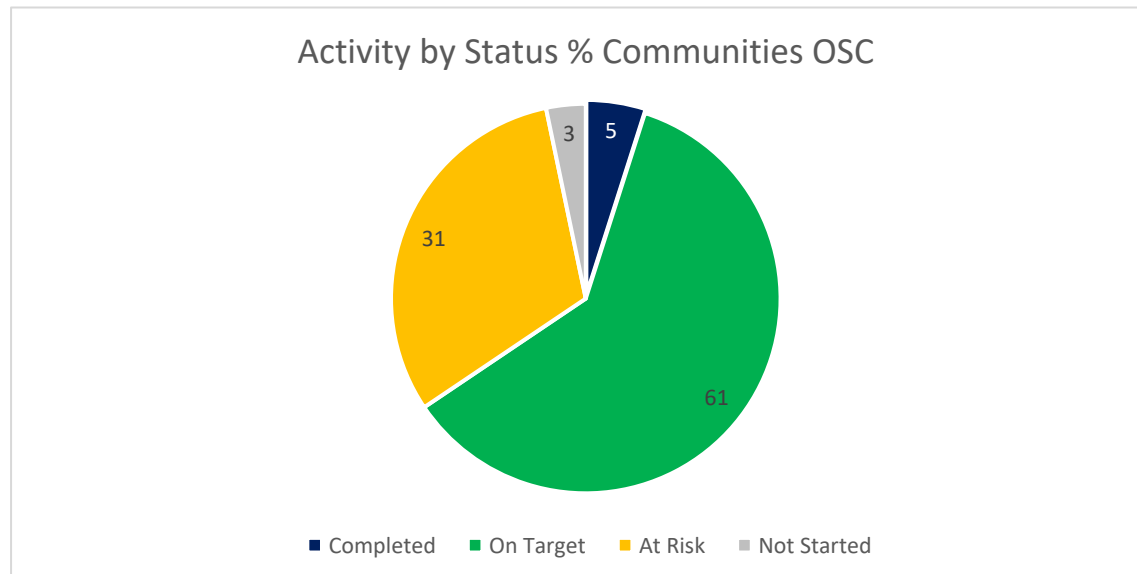


1. Communities OSC Progress on the Integrated Delivery Plan Quarter 3

1.1 Key Insights for Quarter 3 2022/23

Of the 205 remaining actions within the Integrated Delivery Plan, 61 are attributable to the Communities OSC. The number of activities reporting At Risk this Quarter has risen by 12% to 31%. 61% of activities remain on track to achieve their objectives within the set timeframes, with 5% Complete and 3% yet to start.



The following activities are now complete.

- **Work collaboratively with the organisers of the Commonwealth Games to deliver a successful Games by supporting the key sporting events taking place in Warwickshire. Showcase Warwickshire and enable opportunities for economic benefit, public engagement and skills development arising from a major sporting event.**

The economic impact report has revealed that Warwickshire welcomed 104,000 spectators to its Commonwealth Games venues in Warwick and Leamington over 11 days of operation. Just over 50,000 of those attended the Women's and Men's Cycling Road Races in Warwick. This by far exceeded original estimates of 30,000. The cycling is estimated to have generated £1.9million to the local economy, and directly supported the creation of 26 new jobs in the accommodation, catering and retail sectors. In addition to the road race, the Live Festival Site in Warwick Market Place was hugely popular and entertained nearly 20,000 locals and visitors during the Games.

- **Continue to take action to promote recycling: Work with Warwick District Council and Stratford District Council to introduce a new kerbside recycling scheme including food waste.**

The new kerbside waste collection system was introduced in Stratford and Warwick Districts on 1 August. Kerbside collection has settled and is working well. Food waste bulking has been implemented at 2 recycling centres and the delivery, bulking and haulage are all operating effectively. We will continue to work with the kerbside collection contractor to maximise efficiency. As a result of the new collection system including weekly food waste and 3 weekly residual waste collections. overall waste has reduced and recycling has increased.

- **Maximise the potential that our Country Parks can provide in terms of green spaces, biodiversity, health and wellbeing, outdoor education; and develop plans for improved commercial opportunities within our Parks with proposals to be considered by Cabinet by Autumn 2022.**

A Report on the Commercial Strategy was considered and supported by Commercial Delivery Group and Directorate Leadership Team. The strategy is still fairly high level and outlines the direction of travel for the Country Parks service to be more commercial. It is not seeking authorisation for investment decisions at this stage but may need to go to Cabinet later on with more detailed proposals. Commercial initiatives and actions are progressing. The environmental and health benefits of our country parks continue to be enhanced. Recent initiatives include, guided health walks, very well attended Halloween events and sold out wreath making workshops.

