considered by Cabinet on 12th November 2015.

2. Background Papers

None.

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Cabinet

November 12th 2015

Integrated Peer Challenge Action Plan: Progress Report

Recommendations

- Note and comment on the progress to date in delivering the Integrated Action Plan as at the end of Quarter 2 (April - Sept 2015)
- Cabinet are asked to comment on and approve the proposed next steps in taking forward the delivery of the integrated action plan as set out in Section 4

1. Background

- 1.1 Between September and January of 2014/15, Warwickshire County Council commissioned three Peer Challenges to obtain impartial feedback from peers on a number of operational areas. These were the Corporate Peer Challenge, the Adult Services Peer Challenge and the Health & Wellbeing Peer Challenge.
- 1.2 Feedback from each of these reviews was presented as a formal letter containing a number of recommendations. For ease of interpretation, these recommendations were then grouped under five themes and collated into an Integrated Peer Review Action Plan. The five themes are: Commissioning, Customer Journey, Health & Social Care Integration, Community Capacity and Economic Growth.
- 1.3 The Integrated Peer Review Action Plan was presented to Cabinet on the 16th of July, 2015. It was agreed that quarterly progress updates on the delivery of the plan would be presented to Cabinet and the Resources and Fire & Rescue Overview & Scrutiny Committee.

2. Key Messages

- 2.1 The Integrated Action Plan presented to Cabinet on July 16th contained a number of key activities which are progressing well as detailed in Section 3.
- 2.2 As progress continues to be made on the delivery of the key activities, the integrated action plan will continue to be updated including the identification of key milestones and deliverables which will be viewable through the Management Information Dashboard.

3. Progress to Date

3.1 This section details the progress that has been made on each of the five themes as at the end of quarter 2 2015/16 (April - September).

3.2 Commissioning

3.2.1 There are two recommendations under this theme, one related to transformation and the other to commissioning.

Transformation:-

- To address the recommendation of adopting a corporate programme management approach to transformation, during Quarter 2, Good Governance Principles for programmes and projects were agreed by Corporate Board and the Customer and Transformation Board for adoption across the Council.
- This was part of a wider review of project and programme management across the Organisation which also endorsed the establishment of a corporate project register to improve the visibility and clarity of projects across the council to enable a more transparent understanding of the contribution of projects to corporate outcomes. This is expected to be completed and in place by March 2016.

Commissioning:-

- The peer review recommendation that WCC clarify what being a commissioning authority means is being moved forward by way of two planned activities identified in the Integrated Action Plan: engaging district/boroughs and the Voluntary and Community Sector (VCS) in strategic and commissioning developments and establishing a council-wide approach towards commissioning.
- As at the end of quarter 2, district and borough councils have been engaged in the themes of the Better Together Programme. There are ongoing discussions with partners in the VCS to incorporate various elements into the commissioning process e.g. with Warwickshire Race and Equality Partnership to integrate the needs of minority groups in commissioning activities.
- To progress the development of a consistent and council-wide approach to commissioning, Corporate Board agreed to a series of activities to progress the embedding of a commissioning culture across the Organisation in Jul 2015. Work is currently underway to define and implement the Council-wide commissioning approach.

3.3 Customer Journey

3.3.1 The existing officer level Customer Services Board became the Customer and Transformation Board (CTB) in July 2015 so that it could take a more holistic view of service change. It retains the overarching purpose of continuing to deliver the Customer Services Strategy; to develop 'One Front Door' for the Council and to develop and deliver improved Customer Journeys for the people of Warwickshire and drive forward change and transformation activity.

3.3.2 As at the end of quarter 2 the mapping of all Transformation Programmes has been completed, the Board has been established and proposals are being developed to have an Integrated Customer Journey Programme for the County Council and to improve the transformational capability in the Organisation.

- Following the review of the Customer Contact Centre which was undertaken in Quarter 1, improvements to the customer experience are now being made through a number of key projects including the Mosaic Integration (end date March 2016) which aims to bring together the customer service management system and the new social care system.
- The recommendation on providing guidance to support providers has been addressed and as of April 2015 all social care providers are now recorded onto the WCC directory. The requirement for all services to be recorded onto the directory has also been added to new service terms & conditions and other contract specifications.
- Work related to the recommendation of including People Group stakeholders in the Digital by Default programme is ongoing. Milestones reached at the end of Q2 include the mapping of both the adult and the children's customer journey and identification of improvements to be made. Implementation of these improvements is currently underway.

