



## APPENDIX B -Recovery Plan Delivery Status Update

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	51
	On target	46
	At risk of compromise – The project faces issues which may lead to changed baselines in terms of cost, benefits, scope or time	15
	Compromised – The project is currently breaching baselines in terms of cost, benefits, scope or time and is subject to mitigating actions upto and including a formal Change Request	2
	Complete	10
<b>TOTAL ACTIVITIES</b>		<b>124</b>

## PRIORITY ONE

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	1
	On target	8
	At risk of compromise	6
	Compromised	0
	Complete	0
<b>TOTAL ACTIVITIES</b>		<b>15</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY ONE - Contain the virus and promote physical and mental health and wellbeing</b>					
<b>1.1</b> – Improve health and wellbeing outcomes for residents and tackle the impact of COVID-19 by using the findings from the Warwickshire health impact assessment.	Project	Healthy Households (Priorities Healthy Lifestyles and Childhood Obesity)	To provide children, adults, families and schools with support, resources and knowledge to improve physical activity levels, maintain or achieve a healthy weight and make healthier choices. This will include supporting schools to embed physical activity within the normal school day, providing physical activity packs for Primary schools, and launching a targeted healthy household plan for hard to reach families, forming an integral part of us approaching and adopting Wellbeing for Life.	01/04/21	28/04/23
<b>1.2</b> - Deliver the COVID-19 Outbreak Control Plan which aims to control local outbreaks and prevent local lockdowns in Warwickshire	Project	COVID-19 Outbreak Control - Local Implementation Plan	This project is to implement the infrastructure required for the Local Outbreak Control Implementation Plan for Warwickshire County Council (WCC). This provides the framework for how we will work as a system in Warwickshire through key statutory, voluntary and community organisations to manage COVID-19 outbreaks in a variety of settings. This Plan will support the effective delivery of the overarching Coventry Solihull and Warwickshire (CSW) COVID-19 outbreak control plan.	26/06/20	31/01/22
<b>1.3</b> - Work in partnership with local authorities, NHS and our communities to set-up and operate local testing units and build trust in Test and Trace.	Business as Usual	Test & Trace	Work in partnership with local authorities, NHS and our communities to set-up and operate local testing units and build trust in Test and Trace.		
<b>1.4</b> - Widen access to flu vaccinations for residents, council staff and providers, especially in the care sector.	Business as Usual	Flu Vaccinations	Widen access to flu vaccinations for residents, council staff and providers, especially in the care sector.		
<b>1.5</b> - Promote Dearlife.org.uk - a locally focused suicide prevention website which supports residents and their families.	Business as Usual	Promote Dearlife	<ul style="list-style-type: none"> <li>Ongoing promotion of website among partners, providers, and the public.</li> <li>C&amp;W suicide prevention/winter wellbeing comms plan in development</li> </ul>		

<b>1.6</b> - Deliver and evaluate the impact of Creative Care Coventry & Warwickshire; a series of projects to tackle loneliness and isolation.	Business as Usual	Creative Care Coventry	working with Coventry University to produce an evaluation report, this will be available in early January and will be reported to Health and Wellbeing Board		
<b>1.7</b> - To address the impact on people's mental health, we will improve access to mental health and wellbeing services. Strengthen support for young people at risk of emotional or mental health issues, with a particular focus on preventing self-harm	Project	Improving Mental Wellbeing in Warwickshire - Responding to the Covid Pandemic	The COVID-19 pandemic is profoundly impacting the nations' mental health, with lockdown damaging social connections, jobs and finances, and disrupting peoples' ability to engage in usual coping mechanisms, and routine access to mental health and other support services. WCC has recognised the importance of responding to a predicted surge in mental distress through its Recovery & Restoration Plan which confirms a commitment to prioritising the mental health and wellbeing of our residents.	28/10/20	30/09/22
<b>1.8</b> - Publish Director of Public Health Annual Report and implement recommendations which will address the impact of COVID-19 on health and wellbeing.	Business as Usual	Director of Public Health Report	The report is due to be published following endorsement of the recommendations by the Health and Wellbeing Board on 3rd March 2020.		
<b>1.9</b> - Use findings from Warwickshire Population COVID-19 survey to inform future actions and plans.	Business as Usual	Action Planning	Analyse Survey Results and use to inform future planning		
<b>1.10</b> - The new Health Champions Service will work with more vulnerable residents to help them keep safe and improve their health and wellbeing.	Project	Community Health Champions	The purpose of this project is to improve health literacy and promote behaviour change across Warwickshire using Community Health Champions. The project will develop and implement a model in a selected geographic area in order to identify the requirements for informing a business case for the adoption of a countywide model for Community Health Champions and associated infrastructure costs involved.	01/04/20	31/03/21
<b>1.11</b> - Publish a revised COVID-19 Health and Wellbeing Strategy that reflects the learning and changes we need to make.	Business as Usual	Revised Health and Wellbeing Strategy	Final draft to go to the March Health & Wellbeing Board for approval.		
<b>1.12</b> - We will continue to work with our care homes and services to keep residents safe, providing ongoing support, training and advice on controlling the spread of the virus.	Business as Usual	Support Training and Advice to our Care Providers	Support Training and Advice to our Care Providers		
<b>1.13</b> - Implement the recommendations from the Public Health England Review of the Impact of COVID-19 on Black, Asian and Minority Ethnic (BAME) communities.	Project	Mitigating the impact of Covid-19 on BAME Communities	The project aim is to work with the BAME community in Warwickshire to mitigate the elevated risks of COVID-19 mortality and morbidity experienced by this community. The following elements will be funded: - Collaborative research to understand the wider determinants of Covid-19 in the BAME Community - A grants process for BAME communities to apply to - Two posts to coordinate the grants process and support communities to apply for funding and implement projects	28/10/20	28/10/22
<b>1.14</b> - Put a plan in place for how we will manage demand through the winter when people are more vulnerable.	Business as Usual	Winter Planning	A winter readiness plan and recommendations for Discharge to assess services has been formulated and agreed by Joint Commissioning Board.		
<b>1.15</b> - Put a plan in place to help residents lead a healthy lifestyle as part of managing the virus.	Project	Healthy Households (Priorities Healthy Lifestyles and Childhood Obesity)	To provide children, adults, families and schools with support, resources and knowledge to improve physical activity levels, maintain or achieve a healthy weight and make healthier choices. This will include supporting schools to embed physical activity within the normal school day, providing physical activity packs for Primary	01/04/2021	28/04/2023