1.2 Create vibrant places with safe and inclusive communities

Activity	Status	Narrative
Continue to deliver the Transforming Nuneaton regeneration programme - Finalising plans to redevelop Vicarage Street with planning permission secured and contractor appointed.	At Risk	<p>Vicarage Street Development Site: the outline planning application for the residential scheme and new Library & Business Centre (LaB) is still to be determined.</p> <p>Relocation of Royal Mail continues to progress, planning approval has been received for the new Royal Mail facility.</p> <p>Transforming Nuneaton Highways Schemes: planning approval has been given for the new cycle route on Abbey Green, due on site to start construction Spring 23.</p> <p>Other schemes in detailed design.</p> <p>For both the LaB, residential and transport schemes cost pressures through inflation and supply chain issues are generating risks to delivery due to budget constraints.</p> <p>Work is underway looking at options/Value Engineering/</p>

		scope. Abbey Street Development: hotel construction continues, demolition of new century way units underway, planning in for Digital Skills centre.
Continue to deliver the Transforming Nuneaton regeneration programme - Implementing highway improvement schemes with the first scheme on site during 2022/23.	At Risk	The programme of projects is expected to start with the first construction works in Q1 2023/24, and the second project in Q4 2023/24.

1.3 Deliver major infrastructure, digital connectivity and improved transport options

Activity	Status	Narrative
Implement 6 new planned Cycle schemes (subject to planning and land consents) across Warwickshire, with construction either completed or underway, to support an improved network of cycle and pedestrian facilities and promote sustainable travel choices.	At Risk	<p>1) St Nicholas Park COMPLETE.</p> <p>2) Woodloes COMPLETE.</p> <p>3) Coventry Road Warwick - commencement delayed avoiding impact on the overall network as a result of other planned works around the Warwick/Leamington area.</p> <p>4) Kenilworth Road - work commenced Jan 23 with first phase due to complete 31st March & next phase 1st Sept to 9th Oct.</p> <p>5) Birmingham Road Stratford Phase 1 COMPLETE.</p> <p>6) Birmingham Road Stratford Phase 2 - Planned commencement Feb 23.</p>

<p>Deliver priority Road schemes that will make it easier to travel around the County including opening up the existing Bermuda Bridge over the A444 to two-way traffic delivering additional highway capacity and improved connectivity between West Nuneaton and Griff Roundabout.</p>	<p>At Risk</p>	<p>The works on site are progressing and the bridge bearings have now been replaced, but there have been several delays to the programme which are impacting on the project cost. The indicative Benefit Cost Ratio is still high and the completion of the scheme will support improved connectivity in the area for motorised and non-motorised travel.</p>
<p>Deliver priority Road schemes that will make it easier to travel around the County including improvements to the Europa Way corridor in Leamington Spa / Warwick to improve connectivity to the M40, reduce congestion and support local development.</p>	<p>At Risk</p>	<p>The Europa Way programme of works continues to be delivered. The Warwickshire County Council scheme at the Myton Road/Princes Drive and Queensway/Europa Way roundabouts is due to start on site in the next financial year. Developer led projects are on site at Gallows Hill and Banbury Road.</p>
<p>Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025 - 85% of premises are gigabit connected</p>	<p>At Risk</p>	<p>Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage in the programme. We are working hard to get back on track.</p>
<p>Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025 - 100% of areas have 4G coverage (including rural locations)</p>	<p>At Risk</p>	<p>Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage in the programme. We are working hard to get back on track.</p>
<p>Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for connectivity by 2025 - 60% of urban areas have 5G coverage</p>	<p>At Risk</p>	<p>Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage in the programme. We are working hard to get back on track.</p>
<p>Work with our partners to encourage the expansion of 4G and 5G coverage across Warwickshire, aiming for</p>	<p>At Risk</p>	<p>Unfortunately, there have been delays in progressing contractual agreements which has led to some slippage</p>

connectivity by 2025 - 99% of areas have access to Broadband superfast

in the programme. We are working hard to get back on track.

1.4 Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills

Activity	Status	Narrative
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and review the impact of the loans on the number of businesses supported	At Risk	The Local Communities and Enterprise pillar of the WRIF has so far provided loans worth £0.69 million to 14 businesses across Warwickshire. The Business Investment Growth pillar of the WRIF has so far provided £0.4 million and agreed to a remaining £0.6 million to one Warwickshire Business. There were two businesses seeking £14 million that fell through due to uncertainty with the economic climate. Currently have a £2.5m BIG deal at Stage 2. An external Warwickshire Recovery and Investment Fund Review is planned as part of the Business Support Review across Warwickshire. Some amendments to the WRIF business plan were approved in the January Cabinet after an internal WRIF review and now forms part of February Budget Resolutions.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and review the impact of the loans on the level of private sector investment levered	At Risk	The Local Communities and Enterprise pillar of the WRIF has so far levered £0.8 million of private sector investment. The Business Investment Growth pillar of the WRIF has so far levered £1.5 million of private sector Investment.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and review the impact of the loans on the number of jobs safeguarded	At Risk	The Local Communities and Enterprise pillar of the WRIF has so far safeguarded 61 jobs. The Business Investment Growth pillar of the WRIF has so far safeguarded 6 jobs.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in	At Risk	The Local Communities and Enterprise pillar of the WRIF is so far forecasted to create 45 new jobs. The Business

