Resources and Fire & Rescue Overview and Scrutiny Committee

Date: Tuesday 11 October 2022
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Pete Gilbert
Councillor Sue Markham
Councillor Caroline Phillips
Councillor Will Roberts
Councillor Richard Spencer
Councillor Robert Tromans

Items on the agenda:

1. **General**

   (1) **Apologies**

   (2) **Disclosures of Pecuniary and Non-Pecuniary Interests**

   (3) **Chair's Announcements**

   (4) **Minutes of the Previous Meeting**   5 - 12

2. **Public Question Time**
   Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact Andy Carswell (Democratic Services) at least two working days prior to the meeting.

3. **Questions to Portfolio Holders relevant to the Overview and Scrutiny Committee**

Up to 30 minutes of the meeting is available for the Committee to put questions to the Leader and Portfolio Holders on any matters relevant to the remit of the Overview and Scrutiny Committee.

9. **Any Urgent Matters**

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. Any changes to matters registered or new matters that require to be registered must be notified to the Monitoring Officer as soon as practicable after they arise.

A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- Leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1

Public Speaking
Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Democratic Services in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

COVID-19 Pandemic
Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

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Tuesday 11 October 2022

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Warwickshire
County Council

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Resources and Fire & Rescue Overview and Scrutiny Committee

Wednesday 8 June 2022

Minutes

Attendance

Committee Members
Councillor Adrian Warwick (Chair)
Councillor Parminder Singh Birdi (Vice-Chair)
Councillor Sarah Boad
Councillor Piers Daniell
Councillor Sue Markham
Councillor Caroline Phillips
Councillor Will Roberts
Councillor Richard Spencer
Councillor Robert Tromans

Officers
Rob Powell, Strategic Director for Resources
Benjamin Brook, Chief Fire Officer
Jan Cumming, Senior Solicitor and Team Leader

Others Present

1. General

The Chair welcomed Paul Whitaker of Warwickshire Fire and Rescue Service (WFRS) to the meeting, who was attending as a Response Support Officer.

(1) Apologies

Apologies were received from Councillor Pete Gilbert and Sarah Duxbury.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

There were none.

(3) Chair's Announcements

There were none.

(4) Minutes of Previous Meetings

Resolved:

That the minutes of the meetings held on 23 February 2022 and 15 May 2022 be approved as a correct record.

There were no matters arising.

2. Public Question Time

No public questions were received or presented at the meeting.

3. Questions to Portfolio Holders relevant to the Overview and Scrutiny Committee

There were no questions for portfolio holders.

4. Approach to Levelling Up

Rob Powell (Strategic Director, Resources) introduced the item and reminded members that levelling up was a key national priority. A lot of work had already begun in Warwickshire; the Council Plan, which had been approved in February, had a strong emphasis on levelling up, as did the Delivery Plan, which had been approved in May. Work with partner agencies was now underway to shape a countywide approach to Levelling Up which would be presented to Cabinet for approval in July.

Rob Powell said the Levelling Up White Paper had four objectives: to boost productivity, pay and living standards by growing the private sector; improve public services and spread opportunities, particularly in places where they were weakest; restore a sense of community and local pride; and to empower local leaders and communities. Additionally there were 12 national missions to help achieve these objectives; one of these was devolution. There would be a national measurement and accountability framework to monitor achievement of the objectives. The notion of levelling up was a long-term aim towards 2030, but Rob Powell said there should be a longer focus beyond then. The emerging countywide approach envisaged a dual focus on specific communities of place and communities of interest (particular cohorts and groups of people where levelling up would be most relevant) for levelling up.

The Levelling Up approach to Warwickshire was due to be discussed at July's Cabinet. This aimed to make sense of the national Levelling Up missions and policy for Warwickshire; to share the Council's commitment to Levelling up with its communities; to complement everyone's organisational plans and strategies; to influence current and future strategies; to recognise and build on the power of Warwickshire's communities, partnerships, networks, and forums; and to inform the future collective work on devolution. Rob Powell said this was not intended to supersede any existing plans or strategies, but would complement them and help influence future strategies. The approach has been shaped through engagement with key partner organisations,

and would identify targeted places, cohorts and priorities for levelling up that affected the whole county or certain places, including those at a hyper-local level.

Of the 12 national missions, four had been identified as being particularly relevant to the scope of the Committee. These were reducing crime; securing a devolution deal through a long-term financial settlement; improving residents' pride in place and narrowing the gap between the top and bottom performing areas; and increasing investment and stimulating growth in research and development.

Members' attention was drawn towards the various existing strategies and areas of work and how they would link in the Levelling Up programme, and what funding streams were available. Rob Powell reminded members that £1million had been distributed to address post-Covid inequalities through the Social Impact Fund and up to £140million was available via the Warwickshire Recovery and Investment Fund. Additionally the Warwickshire Property and Development Group had a key role in the regeneration of town centres and provision of housing and commercial premises.

Six principles for levelling up had been identified. The first of these was to take a holistic approach and involve partner organisations. Rob Powell said 30 representatives of WCC and partner groups had been involved in a workshop to shape the countywide Levelling Up programme the previous day. The second principle was to take a long-term approach and improve things for future generations. Rob Powell said although a long-term vision was required, the Council would also seek to take advantage of quick wins where appropriate. The third principle was to identify root causes of issues, particularly the complex ones that created longstanding inequalities within communities. Rob Powell said in some cases problems had existing for a number of years as the root causes had not been adequately addressed. The fourth principle was to use the strengths of individuals, communities, places and interest groups to improve their quality of life, whilst not holding back other places or groups. The fifth principle was to use data to monitor progress and evolve the approach to levelling up. The final principle was to prioritise the communities of place and communities of interest, which had been identified through the use of data, that needed the most support. Rob Powell said it was important to acknowledge there was no one size fits all approach to levelling up across the county.

A 'working definition' of what levelling up meant for Warwickshire had been created and four pillars to support it had been identified. These were increasing opportunities and social mobility; reducing disparities; building community power; and creating sustainable futures. Members were shown a diagram outlining how the 12 missions fitted in with each of the four pillars. Rob Powell gave examples of disparities in the amount of good affordable housing, educational attainment, gross disposable household income and healthy life expectancy, as well as stimulating economic growth, as areas the Levelling Up approach hoped to address.

Members were told the Voice of Warwickshire residents' panel had taken part in an exercise specifically relating to levelling up, and there had been around 500 responses. Initial analysis showed strong support for the four aspects of the levelling up definition for Warwickshire. The panel had identified access to health provision, levels of safety and the quality of high streets as its priorities for improvement. In addition to parks and open spaces, the panel had however also identified levels of safety as one of the three things that made them proud to live in their local area. The panel considered the three most important things for a great place to live as being parks and

outdoor spaces, shops and local facilities and education provision/schools. Levels of pride in local area were typically lower in Nuneaton and Bedworth than elsewhere.

Rob Powell said there needed to be a focus on prioritising places where action was needed, while avoiding a one size fits all approach, particularly considering areas in the bottom two deciles of the Index of Multiple Deprivation.

Councillor Caroline Phillips said she welcomed the report, but said its contents reflected what had been known for some time. She said she represented a ward in Nuneaton which had fallen into a state of disrepair. She said there were some care homes specialising in care for those in wheelchairs, but there were no dropped kerbs in the vicinity that allowed residents to get around more easily. She said pavements were broken and only patchwork repairs had been made to roads, and this meant it was hard to have pride in the community or a sense of belonging. Councillor Phillips said drug dealing was rife due to people coming out of prison and reoffending, and lack of opportunities for young people. As well as this there were long waiting lists for housing. The Chair said he had used some of his delegated budget to install dropped kerbs; Councillor Phillips said she had done the same but the problem was so bad she was unable to resolve the issue by herself. Rob Powell said some of these issues were long standing, which demonstrated why it was important to work with partner agencies to examine the root causes.

Councillor Robert Tromans said it was important that the correct and most up-to-date data was used when considering which areas to prioritise. He said he agreed with the four key elements of levelling up and stressed the importance of working with partner agencies. He said there had been examples of failing schools across the county, and these had direct consequences for children's opportunities. It was important to make early interventions to stop this happening, and to give officers the provisions to do so. Councillor Tromans said although the programme was aimed towards 2030, it was important to think of the project as urgent rather than long-term.

Councillor Sarah Boad questioned if the Levelling Up Approach would work, citing examples of previous projects such as the Single Regeneration Budget and the Bus Service Improvement Plan that in her opinion had not delivered on their promises. She also queried how the Council would be able to assist schools to level up educational attainment when its involvement was diminishing due to the government's plan to convert all schools to academies by 2030.

Councillor Sue Markham said although it was important for the exercise to be data driven, the figures should be used properly. Councillor Parminder Singh Birdi said census data could be used to help provide a better quality of data. For example someone of the Sikh religion would simply be identified by their ethnicity rather than their religion. Councillor Singh Birdi said he was concerned certain community groups would appear to be invisible if the data was used incorrectly. Councillor Piers Daniell said it was important the Levelling Up Approach did not become a political issue. He suggested grouping targets into short, medium and long-term initiatives to help see the benefits of the programme and what was being achieved.

Councillor Peter Butlin (Portfolio Holder, Finance and Property) said it was known where the pockets of deprivation were. Although steps had been taken to tackle this previously, it had not been done for some time. Councillor Butlin said the concept of levelling up varied across the county; for example, in rural areas it might be to reduce isolation, whereas in the former mining areas in the north of the county it could be the lack of opportunities. He agreed with the concerns

raised at using the data correctly, noting that although Nuneaton had shown a record increase in GDP this was because it had come from a record low.

Following a suggestion from Councillor Boad, it was agreed to use the Camp Hill community supermarket as a case study example of something that had worked well in terms of levelling up.

Members agreed the comments they wanted to record and go forward to Cabinet related to using the correct data ranges; make use of quick wins where appropriate; divide targets into short, medium and long term; and highlighting the importance of investment.

The Chair said the item should be added to the work programme and brought back to the Committee in six months' time.

Resolved:

That the Committee notes the report and asks Cabinet to consider the following:

- Ensure the most up-to-date data ranges are used when prioritising work
- Divide targets into short, medium and long term
- Make use of quick wins where appropriate
- Highlight the importance of investment

5. Warwickshire Fire and Rescue Service Improvements

Ben Brook (Chief Fire Officer) introduced the item and reminded members of the outcomes of recent inspections carried out by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), which recorded three causes of concern and 41 areas for improvement. The first cause of concern related to Prevention and the lack of a formal Prevention, Protection and Response Strategy. Ben Brook said one had been drafted and gone to Cabinet, and would shortly be going out to consultation. The data sets included in the strategy consisted of seven that looked at historical data and the remaining 10 were future focused. Since the 2021 inspections there had been six significant incidents involving fatalities by fire that had enabled serious fire reviews to take place, which had identified issues that have been worked on with partner agencies. Ben Brook said that HMICFRS had stated in its February 2022 reinspection that once the strategy had been formally adopted and the automated system for Safe and Wells put in place then the cause of concern relating to prevention could be discharged.

In relation to Protection, Ben Brook said a new digital ICT system was required. WFRS was following due diligence through the procurement process to enable this to take place. Ben Brook said although good progress was made with this, it was likely the new system would not be in place until September or October 2023. Since the initial inspection it had been established there were 33,000 regulated commercial premises in Warwickshire that are now on the Risk Based Inspection Programme. Ben Brook told the Committee a recruitment and training process was taking place, but reminded members that it took two years to fully train a new fire protection officer.

In relation to equality, diversity and inclusion, Ben Brook said the staff engagement network had been relaunched to understand from staff how engagement could be improved. Regular appraisals were taking place which include a focus on equality, diversity and inclusion. Ben Brook said he was now chair of the newly-established EDI group to ensure quick decision making. Consideration

was being given to how to address breaches of WFRS's values. The Committee was told some breaches had resulted in disciplinary action being taken, with the results of some of these being appealed.

It had been proposed in the Fire Reform White Paper to have a firefighters' oath and as a result of this consideration was being given to how WFRS's behaviours, values and ethics could be incorporated into employees' contracts. A dignity at work review was taking place as part of the Warwickshire County Council property strategy to ensure all WFRS-owned properties had the correct facilities, and to ensure work was taken to address any issues. Ben Brook said a reinspection relating to Protection was due to take place in the autumn and a full reinspection was planned for spring 2023.

Members said the update was positive, and reiterated that WFRS had the continued support of the Committee.

6. Fire Reform White Paper

Ben Brook introduced the item and explained the Fire Reform White Paper had been published on 18 May, having been anticipated for several months. There was now a consultation period leading up to 26 July, and it was possible the outcomes of the White Paper and consultation would lead to changes in legislation. There had been no White Papers relating to reform of the Fire Service since 2003, which had led to the implementation of the Fire and Rescue Act 2004.

The White Paper focused on the three topics of People, Professionalism and Governance. The section on People included guidance on how pay for Fire and Rescue Services personnel was set, which was likely to impact on budgets. There had also been proposals to introduce direct entry to certain positions above that of a firefighter, such as station or area manager.

Under Professionalism it had been proposed to establish a firefighters' college, in a similar manner to the College of Policing, and also a firefighters' oath. Regarding Governance, three proposals had been put forward relating to the future governance of fire and rescue services with a view to potentially scrapping the existing executive committee system. These were: the creation of the post of Police, Fire and Crime Commissioner; the service being governed by an elected Mayor; or being governed by a Council Leader. The Governance section of the White Paper also referred to a greater requirement for transparency regarding budgets. Ben Brook said responses to the consultation were through a series of questions and there was little room to add individual comments. He said he was drafting a response on behalf of the wider Fire Authority and it was not intended for WFRS to submit their own response.

The Chair asked if members wanted to make any comments to go towards the consultation on behalf of the Committee. Councillor Caroline Phillips said the proposed direct entries could work, but it was important that equal opportunities to apply should exist. For example there could be people interesting in applying who had the required skillset but not the experience of working within the fire service. Members agreed there should be multiple pathways available to give job opportunities to people from outside the fire service, as it gave people more career change opportunities. Councillor Andy Crump said it was important to be flexible around recruitment and retention of staff, noting that WFRS was losing staff to other employers.

Councillor Andy Crump (Portfolio Holder, Fire & Rescue and Community Safety) said he and Ben Brook had recently attended a meeting where the relevant Minister had stated their belief there were too many fire authorities. Councillor Crump stated his belief it was necessary for Warwickshire to have its own fire and rescue service due to the unique nature of the county, and stated other emergency services in the area were not reaching call-outs as promptly as might be required due to it being a more centralised service. He also stated his belief the inspection process was not always as efficient as it could be, and communication had been sent to HMICFRS indicating this. Councillor Crump said he remained to be convinced as to the merits of the creation of the post of Police, Fire and Crime Commissioner and said he believed the existing committee setup was best for Warwickshire. He also raised concerns at proposals to ring-fence certain funding, and how this would be monitored by external auditors.

7. Work Programme

Members agreed they would like an update on the Levelling Up programme to be brought to the December meeting. The contents of the work programme was noted.

8. Any Urgent Matters

There were no other urgent matters for discussion.

The meeting rose at 3.21pm

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Chair

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Agenda Item 4

**Resources and Fire & Rescue
Overview & Scrutiny Committee**

14 September 2022

**Council Plan 2022-2027 Performance Report
Quarter 1 2022/23**

Period Under Review: April to June 2022

Recommendation

That the Committee considers and comments on Quarter 1 organisational performance and progress against the Integrated Delivery Plan.

1. Executive Summary

1.1 This report summarises the Council's performance at the end of the first quarter (April-June 2022) against the strategic priorities and Areas of Focus set out in the Council Plan 2022-2027. All information contained within this report has been taken from the Quarter 1 Integrated Performance and Finance reports Cabinet considered on the 8th September. Performance is assessed against the Key Business Measures (KBMs) contained within the agreed Performance Management Framework. This is summarised in Section 2 and more fully presented within Appendix 1.

1.2 Progress against the Integrated Delivery Plan is summarised in Section 3 and more fully presented within Appendix 2.

1.3 Management of Finance is summarised in Section 4 and the summary dashboard is presented in Appendix 3.

1.4 Management of Risk is summarised in Section 5 and more detailed information is presented in Appendix 4.

1.5 The paper sets out, for the first time, a combined picture of the Council's delivery, performance, and risk. Officers are still embedding this new approach and performance framework, and a number of new measures will not be available until Year End. The format and content of these integrated performance reports will continue to evolve over the course of the current financial year.

1.6 The Council's overall performance remains strong, despite a volatile, uncertain, and high-risk external environment. There are 27 KBMs in total

that are in the remit of this Committee. Of the 22 KBMs which are being reported at Quarter 1, 1 measure is new and performance is being baselined and assessed, of the remaining 21, 15 (71%) are On Track and 6 (29%) Not on Track.

1.7   Appendix 1 details performance for all the Committee related measures within the Performance Management Framework. Detailed measure-by-measure performance reporting is accessible through the 2022/23 Performance Report available at this link.

1.8   Notable aspects of positive performance for specific measures include:

- the Dedicated Schools Grant High Needs Block overspend which is lower than budgeted as a result of early impact of the SEND and Inclusion Change Programme; and,
- continuing strong customer satisfaction levels for the Customer Service Centre.

In addition, performance is notable in some broader areas such as:

- a number of measures relating to our people and how we work which are performing strongly, not least those relating to the recent staff engagement survey.

1.9   The main performance challenges relate to:

- fire response times within agreed standards, and No of Fire related deaths exceeding our target of zero; and
- the percentage of schools with a deficit budget remains above our target of zero, which is likely to decline as a result of inflationary pressures impacting school budgets.

1.10   The report sets expected trajectories for performance, which it is important to recognise are considerably more volatile than usual as a result of external factors.

1.11   The position is also positive in terms of delivery of the 60 actions set out in the Integrated Delivery Plan, with 80% being On Track and 3% Complete. Ten per cent of actions are At Risk and 5% Not Started, and it is these actions which are reported on in Appendix 2 on an exception basis.

1.12   A number of actions that are at risk relate to capital programmes and projects, where current inflation levels and supply chain challenges are creating very significant levels of risk and uncertainty about our capacity to deliver as planned within available resources, a challenge common to all Councils.

1.13   Other important points to flag in terms of delivery are:

- the Solar Together programme has been compromised by a sub-contractor failure to deliver and, following significant work by officers

and iChoosr, our delivery partner; an alternative supplier is now mobilising to complete the programme;

- the timescale to complete our programme of technology upgrades for Warwickshire Fire and Rescue Service is at risk; contracting is underway, and the preferred supplier should be in place by November, enabling delivery to conclude in Quarter 1 2023/24.

1.14   At Quarter 1, relating to the remit of this committee there are 2 corporate strategic risks with a red (high) rating: economic growth slowing or stalling and inflation / the cost of living. In addition, at a service level there are two risks that are rated red (high) and which at the same time have had an actual risk rating greater than their risk target for 3 quarters: on call availability and protection capacity within Fire and Rescue Services.

2.   Performance against the Performance Management Framework

2.1   The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus and three areas we want the Council to be known for as 'a Great Council and Partner'. The full performance summary is contained in Appendix 1.