3.4 Health and Social Care Integration

Health and Wellbeing Board:-

- In the Integrated Action Plan that was presented to Cabinet in July, all of the planned activities under Integration related to the Health and Wellbeing Board (HWBB). Four of these actions have since been completed, all of which relate to improving and developing the working arrangements, governance and purpose of the Health and Wellbeing Board. Revised governance arrangements, purpose and board membership & responsibilities were agreed in a HWBB meeting in July.
- The revised governance arrangements of the HWBB were presented to and approved by full council in September.
- John Dixon has been appointed as the Senior Responsible Officer of the board in July and an Executive Team has been set up to co-ordinate its agenda.
- The Coventry and Rugby CCG representative on the board was appointed as Vice Chair of the board in September.
- Two further actions are ongoing and are being progressed through the work of the HWBB, as detailed in a separate Health and Wellbeing Board Action Plan.
- The first is to develop an implementation plan for the HWBB action plan. This plan was agreed by the board in July and under each theme mapping of the strategic outcomes against partnership groups to provide clarity has started during quarter 2 and will be developed further by November 2015.
- The second planned activity is around performance management, stakeholder engagement and external communication. The arrangements for these elements were agreed in July and will be developed further by the HWBB by the end of December 2015.

Integration:

- In relation to the peer review recommendation to nurture relationships and play a leadership role in health and social care integration, two activities have been followed through.
- Firstly, an Executive Team has been implemented comprising Chief Executives from across the Health and Care system in Warwickshire and Coventry.
- A Programme Board that includes all health providers has also been set up to drive forward the agenda of health and social care integration.

3.5 Community Capacity

- A Community Capacity Oversight Group was set up in April 2015 with the Head of Localities and Community Safety as its corporate lead. During quarter 2, a Community Capacity Action Plan was developed and has since been agreed by the group.
- The 7 projects pertaining to this theme are grouped under the title of 'Building Local VCS Capacity (Commissioning and Market Shaping).'
- As of quarter 2 2015/16, three milestones have been met: (1) local asset mapping, (2) provider engagement to enhance asset mapping and (3) gap & demand analysis (including GIS maps).
- The remaining four are ongoing. These are: (1) further engagement with the VCS, (2) production of a Market Position Statement/Commissioning Prospectus, (3) co-design surgeries with commissioners and (4) procurement activity. The last of these is due to be completed by March 2016.
- As at quarter 2, several other projects related to this theme are entering delivery phase: Reducing Social Isolation and Loneliness and Third Sector Relationships and Funding. These are being monitored through the Community Capacity Action Plan.

3.6 Economic Growth

- The peer review recommendation under this theme is for WCC to commit to having a stronger role in development of the CWLEP. This is being addressed through a number of projects pertaining to five economic drivers: inward investment, skills and employability, key sector development, infrastructure development and targeting growth in vulnerable communities. All work related to this theme is ongoing.
- In quarter 2, a draft Growth Plan was developed and is currently being consulted on with district and borough councils. It will be used to inform future CWLEP Growth Deal proposals.
- In relation to skills and employability, a Skills Web Portal is being developed to help link schools and businesses. Grants in the amount of £320,000 for 2015/16 have been awarded to schools and businesses working together to find innovative ways to develop employability skills. Work programmes associated with this driver are closely tied in with those of the CWLEP Skills Board as per the peer review recommendation.

- As at the end of Q2, work on growing key economic sectors and attracting inward investment is continuing and, for example, Warwickshire has been shown to have the highest foreign direct investment in the manufacturing sector relative to the county's overall size in the country.
- In quarter 1 work was being done around developing a more co-ordinated approach to infrastructure development. To drive this forward, in quarter 2 the Infrastructure Delivery Group was established along with a Programme Board.
- Work around targeting growth at vulnerable communities continues to be incorporated into a range of programmes and projects such as the Apprenticeship Hub.

4. Next steps

- 4.1. Subject to any changes/recommendations by Cabinet, the progress report will be considered by the Resources and Fire & Rescue Overview Scrutiny Committee on December 3rd.
- 4.2. In progressing the Integrated Action Plan, it is proposed that:
- Any additional planned activities and key milestones are incorporated into the plan going forward.
 - The plan continues to be monitored and progress reported on a quarterly basis to Corporate Board, Cabinet and Resources and Fire & Rescue O&S.
 - The reporting on progress will be available through the Management Information Dashboard.