			schools, and launching a targeted healthy household plan for hard to reach families, forming an integral part of us approaching and adopting Wellbeing for Life.		
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## PRIORITY TWO

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	0
	On target	9
	At risk of compromise	4
	Compromised	1
	Complete	0
<b>TOTAL ACTIVITIES</b>		<b>14</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY TWO - Maintain resilient and sustainable services</b>					
<b>2.1</b> - Ensure health and care provision is COVID-19 safe, supporting the impact, management and recovery from the virus.	Business as Usual	Recovery and Restoration Panel	To date 105 service areas have been through the Recovery & Restoration Panel which includes COVID 19 secure delivery. There are another 8 services areas to complete.		
<b>2.2</b> - Redesign our Reablement Service to increase capacity and prevent more hospitalisations.	Project	Reablement IT Workstream	The project aims to deliver new IT systems for the Reablement Service to maximise capacity and improve efficiency. The systems include; 1) Replacement scheduling and rostering 2) A new mobile care record to replace the paper record	07/03/18	31/03/21
<b>2.3</b> - Agree supportive payment terms with Care Partners and Suppliers.	Business as Usual	Supportive Payment Terms	Report to be presented to Cabinet in early 2021		
<b>2.4</b> - Continue communication campaign to assure residents of safe services.	Business as Usual	Communications	Social Media and other communications relating to recovery		
<b>2.5</b> - Review of Warwickshire's Discharge to Assess Service to support timely discharge from hospitals and keep care homes COVID secure. <b>2.6</b> - Ensure smooth and timely transition from hospital to care settings.	Project	Warwickshire Discharge to Assess Service and Pathways System Wide Review	There are several services/pathways in Warwickshire that support timely discharge from hospital & good patient flow that are delivered to improve overall outcomes and experiences of individuals. This countywide whole system review will include: • Discharge to Asses Pathways 1, 2 and 3; • Moving on beds; • Non weight bearing, Plaster of Paris (Pop) and Braces pathways. and will seek to present how services work together now and how they need to be commissioned or delivered in the future.	06/01/20	30/06/21
<b>2.7</b> - Manage delayed and increased demand for children's services.	Project	Children and Families Service Recovery & Restoration Process	In response to the Government's Plan to Rebuild post COVID-19, (its recovery strategy outlines a planned phased approach to lifting restrictions, avoiding a second wave and controlling the spread of the virus), this project sets out the timescales and approach that the Children's and Families teams will utilise to support the recovery work required to enable the continuation of the excellent service provided by the C&F teams.	01/06/20	30/06/21

<b>2.8</b> - Review impact of COVID-19 on services commissioned through other organisations so we are able to understand what changes may need to be made to be COVID-19 safe.	Business as Usual	Recovery and Restoration Panel	To date 105 service areas have been through the Recovery & Restoration Panel which includes COVID 19 secure delivery. There are another 8 services areas to complete.		
<b>2.9</b> - Review adult social care guidance for hospital discharge and admission avoidance.	Business as Usual	Hospital admission avoidance	System wide assurance against the updated Hospital Discharge Guidance published on the 21/08/20 has been carried out		
<b>2.10</b> - Implement a single health and care record to share information on NHS and care team support and interventions.	Project	Integrated Care Record	The Integrated Care Record (ICR) project will provide an integrated care record for both health and social care information to support commissioning and service delivery across Coventry, Warwickshire, Birmingham and Solihull. Data from the partner source care systems will be extracted and merged to create a consolidated 'single view 'of an individual and their interactions with each partner organisation.	02/09/19	28/03/25
<b>2.11</b> – Secure provision of children’s placements within Warwickshire.	Project	Child in Need / Child Protection	The project aims to improve outcomes for children and families and build towards an outstanding Children and Families service. Improvement work identified for Children’s Social Care is evidence based from national and local initiatives which have resulted in improved outcomes for Children and Families. The combined workstreams will contribute to reducing case escalation, Child in Need and Child Protection rates and increase engagement with families in order to sustain enduring change.	30/04/20	01/08/22
<b>2.12</b> – Use the learning from COVID-19 to further improve the experience for children and families in need of support and protection.	Project	Children and Families Service Recovery & Restoration Process	In response to the Government’s Plan to Rebuild post COVID-19, (its recovery strategy outlines a planned phased approach to lifting restrictions, avoiding a second wave and controlling the spread of the virus), this project sets out the timescales and approach that the Children’s and Families teams will utilise to support the recovery work required to enable the continuation of the excellent service provided by the C&F teams.	01/06/20	30/06/21
<b>2.13</b> - Implement refreshed Health & Care commissioning plans.	Business as Usual	Commissioning Plans	Pre-tender processes underway in accordance with refreshed commissioning plans for Targeted Support & Integration; Health Wellbeing & Self-Care; All Age Specialist Provision		
<b>2.14</b> - Continue to review Children and Family services against emerging government guidance.	Project	Community/Early Help/Partners	The Child Friendly Warwickshire Change Programme is a Service led programme investing over £10m across 30 workstreams, structured into 4 key projects focusing on the child's journey through our services. This is project 1 and is focused on Early Help, Communities and Partners. The programme is joint funded between the DfE (which will focus on implementing the Leeds Family Valued programme into Warwickshire of which Restorative Practice is a key feature) and WCC funded initiatives.	31/12/19	01/08/22
<b>2.15</b> - Support Carers to continue to meet care and support needs.	Project	SICP Redesign of the Local Offer website (Impower)	The SEND Local Offer offers information in a single place. The Local Offer helps children, young people and their parents to understand what services and support they can expect. This project will focus on the redesign of the Local Offer website through coproduction with Warwickshire’s professionals, parents and young people facilitated independently and building on the recently completed system navigation work to focus on messaging, tools and information that best supports families.	26/06/20	31/03/21