2.2   A set of high-level Warwickshire Outcome Measures, where we can influence improvement in performance but do not solely own, are also contained in the Performance Management Framework. Reporting against these is under development and will inform our ongoing State of Warwickshire reporting.

2.3   Comprehensive performance reporting is enabled through the Power BI link 2022/23 Performance Report as part of the revised and adopted Performance Management Framework.

2.4   The new approach to performance reporting is evolving, building on the recommendations of the Member Working Group. The number of reportable measures will change each quarter as the framework considers the availability of new data.

2.5   This is the first quarter to benefit from a new automated process, delivered through PowerApps, to collect performance against the KBMs/KBIs. As the approach to integrated reporting continues to develop, automation will be applied more widely to collect other performance data such as the Integrated Delivery Plan.

2.6   There are 27 KBMs in total that are in the remit of this Committee. Of the 22 KBMs which are being reported at Quarter 1, 1 measure is new and performance is being baselined and assessed, of the remaining 21, 15 (71%) are On Track and 6 (29%) Not on Track.

2.7   Of the 22 measures, 3 KBMs do not have a forecast due to performance being assessed against new measures. Therefore, 19 of the reportable

measures have a forecast projection from the responsible service for the forthcoming period. 13 measures are forecasting to be On Track at Quarter 2, of which 1 is forecast to improve, 10 to remain static over the next quarter and 2 to decline. 6 are forecast to be Not on Track, with 2 forecast to improve, 1 to decline and the other 2 to remain static at the next reporting period.

3.   Progress on Delivery Plan

3.1   The Integrated Delivery Plan aligns priority activity from across all service areas to the seven Areas of Focus within the Council Plan 2022-27. The plan shows how activity across services collectively contributes to delivering these priorities.

3.2   Detailed information on the performance summary of the Integrated Delivery Plan in relation to Resources & Fire & Rescue is included at Appendix 2. The majority of deliverables are on track or complete (80%), 17% are At Risk, Compromised or Not Started with any exceptions covered in Appendix 2.

3.3   There are 224 actions within the Integrated Delivery Plan, of which 60 are assigned to Resources & Fire.

3.4   Reporting on the Integrated Delivery Plan is not yet automated; Quarter 1 progress has been collated manually and therefore there is no Power BI dashboard for reporting. As outlined in the report to Cabinet in May, where the Integrated Delivery Plan was approved, this is a work in progress with colleagues in the Commissioning Support Unit and ICT enabling this. Discovery underway with ICT to explore high level solutions, however we are now gathering detailed requirements before progressing further. Learning from the manual exercise is being factored into these requirements.

4.   Management of Finance

4.1   The key metrics of financial management are summarised below with further information available in Appendix 3 and in the Finance Monitoring Report presented to Cabinet on 8th September 2022.

Metric	Target	Service	Performance at Quarter 1 2022/23
Performance against the latest approved revenue budget as measured by forecast under/overspend	On budget or no more than 2% underspent	Business and Customer Services	3.88%
		Commissioning Support Unit	(4.64%)
		Enabling Services	0.07%
		Finance	(0.27%)
		Governance & Policy	9.18%
		Fire & Rescue	0.78%
Performance against the approved savings target as measured by forecast under/overachievement	100%	All Services	100%
Performance against the approved capital programme as measured by forecast delays in delivery	No more than 5% delay	Business & Customer Services	No Variance
		Enabling Services	14.1%
		Governance & Policy	5.2%
		Fire & Rescue	No Variance

5.   Management of Risk

5.1   Risks are monitored in risk registers at a strategic/corporate level and at service level. At a corporate level the following strategic risks relating to Resources and Fire and Rescue Services are currently rated as red (high risk):

- Economic growth slows or stalls; and,
- Inflation and the cost of living.

5.2   Mitigating actions are in place in respect of these risks, for example the Council Plan including a number of activities to protect and promote the local economy and a MTFS planning process that is incorporating the risks of

inflation.

5.3   At a service level there are 41 risks recorded against services relating to Resources and Fire and Rescue Services. Key risks are highlighted where they are red risks (high risk) and where a risk level has been higher than the risk target for 3 quarters or more and is currently still 3 points or more over target. Risk targets have been recently introduced and this is the first quarter reporting on this risk target metric. To highlight the key risks a table of both red risks and risks significantly above target is provided at Appendix 4. The risks that are both red and significantly above target are the most significant risks, which are:

- On Call Availability (Fire and Rescue Services); and,
- Protection Capacity (Fire and Rescue Services).

5.4   Mitigating actions are in place in relation to these risks, for example in respect of staff training, recruitment, resourcing, and improved ways of working.

6.   Environmental Implications

6.1   There are none specific to this report.

Appendices

Appendix 1 – Quarterly Performance Report Quarter 1
Appendix 2 – Progress on the Delivery Plan
Appendix 3 – Management of Financial Risk
Appendix 4 – Management of Risk

Background Papers

Cabinet Report 8th September 2022

Role	Name	Contact Information
Report Author	Vanessa Belton, Delivery Lead Business Intelligence, Performance, Planning and Quality	vanessabelton@warwickshire.gov.uk
Assistant Director	Steve Smith, Assistant Director Commissioning Support Unit	stevesmith@warwickshire.gov.uk
Strategic Director	Mark Ryder, Strategic Director for Communities Rob Powell, Strategic Director for Resources	markryder@warwickshire.gov.uk robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr A Crump, Portfolio Holder for Fire & Community Safety Cllr A Jenns, Portfolio Holder for Customer and Transformation Cllr P Butlin, Deputy Leader and Portfolio Holder for Finance and Property	cllrcrump@warwickshire.gov.uk cllrjenns@warwickshire.gov.uk cllrbutlin@warwickshire.gov.uk

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1. Resources, Fire & Rescue OSC Quarterly Performance Report Quarter 1

1.1 Detailed measure-by-measure performance reporting is accessible through the **2022/23 Performance Report**.

1.2 The three strategic priorities set out in the Council Plan 2022 - 2027 are delivered through seven Areas of Focus and three areas we want the Council to be known for as 'a Great Council and Partner'. These are detailed in the table below alongside the number of KBMs that will be used to assess delivery, and the number being reported at Quarter 1.

Area of Focus	No. of KBMs	No. of KBMs available for reporting at Quarter 1
Create vibrant places with safe and inclusive communities	8	7
Deliver major infrastructure, digital connectivity and major transport options	7	5
Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills	9	3
Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero	7	3
Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children	10	6
Through education, improve life opportunities for children, young people and those with special educational needs and disabilities	14	7
Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities	13	10
A Great Council and Partner	No. of KBMs	No. of KBMs available for reporting Quarter 1
Harnessing community power	1	1
Our people and the way we work	8	6
Using our data and digital solutions to improve service delivery	4	3

1.3 **Key Insights for Quarter 1 2022/23**

1.4 There are 27 KBMs in total that are in the remit of this Committee, the full performance summary is contained in Appendix 1. Chart 1 details the reported status of the 22 KBMs which are being reported at Quarter 1. 21 KBMs have a measure status and 1 other is new and performance is being baselined and assessed. 71% (15) KBMs are On Track and 29% (6) are Not on Track.
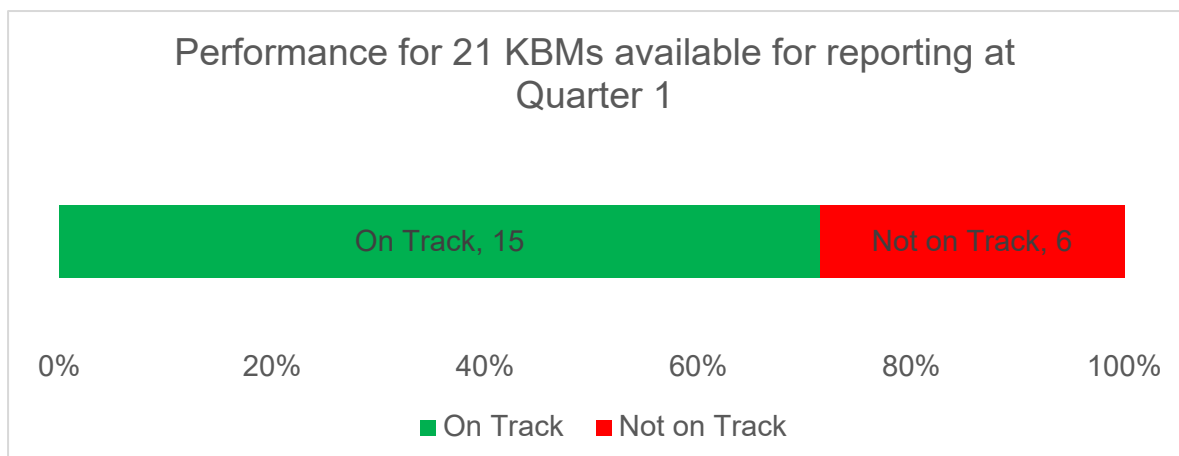
Chart 1

Chart 2 details the service forecast for the future performance trajectory of the 19 reportable KBMs at the next quarter, 3 further KBMs do not have a forecast at Quarter 2 as performance is being assessed against new measures.
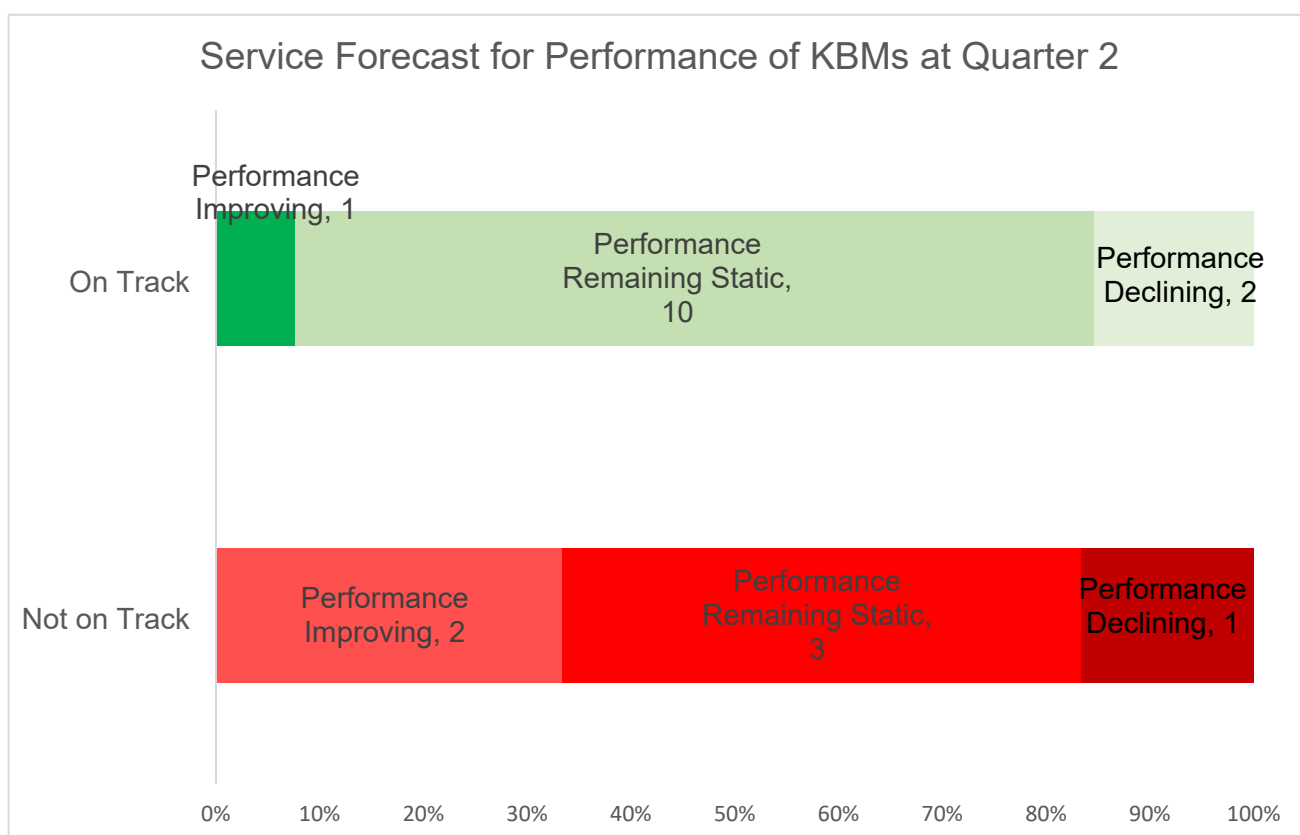

Chart 2

Explanatory Notes on Summary Tables
The following sections provide an overview of current performance by Area of Focus. The measure summary tables are a representation of the tables in the full Committee report on Power Bi and are interactive. Please note:

- data is being added into the system as it becomes available so new information may be in the reports since the writing of this Quarterly position report;
- measure names in the summary tables and where highlighted are all links to take the reader directly to the measure report page in Power Bi which provides full detail on the measure including charted data, performance narrative, improvement activity, trends and targets if applicable;
- a measure status is included based on performance either against the target and polarity of measure or where there is no target on improving/ declining performance;

- Services provide a forecast of where performance is heading over the next reporting period, this is informed by local knowledge, improvement activity and trend information;
- where the measure status or projection is Not Applicable, this is due to exceptional circumstances regarding the measure such as it is setting a baseline this year, the Power Bi report will provide the reason by measure;
- the Latest Figure column represents the most current data available including last quarter, previous year or longer if data is lagged, full details are on Power Bi report;
- not all measures have targets and the approach now is to have improving performance and targets where appropriate; and,
- as the framework is more responsive there are annual or termly measures included on the tables with no reported data, this will be added as the relevant data becomes available e.g. attainment data from November.

1.5 Create vibrant places with safe and inclusive communities

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
No. of fire related deaths	0	0	Not On Track	Not on Track Performance Remaining Static
No. of fire related injuries	1	26*	Not On Track	Not on Track Performance Remaining Static
% times a first appliance arrives at life risk of property incidents within agreed response standards	67.39	75	Not On Track	Not on Track Performance Remaining Static
No. of Road Traffic Collisions attended by WFRS	27	N/A	On Track	On Track Performance Remaining Static

*Cumulative Year End Target

Improvement activity for not achieving the aspirational target of zero:
- No. of fire related deaths

Improvement activity for not achieving the target over a considerable period of time:
- % times a first appliance arrives at life risk of property incidents within agreed response standards

1.6 Deliver major infrastructure, digital connectivity and improved transport options

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of site specific business cases approved for Warwickshire Property & Development Group	0	100	On Track	Not Applicable
% Company Borrowing profile Warwickshire Property & Development Group	108.50	100	On Track	Not Applicable
Gross Warwickshire Recovery & Investment Fund lending (£)	430,000	32,000,000*	Not On Track	Not On Track Performance Improving
% of all capital schemes completed on budget	Due for reporting at Year End			
% of projects seeking member approval to changes in cost, time, scope or risk	70	0	Not Applicable	Not Applicable

*Cumulative Year End Target

Performance within this Area of Focus is within expected levels and projection for the next period is to remain at similar levels and one measure which needs highlighting at Quarter 1. Improvement activity due to a being behind the lending profile:

- Gross Warwickshire Recovery & Investment Fund lending

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

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
Proportion of capital programme total spend allocated to Sustainable Futures (%)	6	N/A	On Track	On Track Performance Improving

At Quarter 1 for this Area of Focus a new measure has been developed so baselining is underway.

1.8 **Through education, improve life opportunities for children, young people and those with special educational needs and disabilities**

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
Dedicated Schools Grant High Needs % overspend compared to DSG recovery plan	1.62	9	On Track	On Track Performance Declining
% of schools with a deficit budget	13.74	0	Not On Track	Not On Track Performance Declining
% of new school places delivered compared to target need	Due for reporting in September			

Improvement activity as performance is below target and position is expected to remain that way at next Quarter:

- % of schools with a deficit budget

1.9 **Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities**

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of applications made to the Warwickshire Local Welfare Scheme which are supported	93	85	On Track	On Track Performance Remaining Static

At Quarter 1 for this Area of Focus the performance is as expected and projected to remain so for the next quarter.

1.10 **Harnessing Community Power**

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% of positive media coverage	95	90	On Track	On Track Performance Remaining Static

At this time there is one measure assigned to this Area of Focus with more supporting the programme under development and will be included once established. The <u>% of positive media coverage</u> is being highlighted as an Area of Good Progress as the 90% target is being achieved.

1.11 Our people and the way we work

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% Employee Engagement Score	76	N/A	On Track	On Track Performance Remaining Static
% of staff agreeing that they are proud to work for WCC	80	79	On Track	On Track Performance Remaining Static
% Employee Wellbeing score	77	N/A	On Track	On Track Performance Remaining Static
% of staff agreement with "I feel safe to be my authentic self at work"	79	N/A	On Track	On Track Performance Remaining Static
% of staff agreeing "The council's internal communication keep me informed of what the council is doing"	88	Annual measure due for reporting after survey has been conducted		
No. of days sick absence per FTE (rolling 12 months)	8.81	8	On Track	On Track Performance Remaining Static
% occupancy rate of WCC Warwick office space	21	40	Not on Track	Not on Track Performance Improving
% reduction of WCC Warwick Office space	Annual measure due for reporting after survey has been conducted			

At Quarter 1 for the Area of Focus six measures are being reported and five are within expected levels, with the one Not on Track expecting to improve by the next quarter, at this point none are in need of highlighting. The Employee survey has been completed and more detailed reporting following analysis of results will be enabled from Quarter 2.

1.12 Using our data and digital solutions to improve service delivery

Measure Name	Latest Figure	Latest Target	Measure Status	Service Forecast for next period
% satisfaction with Customer Service Centre	88.00	85	On Track	On Track Performance Remaining Static
% of Local Government and Social Care Ombudsman adverse determinations	0.00	70*	On Track	On Track Performance Declining
% Net Variation of Outturn Forecasts to Revenue Budget (Whole Council)	3.42	+/-2	On Track	On Track Performance Remaining Static
% of green ratings against Value for Money (VFM) audit	83.00	Annual measure due for reporting at Year End		

*Cumulative Year End Target

Within this Area of Focus at Quarter 1 performance is strong with all 3 reportable measures being On Track and 1 measure is to be highlighted.