<p>the county and review the impact of the loans on the number of new jobs created</p>		<p>Investment Growth pillar of the WRIF has so far created 49 new jobs.</p>
<p>Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and review the impact of the loans on the GVA increase</p>	<p>At Risk</p>	<p>The GVA increase is calculated on an annual basis. At this stage, the Local Communities and Enterprise pillar of the WRIF is on track. The Business Investment Growth pillar of the WRIF is behind schedule, but performance is expected to improve once the findings of the internal and external reviews are implemented.</p>
<p>Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and review the impact of the loans on the amount of land and development enabled</p>	<p>At Risk</p>	<p>Following approval of the updated WRIF Investment Strategy by Cabinet, we will be doing a soft launch of the PIF via a press release and conversations with developers and agents, followed by a larger formal at UKREIIF (the UK Real Estate Investment & Infrastructure Forum) event in May 2023.</p>
<p>Promote Warwickshire and secure inward investment by developing and delivering Sector Growth Plans for our key priority sectors; automotive, advanced engineering & manufacturing, digital creative and tourism</p>	<p>At Risk</p>	<p>Delay in completion due to alignment with the Warwickshire Economic Strategy that is currently being developed. A workshop is being held between all growth plans (including tourism) to agree the format and timeline for delivery.</p>
<p>Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including Working with partners to develop and commission a future programme to support Warwickshire businesses with the transition towards a net zero economy and the growth of the low carbon sector in Warwickshire.</p>	<p>At Risk</p>	<p>Timescales for commissioning of a new programme have slipped due to the delays in Government approving the local UKSPF investment plans and the implications of this for the review of business support in Warwickshire which is now taking place in the final quarter of 2022/23. However, the contract for the business support review has now commenced and the C&W Green Business Programme is continuing to deliver until June 2023.</p>
<p>Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include through the “My World of Work” programme, support consistent and high-quality careers</p>	<p>Not Started</p>	<p>Ambition to launch My World of Work and new model is in development. Funding is yet to be sourced.</p>

<p>provision through showcasing future careers opportunities and informing young people about the range of careers pathways available to raise aspirations and support positive transition from education into employment.</p>		
<p>Explore place-based opportunities to deliver regeneration and improve social mobility as part of the Levelling-Up strategy to include delivery of the Transforming Nuneaton programme, specifically Abbey Green Cycle Route and a new public realm and wayfinding project.</p>	<p>At Risk</p>	<p>Abbey Green cycle route has planning permission and construction will start Spring 23. Public realm project is under review as part of the wider Towns Fund programme.</p>

1.5 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

Activity	Status	Narrative
<p>Progress with plans on sustainable transport to include developing a strategy and action plan to move our Council fleet to sustainable energy.</p>	<p>At Risk</p>	<p>Awaiting the appointment of a Commissioning Lead on Transport Delivery to work on measures to increase the Transport Delivery fleet and use electric vehicles if possible. Also requires input of the Sustainable Futures Programme Team.</p>
<p>Continue to take action to promote recycling: Review and refresh the joint waste strategy and action plan for Warwickshire with our partners.</p>	<p>Not Started</p>	<p>The County and District and Borough Councils are working well through the Warwickshire Waste Partnership. Service and performance improvements continue to be made wherever possible. The local municipal Waste Management Strategy is due for review, but clarity on the Government's new resources and waste strategy is awaited to allow this work to start in earnest. Between Jan - Mar 2023, we will contribute to the development of the national strategy which also gives us more information about the Government's direction of travel. Changes to waste collection services in Stratford and Warwick have reduced waste and</p>

increased recycling which also reduced our carbon footprint.

1.6 The following Activities are On Track

Activity

Create a pipeline of projects and initiatives across the county to develop neighbourhoods and generate pride in our localities - Identify and invest in revitalising those town centres which are a priority based on our approach to Levelling-Up with priority actions determined.

Improve sites and facilities for Gypsy and Traveller communities through a programme of capital works to Council owned sites.

Implement a rolling programme of road safety improvements to address the top accident cluster sites in the County. This will include pedestrian schemes, speed camera pilots, casualty reduction roundabout schemes and road safety education initiatives. <https://www.warwickshire.gov.uk/roadsafety>.