## PRIORITY THREE

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	11
	On target	5
	At risk of compromise	0
	Compromised	1
	Complete	0
<b>TOTAL ACTIVITIES</b>		<b>17</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY 3 - Help our children and young people catch up on their education</b>					
<b>3.1</b> - Increase the number of digital resources available to support schools in meeting the needs of their pupils, especially in case of local outbreaks.	Business as Usual				
<b>3.2</b> - Improve the support available to vulnerable children and young people.	Project	SICP Review of children not receiving their educational entitlement	To ensure that all Warwickshire children are on a school roll and/or in an appropriate educational setting. This is part of SEND & Inclusion Strategy (Statutory Duty) (there will be indirect savings, but these will be picked up under commissioning of Alternative Provision project).	26/06/20	26/02/21
	Project	SICP Expanding and Improving Access to Early Intervention in Early Years (birth to 5)	Reviewing and evidencing existing Early Years processes in order to expand and Improve processes Improve timeliness of Education Health Care Plans (EHCP) in early years (invest to save) Ensure early identification From Dedicated Schools Grant recovery plan	26/06/20	31/07/21
	Project	SICP Child centred inclusion pathways (Trial 3)	To establish a pathway for routine consistent reviews of provision (interventions) to avoid unnecessary escalations and to ensure that support is closely aligned to children / young people's level of need and working towards short and long-term outcomes (achieved within local educational provision)	26/06/20	06/08/21
<b>3.3</b> - Provide training and skills development to education setting staff to improve the quality of learning for children and young people.	Business as Usual				
<b>3.4</b> - Supporting groups of local schools with their recovery and resilience work to give school leadership and staff the confidence to open safely for the health of themselves and pupils	Business as Usual	Recovery and Resilience in Schools	Maintained nursery schools remain open with offer of blended and remote learning for self-isolating pupils. Monthly link meeting provided for MNS heads, and out of hours support available for closure situations. The categorisation process completed. MNS work around remote learning to be disseminated more widely to support the EY sector. MNS financial position remains a concern. Schools leading childcare on a school site - section 27 are supported by the early years service via regular communications and direct support as required.		

<b>3.5</b> - Supporting all children and young people and their parents to successfully return to education and feel confident and secure in doing so.	Business as Usual	Returning to Education	Monitoring of place take up via termly Early education funding place take up for 2, 3 and 4 year olds. Marketing campaign to promote early education benefits and funded entitlement has had soft launch with finalisation of wider materials being undertaken now for launch end Nov / Early December. Mailouts to those identified eligible for funded 2's places undertaken, using DWP lists.		
<b>3.6</b> - Launch a new education and safeguarding training and support package to keep all children and young people safe.	Business as Usual	Training and Support	Current EYFs training package is in place with new integrated programme being planned. Education safeguarding training in place and being delivered. MASH education Lead in place		
<b>3.7</b> - Provide targeted IT and training to children and young people to enable them to use digital learning resources.	Business as Usual		We have recently purchased and distributed both laptops and connectivity dongles to enable children to receive schooling at home.		
<b>3.8</b> - Accelerate our skills and retraining plans across all education provision.	Business as Usual				
<b>3.9</b> - Increase career adviser support for apprenticeship programmes to vulnerable and disadvantaged groups (including care leavers) whose opportunities have been reduced by COVID-19.	Business as Usual				
<b>3.10</b> - Engage parents to accelerate and complement learning for children and young people within the home.	Business as Usual	Learning at Home	Implementing remote and blended learning in the EYFS: research and documentation for the sector commissioned and due December 2020. 50 things to do before you are 5 soft launch planned for January 2021		
<b>3.11</b> – Implement actions following the Ofsted and Care Quality Commission visits focused on understanding the experiences of children and young people with SEND and their families during the pandemic.	Business as Usual				
<b>3.12</b> - Start the transformation of the Special Educational Needs and Disabilities and Inclusion service to support disadvantaged children and young people.	Programme	SEND and Inclusion Change Programme (Sub)	<p>The purpose of the SEND and Inclusion Change Programme is to implement the SEND strategic framework for change.</p> <p>The programme will bring together plans on four areas: (i) transformation of system behaviours (informed by an external review undertaken by Impower), (ii) DSG Recovery Plan 2019/20, (iii) DSG Sustainability Plan 2024/25, (iv) Delivery of statutory duties (including the SEND and Inclusion Strategy).</p> <p>The programme will enable the Council to use the corporate infrastructure to address the system behaviours, savings and financial sustainability, whilst ensuring delivery of statutory duties.</p>	08/06/20	30/05/25
<b>3.13</b> - Implement our Early Years Programme to support the best start in life for our youngest children who have missed out as a result of COVID-19.	Project (upcoming)	Early Years Programme			



