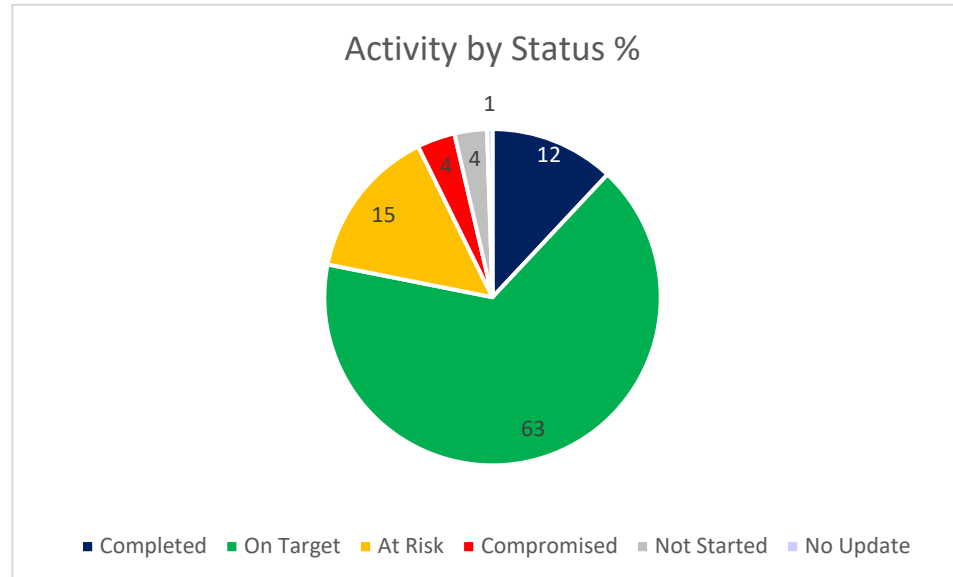


1. Progress on the Integrated Delivery Plan Year End

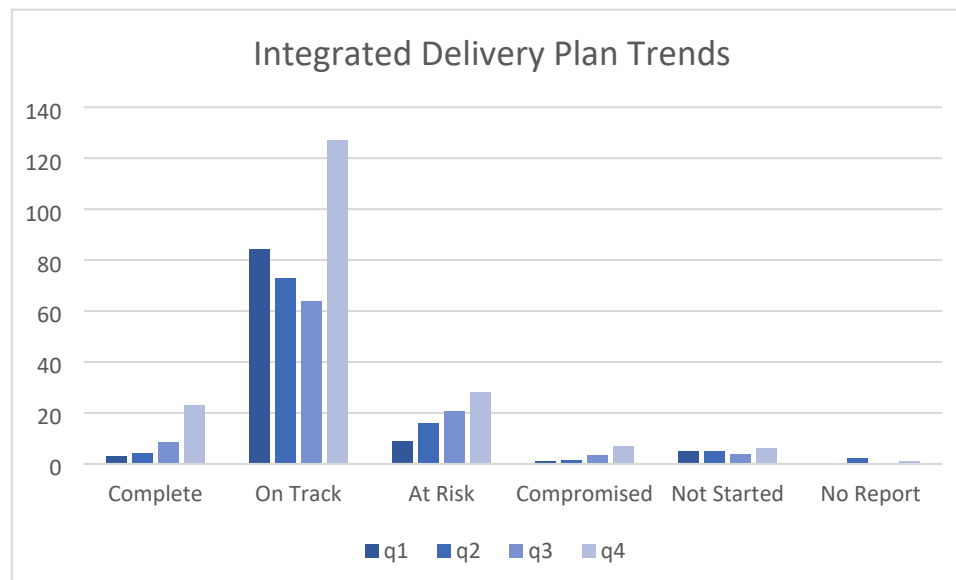
1.1 Key Updates for Year End 2022/23

There are 192 remaining actions within the Integrated Delivery Plan. Of these, at Year End 63% are On Track and 12% Complete, 19% are At Risk/Compromised and 4% Not Started with 1% having no report, and it is these actions which are reported on in Appendix 2 on an exception basis.



Year End sees a further 23 projects completed. There is a 4% decrease in projects At Risk/ Compromised.

The graphic below shows the trends in terms of the overall status of activities.



Completed activity:

The following activities have been completed this Quarter:

- **Continue to identify and protect children at risk of abuse and neglect: Evaluate and seek to sustain Family Drug & Alcohol Court (funded by DfE until March 2023)**
The Family Drug & Alcohol Court is working well and agreed will be sustained and contract being signed for continual service.
- **Continue to identify and protect children at risk of abuse and neglect: Review and implement new integrated Adolescent Support Team, to reduce homelessness, missing episodes and divert adolescents from entering care.**
The Family and Adolescent Support Service was soft launched in January 23. The Service has now recruited to 90% of posts and is working with a number of young people.
- **Improve the health of children and young people in Warwickshire: Coordinate a targeted project focused on piloting a community-based Health Champions programme across 3 priorities (childhood obesity, child poverty, Black and Asian and under-represented ethnic communities).**
- **Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: Increase knowledge and confidence of primary and secondary school staff by developing a robust training programme for SEND across Warwickshire.**
All training has been reviewed and is currently placed in one site.

- Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSoA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: Review the quality of the online SEND local offer by ensuring all information is relevant and up to date so that families, key stakeholders and professionals can be signposted to information.**

Complete. Recruitment to a substantive post of Local Offer Information Manager role has been completed. This role will ensure continuous improvement of Local Offer.
- Undertake a review of service provision, housing support and embed a revised referral approach for Short Term Vulnerable Adults.**

Referral approach has been reviewed and referrals can now be completed via the Customer Contact Centre and relevant operational team. The retender of this service will now align with the recommissioning of Housing Related Support Offer.
- Maintain an effective local public health response to Covid19 in line with the Local Outbreak Management Plan.**

Duty desk function has now reverted to a general health protection function which has the ability to respond to enquiries associated with Covid. Additional capacity to staff a Covid duty desk has now ended.
- Work with the ethnically diverse community (including those coming into Warwickshire) to mitigate the elevated risk of the Covid-19 mortality and morbidity experienced by this community including: Our Connecting Communities Support Officers working directly with community groups to improve health engagement, health communication and understanding the barriers to accessing health interventions.**

Covid-19 funded Connecting Communities work has now concluded, and fixed term contracts around engagement have come to an end. Public Health will continue to work with Communities & Partnerships, Communications, Equip and other partners on any Covid-19 messaging required.
- Work with the ethnically diverse community (including those coming into Warwickshire) to mitigate the elevated risk of the Covid-19 mortality and morbidity experienced by this community including: Facilitating a “Health Equity Group” with community residents and representatives to identify ways of closing the gap on health outcomes and address the health inequalities agenda.**

The Health Equity Group pilot programme completed and was evaluated. Overall there was a low take-up and engagement in the group of people representing those communities which find public services hard to access. Future approaches to a group such as this would require a rethink to ensure they achieved meaningful engagement with those from whom we can learn the most.
- Establish the strategic role of Extra Care Housing and Specialised Supported Housing in the Council’s wider strategies for housing with support and its Adult Social Care Act duties to include: Reviewing the impact of the Extra Care Housing (ECH) and Specialised Supported Housing (SSH/SHAD) programme to date and plan/commence Phase 2.**

Has been presented to Housing with Care Board.
- Implement staff rostering, digital and technology improvements for our social care team supporting people with reablement needs, to help provide early intervention & prevention and reduce or delay the need for higher cost, ongoing packages of care.**

Now complete.
- Support our subsidiary property company, Warwickshire Property and Development Group to Enter into a Joint Venture (JV) Partnership to deliver homes across the county.**

Appointment of JV partner approved by Cabinet on 8th September is now completed with JV in place.

- **Continue to promote and fund local community climate mitigation projects through our Green Shoots Fund with a particular focus on those areas which were under-represented in the first round of projects. Distribute circa £300K funding through a competitive bidding process for projects in 2022/23.**

The full £1m funding pot has been allocated to 106 projects. £344k of committed funding was allocated in phase 2 with an even distribution of funding per capita across all 5 District & Boroughs over Phase 1 & Phase 2 of the programme.

- **Commission a research study to review possible adaptation impacts from climate change on three priority business service areas to include Flooding. Review the findings to inform any policy or service changes required.**

Exercise completed for 3 service areas: flood, fire and public health. Risk register and action plans drawn up to improve the adaptation preparedness of each service area.

- **Supporting those who need the most help to include: Delivering the Household Support Grant in 2022/23, capturing learning to inform a review of the Warwickshire Local Welfare Scheme (to include options appraisal and costed model).**

Household Support Fund 3 (2022/23) has been delivered. Additional government funding has been confirmed for 23/24 (Household Support Fund 4) with proposals to be considered by Cabinet on 18 April 2023. Changes to the Local Welfare Scheme structure and offer have been implemented to manage increased demand and distribution of this additional funding. Learning will continue to feed into future reviews of the model.

- **Review our corporate wide approach to data management including: Re-establishing the key accountabilities for data oversight across the Council**

The Strategic Director for Resources is now established as the Chief Data Officer. Further activity has now been picked up under the Data Ownership audit being completed by the Internal Audit service.

- **Deliver an organisational development programme for our staff to cover community power, climate change, commercial knowledge and skills, Equality and Diversity and effective data management.**
- **Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Develop our Prevention and Protection strategy action plans and implement a new risk-based inspection programme.**

The strategy and risk-based inspection programme are now live.

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

The Warwickshire Enhanced Partnership (EP) for buses was established in Dec 2022. The Partnership is made up of representatives from WCC, local bus operators, the Warwickshire Rural Community Council and business representatives. The EP will help identify priorities for improving the bus offer across Warwickshire and look for sources of funding to help deliver these priorities.

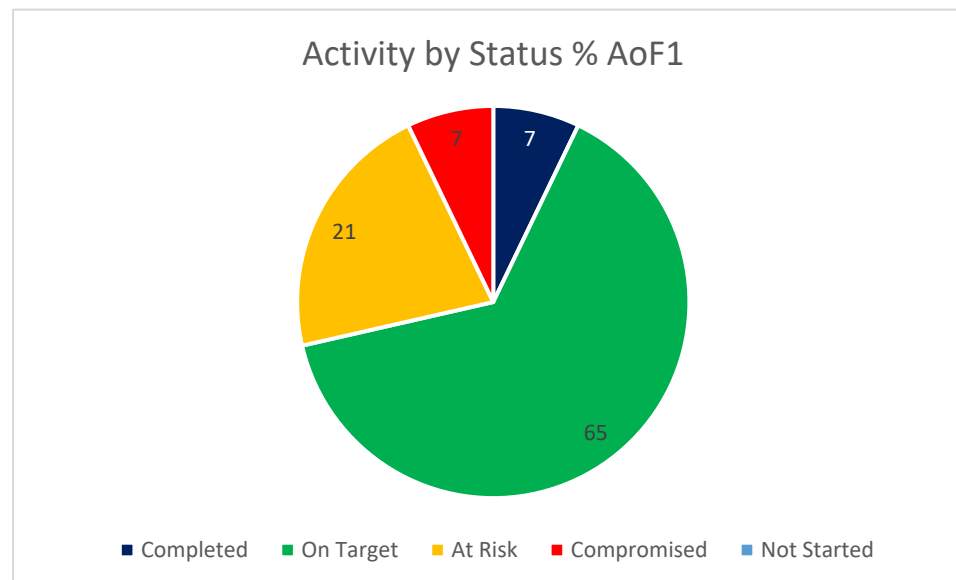
- **Progress with plans on sustainable transport to include working closely with District and Borough authorities to aid further delivery of charge points in off-street carparks.**

A total of 76 twin-headed charging points have been installed across 24 locations across Warwickshire. This includes a mix of off-street car park and on-street locations. Usage continues to increase, with the total number of charging events across all sites almost doubling from 2213 events from Jan-Mar 2022 to 4368 events in Oct-Dec 2022.