5. Supporting Information

Appendix 1: Integrated Peer Challenge Action Plan

6. Background Papers

None

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|--------------------|---------------------|--|
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PEER REVIEW INTEGRATED ACTION PLAN

| THEME (LEAD OFFICER) | AIM OF THEME | PEER CHALLENGE RECOMMENDATION | PLANNED ACTIVITIES | PROJECTS | RAG rating | PROGRESS Q1 | PROGRESS Q2 | TIMESCALES |
|---|--|---|--|---|------------|---|--|--|
| COMMISSIONING COUNCIL (Tricia Morrison) | Understand the different mechanisms available for service delivery | Develop a corporate programme management approach for transformation that ensures key linkages, interdependencies and overlaps are understood | The development of an Organisational level approach to ensure that transformation linkages are captured and progress is being maintained across the council's core priorities (no. 6 in PG Plan) | | Green | 1. Leadership Team met on 19 January and identified 5 themes: Customer Journey; Health and Social Care Integration; Community Capacity; Commissioning Council; Economic Growth. Approach endorsed at Corporate Board on 21 January. 2. Cabinet/Leadership Team Event in March. 3. Meetings held with nominated lead officers to establish a mechanism for ensuring an appropriate oversight and reporting mechanism is in place | 1. A Customer & Transformation Board has been established to oversee & progress transformation activity. 2. Regular updates on the five themes are being reported through existing governance mechanisms and the highlights of which will be reported on a quarterly basis through the Integrated Peer Review Action Plan. | 2015/16 |
| | Recognise that commissioning can be interpreted many ways, and develop agreed principles to guide us | | | | | | | |
| | Commission services to achieve outcomes | | | | | | | |
| | Base commissioning decisions on firm evidence and understanding of need | | | | | | | |
| | Commission from a range of potential providers, with clear and transparent processes | | Develop a Corporate Governance Framework that has effective oversight of all transformation across the Council and streamlines reporting and decision making (no. 6 in PG Plan) | Development & implementation of a corporate project register. | Green | 1. Initial Mapping Work and the interdependencies completed across the Organisation and emerging principles of good governance in transformation activity in development for consideration by Corporate Board. | 1. Good governance principles for projects & programmes have been agreed by Corporate Board and Customer & Transformation Board. Agreed to ask GLTs to roll-out across their Groups. 2. Initial consultation on requirements for CorProject corporate project register underway. The register will enable improved clarity, visibility and transparency of projects across the Council and enable better understanding of how projects contribute to corporate outcomes. | April 2015 to March 2016 |
| | | Explore and clarify what commissioning and being a Commissioning Council will mean for the future delivery of your plans, and the role and function of the council | Seek early engagement of Districts/Boroughs and the VCS in strategy and commissioning developments (no. 5 in the PG Plan) | | Amber | 1. People Group now join meetings with Public Health and District/Borough Chief Execs 2. Heads of Housing are engaged in redesign via JCB, CCG Delivery Groups, HIA project, ICES and Supporting People. Chief Executive of the CVS on the Integration Executive Board. Heads of Housing representation on the Better Together Programme Delivery and Commissioning Board. | 1. Districts and Boroughs engaged in themes of the Better Together Programme. 2. Home Improvement Agency Report to WCBT led by districts and boroughs linked to Equipment service. 3. Ongoing discussions with Age UK to align commissioning across health and social care. 4. WREP invited to People Group E & D to assure commissioning incorporates the needs of minority communities. | 2015/16 |
| | | | Work with commissioners across the authority to better understand the commissioning process and establish a set of common principles | | Amber | 1. Cross Organisational Commissioning Council Officer Group established to take this work forward. 2. Detailed work programme now in development. | 1. Cabinet and GLT met on the 16th of March to define work on each of the Integrated Action Plan themes, including commissioning. 2. On July 22nd, Corporate Board approved an Action Plan to progress Commissioning, which comprises:- - Defining the council-wide commissioning approach & agreeing the benefits wanted from this; - Developing and adopting a framework of key principals to guide commissioning activity; - Agreeing focus of commissioning activity at Warwickshire, corporate and group level; - Identifying learning and development needs to support teams/managers to adopt a more consistent approach to commissioning; 3. Developing and implementing L&D plan to help embed a consistent commissioning approach across the Council 4. Mapping of commissioning activity across all groups in WCC is currently being undertaken. | August 2015- March 2016 |
| CUSTOMER JOURNEY (Kushal Birla) | Improved customer end-to-end journeys Improve customer satisfaction for access, information and advice | Develop your 'golden thread' to ensure that identified priorities, roles and purpose drive everything you do, and that all staff can see how their activities relate to outcomes. | Map transformation programmes and associated governance arrangements across the council in relation to the customer journey. | These are managed through the Customer & Transformation Board- 1. Mapping of all programmes across WCC. | Amber | 1. Mapping work underway for Transport & Highways, Children's Services and Social Care. 2. Gap analysis carried out against Transport & Highways Digital by Default projects. 3. Telephony contact statistics collated for Transport & Highways including contact through CSC. 4. Customer segmentation underway for defect reporting. | 1. Mapping of transformation programmes underway. 2. Customer & Transformation Board established. 3. Project management mapping complete June 15. | April 2015 - March 2016 |
| | Reduce customer contact through face-to-face and telephone channels | | | | | | | |
| | Increase in the take-up of digital services | | | | | | | |
| | Realisation of savings attached to redesigned customer journey and service delivery | | | | | | | |
| | Improved data / management information to inform future service improvement and for improved targeting of service delivery | | | | | | | |
| | | Review the Customer Contact Centre, including how access to social care can be improved, along with the prioritisation of safeguarding alerts (no. 1 in the PG Plan) | Review undertaken Developing standard method and templates for contact migration | A Corporate Customer Journey Programme is being overseen by the CTB; projects include: Access & Client Information Systems (Mosaic implementation), Customer Journey and Information & Advice | Amber | 1. Implementation in progress. | 1. Customer Journey Programme is progressing with first versions of highways template produced. 2. Information & Advice Framework is being developed. 3. Implementation of Access priorities is in progress. 4. Integration with Mosaic is in progress. | April 2015 - March 2018. Access project started 13/14, end March 16. Mosaic integration April 15 - March 16. |