<b>3.14</b> - Promote programme for years 7-9 supporting their return to learning through out-of-school activities	Business as Usual				
<b>3.15</b> – Support delivery of the Child Friendly Warwickshire programme.	Business as Usual				

## PRIORITY FOUR

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	4
	On target	5
	At risk of compromise	2
	Compromised	0
	Complete	3
<b>TOTAL ACTIVITIES</b>		<b>14</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY FOUR - Harness the power of our communities to tackle inequality and social exclusion</b>					
<b>4.1</b> – Address poverty through promotion of the WCC Welfare Scheme and financial inclusion work. Continue to work in partnership to make best use of COVID-19 Government funds to ensure they have greatest impact.	Project	Children and Families - Tackling Social Inequality	The Tackling Social Inequalities Strategy (name TBC) will identify and drive the work needed to continue from the Child Poverty Strategy 2015-18 and support priorities from the COVID-19 Recovery Plan, particularly: - Priority 4: Harness the power of our communities to tackle inequality and social exclusion - Priority 6: Stimulate job creation and skills	01/04/21	31/03/24
<b>4.2</b> - Establish a Warwickshire Food Forum to co-ordinate work to tackle food poverty across Warwickshire and ensure access to food for the most vulnerable through innovative local projects, supporting the local food economy and existing provision, such as food banks and the Warwickshire Local Welfare Scheme.	Business as Usual	Warwickshire Food Forum	Complete		
<b>4.3</b> - Ensuring our services work closer with communities to increase the levels of self-help and volunteering.	Business as Usual	Volunteering	On hold due to returning to response mode		
<b>4.4</b> - Introduce citizenship courses for at risk young people as part of wider education programme.	Business as Usual	Citizenship Courses	Action is going well: Recruitment under way, on track for course delivery to start Feb 2021		
<b>4.5</b> - Introduce Fire Fit pilot project to improve health and fitness in young people and their families in more deprived areas.	Business as Usual	Fire Fit Pilot	Complete		

4.6 – Prioritise the delivery of our plan to keep people safe from domestic violence or abuse.	Project	Domestic Abuse - Outreach Provision	Our proposal is to provide funding to our Domestic Abuse service provider over a two-year period for five additional Outreach Workers across the county. These Outreach Workers would enhance the current provision by not only being geographically based i.e. one Outreach worker allocated to each district, but also engaging with identified communities of interest: BAME communities; those who are isolated due to living in rural areas; men; gypsy and travellers, LGBTQ+; the elderly and young adults.	28/10/20	31/03/21
4.7 - Develop and implement an action plan to tackle isolation as a result of the impact of COVID-19.	Project	Improving Mental Wellbeing in Warwickshire - Responding to the Covid Pandemic	The COVID-19 pandemic is profoundly impacting the nation's mental health, with lockdown damaging social connections, jobs and finances, and disrupting people's ability to engage in usual coping mechanisms, and routine access to mental health and other support services. WCC has recognised the importance of responding to a predicted surge in mental distress through its Recovery & Restoration Plan which confirms a commitment to prioritising the mental health and wellbeing of our residents.	28/10/20	30/09/22
4.8 – Develop the digital platforms and technologies required to support community recovery.	Project	Economic Growth & Recovery	On hold due to returning to Pandemic Response	01/06/20	30/06/22
4.9 - Through high-quality volunteering opportunities, provide citizens with the skills and experience to get closer to the jobs market and secure employment	Business as Usual	Upskilling Citizens through Volunteering	This activity is going well but formal reporting from our providers is not yet available		
4.10 – Review our practices in relation to inequalities and COVID-19, including access to employment opportunities.	Business as Usual	Inequalities in Employment Opportunities			
4.11 - Use our experience of working with communities during lockdown to inform our future support to the voluntary and community sector.	Business as Usual	Support to Voluntary and Community Sector	Service specification is being built for new contract Apr 2022		
4.12 - Introduce a new citizen and community engagement framework to support the ongoing COVID-19 activities.	Business as Usual	Engagement Framework	Framework will comprise several elements including the Residents' Panel, Corporate Consultation and Engagement framework and a Community and Engagement and Participation Strategy.		
4.13 - Identify the increased financial value of volunteering to show the benefit to the local economy.	Business as Usual	Benefits of Volunteering			
4.14 - Extend our contracts with Warwickshire Community & Voluntary Action, Citizens Advice and Equality & Inclusion Partnership to ensure continuity to provide the right level of support and apply what they've learnt from COVID-19.	Business as Usual	Extend Third Sector Contracts	Complete		