- **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 Treescape Fund (LATF) bid).**
The LATF project has been successfully completed with >2000 trees being planted.
- **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.**
The Tree Nursery is being established.
- **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).**
Ecology Historic Environment & Landscape officers will look to support Coronation Planting and where necessary Wildflower Meadows currently being promoted by the King.

Activity within the Integrated Delivery Plan is aligned to the delivery of the priorities within the Council Plan 2022-27, progress is therefore shown below against each Area of Focus. Commentary is by exception, with detail provided against activity that is At Risk, Compromised or Not Started.

1.2 Area of Focus - Create vibrant places with safe and inclusive communities



Activity	Status	Commentary
Continue to deliver the Transforming Nuneaton regeneration programme - Finalising plans to redevelop Vicarage Street with planning permission secured and contractor appointed.	At Risk	Vicarage Street Development Site: outline planning application awaiting determination, estimated completion June 2023. Vacant possession of key building is progressing with Wilko and Royal Mail now in contract to surrender leases. The Library & Business Centre is undergoing a value engineering process as part of the process to reduce cost for delivery. Transforming Nuneaton Highway Schemes - Abbey Green cycle scheme is due on site for delivery in Spring 2023, design work progresses on Wheat Street and Corporation. For both the residential scheme and the highways schemes cost pressures through inflation and supply pressures are generating some risks to delivery. Works to mitigate these risks are underway.
Continue to deliver the Transforming Nuneaton regeneration programme - Implementing highway improvement schemes with the first scheme on site during 2022/23.	Compromised	First highway scheme planned for implementation in 2022/23 will now be in 2023/24 due to time taken to resolve planning and design issues. Decision made to amend design for Corporation Street scheme to avoid Compulsory Purchase Order of Dunelm site. This will reduce project cost but require elements of redesign.

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

Continue to deliver the Transforming Nuneaton regeneration programme - **Developing plans for a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed.**

At Risk

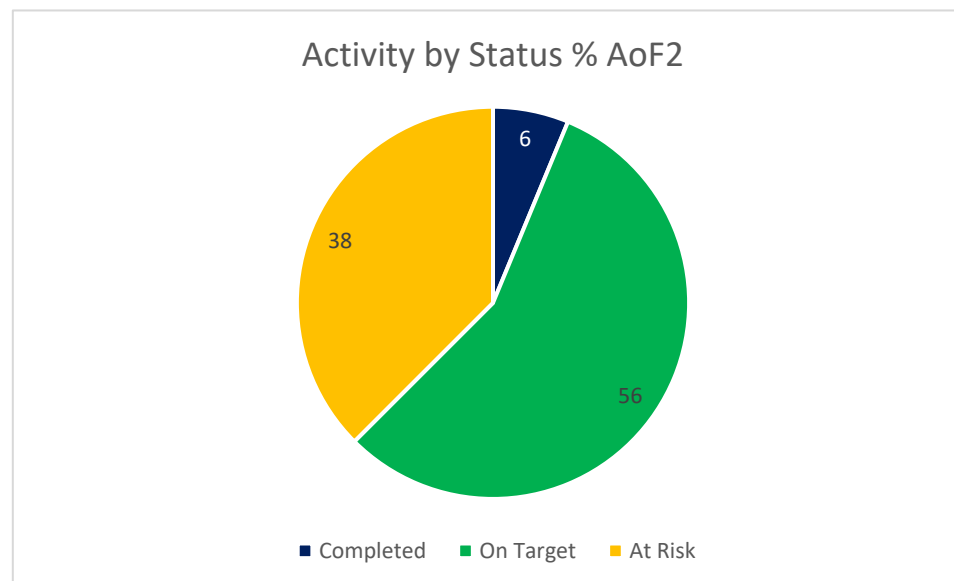
At Risk

Application to release allocated Capital Investment Fund inflationary fund to be made to Cabinet for wider programme.

As referenced in the October report, serious violence and the causes of serious violence remain the biggest priority for the Safer Warwickshire Partnership Board. Violence with injury has increased by just over 5% in 2022/23 compared with 2021/22. A third of all recorded violence with injury cases are domestic abuse related. Knife related violence offences have increased across the county by just under 3%, but there are higher increases in some parts of the county, alongside increases in recorded incidences of possession of an article with a blade or point. A considerable amount of work has been undertaken by partner agencies in the delivery of Round 4 of the Safer Streets programme which has seen over £350,000 of environmental improvements in key locations across the county. Recorded Anti-social behaviour incidents have decreased across Warwickshire, by around 20% and there has also been a reduction in recorded Hate Crime incidents, by just under 8%. However, acquisitive crime rates, particularly theft of and theft from vehicles has increased by 45% and 32% respectively. These increases can in part be attributed to lower-than-normal recorded incidents in 2021/22.

Outline planning application for the new Library and Business Centre and residential units has been submitted, determination date has now moved to late Spring 23. Impact of inflation on budget, and funding options, are being looked at via a value engineering exercise.

1.3 Area of Focus - Deliver major infrastructure, digital connectivity and improved transport options



Activity	Status	Commentary
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	<ul style="list-style-type: none"> 1) St Nicholas Park - Complete 2) Woodloes - Complete 3) Coventry Road Warwick - Delayed due to road space issues - planned for summer 2023 4) Kenilworth Road (K2L1a) - underway 5) Birmingham Road Stratford Phase 1 - Complete 6) Birmingham Road Stratford Phase 2 - Underway
Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire.	At Risk	Due to other priorities on Sustainable Futures, additional resource is now secured to proceed with phase 2 procurement of external support. A revised action plan and schedule is being prepared in order to re-phase the activity.
Support our subsidiary property company, Warwickshire Property and Development Group	At Risk	Officers continue to work closely with Warwickshire Property & Development Group Officers to develop flexible ownership options

to provide flexible ownership models for priority workers with the first scheme/s identified, if viable.