Work with partners to prevent violence, serious & organized crime, modern slavery & human trafficking, reducing reoffending, exploitation and rural crime to meet the outcomes set by the relevant strategies and delivery plans as approved by the Safer Warwickshire Partnership Board. <https://safeinwarwickshire.com/>.

Deliver a refreshed Local Transport Plan (LTP4) for Warwickshire that sets out the priority areas for the County's transport policies and strategies around the themes of Wellbeing, Environment, Place and Economy. <https://ask.warwickshire.gov.uk/insights-service/ltp-themes/>.

Deliver priority Road schemes that will make it easier to travel around the County including a new signalised gyratory at the Stoneleigh junction on the A46.

Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including pre-start support for new business ideas.

Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including start-up support for new businesses.

Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including support for businesses looking to access finance.

Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including support for tech-based and other innovation-led businesses.

Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including specialist sector support including a dedicated programme to support the recovery and future growth of the tourism and leisure sector.

Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including specialist sector support including a comprehensive programme of business loans and grants.

Building on our pandemic recovery work, continue to implement a business support programme to address specific barriers to business growth including specialist sector support including support and brokerage on skills, apprenticeships and recruitment.

Work with partners to secure funding from the UK Shared Prosperity Fund and other Government programmes for Warwickshire for business support and employment & skills programmes.

Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including supporting Coventry City Council and Coventry University with the delivery of the Coventry and Warwickshire Green Business Programme to maximise take-up of the support by Warwickshire businesses.

Work with our world class universities on research and development (R&D) to power growth and innovation including working with Coventry City Council and Coventry University to deliver the Coventry and Warwickshire Innovation Programme.

Work with our world class universities on research and development (R&D) to power growth and innovation including working with the University of Warwick Science Park to deliver the "Business Ready" programme.

Work with our world class universities on research and development (R&D) to power growth and innovation including working with partners to develop and commission a future programme to support R&D and innovation with a focus on commercialising research and encouraging collaboration between Small & Medium Enterprises (SMEs) and research institutions.

Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include delivering our Fair Chance Employers and Supported Employment programme to support Warwickshire employers to break down the barriers to sustainable employment and consider employing those further from the job market.

Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include providing a digital marketplace for career opportunities in

Warwickshire to be showcased in an accessible way which will provide opportunity for over 10,000 15-25 year olds, help businesses market their careers and provide schools with career resources.

Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include offering the Warwickshire Apprenticeships Support programme to employers to increase the take up of Apprenticeships across the County by sharing Apprenticeship Levy funds with external businesses.

Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include work with local businesses, partners and stakeholders to refresh the Council's Careers Strategy, addressing the post-pandemic recruitment challenges and identifying the future skills agenda to ensure Warwickshire residents are able to access careers and learning which deliver sustainable employment and meet the future demands of the Warwickshire economy.

Attract tourism and maximise the benefits of Warwickshire's magnificent heritage, culture and visitor economy to include a focus on working with partners to create a Tourism Sector Growth Plan for Warwickshire to inform our future programme of work to support the sector.

Explore place-based opportunities to deliver regeneration and improve social mobility as part of the Levelling-Up strategy to include developing the Leamington Transformation Framework, alongside Warwick District Council and Leamington Town Council, specifically looking at place making and accessibility in the town centre.

Progress with plans on sustainable transport to include exploring opportunities with partner organisations to introduce more sustainable public transport options.

Progress with plans on sustainable transport to include engaging with the Government's strategy for Electric Vehicle (EV) Charging and seek funding through government schemes for EV developments.

Progress with plans on sustainable transport to include implementing a pilot to assess the suitability of delivering on street, residential EV charge points using existing street lighting connections with up to 9 points to be delivered as part of a trial in 2022/23.

Progress with plans on sustainable transport to include investigating the development and implementation of rural charging hubs in Warwickshire.

Progress with plans on sustainable transport to include working closely with District and Borough authorities to aid further delivery of charge points in off-street carparks.

Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to plant 10 hectares of woodland in the first year (2022/23).

Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to plant 2,000 standard hedgerow trees (or small copses) on Council land by March 2023. (Subject to the award of a Local Authority Treescap Fund (Local Authority Treescapes Fund) bid).

Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to plant an accumulated 30 hectares of woodland by March 2024.

Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to explore the creation of a tree nursery on Council land to ensure the supply of trees in future years.

Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to maximise our contribution to the Queen's Green Canopy (part of the Platinum Jubilee initiatives).

Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to Implement a woodland tree strategy for Warwickshire with our partners.

Continue to take action to promote recycling: Deliver an annual campaign of communications and activities to encourage further waste reduction and recycling across the county.

Deliver a programme of technology upgrades for Warwickshire Fire and Rescue Service to support operational performance and national compliance with standards including updating our operational management & risk management system for recording for fire risks and hazards in buildings and our mobile data terminals on fire appliances.

Implement a new Trading Standards IT system to support our Trading Standards team to continue to address issues of community safety and protection.