Area of Good Progress due to measure being reported as within 2% tolerance:
- <u>% Net Variation of Outturn Forecasts to Revenue Budget (Whole Council)</u>

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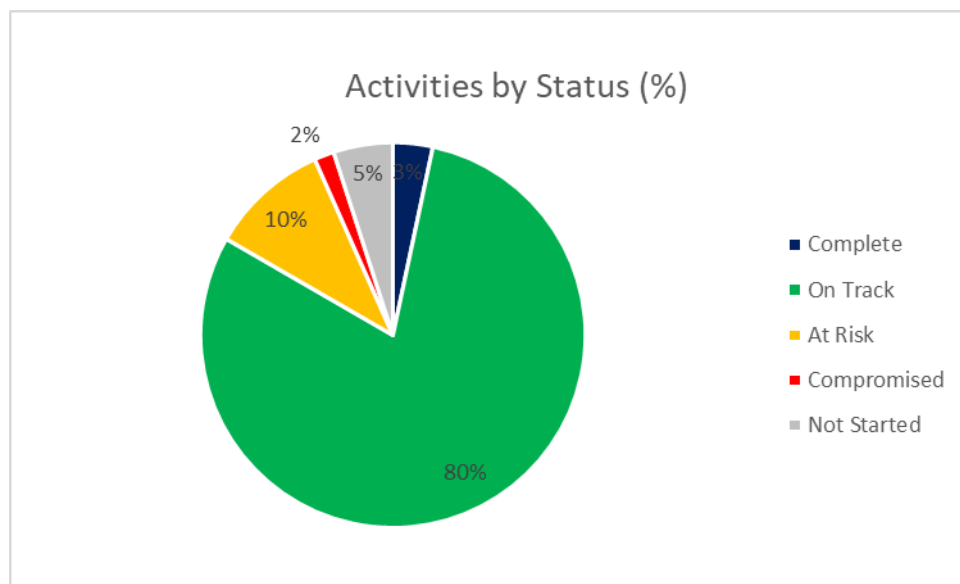# 1. Resources, Fire & Rescue OSC Progress on the Delivery Plan Quarter 1

1.1 **Key Insights for Quarter 1 2022/23**
There is positive progress within Quarter 1 with 75% of activities being on track to achieve their objectives within the set timeframes.

Completed activity:

The following activity has been completed during Quarter 1:
- Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: An evaluation framework to assess the level and impact of community powered approaches across the County. **An Evaluation Framework for Community Powered Warwickshire has been developed and approved, and is now being applied**.
- Use our £1m Social Impact Fund to empower and enable local communities to have the skills to lead change and build capacity in their priority areas. **21 grants have been awarded, a mixture of capital and revenue awards. Projects to be completed within 18 months.**

Activities by Status (%)
- Complete 3%
- On Track 80%
- At Risk 10%
- Compromised 2%
- Not Started 5%

1.2 Create vibrant places with safe and inclusive communities

Activity	Status	Narrative
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Deliver new firefighter training sites to upgrade our facilities. review of fire station facilities.	At Risk	An assessment is being made of properties occupied by WFRS to ensure that they are fit for purpose. Progress is also being made to look for and receive planning permission for the Minerva Breathing Apparatus training facilities to meet our statutory duties.

1.3 Deliver major infrastructure, digital connectivity and improved transport options

Activity	Status	Narrative
Investigate the WCC approach to renewable energy as part of the development of the Sustainable Futures Strategy.	At Risk	Opportunities ideintified so far remain on hold. The approach will start on the back of the direction set within the Sustainable Futures Strategy.
Support the WCC subsidiary property company, Warwickshire Property and Development Group to Enter into a Joint Venture Partnership to deliver homes across the county	At Risk	Final submission received in WPDG JV partner procurement process. Evaluation of tender complete and recommendation is due to be considered by Cabinet in September 2022. WPDG is confident that the slight delay in confirming the appointment of a JV partner will not adversely impact either the delivery of the Company's business plan or their contribution to the Council's outcomes including the delivery of homes across the County.
Support the WCC subsidiary property company, Warwickshire Property and Development Group to provide flexible ownership models for priority workers with the first scheme/s identified, if viable.	At Risk	Officers working closely with WPDG Officers to develop flexible ownership options for key workers on initial sites to be developed subject to viability.

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

Activity	Status	Narrative
Move forward with renewable energy initiatives to include creating a 3-5 year plan for commercial renewable energy initiatives.	At Risk	The Renewable Energy Project Steering Group (REPSG) is actively working on two current proposals and 4 other solar opportunities are due to be presented to the REPSG members late Summer 2022. Investment opportunities are being considered across the wider estate in conjuction with Strategic Asset Management. Mid to long term pipeline is therefore still in progress to create, a wider scoping exercise will be taking place to constructively target future initiatives and map out the 3-5 year plan. This may be supported and fed by the current strategies being created, namely the Sustainable Futures and Energy Strategies.
Move forward with renewable energy initiatives to include a 3-year programme to implement a Solar Panel purchasing scheme for Warwickshire homeowners with a target of 1,200 installations completed in total.	Compromised	Programme running behind orginal schedule due to contractor failing to deliver and need to work with iChoosr to appoint a new contractor. This appointment has now taken place and the new contractor is mobilising to complete the programme.
Move forward with renewable energy initiatives to include exploring opportunities with District and Borough Councils and partners to develop a scheme to support residents to make choices and take action within their homes to become carbon neutral.	Not Started	This work will be considered by Energy & Environment team. The current focus is on the Solar Together Warwickshire project and facilitating the transition to the new supplier for the remainder of the contract wih iChoosr

1.5 **Harnessing Community Power**

Activity	Status	Narrative
Deliver the 5 "ground breaker" Community	Not Started	Whilst 4 of the "Ground Breaker" projects

Power projects: Supporting wellbeing by drawing on what is available in local neighbourhoods.		are underway and on track to deliver as planned, this fifth project, Wellbeing Neighbourhoods is still in the planning phase. Resourcing is being investigated and work will begin shortly with a fuller report available next period.

1.6   **Using our data and digital solutions to improve service delivery**

Activity	Status	Narrative
Increase the number of payments to the Council that are able to be made electronically.	Not Started	Not yet begun
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 Correspondence and Complaints: Change how we respond consistently across all our services to improve customer experience.	Not Started	Not yet begun
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 Social Media: Consider how we can best use social media to gain insight and feedback about issues or concerns raised about Council services.	Not Started	Not yet begun

2   **The following projects are currently On Track**

Activity
Develop our Levelling-Up plan to address inequalities across the County and to include actions to support vibrant places with safe and inclusive communities.
Create a pipeline of projects and initiatives across the county to develop neighbourhoods and generate pride in our localities - Create a plan to build on the role of libraries as community hubs and explore opportunities to expand the community hub model of delivery.

Bring together and embed our work on Volunteering with our approach to harnessing Community Power to support our voluntary and community organisations to increase local and social activities
Develop an infrastructure strategy and create a supporting action plan that sets out our priority infrastructure opportunities and schemes across Warwickshire.
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.
Support our subsidiary property company, Warwickshire Property and Development Group to deliver the first scheme in Southam to create a number of business units in support of our economic growth ambitions.
Deliver a refreshed and more strategic approach to managing our capital spend within the Council by implementing a new capital operating model to include reviewing and enhancing our approach to capital decision making, assurance and risk and streamlining our capital systems and performance reporting.
Attract tourism and maximise the benefits of Warwickshire's magnificent heritage, culture and visitor economy to include a focus on progressing the Warwickshire County Council (WCC) Heritage & Culture Action Plan with the 2022/23 Action Plan and Steering Group revised and in place and the Year 1 actions delivered.
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.
Engage widely on our Sustainable Futures strategy and to develop our delivery plans with the involvement of key stakeholders, groups and partners.
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.
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.
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.
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).
Supporting those who need the most help to include: Working with communities on the Community pantries "Stepping Forward" Ground-breaker project.
Develop a county-wide Digital Inclusion programme.
Create a "Stepping Forward" offer for Warwickshire with partners that embeds a community power approach.
Deliver the 5 "ground breaker" Community Power projects: Supporting local transformation and regeneration.
Deliver the 5 "ground breaker" Community Power projects: Unlocking the skills and time of Council staff to support communities.
Deliver the 5 "ground breaker" Community Power projects: Enabling collaborative working on highways,

transport and road safety.
Deliver the 5 "ground breaker" Community Power projects: Combatting food inequalities through community pantries.
Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: New mechanisms for engagement and partnership working to bring communities' voices and experience into the heart of council direction and decision making.
Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: An annual "Big Conversation" to create momentum, share learning and celebrate great examples of community power in action. and decision making.
Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: A culture change programme across the council to move to community orientated ways of thinking and working.
Deliver a range of engagement and culture change initiatives to support the "Stepping Forward" programme to include: A peer learning approach to support Councillors to maximise the benefits of a community powered approach in their local communities.
Implement a refreshed approach to consultation and engagement with residents, stakeholders and partners on key policy areas with a programme of activities delivered over the year including through our "Voice of Warwickshire" panel.
Create the conditions for greater volunteering and social action and provide tools to support the creation and development of Voluntary, Community and Social Enterprise groups.
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.
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 Correspondence and Complaints: Change how we respond consistently across all our services to improve customer experience.
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 Social Media: Consider how we can best use social media to gain insight and feedback about issues or concerns raised about Council services.
Deliver our digital Roadmap to improve automation and the provision of services while driving cost-reduction, with the first phase being the implementation of a new Customer Relationship Management system to ensure we can capture all the interactions we have with residents.
Implement a single "cloud-based" contact telephony system that enables other modes of getting in touch with the Council (such as chat functionality).
Review our corporate wide approach to data management including: Re-establishing the key accountabilities for data oversight across the Council

Review our corporate wide approach to data management including: Implementing an organisational culture change programme on effective data management
Review our corporate wide approach to data management including: Refreshing our data assurance processes.
Deliver our Equality Diversity and Inclusion (Our People Strategy) programme and embed through training and development.
Deliver Year 2 of "Our People" strategy action plan in 2022/23 to include: Supporting staff wellbeing and plans to achieve Silver "Thrive at work" accreditation.
Deliver Year 2 of "Our People" strategy action plan in 2022/23 to include: Undertaking a review of our culture to enable delivery of the Council plan and support our values and behaviours.
Deliver Year 2 of "Our People" strategy action plan in 2022/23 to include: Promoting working for the Council and addressing hard to recruit roles and staff retention.
Deliver Year 2 of "Our People" strategy action plan in 2022/23 to include: Reviewing and refining our leadership development programme.
Deliver an Estates Master Plan for consideration by Cabinet during 2022/ 23 to make optimal use of our Warwick and Leamington Estate and which supports our new staff agile ways of working, enables efficient maintenance and provides opportunities for income generation, repurposing or savings.
Develop a wider Estates Master Plan for the entirety of the Council's estate across the County which provides options on its optimal use
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.
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/
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Develop our Prevention and Protection strategy
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Improve the understanding of Equality, Diversity and Inclusion across our Warwickshire Fire & Rescue Service including undertaking a cultural audit, staff engagement, training and a review of fire station facilities.
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - Achieve a positive reinspection outcome by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

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Management of Financial Risk

1. Performance against the latest approved revenue budget as measured by forecast under/overspend

Service Area	Approved Budget	Service Forecast	(Under) /Overspend	% Change from Budget	Represented by:			
					Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance
	£m	£m	£m	%	£m	£m	£m	£m
Business and Customer Services	18.715	19.442	**0.727**	**3.88%**	0.000	0.065	0.344	0.318
Commissioning Support Unit	6.677	6.367	**(0.310)**	**(4.64%)**	(0.216)	0.000	0.064	(0.158)
Enabling Services	27.510	27.529	**0.019**	**0.07%**	(0.003)	0.000	0.000	0.022
Finance	6.324	6.307	**(0.017)**	**(0.27%)**	0.000	0.000	0.030	(0.047)
Governance & Policy	3.531	3.855	**0.324**	**9.18%**	0.000	0.000	0.220	0.104
Fire & Rescue	22.793	22.971	**0.178**	**0.78%**	0.000	0.211	0.000	(0.033)
Total	85.550	86.471	0.921	1.08%	(0.219)	0.276	0.658	0.206

2. Performance against the approved savings target as measured by forecast under/overachievement

As at Quarter 1 all the service in the Resources Directorate and the Fire and Rescue Service are reporting 100% delivery of their saving targets (22 schemes totalling £2.899m).

Appendix 3 Resources, Fire & Rescue OSC Management of Financial Risk Quarter 1

3. Performance against the approved capital programme as measured by forecast delays in delivery

Service	Approved 2022-23 capital programme	New projects in year	Net over / underspend	Total capital programme	Budget Reprofile	Delays	Forecast In year capital spend	% Delays
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Business and Customer Support	1,162	0	0	1,162	260	0	1,422	0.0%
Enabling Services	16,104	0	0	16,104	1,072	(2,276)	14,900	(14.1%)
Governance and Policy	3,095	1,020	0	4,115	328	(212)	4,231	(5.2%)
Fire and Rescue	2,593	32	0	2,625	935	0	3,560	0.0%
Total	22,954	1,052	0	24,006	2,595	(2,488)	24,113	

Appendix 4 Resources, Fire & Rescue OSC Management of Risk Quarter 1

Key Service Risks Summary

Resources and Fire and Rescue Services

Key Service Risks	Net risk is currently green or amber	Net risk is currently red
Risk level has not exceeded the target for 3 quarters in a row	• 31 other risks	• **(Business and Customer Services)** Increased number of Children's and General Stage 2 complaints being received • **(Finance)** Inflation creates an unbalanced budget. • **(Finance)** Insufficient resources to deliver the Authority's Council Plan and priorities
Risk level has exceeded target for 3 quarters in a row and is currently more than 3 points above target	• **(Fire and Rescue Services)** Control Room Systems Critical Failure of ICT system • **(Fire and Rescue Services)** Training Project - Financial Risk • **(Fire and Rescue Services)** Water Rescue Training Inability to effectively maintain Firefighter competence using external water rescue training facilities. • **(Enabling Services)** Your HR Stabilization isn't achieved to a level that optimizes benefits for all users/organizations • **(Governance and Policy)** Increase in serious data breaches and/or failure to address organisational backlog of Subject Access Requests	• **(Fire and Rescue Services)** On Call Availability • **(Fire and Rescue Services)** Protection Capacity

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Resources, Fire and Rescue Overview & Scrutiny Committee

Date of Meeting: 14ᵗʰ September 2022
Council Plan 2020-2025 Year End Performance Progress Report:
Period under review: 1ˢᵗ April 2021 to 31ˢᵗ March 2022

Recommendation

That the Overview and Scrutiny Committee:

(i)   Consider progress on the delivery of the Council Plan 2020 - 2025 for the period as contained in the report.

1.   Introduction

1.1.   The Council Plan Year End Performance Progress Report for the period 1ˢᵗ April 2021 to 31st March 2022 was considered and approved by Cabinet on 16th June 2022. The report provides an overview of progress of the key elements of the Council Plan, specifically in relation to performance against Key Business Measures (KBMs), strategic risks and workforce management. A separate Financial Monitoring report for the period covering both the revenue and capital budgets, reserves and delivery of the savings plan was presented and considered at the same Cabinet meeting.

1.2.   This report draws on information extracted from both Cabinet reports to provide this Committee with information relevant to its remit.

1.3.   Comprehensive performance reporting is now enabled through the following link to Power BI **full OSC 2021/22 Performance Report**.

2.   Council Plan 2020 - 2025: Strategic Context and Performance Commentary

2.1   This report provides commentary on year end performance for 2021/2022 and is the last report against the Council Plan 2020-2025. Future performance reporting will be based on the new Council Plan 2022-2027.

2.2   At its meeting of the 10ᵗʰ March 2022, Cabinet approved the implementation of a new Performance Management Framework effective from 1ˢᵗ April 2022, which will provide a sharpened focus on performance and trajectory and will support delivery of the Council's new priorities and Areas of Focus in the Council Plan 2022-2027. Power BI will continue to be utilised as the full reporting tool for this new framework.

2.3   The Council Plan 2020 - 2025 aims to achieve two high level Outcomes:

- **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
- **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure**.

Delivery of the two outcomes is supported by **WCC making the best use of its resources**.

Progress to achieve these outcomes is assessed against 54 KBMs.

Outcome	No. of KBMs	No. of KBMs available for reporting at year end
Warwickshire's communities and individuals are supported to be safe, healthy and independent	27	25
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	13	8
WCC making the best use of its resources	14	14

2.4 Of the 54 KBMs, 17 are in the remit of this Overview and Scrutiny Committee and at year end, all 17 KBMs are available for reporting.

58.8% (10) are On Track
41.2% (7) are Not on Track.

This is an improvement on Quarter 3 when:

50% (8) were On Track
50% (8) were Not on Track.

Overall, since Quarter 3 performance has improved.
The status of 2 KBMs has improved from Not on Track to On Track, these are:

- % General and Directorate Risk Reserves Compared to the Net Revenue Budget; and,
- % Variation of Revenue Savings Achieved Against Agreed MTFS (Whole Council).

The status of 1 KBM has changed from On Track to Not on Track, these are:

- No. of WCC social media followers – this is due to a rationalisation of accounts and Facebook changing the methodology for measuring likes and followers.

The status of % of Pension Fund Returns Compared to Target didn't have a status at Quarter 3 but is now On Track:
- % of Pension Fund Returns Compared to Target

2.5 Table 1 below summarises KBM status at the year end position by agreed Outcomes. The terms "On Track" and "Not on Track" are used to denote whether measures have achieved targets for the year, or where ongoing performance trajectory is in the desired direction.

Outcome	Current Status	Number of measures
Warwickshire's communities and individuals are supported to be safe, healthy and	On Track	0
	Not on Track	3

independent	Not Applicable	0
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	On Track	0
	Not on Track	0
	Not Applicable	0
WCC making the best use of its resources	On Track	10
	Not on Track	4
	Not Applicable	0

Table 1

2.6   Table 2 below is a summary of performance, taken from the Power Bi report , for all measures under the remit of this OSC.
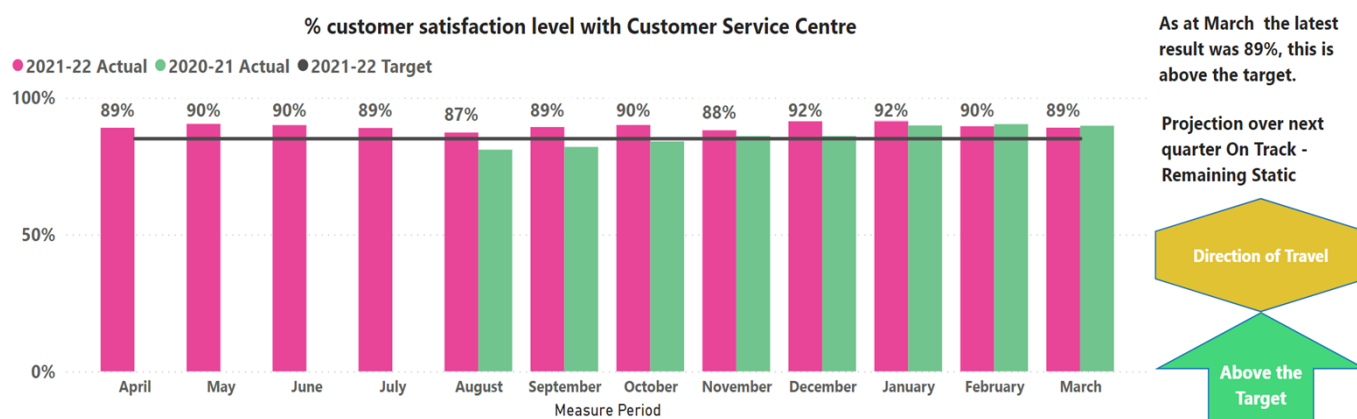
Measure	Latest Result	Target	Direction of Travel
% customer satisfaction level with Customer Service Centre	89%	Above +	◄►
% Employee Engagement Score (Staff Survey)	74	Below -	▼
% General and Directorate Risk Reserves Compared to the Net Revenue Budget	11.72%	Above +	▲
% of Capital Expenditure Against Budget (setting baseline in 21/22)	77.65%	Below -	▼
% of Capital Property Investment Projects delivered against Client Brief (time, Cost, Quality, realised)	94%	Above +	◄►
% of Pension Fund Returns Compared to Target	8.1%	Above +	▼
% times an appliance arrives at life risk of property incidents within agreed response standards	68%	Below -	▼
% Variation DSG overspend compared to Budget Provision	0.17%	Below +	▼
% Variation of Revenue Savings Achieved Against Agreed MTFS (Whole Council)	99.39%	Below -	▲
Ethnicity Pay Gap (Mean Average) Reported annually	-0.8%	In Line	▼
Gender Pay Gap (Mean Average) reported annually	2.6%	In Line	▼
No. days sick leave per FTE (rolling 12 month) (WCC)	8.61	Above -	▲
No. of fire related deaths	0	Above -	◄►
No. of fire related injuries	1	Above -	▼
No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC	17	Above -	▲
No. of WCC social media followers	355177	Above +	▲
Value of debt over 35 days old as a % of debt raised in last 12 months	6%	Below +	◄►

Table 2

2.7   Of the 58.8% (10) KBMs which are On Track at year end, there are 4 of note as Areas of Good Progress which are detailed in Table 3 below:

WCC makes the best use of its resources

% customer satisfaction level with Customer Service Centre

As at March the latest result was 89%, this is above the target.