Support our subsidiary property company, Warwickshire Property and Development Group to **identify land acquisition opportunities to support our plans for new homes, business development and growth in the county.**

Investigate our approach to renewable energy as part of the development of the sustainable futures strategy.

At Risk

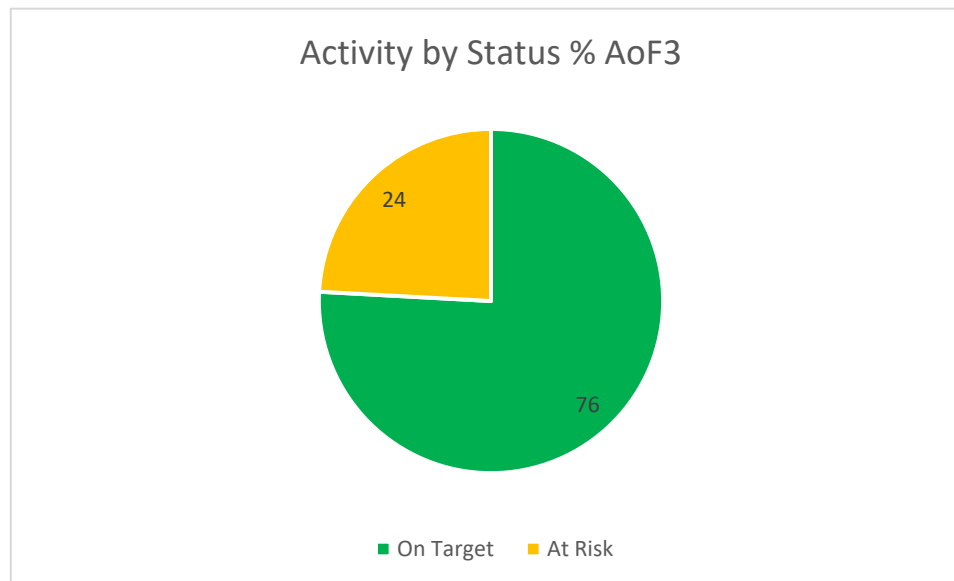
At Risk

for key workers on initial sites. This is still under consideration / understanding viability position and can only be progressed if viability established.

Further work continues with Officers and Warwickshire Property & Development Group to define processes, responsibilities, and accountabilities.

Opportunities identified so far remain on hold. The approach will start on the back of the direction set within the Sustainable Futures Strategy.

1.4 Area of Focus - Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills



Activity	Status	Commentary
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	<p>The Local Communities and Enterprise pillar of the Warwickshire Recovery & Investment Fund (WRIF) is on track. It provided a further £323k of loans to six businesses in Q4. This brings the total value of loans in 2022/23 to £943k and the total number of businesses supported to 19.</p> <p>The Business Investment Growth (BIG) pillar of the WRIF has so far received 43 enquiries and approved one loan worth £1 million. Currently two businesses seeking £11.5 million are at due diligence stage, and we have two enquiries at the early exploratory stage seeking investments of approximately £1.75 million. The size of the BIG pillar has been reduced following a review.</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	At Risk	<p>The Local Communities and Enterprise pillar of the Warwickshire Recovery & Investment Fund (WRIF) has so far levered £934k of private sector investment on a ratio of just under £1 for every £1 of WCC investment.</p>

the impact of the loans on the level of private sector investment levered

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**

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 new jobs created**

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**

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**

At Risk

At Risk

At Risk

At Risk

The Business Investment Growth (BIG) pillar of the WRIF has so far levered £1.5 million of private sector investment. The target for private sector investment levered has been reduced following the reduction in the size of the BIG pillar.

The Local Communities and Enterprise pillar of the Warwickshire Recovery & Investment Fund (WRIF) has so far safeguarded 69 jobs.

The Business Investment Growth (BIG) pillar of the WRIF has so far safeguarded six jobs. The target for jobs safeguarded has been reduced following the reduction in the size of the BIG pillar.

The Local Communities and Enterprise pillar of the Warwickshire Recovery & Investment Fund (WRIF) is forecasted to create 55 new jobs.

The Business Investment Growth (BIG) pillar of the WRIF has so far created 58.5 jobs. The target for the number of new jobs created has been reduced following the reduction in the size of the BIG pillar.

The Local Communities and Enterprise pillar of the Warwickshire Recovery & Investment Fund (WRIF) is expected to deliver its GVA increase.

The Business Investment Growth pillar is expected to deliver its revised target after the reduction in the size of the pillar.

A review of future business support in Warwickshire has recommended that WCC and the District & Borough (D&B) Councils jointly commission a new high growth programme that would also address barriers to innovation and improve access to knowledge. However, the level of investment potentially available via the new UK Shared Prosperity Fund (UKSPF) represents an estimated 75% reduction on the amount currently available via

Small & Medium Enterprises (SMEs) and research institutions.