## PRIORITY FIVE

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	4
	On target	5
	At risk of compromise	1
	Compromised	0
	Complete	0
<b>TOTAL ACTIVITIES</b>		<b>10</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY FIVE - Support business and grow the economy</b>					
5.1 - Provide business advice, marketing, promotional activity and physical measures to support businesses and town centre reopening	Business as Usual	Promote Business Advice	Continued support being provided including advice, guidance and webinars.		
5.2 - Provide financial support for businesses through Government grants schemes and extending Small Capital Grants programme	Business as Usual	Financial Support for Businesses			
5.3 - Better manage our road network using improved technology to provide better information.	Project (Upcoming)				
5.4 – Provide specialist business advice and associated grant funding.	Project	Economic Recovery - "Survive, Sustain and Grow" Intensive Business Survival Programme	Intensive business survival programme for businesses most affected by Covid-19. Specialist advisors will work with business owners on a bespoke, 1:1 basis to review the business and its financial position, explore diversification and growth options, and to help them develop an action plan. The programme will focus on sectors most affected (retail, tourism & leisure, and manufacturing). It will be complemented by existing/ new finance support including new CIF retail and Covid-19 recovery grants.	01/07/20	30/06/21
5.5 - Provide additional business support including digital, business resilience, plus access to employee wellbeing services for small independent, retail micro businesses	Project	Economic Recovery - EAP for independent micro businesses	Mental Health and Wellbeing (expanding the WCC Employee Assistance Provision) support offer to independent micro high street businesses. To provide a paid for support mechanism which allows for staff from these businesses to access counselling and other resources which would not normally be available to them. Utilising the current WCC EAP contract.	16/07/20	29/01/21
5.6 - Introduce new business growth programme focusing on existing businesses and their potential to generate significant income and growth.	Project (upcoming)		New, longer term business support programmes that will focus more on recovery and growth, rather than the response phase. This will look at both new start-up support, helping people think about and start their own business; and intensive support for businesses with high growth potential, with a focus on new technology and		

			green/low carbon opportunities. The update for this is that Economy & Skills Team are developing new proposals.		
<b>5.7</b> - Implement tourism and rural diversification programme including Social Enterprise Support and finance programmes.	Project	Economic Recovery - Marketing & Promotion	Funding to support an enhanced marketing campaign to promote Warwickshire as an open and safe tourism destination, to include support for existing DMO activity, additional targeted collective marketing, and support for small independent tourism businesses. The focus will be on promoting rural tourism to relevant domestic markets. It will require a coordinator, a commissioned consultant, to steer and deliver the work, liaising with multiple local, regional and national partners.	01/08/20	31/07/21
<b>5.8</b> - Create a new employment space for the growing gaming and digital creative sector in Leamington	Project (upcoming)		Procurement structure in place; Quantity Surveyor & Architect appointed; Capital Investment Fund bid to be prepared.		
<b>5.9</b> - Support future role and sustainability of our towns with partners and stakeholders.	Project (upcoming)				
<b>5.10</b> – Promoting Warwickshire on the national and international stage to attract new inward investment.	Business as Usual	Promoting investment in Warwickshire			

## PRIORITY SIX

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	2
	On target	2
	At risk of compromise	0
	Compromised	0
	Complete	6
<b>TOTAL ACTIVITIES</b>		<b>10</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY SIX - Stimulate job creation and skills</b>					
<b>6.1</b> - Develop, promote and implement redundancy support packages for businesses and employees across Warwickshire.	Business as Usual	Coventry and Warwickshire Redundancy Support Service providing a co-ordinated sub regional approach with a series of events to support businesses making difficult business decisions.			
<b>6.2</b> - Launch staff sharing model for businesses to avoid job loss and address skills shortages.	Business as Usual				
<b>6.3</b> - Support digital careers offer, including the creation of a future careers digital marketplace.	Project	Economic Recovery - Future Careers - Digital Market Place	The Future Careers Project is dedicated programme which has multiple workstreams to address the high priority issues young people are likely to face coming through and being impacted by the effects of this Pandemic. This project will be supporting businesses to promote job opportunities to young people aged 15-25 and those individuals seeking employment.	28/09/20	31/07/21
<b>6.4</b> - Develop the Warwickshire Skills Hub to promote information and support around careers, employability, upskilling and reskilling.	Business as Usual	Warwickshire Skills Hub	Key Deliverable is complete. Skills hub website launched: <a href="https://skillshub.warwickshire.gov.uk/businesses/vacanciesdigital-market-place/1">https://skillshub.warwickshire.gov.uk/businesses/vacanciesdigital-market-place/1</a>		
<b>6.5</b> - Work with at risk sectors to widen skills, and support business development into areas such as online retail to improve business survival.	Business as Usual	Warwickshire Skills Hub	Key Deliverable complete Skills hub website launched: <a href="https://skillshub.warwickshire.gov.uk/businesses/vacanciesdigital-market-place/1">https://skillshub.warwickshire.gov.uk/businesses/vacanciesdigital-market-place/1</a> . WCC's Digital Training Programme for Retailers launched and seeing significant demand. The programme – which is open to all “bricks and mortar” retail and hospitality businesses to help reach and connect customers through online and social media tools – has so far supported		

			62 businesses on both taster sessions and workshops. It is delivered by Coventry and Warwickshire Chamber of Commerce in conjunction with Stories Marketing: <a href="https://www.cw-chamber.co.uk/business-support/towncentres/">https://www.cw-chamber.co.uk/business-support/towncentres/</a>		
<b>6.6</b> - As a result of changes in demand and course content as a result of COVID-19 review Adult Community Learning provision and adapt course delivery and content as appropriate.	Business as Usual				
<b>6.7</b> - Increase the number of supported internships, traineeships and apprenticeships for all young people.	Business as Usual	Warwickshire Skills Hub	This has now been launched, take up figures are being investigated		
<b>6.8</b> - Work with employers to promote and deliver an increased uptake of apprenticeships.	Business as Usual	Warwickshire Skills Hub	This has now been launched, take up figures are being investigated		
<b>6.9</b> - Support training providers and employers to upskill to reflect changes in employment opportunities.	Business as Usual	Warwickshire Skills Hub	Complete		
<b>6.10</b> - Develop sector-based career pathways to promote continued learning and development and increase attractiveness of key sectors.	Business as Usual	Warwickshire Skills Hub	Complete		