Projection over next quarter On Track - Remaining Static

Current performance:

During Quarter 4, the Customer Service Centre (CSC) has continued to experience high call volumes. This is to ensure the most vulnerable can access services and support through all channels including telephone especially the Household Support Fund (welfare support) and Adult Social Care. Data for this measure is provided via telephone surveys and the customer satisfaction levels continue to remain consistently above target.
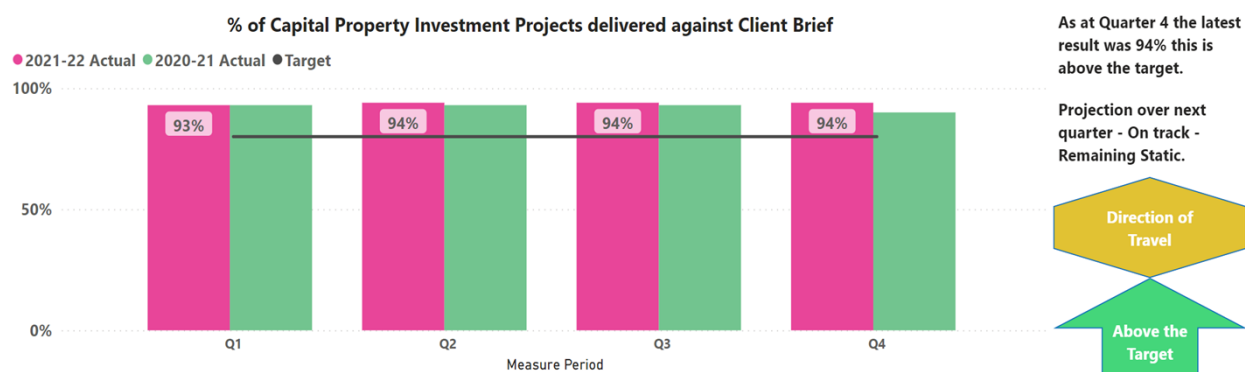
Improvement activity:

The Service will continue its quality assurance processes as well as monitor demand and resource availability and take appropriate action as and when needed.

Explanation of the projection trajectory: On Track - Remaining Static

The CSC is operating both virtual and from office bases and has increased its service offer in response to government initiatives and customer needs. Despite the increased call volume and challenging circumstances, individual customer feedback has been overwhelmingly positive, and this is reflected in this measure and it is expected this will continue to be on or above target going forward.

% of Capital Property Investment Projects delivered against Client Brief (time, Cost, Quality, realised)

% of Capital Property Investment Projects delivered against Client Brief

● 2021-22 Actual ● 2020-21 Actual ● Target

Q1: 93% | Q2: 94% | Q3: 94% | Q4: 94%

As at Quarter 4 the latest result was 94% this is above the target.

Projection over next quarter - On track - Remaining Static.

Direction of Travel

Above the Target

Current performance:

Performance has continued as expected aligned to targets, no further risk is identified. Enhanced assurance is provided by greater Project inception performance by Strategic Asset Management (SAM) to mitigate risk early.
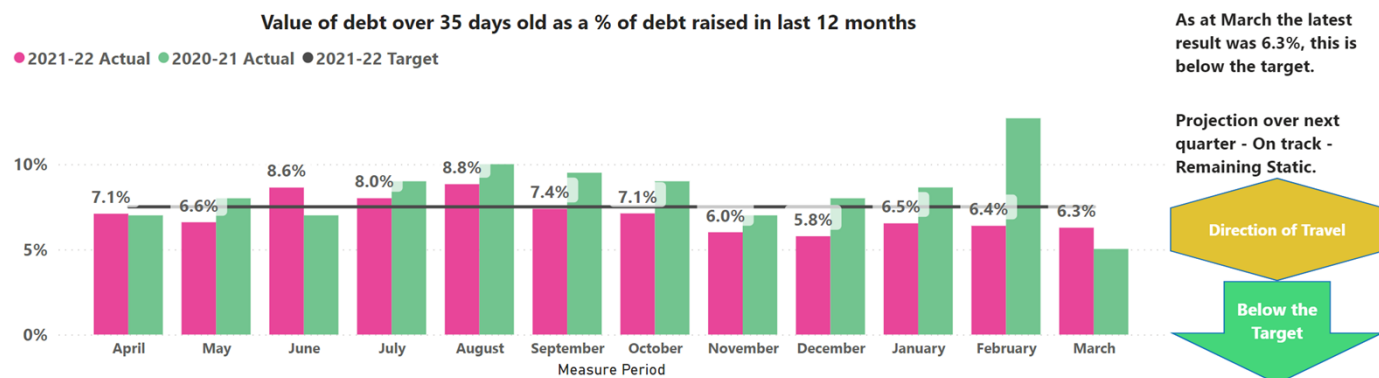
Improvement activity:

Performance as expected in line with previous projections.

Explanation of the projection trajectory: On Track - Remaining Static

Remains in line with previous projections. The percentage of projects to deliver against target is likely to increase during 22/23 with focused efforts to improve feasibility works from SAM and develop processes between both property elements.

Value of debt over 35 days old as a % of debt raised in last 12 months

Value of debt over 35 days old as a % of debt raised in last 12 months

● 2021-22 Actual ● 2020-21 Actual ● 2021-22 Target

As at March the latest result was 6.3%, this is below the target.

Projection over next quarter - On track - Remaining Static.

Direction of Travel

Below the Target

Current performance:

Performance has improved as year progressed, with second half of year showing significant improvement on first half. This can be attributed, in part to the additional temporary resource in Debt Recovery team; this is due to end in May 22.
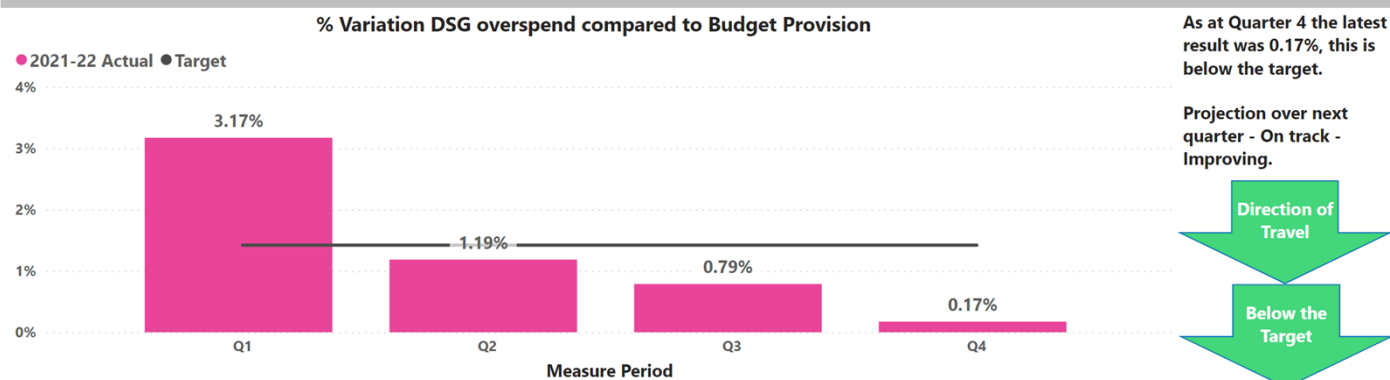
Improvement activity:

The main focus of the team will be to continue to focus on developer debt and other high value 'stubborn' debts.

Explanation of the projection trajectory: On Track - Remaining Static

It has been possible to reduce aged debt by dedicating additional one-off resource to debt recovery activity. The service will look to maintain such levels with the current resources.

% Variation DSG overspend compared to DSG recovery plan

% Variation DSG overspend compared to Budget Provision

● 2021-22 Actual ● Target

As at Quarter 4 the latest result was 0.17%, this is below the target.

Projection over next quarter - On track - Improving.

Direction of Travel

Below the Target

Current performance:

The target of 1.46% is based upon the high needs block anticipated overspend for 2021/22 from the DSG recovery plan. The target assumes nil forecast variance for the other three DSG blocks. The actual percentage of 0.17% reflects the outturn combined net position of all four DSG blocks, which is in line with national reporting standards for DSG. For information, the high needs block

overspend is £2.130 which is £1.410 lower than the recovery plan target which was £3.541. This demonstrates continuing positive impact of the recovery and transformation plan

Improvement activity:

The position has improved through the year due to efforts by the Service to reduce the overspends in independent school top ups and post-16 as a result of transformation activity now making a difference. Momentum will be maintained on the SEND Transformation Programme, which is demonstrating it is having the desired impact now.

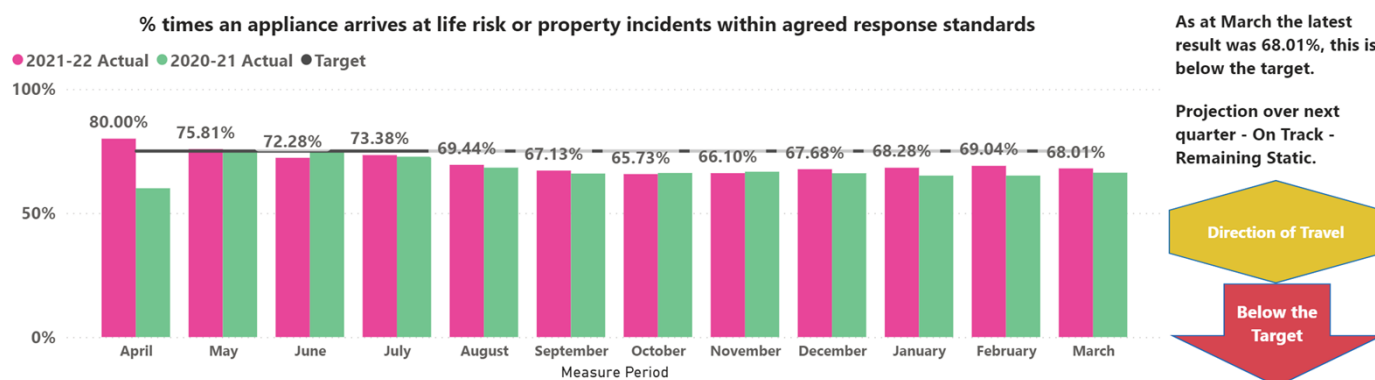Explanation of the projection trajectory:

Based on the 2021/22 outturn, it is expected that the interventions in the Recovery Plan continue to have a positive financial impact.

Table 3

2.8   Of the 41.2% (7) KBMs that are Not on Track at Yearend, 4 KBMs require highlighting below with details of the current performance narrative, improvement activity and explanation of projected trajectory:

Warwickshire's communities and individuals are supported to be safe, healthy and independent

% times an appliance arrives at life risk or property incidents within agreed response standards

% times an appliance arrives at life risk or property incidents within agreed response standards

● 2021-22 Actual ● 2020-21 Actual ● Target

April 80.00%, May 75.81%, June 72.28%, July 73.38%, August 69.44%, September 67.13%, October 65.73%, November 66.10%, December 67.68%, January 68.28%, February 69.04%, March 68.01%

As at March the latest result was 68.01%, this is below the target.

Projection over next quarter - On Track - Remaining Static.

Direction of Travel

Below the Target

Current performance:

The April 2021 to March 2022 figure of 68% is a slight improvement on the year end 2020/21 figure of 66.05%, but remains well below the 75% target.

The beginning of a return to normality post-Covid has brought an increase in operational activity but little reduction in staff absences due to positive Covid-19 tests or self-isolating.

Increased social contact outside of the work environment has increased Covid-19 related absence. The resultant reductions in crewing levels have a direct impact on appliance availability and attendance times.
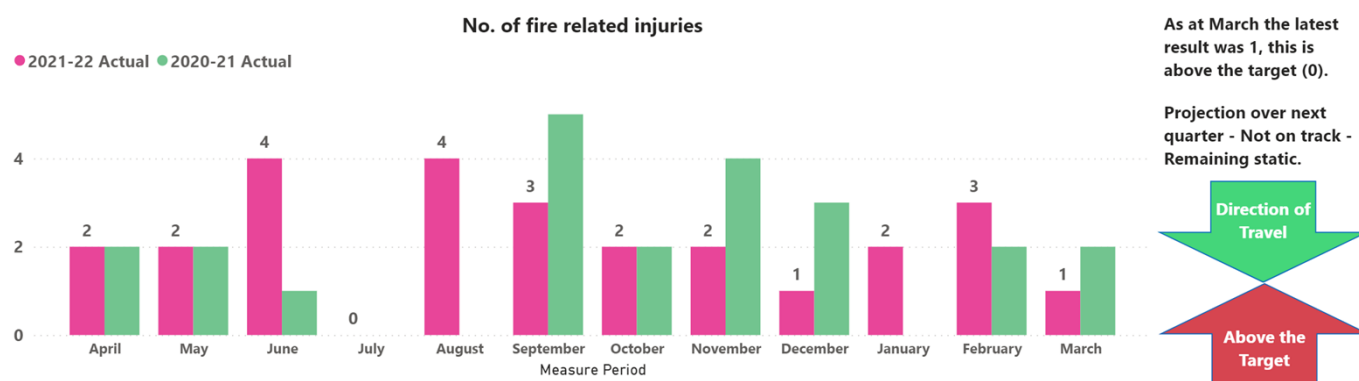
Improvement activity:

The Service deploys staff flexibly across duty systems to provide optimum operational crewing at any given time. 20 new wholetime recruits joining the Service by end of April should improve the wholetime availability picture. Recruitment and retention of On-Call firefighters is an ongoing and increasingly difficult challenge, reflecting the national picture, and the Service now has a dedicated On-Call support officer looking at options to address this.

The Integrated Risk Management Plan Assurance Panel is reviewing the targets around response. A review has been undertaken of the Service risk profile. This risk profile is being used to drive improvement across the service. A prevention, protection and response strategy has been approved by Cabinet in April that will ensure that the Service places the right resources in the right place, at the right time against risk. The Integrated Risk Management Plan Assurance Panel is reviewing the targets around response.

Explanation of the projected trajectory: Not on Track - Remaining Static

In the longer term the Service Asset Management Plan sets out the intention to relocate some whole-time response points onto transport nodes across the County with the intention of improving response to emergency incidents outside of the current predicted 10-minute travel time, particularly those on the motorway network.

No. of fire related injuries

As at March the latest result was 1, this is above the target (0).

Projection over next quarter - Not on track - Remaining static.

Current Performance:

For the period 1st April 2021 to 31st March 2022 there were 26 fire related injuries which is an increase from 23 recorded in the same period of 2020/21.

Of the 26 fire related injuries between 1st April 2021 to 31st March 2022, 4 victims were taken to hospital for serious injuries, 9 taken to hospital for slight injuries and 13 were given first aid at the scene. For the first victim with serious injuries - the individual tried to light a fire pit using petrol and set themselves on fire, whilst the second victim attempted fire suicide within a garden shed before the attending Fire Crew tackled the fire and provided first aid to victim. A third victim suffered a serious injury after firefighting attempts to put out a fire in his home and a fourth victim was a further attempted suicide by fire, a male with mental health issues suffering burns to his face and arms.
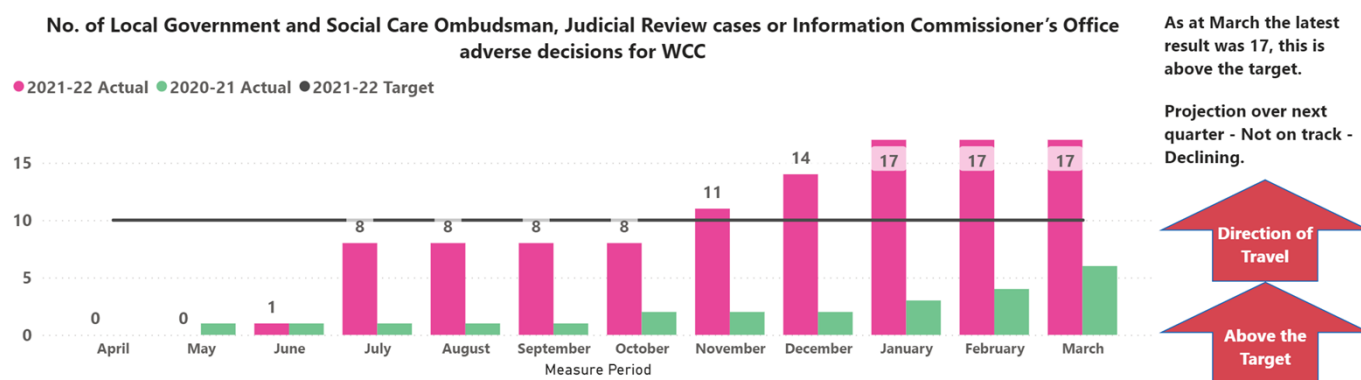
Improvement activity:

The Service closely monitors levels and types of incidents involving fire related injuries to address any emerging issues to inform community prevention activity. Similarly, to the fire related deaths measure, the Service will continue to work with partners to better understand any causal factors (such as alcohol/drug dependency/mental health issues) in the hope of preventing similar incidents and injuries in the future. Smoke hoods have been purchased to allow crews to escort members of the public through smoke to safety.

Explanation of the projection trajectory: Not on Track - Remaining Static

Detailed reports have previously been to OSC, and Committee Members recognise that it is difficult to influence fire related injury outcomes. However, the Service will endeavour to identify and reduce all preventable causal factors to fire injuries.

WCC makes the best use of its resources

No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC

No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC

● 2021-22 Actual ● 2020-21 Actual ● 2021-22 Target

As at March the latest result was 17, this is above the target.

Projection over next quarter - Not on track - Declining.