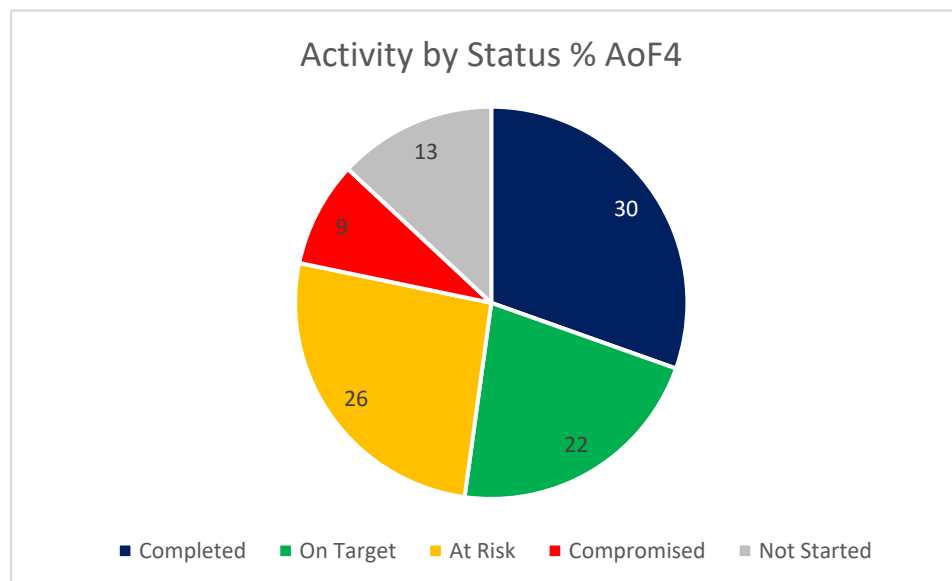
Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include **through the “My World of Work” programme, support consistent and high-quality careers provision through 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.**

At Risk

European funding. Alternative funding opportunities will, therefore, need to be explored. The D&B Councils are expected to make decisions on the extent to which they wish to use some of the UKSPF funding allocations to fund a new high growth programme (if at all) between now and the end of June.


Whilst there is uncertainty with regards to the funding of a wide My World of Work programme, utilising the budget available a number of "Industry Tours" are taking place with Hospitality hosting groups of young people and adults with SEND. This will provide opportunity to pilot such work whilst further funding is sourced.

1.5 Area of Focus - Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero

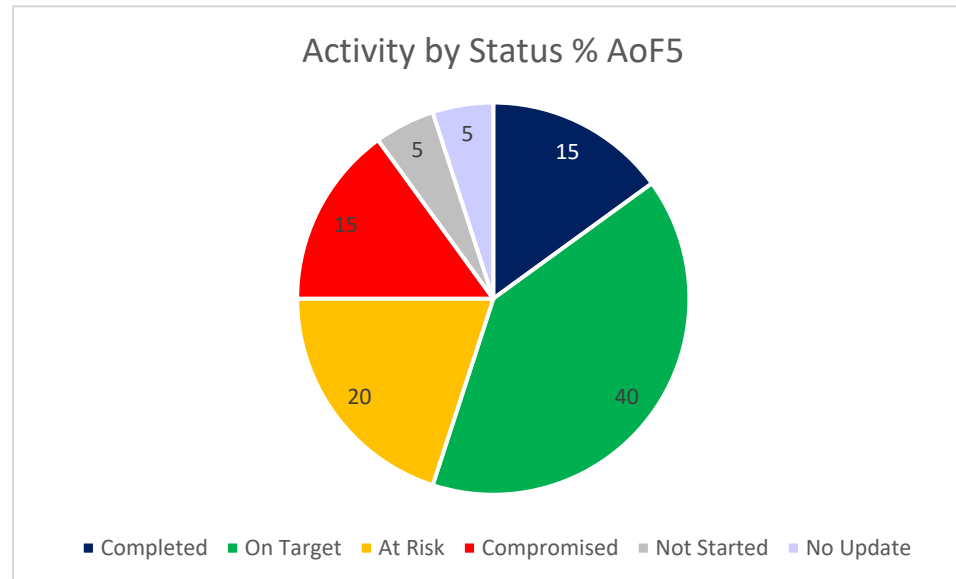


Activity	Status	Commentary
Progress with plans on sustainable transport to include developing a strategy and action plan to move our Council fleet to sustainable energy.	Not Started	Funding for project development approved. With PMO to assign resource and then develop the use of Hydrotreated Vegetable Oil as a sustainable fuel for council vehicles.
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	At Risk	The pilot initiative using street lighting connections to power EV charging points in residential streets has been delayed due to changes in standards necessitating a re-design of the charging units and re-certification of these units. The rollout is expected to take place in May 2023.
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)	Compromised	No hectares have been planted this year with the 10 hectares being moved to 2023/24 target. Officers are progressing one site and investigating others to be planted this year with Forestry Commission grants,

<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, District and Borough Councils are all working well through the Warwickshire Waste Partnership. Service and performance improvements continue to be made wherever possible and during 2022 a new kerbside collection system including the separate collection of food waste was introduced in Stratford and Warwick districts. The local municipal Waste Management Strategy is due for review and clarity on Government's new resources and the waste strategy is awaited to allow this work to start in earnest.</p>
<p>Develop a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero council by 2030.</p>	<p>At Risk</p>	<p>A recommendation to June Cabinet will be that further engagement should be undertaken before the Strategy is presented at October Cabinet. Upon agreement, a new end date will be established for Quarter1 reporting.</p>
<p>Develop a sustainable futures strategy, carbon reduction plan and costed action plan, engaging creatively with residents, partners and stakeholders, to achieve the goal of being a net zero County by 2050 (informed by the UN Sustainable Development Goals).</p>	<p>At Risk</p>	<p>A recommendation to June Cabinet will be that further engagement should be undertaken before the Strategy is presented at October Cabinet. Upon agreement, a new end date will be established for Quarter 1 reporting.</p>
<p>Engage widely on our Sustainable Futures strategy and to develop our delivery plans with the involvement of key stakeholders, groups and partners.</p>	<p>At Risk</p>	<p>A full round of engagement activity was completed to time in early March 2023. These results are being assessed and will be presented to Cabinet in June. It is expected that further engagement will follow. On this basis the date for further engagement will likely be extended. Status changed to at risk. A new end date will be established for Quarter 1 reporting.</p>
<p>Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our sustainable futures strategy.</p>	<p>At Risk</p>	<p>Opportunities for quick wins during 2022/23 have been delivered. However, continued work to deliver the wider estate decarbonisation approach requires greater clarity on scope and policy and an assessment of potential funding routes. The Energy Strategy planned for later in 2023 will support focus to deliver a decarbonation programme.</p>
<p>Move forward with renewable energy initiatives to include a 3-year programme to implement a Solar Panel purchasing scheme for</p>	<p>Compromised</p>	<p>Scheme will not meet target of 1,200 installations. Continued, serious supplier issues outside WCC's control have delayed installations with latest supplier losing accreditation to install</p>