## PRIORITY SEVEN

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	4
	On target	7
	At risk of compromise	0
	Compromised	0
	Complete	0
<b>TOTAL ACTIVITIES</b>		<b>11</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY SEVEN - Invest in regeneration and a sustainable future</b>					
<b>7.1</b> - To support businesses to trade online, people to buy online goods, children and young people to learn online, and people to work from home we will address issues of poor connectivity by accelerating development of digital infrastructure and improved coverage (fibre, 4G, mobile).	Project (upcoming)	5G Connectivity	Project has begun, with funding allocated to produce business cases over the coming weeks to deliver the Council's Digital Infrastructure Strategy and coordinate the deployment of full fibre connectivity and 5G mobile networks across Warwickshire.	02/01/12	02/01/23
<b>7.2</b> - To support COVID-19 safe travel, improve air quality and promote health and wellbeing, we will accelerate delivery of dedicated cycle routes and walking friendly routes and pavements.	Programme	Cycle Schemes Programme		22/11/19	31/03/23
<b>7.3</b> - We will identify and reduce surplus space in our office-based estate as a result of the increase in home working saving money and reducing waste.	Project	Shire Hall Workplace Redesign including Reinstatement of Old Shire Hall	This business case requests forward funding from the Capital Investment Fund to support the redesign of Shire Hall, including repurposing the Ground floor of Old Shire Hall and former courts to provide co-location space. This will enable Barrack Street building to be vacated as part of Phase 1. With the potential of other buildings to follow in any subsequent phases.	19/07/19	31/03/22



7.4 - Progress use of digital technologies, including 5G to help with our economic recovery.	Project (upcoming)	5G Project	Project has begun, with funding allocated to produce business cases over the coming weeks to deliver the Council's Digital Infrastructure Strategy and coordinate the deployment of full fibre connectivity and 5G mobile networks across Warwickshire.	02/01/12	02/01/23
7.5 - To support regeneration and the recovery of local businesses we will encourage effective use of publicly owned property through multi-agency occupation and the development of a joint property database (One Public Estate).	Project	One Public Estate	The One Public Estate programme is an established national programme delivered in partnership by the LGA and the office of government property within the cabinet office. it provides practical and technical support and funding to councils to deliver ambitious property -focused programmes in collaboration with central government and other public sector partners. its core objectives are to create economic growth i.e. homes and jobs, deliver more integrated, customer focused services.	01/03/16	31/12/21
7.6 - To support the recovery of our local economy and the recovery of our town centres we will propose the creation of a Warwickshire Property Company.	Project	Property Company	Creation of a property company to enhance the delivery of Council Plan 2025 priorities and provide effective use of our land assets by delivering housing, smallholdings, business support, other property infrastructure and commercial opportunities in line with Council priorities.	09/10/20	31/05/21
7.7 - We will develop a proposal for a Warwickshire Recovery Investment Fund and progress other capital investment to support the recovery of our local economy.	Project	Warwickshire Recovery & Investment Fund	Development of proposals for a Warwickshire Recovery & Investment Fund (WRIF); this is partially based on local and national economic analysis by external consultants that describes the potential benefits of setting up a WRIF, structured around three funds, that will attract investment into the county	09/10/20	31/05/21
7.8 - Working in partnership with Homes England, we will remove the blocks that have prevented some sites in Warwickshire from being developed, providing more and affordable housing whilst also supporting the recovery of our local economy	Business as Usual	Sites for Development	Part of WPDC due to Corporate Board (December) and Cabinet (Jan); this will be the vehicle through which we can engage Homes England and to deliver sites. WPDC will bring forward other sites owned by WCC for development.		
7.9 – We will progress housing and area regeneration schemes targeting Rugby, Nuneaton and North Warwickshire, to deliver on the housing needs of Warwickshire, and support the recovery of our local economy.	Business as Usual	Regeneration	WPDC will be bring forward sites for development but in conjunction WCC, via the Strategic Assets Team, are continuing to dispose of the previously identified strategic sites. These disposals are ongoing and whilst COVID has impacted the timing where possible disposals a progressing and updates provided to Corporate Board.		
7.10 - We will develop Local Transport Plan to prioritise investment in our transport network to support a low carbon future and rural connectivity to places of work, reduce congestion, and enabling the growth in housing.	Project	Local Transport Plan	Developing new integrated transport strategy	01/10/19	31/03/22
7.11 - We will advise and support businesses to reduce environmental impact, energy usage and emissions.	Project (Upcoming)		Future business support scheme that will focus on helping businesses become greener/more sustainable through reduced energy, improved resource efficiency and lower waste being developed, and will be submitted to Gateway Group as outline business case in January.		

## PRIORITY EIGHT

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	13
	On target	2
	At risk of compromise	0
	Compromised	0
	Complete	1
<b>TOTAL ACTIVITIES</b>		<b>16</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY EIGHT - Climate change</b>					
<b>8.1</b>	- Produce an updated Climate Impact Assessment.	Project (Upcoming)		Due 10th March 2021	
<b>8.2</b>	- Present energy reduction initiatives for WCC buildings.	Business as Usual		Energy Team working with the Climate Change Programme Manager to submit a funding bid to DBEIS to fund feasibility work aimed at identifying energy improvement measures and decarbonising heat for Community schools, fire stations and commercial building	
<b>8.3</b>	- Implement Green Electricity purchasing options.	Business as Usual		A recent energy update from ESPO warns that future energy costs will be affected by the increase in non-commodity cost charges which have gone up- fees to be confirmed for budget forecasting purposes.	
<b>8.4</b>	- Investigate potential of installing solar panels on small holding farms to increase the use of low and zero carbon technologies.	Project (Upcoming)		Three solar farm sites are under investigation. One has been put to hold following uncertainty of grant funding which was to aid its development in the near term. The second has progressed to applying for a formal grid connection offer from the local District Network Operator- costs to come with the offer. The third has proceeded with the Council's legal team engaging in negotiations with the site occupier.	
<b>8.5</b>	- Deliver Warwickshire Switch and save scheme that gives residents an opportunity to join with others to take advantage of cheaper energy bills to	Project	Switch and Save	Complete	