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|---|---|---|--|--------------------------------------|------------|---|--|-------------------------------|
| | | | | | | | | |
| | | Consider what guidance could be given to support providers where they also provide an information and guidance function, in order to avoid any conflict of interests (no. 2 in the PG Plan) | Include a requirement to register and keep profiles updated on the WCC directory in all contracts and T&Cs, supported by guidance | | Green | 1. All current social work contracted provided are recorded within the WCC directory as at April 15. 2. The protocol for ensuring that this is completed has been finalised. 3. WCC requirements that all services are recorded in WCC Directory have now been added to all new service terms and conditions or specifications issued with new contracts awarded. 4. A process for flagging concerns has been developed. | Completed | Completed |
| | | Ensure any future development of Digital by Default involves customer and health representatives from the beginning of any design planning or options appraisal (no. 3 in the PG Plan) | Inclusion of stakeholders in development of People Group solutions | Corporate Customer Journey Programme | Amber | 1. 'Information and Advice' and DbyD approach agreed by Customer and Transformation Board. 2. Customer Service Board established at Strategic Director level. Key customer journeys prioritised and other work in progress. | 1. Customer & Transformation Board established. 2. Delays in both adults and childrens journey work due to time constraints and availability of resources 3. Progress in other areas includes:- - Roll-out of Contact us (Customer feedback) to Resources Group. - Launch of the digital customer 'self' account (3,500 established by end of Q2). - Delivery of the 11+ online application process (2111 applications). - Completion of Highways and Transport service profiles (20) and creation of digital template for future service offer. - Information and Advice Framework initial workshop held. - Mapping of Adults and Children's Journeys underway with improvements being identified for implementation. | January 2015 - March 2018 |
| HEALTH & SOCIAL CARE: (John Dixon, Jenny Wood, Chris Lewington, Sarah Duxbury) | To improve governance, purpose and working of HWB | Develop shared ownership of the Health & Wellbeing Board agenda Clarify the purpose and desired outcomes of the Board's activities Review membership of the Board and individual roles/responsibilities Review the governance arrangements of the Board Develop a joint implementation plan for use by all partners Consider approach to performance management, stakeholder engagement and external communication | Undertake a review of governance, purpose and working arrangements Develop and agree a detailed action plan | | Amber | 1. A workshop was held on 20th May 2015 to consider how best to address the recommendations of the Peer Challenge. The event was well attended by members and observers of the Board, with a number of lively discussions and group sessions taking place to consider the purpose, culture and governance of the Board. 2. Output from the workshop is now being analysed, and further discussions between members and observers is expected. This will result in formal proposals going to the Health and Wellbeing Board meeting on 8 July. 3. Progress on the recommendations in full will then be reported regularly via formal Health and Wellbeing Board reports and updates to the County Council's Cabinet. | 1. An Action Plan to address the recommendations of the Peer Challenge was approved on 8 July 2015. This includes work to drive the implementation of the HWB strategy, to revise Governance arrangements, membership, working of HWB Board and inter-relationships with others. 2. Revised governance arrangements were approved by Board on 8th July. 3. HWB Executive Team has been established to drive overall work of HWB. 4. Vice Chair appointed from Health at Board meeting on 23rd September 2015. 5. Key priorities within HWB strategy agreed on 23 September 2015. 6. Arrangements for performance management, engagement and communications agreed. To be further developed with the SRO and partners by 31st December 2015. | 1 May 2015 - 30 November 2015 |
| HEALTH & WELL BEING BOARD | | | | | | | | |
| HEALTH & SOCIAL CARE INTEGRATION | Work collaboratively across the health and social care spectrum to better understand the needs of the communities and identify collaborative solutions to the challenges ahead. Consider & agree what integration might mean for Warwickshire. What options are available for Warwickshire? Evidence indicates that it is not the answer to the financial crisis, but it does have the potential to transform the way we work. It can provide customers with the experience of 'seamless services' at access and delivery points; minimising duplication and maximising digital solutions. | Nurture relationships with health partners and offer a leadership role to the integration of health and social care services | Implement an Executive Team, chaired by John Dixon, comprising of Chief Executives from across the Health & Social Care system - WCC, CCGs, SWFT, CWPT, CAVA and Healthwatch. There is also representation from George Elliot Hospital, University Hospital Coventry and Warwickshire, and the intention is to invite representation from Coventry City Council too. | | Green | 1. Team implemented and currently working on a piece of work with the Kings Fund on systems leadership focussed on Stroke. | | 31 July 2016 |
| | | | Implement a Programme Board including all health providers - WCC and CCGs. Focus on delivering a local BCF programme, known locally as Better Together. | | Green | 2. Inaugural meeting of Programme Board took place on 6 May 2015. Programme included everything from joint commissioning of residential and nursing care home market to piloting multi-agency approaches that pro-actively support the elderly and vulnerable population. | | |