<p>Warwickshire homeowners with a target of 1,200 installations completed in total.</p>		<p>Solar PV's. While outside WCC control, these serious issues have created significant workload for WCC officers dealing with affected residents which has impacted other priorities. Consideration to be given to future of scheme in 2023/24.</p>
<p>Move forward with renewable energy initiatives to include exploring opportunities with District and Borough Councils and partners to develop a scheme to support residents make choices and take action within their homes to become carbon neutral.</p>	<p>Not Started</p>	<p>Focus has been on managing expectations of Solar Together Warwickshire Scheme in 2022/23.</p>
<p>Move forward with renewable energy initiatives to include creating a 3-5 year plan for commercial renewable energy initiatives.</p>	<p>At Risk</p>	<p>The Renewable Energy Project Steering Group (REPSG) is actively working on 3 proposals for renewable opportunities. A wider scoping exercise is still required to aid forming the pipeline and this will be shaped following the Energy Strategy which is currently under development, with a target date of June 23.</p>

1.6 Area of Focus - Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children



Activity	Status	Commentary
Establish and implement a Children’s Services Sustainability and Improvement plan, that maintains “good” graded services (Ofsted Inspection published February 2022) addressing areas for improvement and maintain the new ways of working implemented by the £12m Children’s Change Fund received 2020-2023 from the Council and the Department for Education (DfE).	No Update	
Open our first Family Hub at the Wheelwright Lane Centre which will specialise in support for children, young people and their families with Special Educational Needs and Disabilities (SEND) and Social Emotional Mental Health (SEMH) issues.	Compromised	Options for the Pears site are being explored for children and young people.

<p>Increase access to Early Help and Targeted Youth Work: Open the new Youth Centre in Bedworth.</p>	<p>Compromised</p>	<p>The building work started but had to pause due to significant issues with the Croxs building, an alternative location is being sought as the costs are excessive and not cost effective.</p>
<p>Increase access to Early Help and Targeted Youth Work: Establish capital programme to improve and extend capacity at Youth & Community Centres and Children & Family Centres.</p>	<p>Not Started</p>	<p>Rescheduled to 2023/24.</p>
<p>Continue to identify and protect children at risk of abuse and neglect: Improve the timeliness of Children and Family Assessments.</p>	<p>At Risk</p>	<p>Current performance remains below our ambitious target and has slightly slipped further. Challenge in relation to workforce has continued, with social worker caseloads increasing again this quarter.</p>
<p>Improve stability and outcomes for young offenders, children in care and care experienced young people: Ensure that Youth Justice and Children in Care Teams are sensitive to all aspects of diversity and work to address unfavourable disproportionality in the system.</p>	<p>Compromised</p>	<p>There are considerable concerns regarding the lack of placements and the quality of placements for children in residential care, leading to too many children experiencing instability. We are however placing more children with their connected families, and we have a new marketing campaign for foster carers which has resulted in 6 foster carer applications in one month in September.</p>
<p>Improve stability and outcomes for young offenders, children in care and care experienced young people: Open our first Children's Home and identify properties for three other homes open by December 2023.</p>	<p>At Risk</p>	<p>Home 1: The Home was inspected and granted Ofsted registration in March 2023, as a result, the Home is now operational and the first child is in occupancy, with future referrals on track to achieve full occupancy. Home 2: Public consultation with neighbouring residents was successful, and subsequently planning permission was granted. Building Contractors have been on site since mid-March 2023. Following the complete refurbishment and Ofsted inspection, this Home is expected to accept its first resident in early November 2023. Home 3: A property has been purchased in Nuneaton. There were some concerns raised during the public consultation process. Planning permission was submitted on 30th March</p>

Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: **Continue to develop the eating disorder pathway and services.**

At Risk

2023. Residents have been advised and sent planning submission reference number. Awaiting results of submission before proceeding any further.
Home 3A: A bid has been accepted for a small property in Bedworth. It will be used as "annexe" for solo occupancy and is expected to be opened alongside Home 3, which is within close proximity of this property.
Home 4: Work continues to explore the market and purchase a suitable property.

Work has been ongoing to improve performance in relation to urgent and routine referral times into the Eating Disorders service. In response to the carenotes outage, the service created its own dashboard to monitor patient journey flow into the service and wait times. This has assisted greatly in understanding issues and blockages, and these are being addressed by the service. National Health Service England has been assisting in helping to understand where further improvements can be made, and linkages have been made with other NHS Trusts in the region who have their wait times on track. Work has also been ongoing to develop an offer for Avoidant Restrictive Food Intake Disorder (ARFID). Three workshops have taken place with partner organisations to look at how an offer could be delivered - this has resulted in a plan to offer consultation to professionals around ARFID cases and also to provide support for parents/carers who have children with ARFID.

Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: **Strengthen support for vulnerable children and young people including those in crisis, looked after children, those with autism, Learning Disabilities and young offenders.**