help in taking people out of fuel poverty and improve their health and wellbeing.					
<b>8.6</b> - For immediate impact on carbon reduction, create a grant funding scheme available to our communities to take action on local carbon reduction initiatives and projects.	Project (Upcoming)		Create a grant funding scheme available to our communities to take action on local carbon reduction initiatives and projects. £1m Green Shoots project has started. This fund will support initiatives from the voluntary and community sector, parish and town councils, schools and other organisations to deliver local climate change projects. A survey has been issued to community groups. The survey has now closed with findings being collated. Following scheme development and design of governance structure, the first phase of the fund is expected to launch in February 2021.		
<b>8.7</b> - Implement action plans for climate change commitments to consolidate the change in behaviours as a result of COVID-19.	Project (Upcoming)				
<b>8.8</b> – Seek to retain the reduction in carbon emissions as a result of COVID-19.	Business as Usual	Reduce Carbon Emissions			
<b>8.9</b> - We will reduce emissions by improving our ICT technology and its use supporting the ability to work from anywhere reducing the need to travel and delivering the most efficient systems.	Programme	How We Work Programme			
<b>8.10</b> - Respond to the National Resources and Waste Strategy consultation and prepare and implement a new Strategy.	Project (Upcoming)		National strategy has not yet been released. This is expected in March 2021.		
<b>8.11</b> – Implement a campaign to promote active travel including schools, residents and workplaces and work up proposals for investment in better walking and cycling infrastructure.	Project	Safe & Active Travel Project (Workplace)	The Safe & Active Travel Project (Workplace) is just one element of SAfER (Safe and Active travel Focusing on Environment and Road safety) programme to: * encourage residents and communities to take up more physical activity for travel * promote safe walking and cycling * change public attitudes and habits around safe and active travel * encourage businesses to sign up to become Safe and Active Workplace accredited businesses	08/10/20	08/10/22
<b>8.12</b> – Embed climate change considerations into everything we do.	Business as Usual	Embed Climate Change in WCC			
<b>8.13</b> - Devise a plan to achieve carbon neutral corporate buildings by 2030.	Project (Upcoming)		A grant of £95,000 from BEIS has been awarded to WCC to provide business case documentation to apply for the Public Sector Decarbonisation Fund in January 2021. Alongside that, funding for a heat decarbonisation plan will be applied for in January 2021.		
<b>8.14</b> - Increase biodiversity and ecology through Green corridors, environment banks and tree planting, maximising use of available grants.	Project	Climate Change - Rural Tree Planting	To work with WCC tenants and land managers to fund the planting of standards and small copses on WCC estate.	01/11/20	31/03/21
	Project	Bio Offsetting EnvBank		01/04/19	31/05/19
<b>8.15</b> - Promote Warwickshire residents' participation in group buying and installation of solar panels onto the roofs	Project	Solar Together Warwickshire	Solar together is a collective purchasing scheme which helps people buy solar panels for their home in a safe and trusted environment at a competitive price. This scheme builds on our successful switch and save campaign and is already widely used by	04/12/20	03/12/23

of their homes to increase the amount of renewable energy generation in the county as well to decrease emissions of carbon dioxide.			other local authorities. Helping homeowners buy solar panels will increase the amount of green electricity generated and used in the county and reduce Warwickshire's carbon footprint. This fits our Council Plan and Recovery Plan priorities.		
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## PRIORITY NINE

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	8
	On target	1
	At risk of compromise	1
	Compromised	0
	Complete	0
<b>TOTAL ACTIVITIES</b>		<b>10</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY NINE - Develop our people and future ways of working</b>					
<b>9.1</b> – Complete roll-out of new telephony to WCC staff for external calls supporting staff to work from anywhere and keep services going.	Project	Teams Telephony Ph2 & 3	This project is phases two and three of the Teams Telephony Rollout, which was part of the Release 2 How We Will Work programme. Phase 1 migrated 85% of WCC staff on WCC telephone numbers to Teams Telephony and removed faxes. Phase 2 will pick up the areas not covered by the main rollout. Phase 3 will identify and move teams to Call Queues, where Teams Telephony Call Queues can meet the team's need. It will also include the de-commissioning of telephone handsets and exchanges.	01/07/20	31/12/20
<b>9.2</b> - Support staff to make best use of remote working tools allowing them to work more efficiently and to keep them safe.	Programme	How We Work Programme			
<b>9.3</b> - Support managers with a learning programme to develop skills to remotely manage teams and services to ensure high levels of performance and staff wellbeing	Project	Talent Development and Career Opportunities	Our People Strategy Programme (Under Review)	04/02/19	31/12/20
<b>9.4</b> - Review the Council's risk planning to reflect the impact of COVID-19 and that it supports all our recovery work.	Project	Risk Management Framework	Review of the risk management framework for Warwickshire County Council has progressed, with implementation to be aligned with the refreshed Council Plan and performance framework for the 22/23 year.	01/07/19	31/12/20
<b>9.5</b> – Implement new contact centre telephony in Customer Service Centre	Project	Telephony Rationalisation Project	As part of our transformation programme WCC will be changing and consolidating how customer contact and experience will be handled. Our technical solutions must	04/09/19	30/09/21