Direction of Travel

Above the Target

Current Performance:

The Local Government & Social Care Ombudsman upheld 14 complaints against the County Council in 2021/22 and the Information Commissioner's Office upheld or partly upheld 3 complaints against the County Council in 2021/22.   There were no adverse findings against the County Council by way of Judicial Review in this period. This means that the total number of adverse decisions has exceeded the target by 7.

There was a drop during 2020 in complaints being investigated and decisions issued as the LGSCO suspended investigations to enable pandemic response. Anecdotally, those decisions will take some time to clear through the process and may have influenced the higher number of adverse findings in 2021/22.

6 of the upheld LGSCO decisions related to Adult Social Care and included complaints about the quality of care, the cost of care and assessments of care and financial assessments. In 5 of these 6 cases the remedies agreed with the LGSCO have already been implemented. An outcome is awaited for the 6th case.

3 related to Children & Families and ranged from complaints about the quality of assessments and timeliness of information being provided to complaints about care received following discharge from a mental health hospital.

5 of the upheld LGSCO complaints related to Education Services and ranged from complaints about school admission appeals, to complaints about the 11+ exam process and nursery fees. It should be noted that concerns have been raised about 2 of these upheld complaints (relating to school admission appeals) as upheld decisions were issued despite no finding or admission of fault. A response is awaited from the LGSCO.

In terms of the ICO adverse decisions, one was a partially adverse decision that related to information held in Communities Directorate, the findings being that there had been a delay in responding and in confirming the existence of a document to the Requestor (which was found to be a failure to provide appropriate advice and assistance), but that the Council was justified in withholding other documentation subject to the complaint. No action was required by ICO. A further decision relating to information held across a number of council services was given in favour of a requestor for delay and insufficient communication in providing information to them. The ICO required the final elements of the information to be provided. The third decision related to information held by Fire and Rescue which was withheld on the grounds of potential identification of third parties. The ICO disagreed and required the Council to disclose the information, which was done.
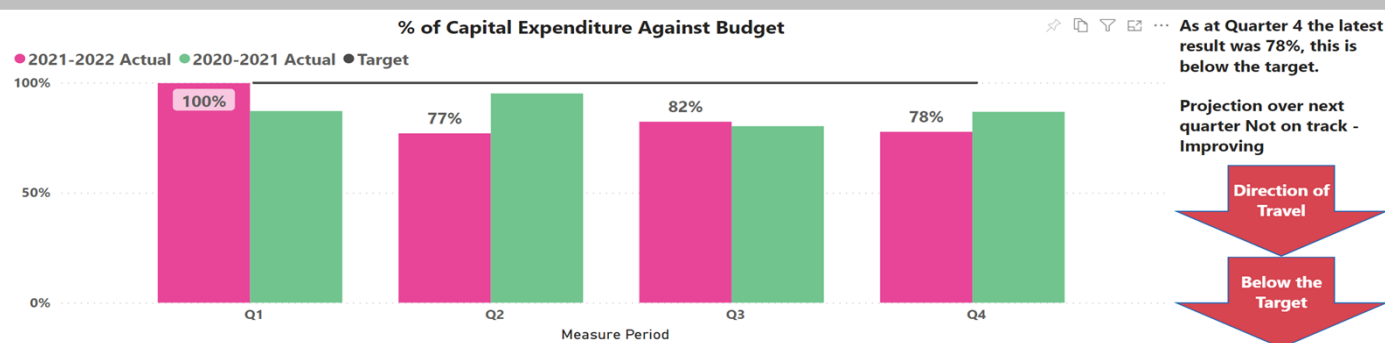
Improvement activity:

Lessons continue to be learnt from upheld complaints which are forwarded to the relevant Assistant Director for the Service Area and the Customer Relations Team. In addition to this, prominent decisions, and Focus Reports from the LGSCO are shared with the relevant service areas.

Explanation of the projection trajectory: Not on Track – Declining

In the current financial year, the LGSCO has closed 3 complaints after initial enquiries and has issued 2 draft decisions of "no fault".

% of capital expenditure against budget

% of Capital Expenditure Against Budget

● 2021-2022 Actual ● 2020-2021 Actual ● Target

Q1: 100% | Q2: 77% | Q3: 82% | Q4: 78%

As at Quarter 4 the latest result was 78%, this is below the target.

Projection over next quarter Not on track - Improving

Direction of Travel

Below the Target

Current Performance:

Capital spend has been less than the anticipated figure of £138.529m reported at Quarter 3. The reasons for this are many and complex and are provided in detail in the finance outturn report.

Improvement activity:

Work is underway to review capital processes and reporting. There will be various workstreams underway over the next 12 months to improve capital forecasting.

> Explanation of the projection trajectory: Not on Track - Remaining Static
>
> The capital review has been completed and the recommendations are implemented over the next 12 months.

Table 4

2.9 Table 5 below illustrates the considered forecast performance projection over the forthcoming reporting period.

	On Track			Not on Track			Not Applicable
	Improving	Remaining Static	Declining	Improving	Remaining Static	Declining	
Warwickshire's communities and individuals are supported to be safe, healthy and independent	0	0	0	0	3	0	0
Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	0	0	0	0	0	0	0
WCC making the best use of its resources	0	8	0	0	2	1	3

Table 5

2.10 It is forecast that over the next period of Quarter 1 2022/23, 8 KBMs that currently have an OnTrack status will remain so, it is not relevant for the other 2 to be given at status at next reporting period.

Of the 7 KBMs that are Not on Track, 5 are projected to remain static over the forthcoming period:
- No. of WCC social media followers;
- No. of fire related deaths;
- No. of fire related injuries;
- % times an fire appliance arrives at life risk or property incidents within agreed response standards; and,
- % of capital expenditure against budget.

1 KBM that is currently Not on Track is forecast to decline further, which is:

- No. of Local Government and Social Care Ombudsman, Judicial Review cases or Information Commissioner's Office adverse decisions for WCC.

1 further KBM does not have a forward projection as it is an annual measure:

- % Employee Engagement Score.

2.11 Activity is in place to improve performance across all measures, and this is under constant

review to ensure it is robust and effective. Full context on all KBMs within the Framework is provided in the Power Bi 2021/22 Cabinet Performance report.

3. Financial Commentary

3.1. Revenue Budget

3.1.1. The Council has set the performance threshold in relation to revenue spend as zero overspend and no more than a 2% underspend. The following Table 5 shows the 2021/22 out-turn position for the Services concerned.

| Service Area | Approved Budget | Service Forecast | (Under)/Overspend | Variation as a % of budget | Change from Q3 forecast | Represented by: | | | | Remaining service variance as a % of budget | Remaining Service Change from Q3 forecast |
						Investment Funds	Impact on Earmarked Reserves	Covid Impact	Remaining Service Variance		
	£m	£m	£m	%	£m	£m	£m	£m	£m	%	£m
Business and Customer Services	19.446	27.807	8.361	43.00%	(0.199)	(0.127)	(0.235)	9.046	(0.323)	(1.20%)	(0.251)
Commissioning Support Unit	7.565	8.76	1.195	15.80%	(0.288)	(0.805)	0	2.27	(0.270)	(3.10%)	(0.042)
Enabling Services	26.137	24.031	(2.106)	(8.10%)	(0.075)	(1.503)	0.435	0.415	(1.453)	(6.00%)	0.053
Finance	6.878	6.597	(0.281)	(4.10%)	0.228	(0.422)	0.052	0.126	(0.037)	(0.60%)	0.073
Governance & Policy	2.772	2.805	0.033	1.20%	(1.197)	(0.039)	0.084	0.709	(0.721)	(25.70%)	(0.905)
Fire & Rescue	22.355	22.309	(0.046)	(0.20%)	(0.091)	(0.052)	(0.042)	0.152	(0.104)	(0.50%)	0.033
Total	85.153	92.309	7.156	47.60%	-1.622	(2.948)	0.294	12.718	(2.908)	(37.10%)	(1.039)

Table 5

3.1.2. **Business and Customer Services** finished the financial year with an overspend of £8.361m, including £9.046m of Covid pressures which is fully funded from Covid grant income. The material aspects of the Covid pressure are attributable to Household Support, New Social Impact Fund & Social Supermarkets, and the Welfare and Critically Extremely Vulnerable Support. After taking account of Covid pressures, the remaining service underspend is £0.323m (1.2% of the net revenue budget).

3.1.3. **Commissioning Support Unit** finished the financial year with an overspend of £1.195m including £2.270m Covid pressures. The Covid pressures are fully funded from Covid grant income. After taking account of Covid related pressures and the impact of Investment/Transformation funds the remaining service variance is an underspend of £0.270m (3.1% of the net revenue budget).

3.1.4. **Enabling Services** finished the financial year with an underspend of £2.106m including Covid pressures of £0.415m. The Covid pressures are fully funded from Covid grant income. After taking account of Covid and the impact of earmarked reserves and

Investment/Transformation Funds, the remaining service underspend is £1.453m (6% of the net revenue budget).

The material aspects of the remaining underspend are attributable to the following factors, further details can be found in the Finance Outturn report:

- £0.294m underspend across Property Services mainly due to in year vacancies and reduced spend on utilities and cleaning as a result of building utilisation remaining low during the year.
- £0.708m underspend across ICT Strategy and Commissioning due to in-year staff vacancies and right –sizing opportunities identified in year that are already reflected in the 2022/23 budget.

3.1.5. **Finance** has finished the financial year with an underspend of £0.281m including £0.126m Covid pressure, which will be funded from Covid grant income. The investment funds are forecast to underspend by £0.422m and is due to the reprofiling of the Agresso development programme to allow for completion of the required upgrades before the start of phase 2. After taking account of Covid pressures and the impact of earmarked reserves and Investment/Transformation Funds, the remaining service underspend is £0.037 (0.60% of the revenue budget).

3.1.6. **Governance and Policy** finished the financial year with a £0.033m overspend including £0.709m Covid pressures which are funded from Covid grant income. After taking account of Covid pressures and the impact of earmarked reserves and Investment/Transformation Funds, the remaining service overspend is £0.721m (25.7% of the net revenue budget). The remaining service underspend predominantly comprises of:

- Business as usual work in Communications being replaced by Covid activity and funding in addition to additional income being generated (£0.526m).
- An over achievement of income targets within Legal Services due to additional external work being attracted as well as reduced staff costs due to delays in recruitment (£0.448m).
- Within Corporate Policy and HROD in year staffing vacancies. In addition, savings were achieved against consultancy costs and additional income generated. (£0.328m).

The underspends are largely offset by historic savings which are no longer achievable within the Strategic Asset Management service.

3.1.7 **Fire and Rescue Service** finished the financial year with an underspend of £0.046m including £0.151m Covid pressures funded by Covid grant income. After taking into account the impact of Covid and planned movements in reserves the remaining service variation is £0.104m (0.5% of net revenue budget).

 3.2. Delivery of the Savings Plan
3.2.1. The savings targets and forecast outturn for the Services are shown below in Chart 1:

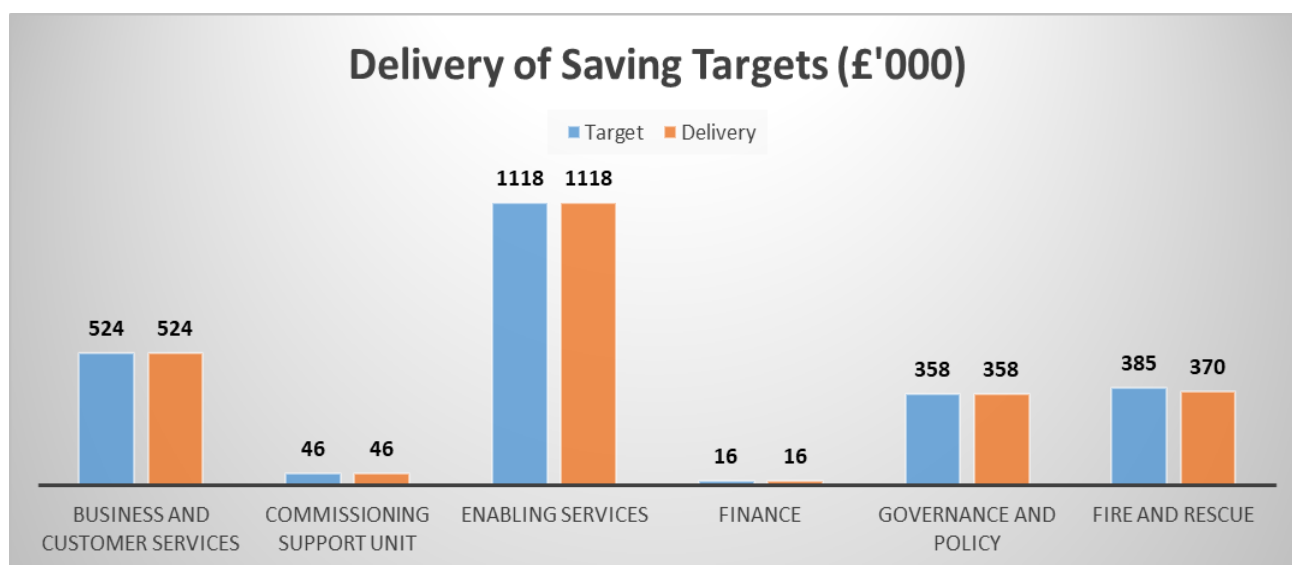Delivery of Saving Targets (£'000)

Chart 1

3.2.2. All services fully delivered their savings target for 2021/22 except for Fire and Rescue who delivered a shortfall of £0.015m (3.9% of target) due to a delay on the Training capital programme.

3.3. Capital Programme

3.3.1. The Table 6 below shows the approved capital budget for the Services, new schemes and any delays into future years.

Service	Approved 2021-22 capital programme	New projects in year	Budget Reprofile	Net over / underspend	Total capital programme	Delays	Forecast In year capital spend	Delays %
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fire and Rescue	3,954	-	-	112	4,066	(1,217)	2,849	-30%
Business and Customer Support	421	-	-	-	421	(294)	127	-70%
Enabling Services	18,855	385	-	13	19,253	(919)	18,336	-5%
Governance and Policy	1,700	-	-	171	1,871	(798)	1,074	-43%

Table 6

3.3.2 Fire & Rescue - £1.217 million delay caused by:
- Training Centre new build, £0.598m due to delays on the hot fire house project. There will be a review of the project in the next financial year to consider options.
- Vehicle replacement programme 21-22, £0.425m delay in spending due to later than anticipated delivery of new fire vehicles.

3.3.3 Business & Customer Support Services - £0.294 million delay caused by:

- Delays in projects coming forward for improving the customer experience / one front door improvements £0.294m.

3.3.4 Enabling Services - £0.919m million delay caused by:
- Delays on schools' maintenance projects because of the knock-on impact of COVID and HS2 and subsequent contractor delays and material shortages.

3.3.5 Governance and Policy - £0.798 million delay caused by: -
- Bedworth Croxall Street Centre renovation, £0.212m delays due to contractor delays and material shortages.
- Strategic Site planning applications scheme has delays of £0.227m resulting from decisions around vacant properties and planning requirements.
- Rationalisation of County storage project £0.195m is due to carry forward of funding where a final amount of minor works and invoicing will continue.

The current economic situation, both nationally and internationally post Covid-19, is likely to have an impact on the delivery of the capital programme in the short to medium term. Inflation, material shortages and supply chain issues are creating uncertainty and a challenging delivery environment.

4. Management of Risk

4.1 Risks were reviewed during the year at a corporate level and at a service level, with directorate leadership teams reviewing significant service risks within each directorate. Risk management activity includes consideration of mitigating actions.

4.2 Two strategic risks owned by Resources services were assessed as high risk at March 2022:

- The risk of continued uncertainty in respect of key policy economy and funding forecasts impacting upon our ability to plan financially. Mitigating actions include the use of sensitivity analysis and scenario planning in the setting of the MTFS, the use of reserves to manage short term volatility, and integrated planning to ensure that changing priorities inform resource allocation.

- The risk of sustained inflationary pressures and cost of living increases. There are a range of actions to mitigate this pressure for example delivering major infrastructure, digital connectivity and transport options, investment in the Warwickshire Recovery Investment Fund, and the integrated approach to medium term planning.

4.3 In addition, one jointly owned strategic risks was rated as high risk:

- The risk of not achieving County net zero by 2050, bio-diversity and climate adaptation targets. There is a spotlight on WCC led climate change action via a dedicated website, open communication channels and community engagement opportunities. A Warwickshire & Coventry COP event was delivered in March 2022.

4.4 At service level one risk was identified as high risk within Resources services:

- The risk of increases in the numbers of Stage 2 complaints being received by the Customer Relations Team, driven by increasing demand for children's' and education services. Mitigating actions include additional resourcing resulting in a forecast overspend, and the Customer Relations Team is working with children's' and education services to support dealing with complaints at Stage 1.

5. Supporting Papers

A copy of the full report and supporting documents that went to Cabinet on the 16th June is available via the committee system.

6. Environmental Implications

None specific to this report.

7. Background Papers

Appendix A

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Agenda Item 6

Resources and Fire & Rescue
Overview and Scrutiny Committee

14 September 2022

2021-22 Performance Report of Warwickshire Fire and Rescue Service Activity

Recommendation

That the Resources and Fire & Rescue Overview and Scrutiny Committee considers and comments on the contents of this report.

1.0   Summary

1.1   This report investigates the performance of Warwickshire Fire and Rescue Service (WFRS) against the key business measures reported on at a corporate level. The figures aim to give a view of historical trends over the last three years, as well as a summary of the most recent performance for the period 1st April 2021 to 31st March 2022.

1.2   The performance across many of the measures has been directly affected by the COVID-19 Pandemic. Several incident types usually attended by firefighters have seen significant increases with the removal of local and national restrictions since Spring 2021, which has impacted the figures for 2021/22. Of note, there have been increases in the number of fire-related deaths and injuries, accidental dwelling fires and attended road traffic collisions, with some areas seeing increases of over 50%.

1.3   Appliance availability remained high for wholetime appliances (96.12%), with the on-call availability figure being lower at 62.46%. On-call availability figures have been impacted by recruitment challenges, periods of self-isolation and officers returning to primary employment following the worst of the Pandemic.

1.4   The Fire Control Team met the target of handling life risk and property emergency calls within 90 seconds on 88% of occasions over the last twelve months, continuing to exceed the target of 85%.

1.5   Community prevention activity has also been directly affected during the pandemic, where firefighters have not been able to engage with the public as they usually would. Teams have

been quick to respond and adapt to new ways of working, including conducting online Safe and Well checks to ensure people remain safe in their homes. Teams have also assisted with prescription drops, welfare calls and food parcel coordination when needed. As a result of COVID-19 restrictions being lifted, there was a 232% increase in Safe and Well checks from 2020/21 to 2021/22.

1.6   The Hospital to Home scheme has been a success and continues to strengthen the WRFS brand within the community and to ensure the elderly and vulnerable are supported and safe. Levels increased significantly during the pandemic, but demand has reduced slightly over the past 12 months.

1.7   The service continues to monitor and track its performance with acknowledgement of the changing risk profile. Key drivers for future change in the risk profile are the effects of emerging from the COVID-19 pandemic and climate change.