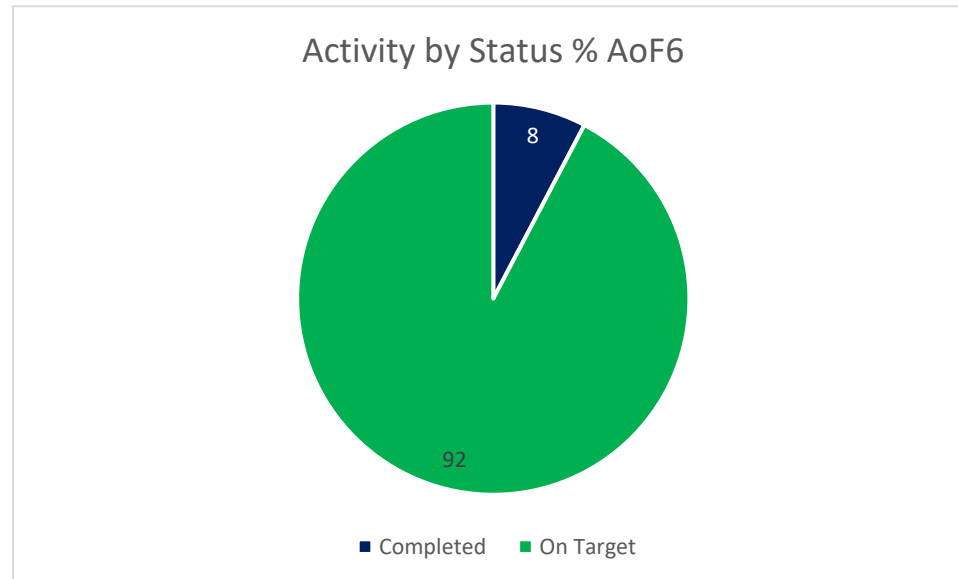
At Risk

For children in crisis, an action plan has been developed across Coventry and Warwickshire and is owned by the bronze multi-agency group. An options paper has been written setting out future actions for dealing with children presenting in crisis and a workshop is planned in May/June for system partners to come together to discuss these options. An admissions avoidance service was commissioned and went live in January, delivered by Fine Futures and is to be piloted for 7 months until July. Internal within WCC, commissioners are working together to

look at all aspects of children in crisis and to identify gaps in service provision and what further support needs to be commissioned.

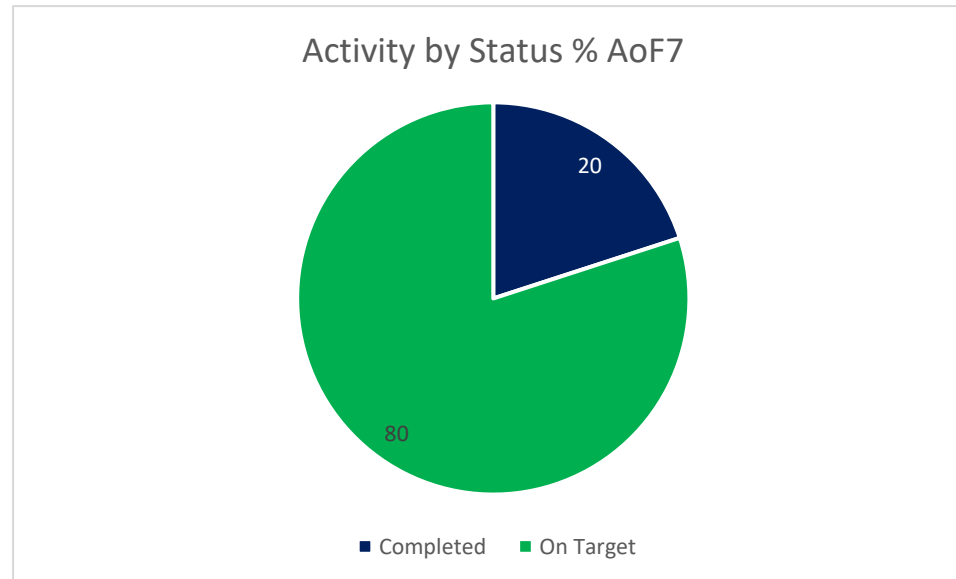
An offer to support mental health for foster carers and also for staff working in the new residential care homes is currently being developed. The offer will also include support where required for the children living in these homes. A service specification is being developed with a view to commission and establish a new service in the Autumn.

1.7 **Area of Focus - Through education, improve life opportunities for children, young people and those with special educational needs and disabilities**



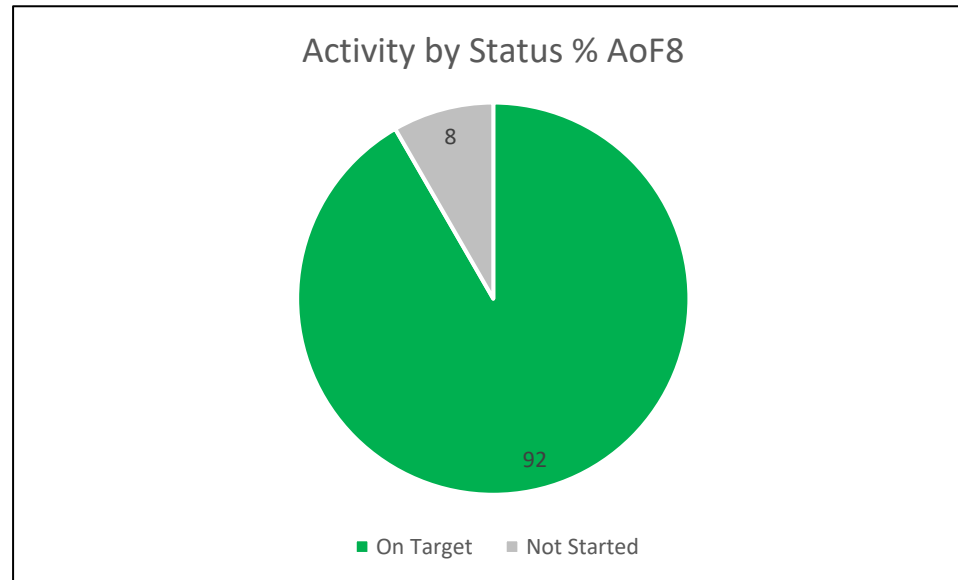
No exceptions to report.