| THEME (LEAD OFFICER) | AIM OF THEME | PEER CHALLENGE RECOMMENDATION | PLANNED ACTIVITIES | PROJECTS | RAG rating | PROGRESS Q1 | PROGRESS Q2 | TIMESCALES |
|--|---|--|---|--|------------|--|---|---|
| COMMUNITY CAPACITY (Phil Evans) | Enable Communities to 'help themselves' Reduce direct demand of/on Council services Facilitate a strong, open, productive relationship with the third sector Ensure a strong third sector which supports the delivery of the Council's objectives Delivery will be 'joined up' across the Council and public sector partners | Nominate a Corporate and Member lead to develop and implement community capacity building | Set up the infrastructure to develop and implement community capacity building. | Building Local CVS Capacity (Commissioning and Market Shaping) Project Aims & Objectives:- • Develop a coherent range of community and voluntary sector services that are responsive to local demand and support wellbeing, prevention and maximise independence. • Revise the voluntary and community sector offer, to underpin the principle of community based support as a viable alternative to acute care and/or res/nursing care. • The role of voluntary and community sector is developed to enable a mixed and diverse market of providers. | Amber | 1. Phil Evans has been nominated as the corporate lead and has established a Community Capacity/Resilience Oversight Group. 2. There is also a working group progressing the newly combined action plan that brings together prevention, wellbeing and community capacity workstreams of the Care Act and will contribute to the Warwickshire Better Together action plan. 3. Four HoS from across each Group are also on the Leadership for Change programme focusing on this issue to being June 15. | 1. Working Group continues to meet on a monthly basis and have agreed a joint action plan. This has led to good progress in agreeing and articulating a corporate view of the workstream. Key actions include:- - Community Asset Mapping - Reducing Social Isolation and Loneliness - Third Sector Relationships and Funding 3. Engagement with CVS - over the past 12 months and continuing via CVS assembly (TAPSBAG) - Market Position statement / Commissioning prospectus to be produced. - Co-design surgeries (pitch idea's and discuss with commissioners). - Procurement activity. Completed actions include:- • Local asset mapping • Provider engagement to enhance asset mapping • Gap and demand analysis (GIS maps produced) | March - June 15 September 2015 September 2015 Ongoing October – November 2015 November – December 2015 January - March 2016 |
| | | Develop a narrative and vision for an operational model that covers universal services, early help, targeted support and longer-term support for those who need it | Establish prevention / community cohesion position with Public Health / Localities & Community Safety / Strategic Commissioning / EH&TS | Delivery of WCC Prevention Strategy (Offer) | Amber | 1. Various workshops have been held to look at development of this work and the Oversight Group is developing an overarching action plan to coordinate and align interdependent work streams. | 1. Initial Draft has been prepared and considered by Community Capacity Group 2. Final Strategy Agreed by CB/Members 3. Strategy Published | 30 November 2015 30 January 2016 31 March 2016 |