1.8   New analytical reports are being developed regularly by the Business Intelligence team and are shared with Service personnel at all levels to assist with prevention work and targeting resources more effectively.

2.0   Key Business Measures

### 2.1   Fire-Related Deaths and Injuries
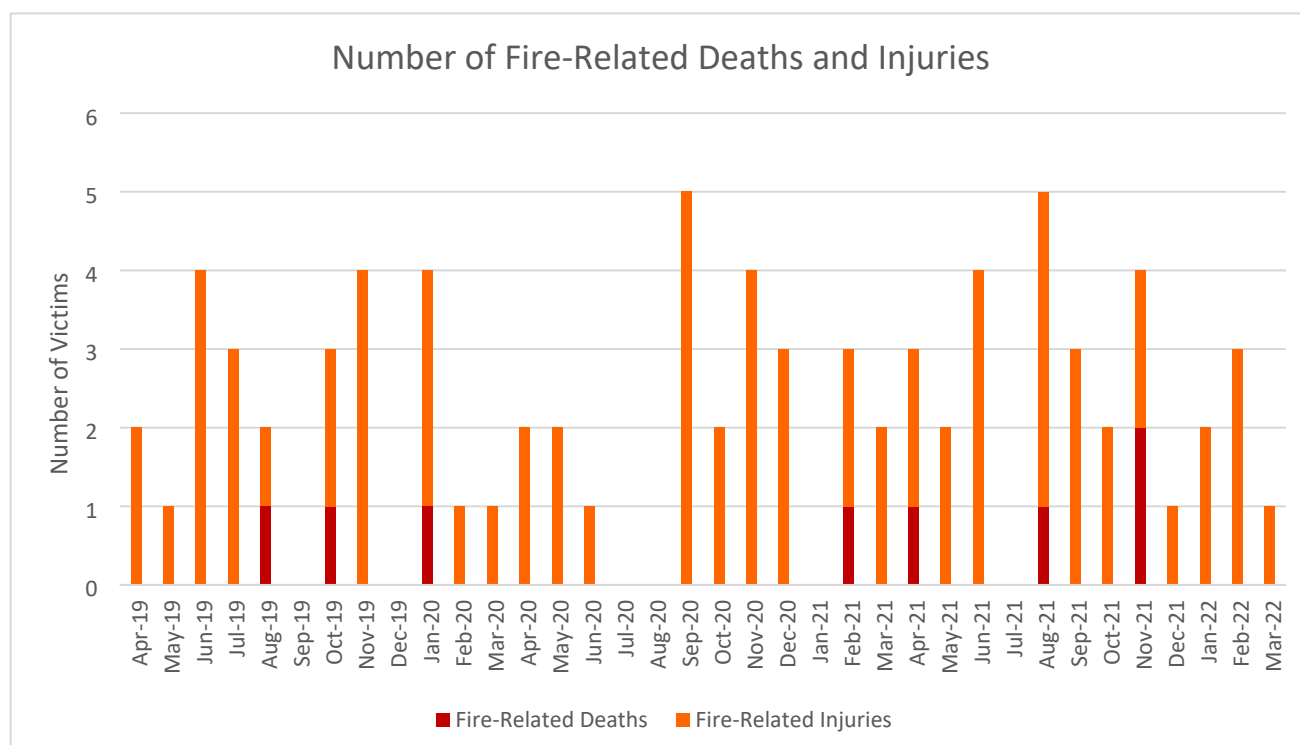
Source: Firecrest

In 2021/22 there were four fire-related deaths recorded, which is an increase on one recorded in the same period of 2020/21. Early indications suggest that three of these were fire suicides although the coroner has yet to confirm whether two of these were fire-related and the figure will be updated once we have their confirmation. In the event of a fire-related death, the Service investigates in order to understand causes and identify any appropriate improvement activity.

In 2021/22 there were 26 fire-related injuries recorded, which is an increase of three incidents compared to the 23 fire-related injuries recorded in the same period of 2020/21. For the 26 victims, 13 victims were taken to hospital and 13 were given first aid at the scene. Four incidents saw victims with serious injuries.

The Service closely monitors levels and types of incidents involving fire-related injuries to address any emerging issues and to inform community prevention activity. Following any incident that results in a fatality or life changing injury, the Service conducts a Significant Fire Incident Review with appropriate partners. The purpose of these reviews is to assess current partnership working and embed any lessons learnt in order to reduce the chance of similar incidents happening again.
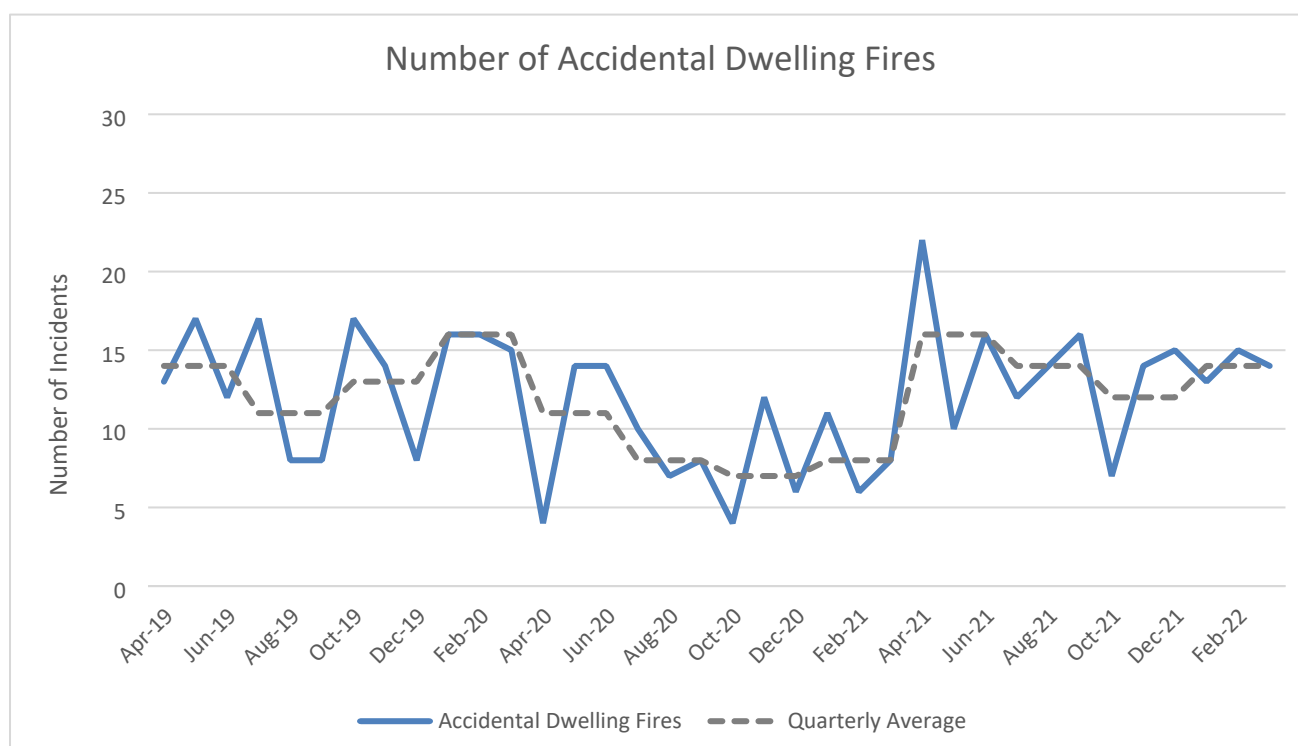
2.2   Number of Attended Incidents
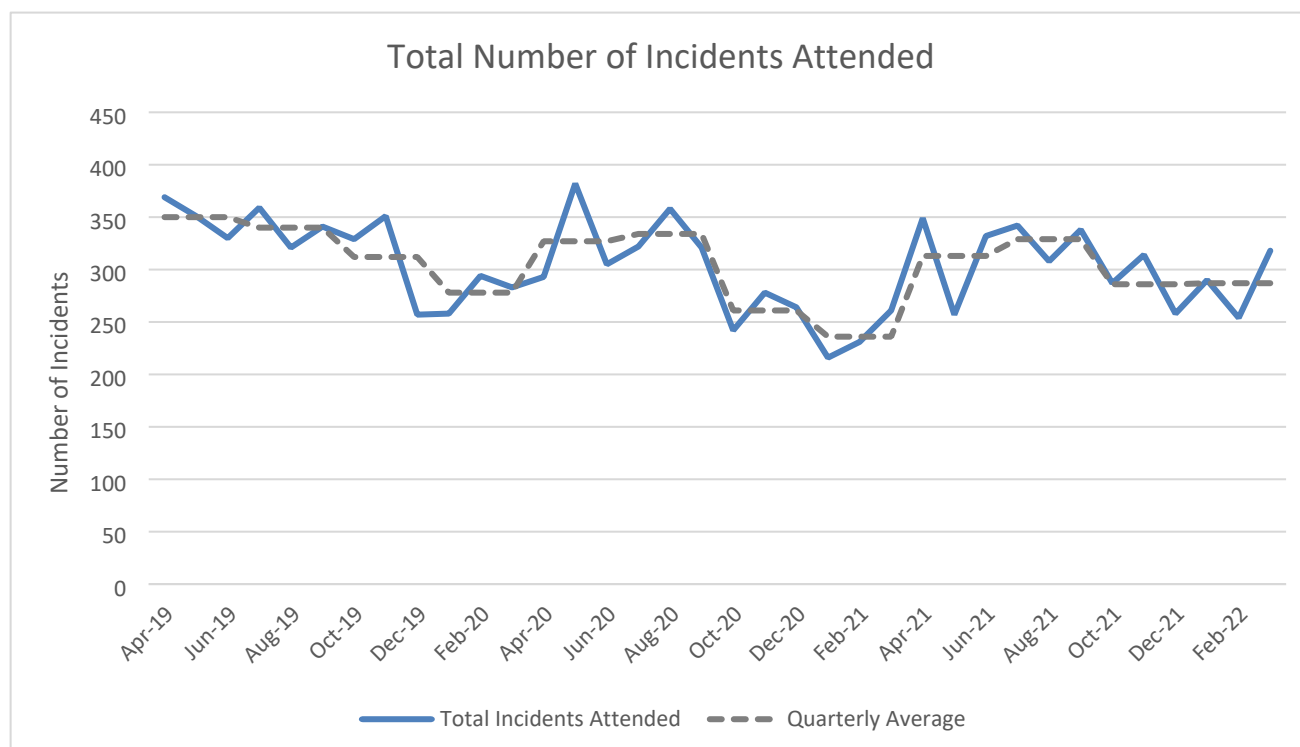
Source: Firecrest

From April 2021 to March 2022, WFRS attended 3,473 incidents, which is a 5% (174 incidents) increase on the same period of 2020/21. Most incident levels saw a reflective

increase with the easing of COVID-19 restrictions. The total number of fires attended decreased by 1.5% (16 incidents), however different types of fires saw varying levels of change. This included a 64.6% increase (73 incidents) in dwelling fires and a 28.9% reduction (37 incidents) in other primary fires. Road traffic collisions saw an increase of 38.5% (104 incidents), special services attendances increased by 14.2% (80 incidents) and false alarms experienced an increase of 0.3% (6 incidents).

The Service monitors levels and types of incidents to address any emerging issues and to inform community prevention activities.

2.3 Number of Accidental Dwelling Fires

Source: Firecrest

From April 2021 to March 2022, WFRS attended 168 accidental dwelling fires, which is a 51.9% (54 incidents) increase when comparing to the same period of 2020/21. The number of incidents has been directly affected by the removal of COVID-19 restrictions. Fewer people are remaining in their homes and are less likely to spot fires and report them sooner. Incident levels and the severity of incidents are monitored closely to identify and react to any emerging trends. National benchmarking for 2021/22 indicates that Warwickshire remains a top performer when compared nationally.

The proportion of fires confined to the room of origin has increased over the last two years. For the period April 2021 to March 2022, 90.8% of accidental fires are confined to the room of origin which is an increase from 86.2% reported between April 2020 and March 2021.

This increase could be attributed to an increase in the number people working from home and being more vigilant.

2.4   Number of Road Traffic Collisions Attended
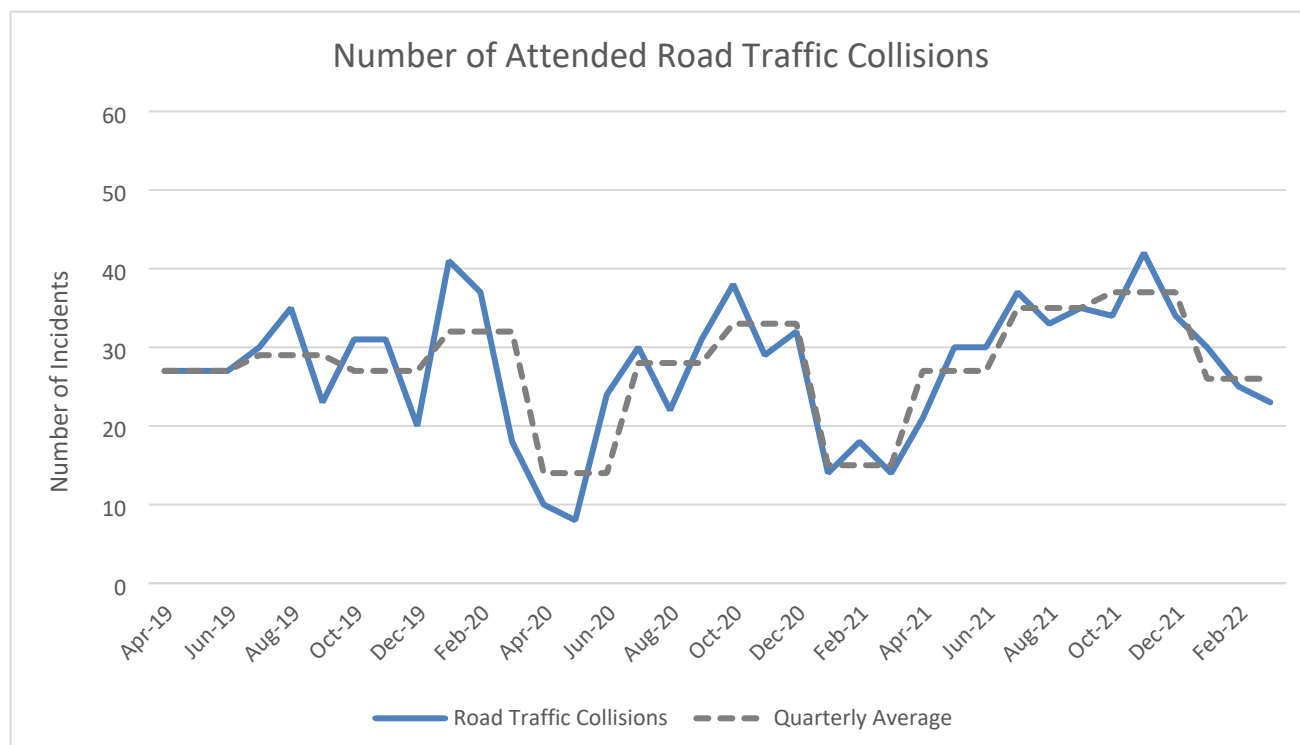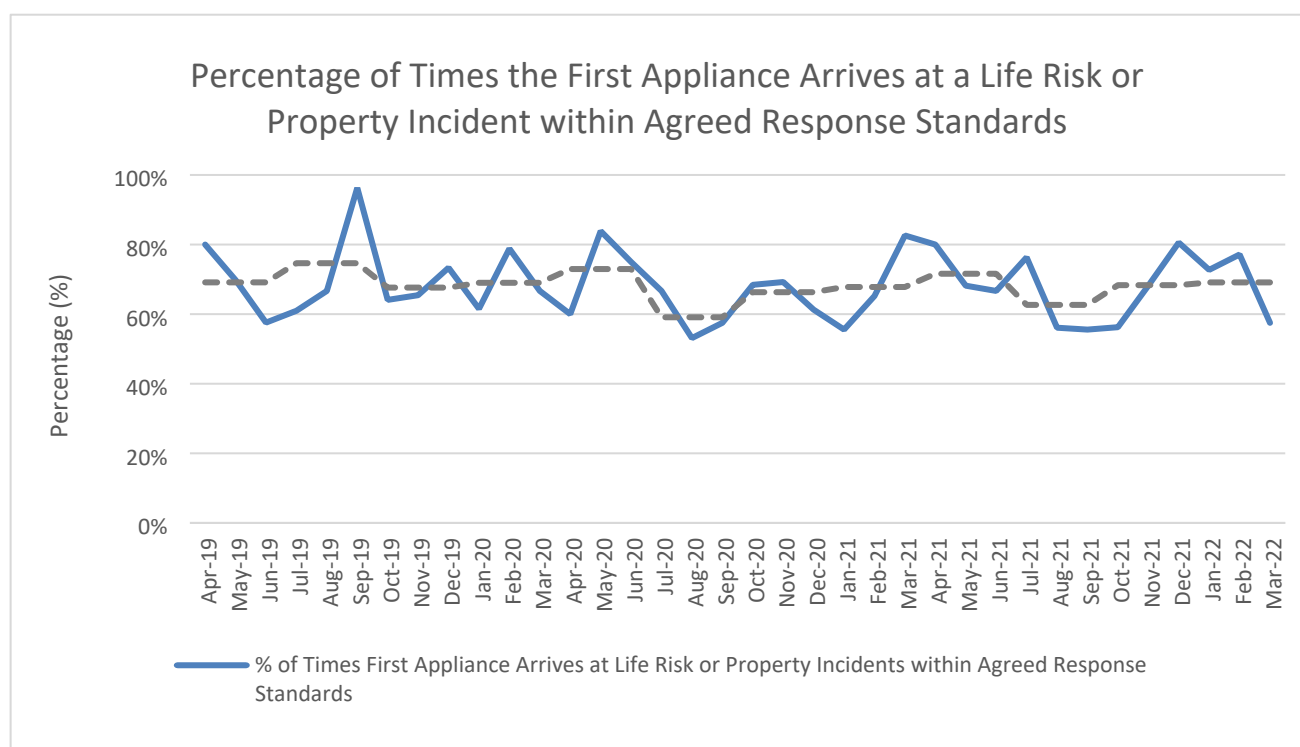

Source: Firecrest

From April 2021 to March 2022, Warwickshire Fire & Rescue Service attended 374 road traffic collisions, which is a 38.5% (104 incidents) increase when comparing to the same period of 2020/21. The figures have been greatly affected by the removal of COVID-19 restrictions. Of the 374 road traffic collisions attended, there were 80 incidents requiring extrications, which is 63.6% (55 incidents) more than last year.

The frequency, types and locations of road traffic collisions are monitored closely to identify any emerging trends and subsequent prevention activity. The Service continue to work in partnership to reduce the number of people killed and seriously injured on Warwickshire roads, also working with surrounding Fire Services.