1.8 **Area of Focus - Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities**



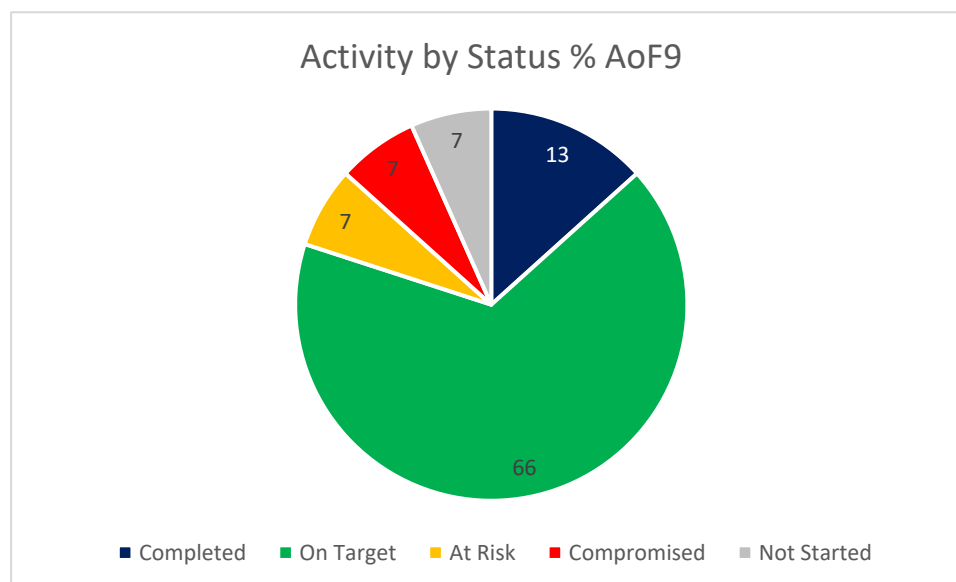
No exceptions to report.

1.9 Area of Focus – Great Council and Partner - Harnessing Community Power



Activity	Status	Commentary
Deliver the 5 “ground breaker” Community Power projects: Supporting wellbeing by drawing on what is available in local neighbourhoods.	Not Started	Not yet started. To review in 2023/24.

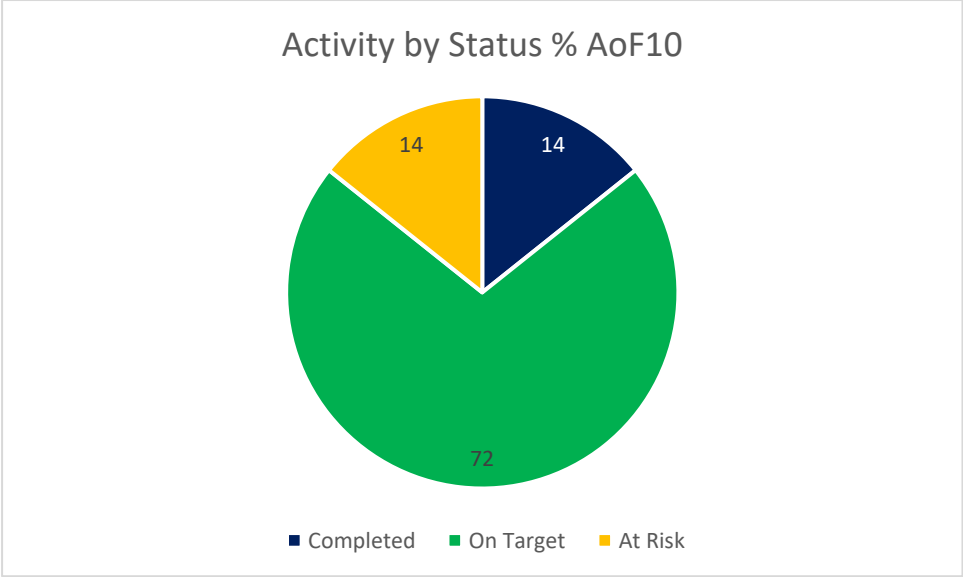
1.10 Area of Focus – Great Council and Partner - Using our data and digital solutions to improve service delivery



Activity	Status	Commentary
Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Home-to-School Transport: Build on our review of school admissions to undertake a complete end to end review of our Home to School Transport arrangements to support the provision of school places.	Not Started	Following on from the SEND Transport review a project looking at Home to School Transport in total will commence and consider improvements for the customer journey. The project is currently being worked up and resource to be provided by the PMO.
Improve the visibility of information between the Council and partners which will streamline, standardise and speed up referrals to Children's Services.	At Risk	Initial timescales were set and agreed upon by board members, with project implementation aiming to be completed by 31st March 2023. A change request to adjust the project end date was approved in December.

		<p>Unfortunately, due to the central programme Data Protection Impact Assessment (DPIA) not being signed off yet, and this being a requirement for a Go decision to be made, the project may slip into April, hence moving the status to at risk. From a WCC perspective, we have done all we can from our end to progress this DPIA, but due to the other Local Authorities within the central programme not being as far down the line as us from a project point of view, this is yet to be signed off. Information Governance colleagues are in regular dialogue with Information Governance Advisory Group and it's hoped that this will be signed off officially in the coming weeks and therefore, go live can go ahead.</p>
<p>Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving school Places: Redesign the school admissions process to enable parents and carers to be supported to make a well- informed choice on their child's school place.</p>	<p>Compromised</p>	<p>School Admissions moved to Education services on 1 January 2023. Since the service has moved over the focus has been on ensuring our core statutory duty can be met and developing a supporting improvement plan. Significant work was undertaken in 2022 to develop the WCC website, parent portal and work with education settings to help them support parents through the application process. Evidence of impact cannot be seen for 2023 offers in terms of the reduction of late applications or via an increase of parents making more than one preference. However, supporting parents and carers to make informed preferences will be an area that is picked up again in future months.</p>

1.11 Area of Focus – Great Council and Partner - Our people and the way we work



Activity	Status	Commentary
Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Reviewing and refining our leadership development programme.	At Risk	Slight delay in launching our leadership offer, which incorporates the Leadership Development Programme due to wider consideration of programme in context of Our People Strategy. We expect delivery to start by Quarter 2 of 2023/24.