supporting staff to work from anywhere, ensuring services remain open.			meet the requirements of this approach WCC has 2 existing systems that deliver contact centre functionality. We will analyse the suitability of our current solutions as well as review the market. An Options Appraisal will be produced for consideration by key stakeholders and inform next stage.		
<b>9.6</b> - Develop the future plan for the use of our buildings including the workplace redesign to support new ways of working.	Project	Shire Hall Workplace Redesign including Reinstatement of Old Shire Hall	This business case requests forward funding from the Capital Investment Fund to support the redesign of Shire Hall, including repurposing the Ground floor of Old Shire Hall and former courts to provide co-location space. This will enable Barrack Street building to be vacated as part of Phase 1	19/07/19	31/03/22
<b>9.7</b> - To make sure we have the right skills for the future we will refresh our workforce (Our People) strategy.	Project	Talent Development and Career Opportunities	Our People Strategy Programme (Under Review)	04/02/19	31/12/20
<b>9.8</b> – To support our staff to keep healthy and well we will start a sustainable and resilient workforce programme including wellbeing and sickness absence.	Project	Sustainable and Resilient Workforce	To support the management of well-being, absence and attendance across the council, by ensuring that council has the data and insight, the culture and the skills and behaviours to maximise attendance. Actions will include - The setup of the Sustainable and Resilient Workforce Group, with three main workstreams -- Data and insight -- Culture -- Skills and Behaviours - the publication and implementation of the Wellbeing Pledge	01/09/20	31/03/21
<b>9.9</b> – To support those who are vulnerable we will agree our Equality, Diversity and Inclusion programme and start to deliver the actions in this.	Project	Equality, Diversity & Inclusion	Building on work being undertaken in relation to EDI, this project will enable an integrated, proactive approach to EDI that meets the Council's Public Sector Equality Duty, is informed by sector best practice and supports the achievement of the Council's values, behaviours and objectives. The timeline of this project will be in alignment with Our People Strategy 2020-2025.	01/09/20	31/03/25
<b>9.10</b> - To continue to support our staff to innovate and consolidate the lessons learnt in responding to COVID-19 we will agree our innovation strategy and embed the behaviours into our culture and ways of working.	Project (Upcoming)		Still in development; priority currently given to further response activity		

## PRIORITY TEN

ACTIVITY STATUS KEY		
Colour	Status Explanation	Activities at this stage
	In development	4
	On target	2
	At risk of compromise	1
	Compromised	0
	Complete	0
<b>TOTAL ACTIVITIES</b>		<b>7</b>

Priority	Activity	Project Name/RAG	Brief Description	Start Date	End Date
<b>PRIORITY TEN - Deliver high performance by harnessing digital, data and making the most effective use of our resources</b>					
<b>10.1</b> - Support new ways of working, support remote working and deliver efficiencies we will refresh our digital timeline setting out our approach to using digital technology.	Business as Usual	Refresh of Digital Timeline	The timeline is in the process being updated and will include the timeline for digitisation projects within release 3 such as Bin, Scan, Store and SharePoint phase 2.		
<b>10.2</b> - Implement a new Data Strategy that will ensure we have the right data and analysis to improve services and complete projects to meet increased demand.	Project	WCC Residents' Panel	To establish a residents' panel to support WCC to access residents views and opinions on key policy matters - this will be a pilot and fixed term for approx. 18 months, after which time a decision will be taken as to whether to build into the mainstream service offer.	01/12/20	31/12/21
<b>10.3</b> - COVID-19 changed the way we work and the space we need to do this, we will develop plans to ensure our future office design continues to support this whilst also releasing space to be used for other purposes.	Project	Shire Hall Workplace Redesign including Reinstatement of Old Shire Hall	This business case requests forward funding from the Capital Investment Fund to support the redesign of Shire Hall, including repurposing the Ground floor of Old Shire Hall and former courts to provide co-location space. This will enable Barrack Street building to be vacated as part of Phase 1 with the potential for other buildings to follow in any subsequent phases.	19/07/19	31/03/22
<b>10.4</b> - Implement new online document and records management system to enable more mobile working	Project	SharePoint Phase2 (EDRMS)	Working under Release 3 of How We Will Work, this project will look to develop SharePoint online and deploy a corporate roll out. In doing so will enable all business information to be created digitally and securely stored in one single repository. Records Management policies will be built into the system and enable (with the right functionality in place/configured) the life cycle of all information and records to be managed properly in accordance with information legislation and standards	25/11/19	31/01/22

<p><b>10.5</b> – Continue to review, upgrade and replace our technology to support new ways of working both during and post COVID-19</p>	<p>Project</p>	<p>Cloud Migration</p>	<p>Digital Transformation</p>	<p>20/05/19</p>	<p>29/05/20</p>
<p><b>10.6</b> - We will refresh our medium-term financial plan and capital spending programme, so that we can be clear about funding the recovery work.</p>	<p>Business as Usual</p>	<p>MTFS Review</p>	<p>On track. Proposals to be considered by Cabinet in January then Full Council in February. Investment proposals tilted towards recovery priorities.</p>		
<p><b>10.7</b> – We will develop a new performance framework for 2021-22 as part of the Council Plan using performance dashboards and metrics. This will provide a clear link between the outcomes of our Council Plan 2025; our strategies to deliver that plan and this recovery plan to demonstrate and share how well we are doing and make improvements along the way.</p>	<p>Project (Upcoming)</p>		<p>New performance framework has been paused, to be resumed post elections in tandem with the refresh of the Council Plan, for implementation for the 22/23 year. Current performance framework continues.</p>		