2.5   Response Times

Percentage of Times the First Appliance Arrives at a Life Risk or Property Incident within Agreed Response Standards

Source: Firecrest, Vision

Between April 2021 and March 2022, an appliance arrived at life risk or property incidents within agreed response standards (10 minutes from the time of assignment for 75% of incidents) 67.9% of the time, which is an increase on the 2020/21 figure of 66.9%. The target time is ten minutes for the first attending appliance. The average time to respond to a life risk incident for the attending appliance was:

- 8 minutes 28 seconds for Fire incidents
- 10 minutes 36 seconds for Road Traffic Collisions
- 6 minutes 58 seconds for Special Services incidents

For initial appliances that missed the 10-minute target, the average time for response was:

- 13 minutes 33 seconds for Fire incidents
- 14 minutes 35 seconds for Road Traffic Collisions
- 14 minutes 46 seconds for Special Services incidents

The Service focuses its attention and short-term remedial measures on incidents where the modelled 10-minute response time was missed, as opposed to the incidents where it was not. Response times are being reviewed based upon the new risk analysis report. The lifting of COVID-19 restrictions has resulted in an increase in life risk incidents as people are at home less and travel more, resulting in an increase in serious fires and road traffic collisions. The Pandemic has also had the effect of reducing the support available to on-

call fire stations from wholetime stations as the Service introduced station "bubbles" and had to cancel a programmed recruits course to help prevent spread of the virus. Resultant lower availability for rural on-call stations combined with the usual wide geographical spread of incidents has resulted in significant variations from month to month.

2.6   Wholetime Appliance Availability
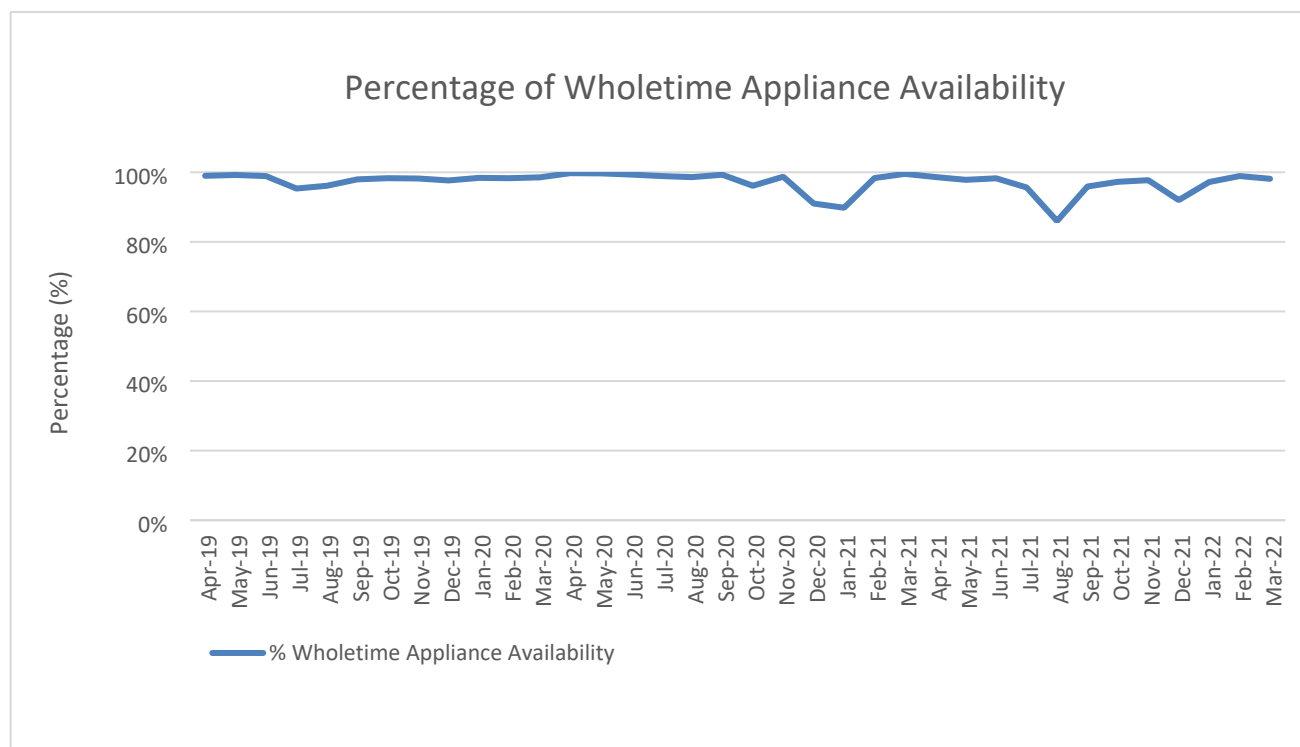
Source: One Drive, Wholetime Availability Spreadsheets, 2019/20, 2020/21,2021/22

The average wholetime appliance availability for 2021/22 was 96.12%, which is a slight reduction on the 2020/21 figure of 97.42%.

A decision was taken early in the COVID-19 pandemic to create station "bubbles" in order to limit the potential spread of COVID-19. This has had a slight downward effect on availability, although the service has not found itself in the position of having to respond with depleted numbers.

The use of temporary contracts, transfers in from other Services and the use of a pool of recently retired firefighters working part time to fill crewing gaps were some of the measures taken to assist with availability. Once new firefighters have been recruited and trained to take up the positions, the agreed additional funding to mitigate fatigue associated with working the Day Crewed Plus duty system should have a significant improvement in overall appliance availability.

2.7   24hr On-Call Appliance Availability at Key Stations

Percentage of 24hr On-Call Appliance Availability at Key Stations
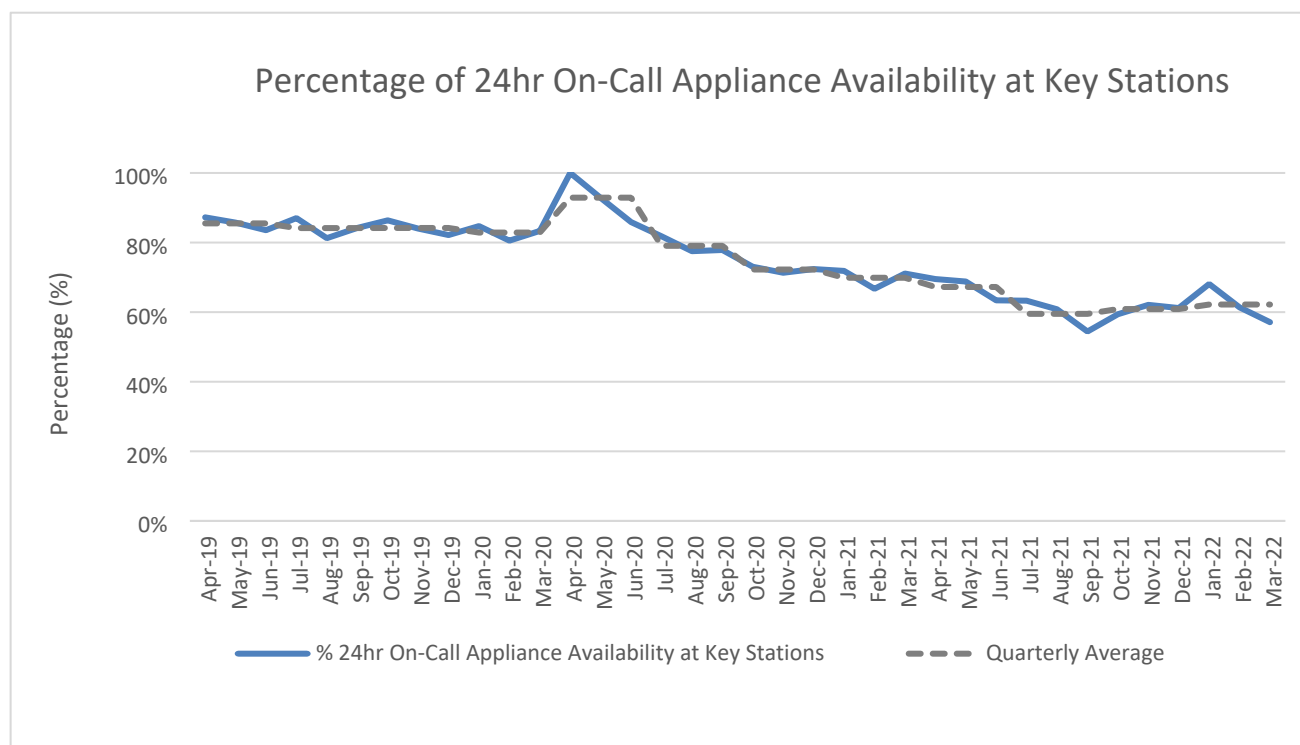
Source: Fire Service Rota

From 1st November 2020, it was agreed that going forward the key availability measure should focus on on-call crews that are available as a full crew to respond to Priority 1 incidents. For the period April 2021 to March 2022, the average on-call availability figure was 62.46%, a decrease from 78.52% for the year before.

Improved availability of on-call staff at key stations has reduced the need to support them with wholetime resources. There was a noticeable improvement during the early stages of the COVID-19 pandemic, though this has waned as staff have gone back to primary employment.

The intention is to enable on-call stations to become self-supporting and create a "virtuous cycle" of improving commitment and availability, though this may be tempered by the effect of recruiting on-call staff into wholetime positions. A dedicated Station Manager has been moved within Response to focus on exploring new approaches to improve on-call availability, which should, alongside a resumption of recruit training, begin to improve the picture. On-call recruitment remains a challenge and is an ongoing and continual process.

2.8   Life Risk and Property Emergency Calls Handled within 90 Seconds

Percentage of Life Risk and Property Emergency Calls Handled within 90 Seconds
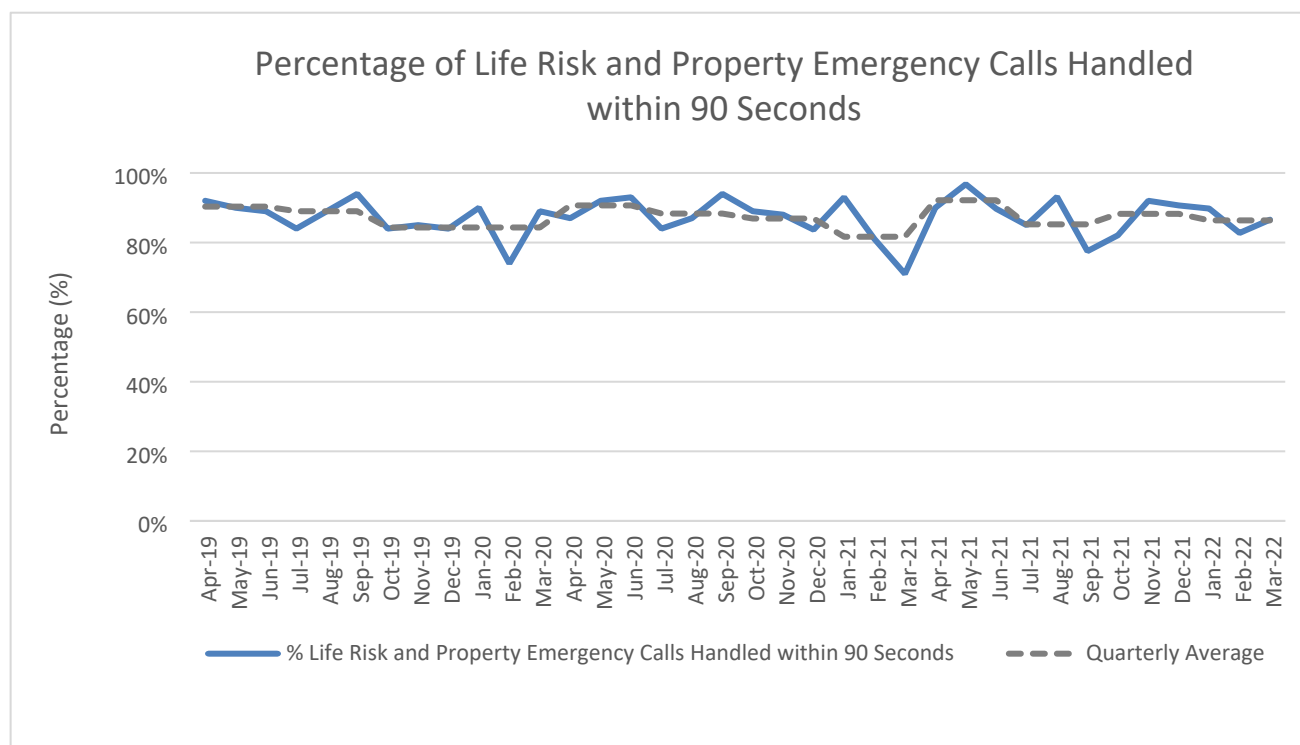
Source: Fire Control - Vision

The Fire Control Team achieved an average call handling time of 88% (calls handled within 90 seconds) over the last 12 months, which exceeds the target of 85%. Whilst accuracy in extracting information from a caller to inform the most suitable response is always the predominate factor above speed, the improvement in call handling figures reflect the work that has been done to bring new members of the team fully up to speed and the improving confidence across the team.

2.9   Number of Community Safety Contacts

Number of Community Safety Contacts
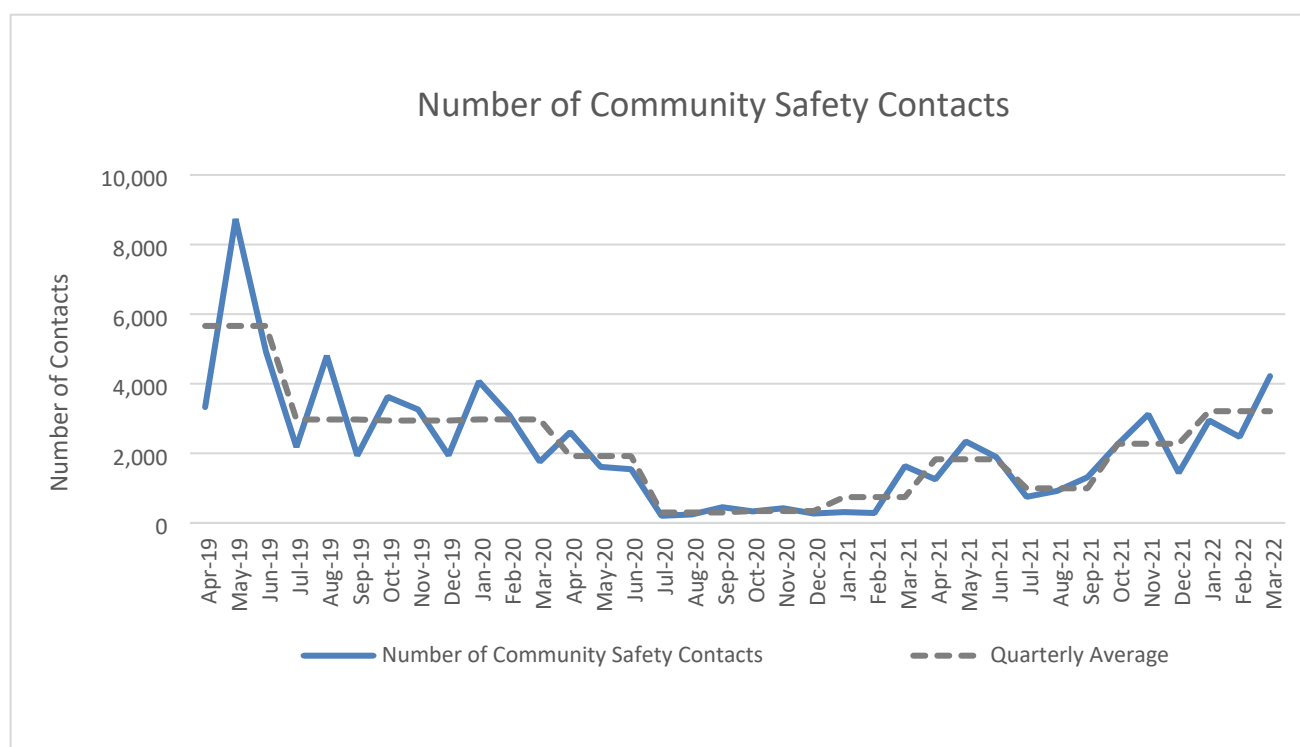
Source: Fire Prevention Team

The target number of contacts has always been exceeded through an extensive range of targeted safety initiatives and engagements that the Service would normally deliver on. However, as a result of the face-to-face restrictions that COVID-19 brought, the strategic intention was to focus even more on WCC's most vulnerable, but in different ways. This involved different ways of working, including spending more time with fewer people, with these people being those with the greatest need of our prevention and community safety services, providing an overall increased benefit in higher risk prevention outcomes.

Hospital to Home activity has remained high this year, which has put us in contact with one of our key target demographics. COVID-19 has had an impact due to social distancing rules, and as such WCC were not able to reach the 2021/22 target of 40,000 contacts. However, with the lifting of restrictions there was a 251.6% (15,019 contacts) increase in contacts, from 9,910 in 2020/21 to 24,929 in 2021/22.

2.10   No. of Premises Influenced by Fire Protection Work

Number of Premises Influenced by Fire Protection Work
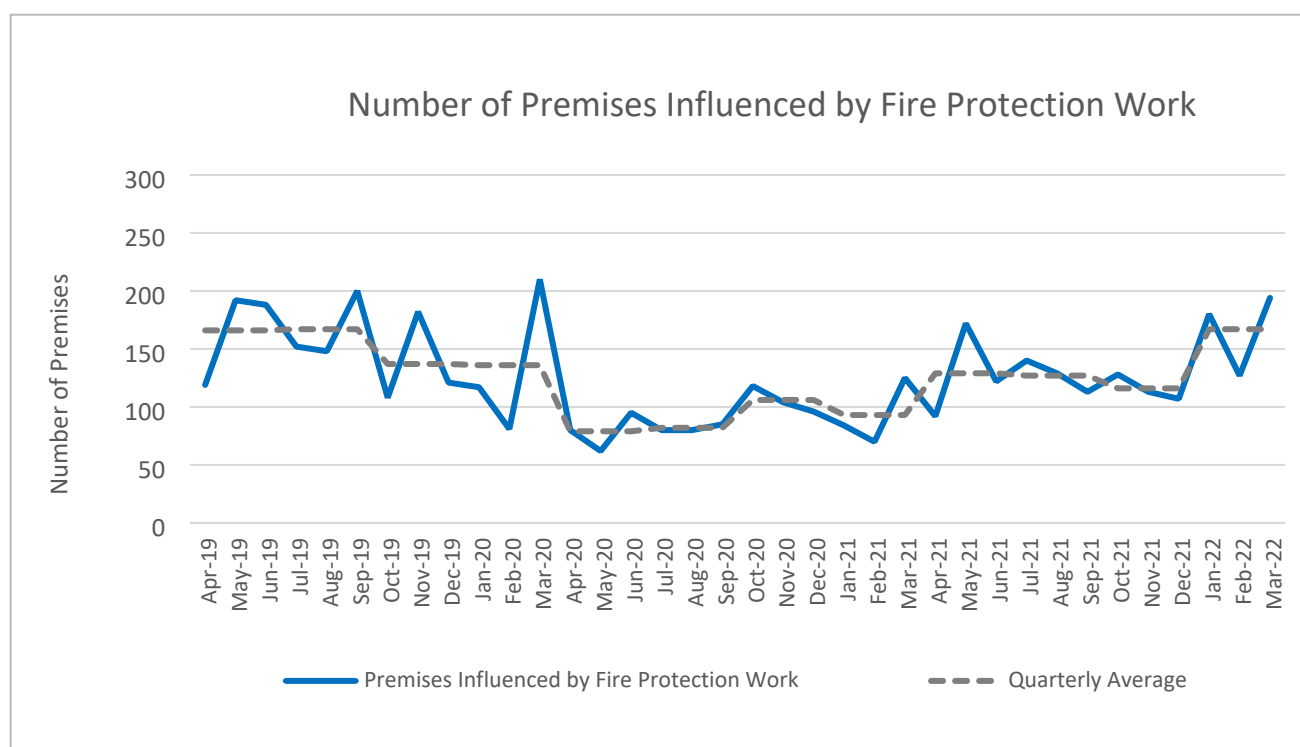
Source: Fire Protection Team

The number of premises influenced (this could be in person, via phone/email or consultation with the responsible persons) by fire protection officers for 2021/22 was 1,617, exceeding the target of 1,200. This was a new measure that was introduced two years ago to reflect the positive contribution Fire Protection activity has within the communities of Warwickshire.