| ECONOMIC GROWTH (Mark Ryder) | By working in partnership: maximise inward investment, funding and support for businesses across the CWLEP area Invest in skills and employability to meet the needs of residents, businesses and the local economy Facilitate the development of priority sectors and economies Optimise infrastructure delivery to support growth and sustainability Target economic growth in vulnerable communities | Commit to playing a stronger role in the development of the LEP | To build on the current work under the following drivers to deliver improved economic outcomes: (1) Maximising inward investment, funding and business support | Growth Plan; Business Centres Review, ERDF SME Competitiveness Programme, Rural Growth Network, Capital Growth Fund, Invest in Warwickshire, Growth Hub (including secondment of staff), Digital Sector Growth Plan, Skills for Employment, Apprenticeship Hub, CSW Superfast Broadband, Town Centres, Rural Working Group, Infrastructure Delivery Group, C&W Infrastructure Delivery Plan, Tourism Grants Programme | Amber | 1. Development of Warwickshire growth prospectus in support of future investment (growth deals etc.); working in partnership across the CWLEP and with the growth hub to maximise funding in support of economic growth and Warwickshire businesses; review of business centre portfolio. | 1. Draft Growth Plan developed and District & Borough Councils are being consulted on it. Was used for submissions of projects to the CWLEP to inform future Growth Deal proposals. Strategy for business centres being developed, a project board to oversee implementation being established. | Ongoing |
| | | | (2) Investment in skills and employability | | | 2. Skills for Employment programme established, work organised under 4 theme headings: linking schools to businesses; careers advice; positive destinations for young people and establishing an evidence base for local skills needs. we are engaging with partners on this work across the CWLEP area including the CWLEP skills group | 2. Major grants awarded to schools and businesses working together on innovative new ways to improve employability skills - £320k awarded for 2015/16. New Skills Web Portal being developed, which will help link businesses to schools. Work of programme closely linked to the Skills Board of the CWLEP, ensuring complementarity and added value. | |
| | | | (3) Facilitation of the development of priority sectors and economies | | | 3. The automotive engineering, low carbon applications, intelligent transport solutions and digital gaming sectors are central to our work with CWLEP area partners and the business community to build on strengths to encourage further growth in these areas. Tourism and town centre economies are also a current focus. | 3. Strong focus on inward investment activity on key sectors. Latest Foreign Direct Investment figures from Government show high levels of investment activity, with highest FDI activity in manufacturing relative to our size in the country. Attendance at key shows including Develop (largest gaming conference in UK) and BCSC (largest retailing show). Working with partners on new C&W Tourism and Culture awards to promote sector and celebrate success. | |
| | | | (4) Optimising infrastructure delivery to support growth and sustainability | | | 4. A more strategic and co-ordinated approach to infrastructure delivery is being developed. Including working with partners across the CWLEP economic geography on joint spacial and infrastructure plans | 4. Infrastructure Delivery Group established, with supporting Programme Board, enabling a co-ordinated approach to be developed and implemented effectively. | |
| | | | (5) Target economic growth in vulnerable communities | | | 5. This cross cutting theme is supported by our work on inward investment, business support, skills for employment, developing priority sectors and infrastructure development | 5. Integrated into a range of programmes, including business support, skills for employment projects and Apprenticeship Hub. | |

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|-------------|---|
| *RAG rating | |
| Green | Planned Activity has been achieved |
| Amber | Planned Activity is ongoing |
| Red | Planned Activity is not on track to be achieved |