Much of the work that derives this performance figure is driven by audits of premises/structures falling under RRFSO 2005 and consultations driven by legislation relating to the hospitality sector, wedding venues, planning and building regulations and sports grounds, as well as wider business premises concerns. With the lifting of COVID-19 restrictions, there has been an increase in incoming work and a restoration in the ability to visit premises such as care homes, schools and hospitals for the purpose of inspections, following a downward trend in the two years preceding 2021/22. The increase in the number of premises influenced in the last year can also be attributed to the experience gained by new starters from year before following an expansion to the department, which has directly impacted the output due to less support being required by existing qualified and experienced fire personnel.

2.11   Hospital to Home Collections

Number of Hospital to Home Collections
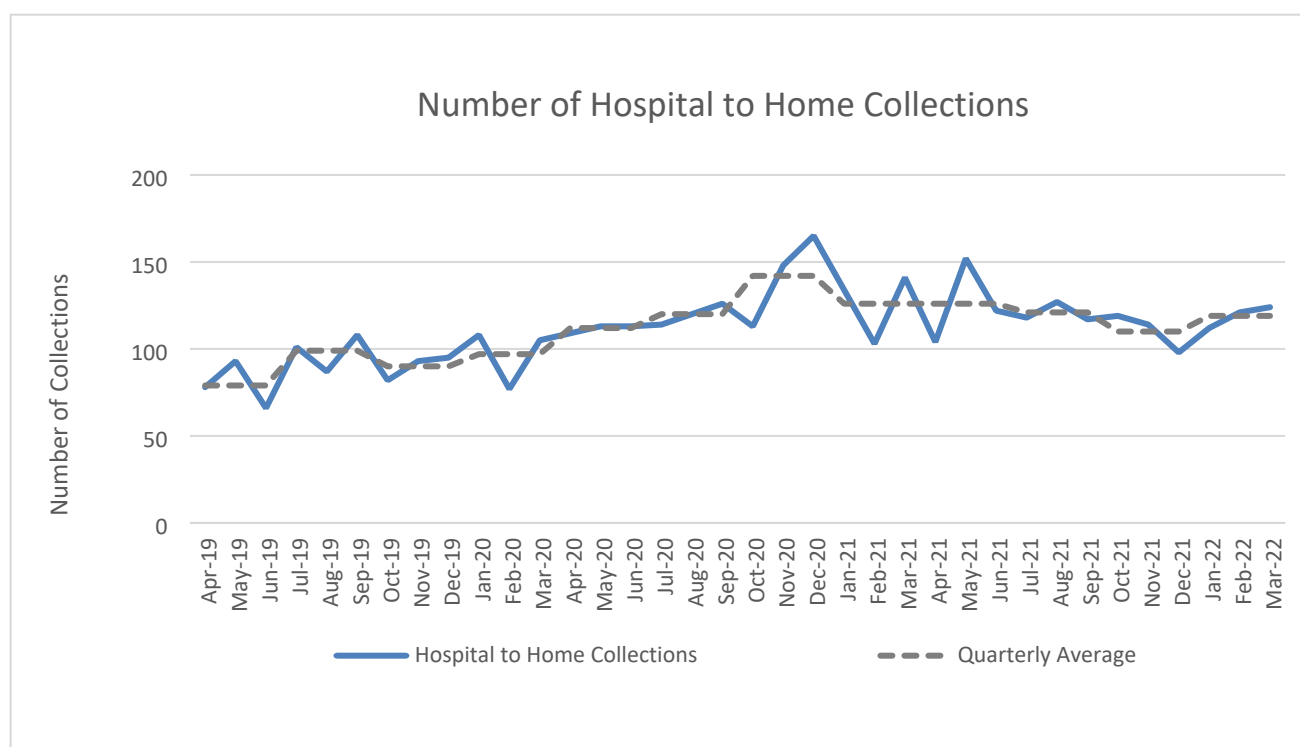
Source: Firecrest

There has been a significant increase in Hospital to Home activity since the start of the pandemic, although the number of collections decreased by 4.6% (69 collections) from 1,497 in 2020/21 to 1,428 in 2021/22. This is likely due to an increase in family members taking home patients with the easing of COVID-19 restrictions. Peaks in demand were in March and May 2021 when some restrictions were still in place.

The Hospital to Home scheme was launched by WFRS in August 2018 and is run in partnership with Public Health, Adult Social Care and local hospitals. It is funded by the Better Care Fund. The primary aims of the scheme are to support elderly and vulnerable patients who have been treated at hospital and are well enough to get back to where they feel safe and can be supported to live independently, which could be either in their own home or to a care home, along with reducing the risk to vulnerable members of the community that are statistically most at risk from fire. The scheme has helped to reduce the number of patients who have previously had to be admitted to hospital because they had no immediate friends or family to help them get home. By enabling hospitals to maximise capacity, the scheme also helps free up ambulances to respond to incidents. Once home, the patient is settled in by the Hospital to Home team, where they will check if there are working smoke alarms present and fit new ones if required. The team will also carry out a Safe and Well check and where there are any safeguarding or welfare concerns, refer to a partner agency. Those delivering the service are not on duty and are scheduled on a self-rostering basis. The scheme has been incredibly successful and continues to strengthen WFRS' brand within the community, where staff are involved in a wide range of work to

reduce risk and keep our communities safe. There has been continually growing demand of the scheme since its inception in 2018, with a very pronounced spike in Spring 2021 due to the COVID-19 pandemic.

2.12 No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Reporting)

In 2021/22 there were five RIDDOR incidents reported, where the target is zero. This is a slight increase on four incidents in 2020/21. Of the five incidents, two 'major injuries' and three 'over 7 day' injuries were reported. Positively, no 'dangerous occurrence' injuries were reported.

2.13 No. of Firefighters Injuries
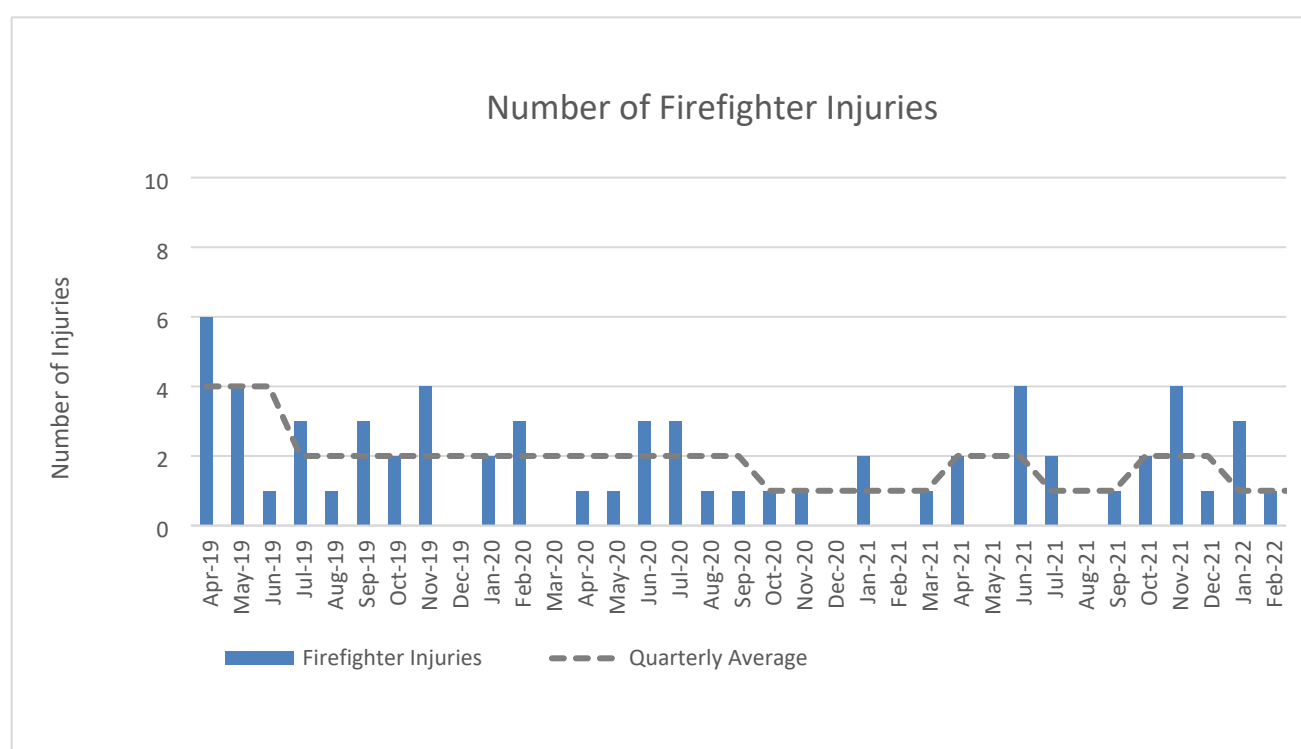
Source: WFRS Health & Safety Team

Whilst the target for 2021/22 is zero injuries, it is accepted that minor injuries will occur during operational and training activities. There were a total of 20 injuries reported for the 2021/22 period, which is an increase on 15 injuries in 2020/21.

All reported injuries are investigated, and remedial measures are put in place where possible and appropriate.

3.0   Financial Implications

3.1   None.

4.0   Environmental Implications

4.1   None.

5.0   Timescales associated with the decision and next steps

5.1   Not applicable.

Background Papers

None

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Local Member(s): not applicable

Other members:

Resources and Fire & Rescue
Overview and Scrutiny Committee

14 September 2022

Procurement and Contract Management Strategy
2021 – 2026

Recommendation

That the Committee considers and comments on the Procurement and Contract Management Strategy 2021-2026 and recommends the Strategy to Cabinet for its approval.

1.   Executive Summary

1.1   The purpose of this report is to:

- Update the Overview and Scrutiny Committee on the production of the Strategy;
- Ensure effective engagement has taken place in the development of the Strategy;
- Request that the Overview and Scrutiny Committee consider and comment on the Strategy and refers it to Cabinet for approval and adoption.

1.2   An effective Procurement and Contract Management Strategy is a key pillar in delivering products and services purchased from third parties which offer both appropriate quality and value for money. The current strategy was dated 2015-2020 and therefore a new approach was required that captured the latest best practice and challenging aspirations for the Council.

1.3   Internally, it allows procuring managers to understand their responsibilities in relation to third party spend and how to secure products and services in a way that is legal, compliant with process and guidance, and capable of delivering both local and corporate objectives.

1.4   In a time of high inflation and a volatile, and sometimes vulnerable, market, effective procurement and contract management are fundamental to protecting the Council from their impacts whilst continuing to deliver good value and quality services to the citizens of Warwickshire.

1.5   Externally, it allows potential suppliers to understand the key drivers for the Council, our expectations of any suppliers and how they can prepare themselves to be an organisation we want to do business with.

1.6 The Strategy is designed to sit alongside local Commissioning Plans, Market Position Statements and other documents that set out service level purchasing requirements.

1.7 The Strategy has gone through a thorough development process, engaging with staff from across the Council to understand their needs and plans. Expert support was sourced from external consultants, creating a strategy that reflected best practice and challenging aspirations for what the Council, through this Strategy, could achieve. An additional refresh was also undertaken in Summer 2021 to ensure that the Strategy reflected the impact of the pandemic and Warwickshire's recovery plan.

1.8 This development process has ensured that the Strategy reflects both corporate priorities and requirements, and meets needs at Service level.

1.9 The Strategy is built around three key pillars:

1.9.1 Customer Value - this ensures that services are high quality, meeting customer needs in line with our overall objectives. It also focusses on how we work in partnership with others to achieve our objectives (for example through integrated services, working alongside our suppliers to achieve the shared outcomes) and that staff in the Council have the skills they need to procure and contract manage effectively.

1.9.2 Commercial Value - focussing around value for money, innovation and diverse and resilient supply chains; driving our ability to maximise the power of our third party spend to deliver for the citizens of Warwickshire

1.9.3 Social Value - this recognises that our third party spend contributes to society not just through the goods and services it buys, but though how and where we spend that money. Recognising and proactively manging this contribution means that it will also deliver on wider objectives of the Council such as responding the climate emergency and recognising the strength of community powered Warwickshire.

1.10 The key parts of the Strategy are:

1.10.1 The main Strategy – setting out the direction of travel and key requirements for procurement, contract management and quality assurance over the next five years.

1.10.2 A five-year road map – showing how the requirements will be delivered through key actions over the next five years.

1.10.3 A two-year delivery plan – a detailed schedule of actions outlining the main work required in the next two years. This element would be updated annually.

1.10.4   A Supplier Statement to complement the main Strategy – this interprets the Strategy for suppliers.

1.11   Once the Strategy has been adopted, a communications plan will be developed and implemented to promote it both internally and externally. Support will be sought from Marketing and Communications colleagues for this work.

1.12   Work has already commenced to prepare for the delivery of this Strategy. This includes:

1.12.1   Social Value Policy – articulating how social value will be delivered across all Council activity and how it should be included in all procurement, investment and operational decisions.

1.12.2   Preparation for the new procurement legislation currently progressing through Parliament which will ensure all public procurement is efficient, effective and drives value.

1.12.3   Preparation for the impact of the development of the Integrated Care System and establishment of the Integrated Care Board (which superseded the Clinical Commissioning Group on 1 July 2022). This will ensure that procurement, contract management and quality assurance activity will be fit for purpose and ready to support the delivery of increasing jointly commissioned services.

1.12.4   Development of a procurement pipeline. In addition to meeting a likely requirement of the new procurement regulations, the procurement pipeline will allow for much more effective procurement and contract management, for example by commencing procurement activity earlier - allowing for innovative approaches that reduce costs and maximise quality or by co-ordinating procurement activity across Teams, Services or Directorates so that volume discounts are achieved.

1.12.5   Development of a contract management approach that is aligned with public sector best practice. This will set out clear standards and requirements for the Council ensuring all contracts are managed in the most effective way. It will also allow us to audit our approach and understand how we compare with other similar organisations and identify areas of practice for further development.

1.12.6   Involvement in the Contract Management Pioneer Programme. As an early member of the pioneer programme, run by Department for Levelling Up, Housing and Communities, the Council has been able to roll out fully funded industry leading training in contract management. This is helping ensure that staff across the Council have the skills and knowledge they need to manage the contracts they are responsible for and has provided significant networking opportunities – sharing

knowledge and skills across both local and central government organisations.

2.   Financial Implications

2.1   There are no direct costs resulting from the adoption of this Strategy.

2.2   The costs of the development of the Strategy and the promotion once it is adopted have been met from within the budget of the Commissioning Support Unit.

2.3   Savings of £947,000 have already been identified to be made from third party spend relying on improvements in procurement and contract management activities in the Medium Term Financial Strategy (MTFS) and further savings will need to be identified.

2.4   The adoption of this Strategy will support the Council in the delivery of the MTFS by setting standards for third party spend which will ensure best value for money and savings. Therefore, thorough adoption of this Strategy across the Council will be key in securing the delivery of these savings.

3.   Environmental Implications

3.1   There are no direct environmental implications, however through social value the Council will be requiring suppliers to rise to the challenge of the climate emergency; making meaningful changes that will contribute to the overall response of the Council.

4.   Conclusion

4.1   The Procurement and Contract Management Strategy 2021-2026 has undergone a rigorous development process to ensure it reflects the current requirements for the Council both at a Corporate and a Service Level.

4.2   The adoption of this Strategy will support the Council in delivering its purpose through third party spend – securing products and services that are of an appropriate quality and offer real value for money.

5.   Timescales associated with the decision and next steps

5.1   The Committee's observations will be considered and incorporated into a report that will be taken to Cabinet on 13 October 2022.

Appendices

1. Procurement and Contract Management Strategy 2021-2026
2. Procurement and Contract Management Strategy 2021- 2026 – Supplier Statement

Background Papers

None

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The report was circulated to the following members prior to publication:

Local Member(s): not applicable
Other members:

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Warwickshire County Council

Procurement and Contract Management Strategy

DRAFT v1

Warwickshire
County Council

Background

The purpose of this strategy

This document sets out Warwickshire County Council's Strategy for Procurement, Contract Management and Quality Assurance. It sets out how these activities will contribute to the delivery of the Council Plan and what actions we need to take to enhance our capabilities.

Scope

The scope of this strategy is:

• Procurement

• Contract Management   Council-wide

• Quality Assurance

Commissioning is out of scope but has a strong relationship to this strategy.

Where it fits

The Council operates using a model of strategy, commissioning and delivery. The commissioning functions are responsible for establishing how the Council will deliver its outcomes. Commissioning are responsible for defining the need and deciding on an appropriate delivery model. The delivery model may be through creating a product/resource (make), internal delivery of a service (do), or through buying the required service, product or resource (buy). Once that make, do or buy decision has been made, procurement and contract management begin and fits into the wider the 'commissioning cycle'. This strategy relates to the activity that takes place once a decision to buy has been made.

Figure 1: The Commissioning Cycle

Procurement has historically been seen as a process-led activity, ensuring compliance at the 'secure services' phase. Contemporary procurement practice has more to offer – it is a strategic, outcomes-based professional discipline that complements commissioning.

In 2019, the Council adopted a new Commercial Strategy which clearly sets out why the Council needs to be more commercial in how it operates, the benefits of increased commercialism and how it will deliver on the new commercial approach. With such significant spend with third parties; procurement, contract management and quality assurance activity must support the delivery of the Commercial Strategy.

As a Council that has adopted a commissioning led approach with clear commercial objectives, effective procurement, contract management and quality assurance are key to achieving the organisation's strategic objectives.

Relationship to other strategies and frameworks

The Procurement and Contract Management Strategy sets out some of the ways in which the Council Plan will be delivered. The Council's spend with third parties accounts for approximately half its gross budget, so the role of procurement and contract management in delivering the Council's priorities is significant, as is the contribution it makes to the Medium Term Financial Strategy.

This strategy complements Contract Standing Orders, which set out the mandatory requirements for procurement activity. It supports individual commissioning strategies and plans, which may exist at directorate, service or even individual level.
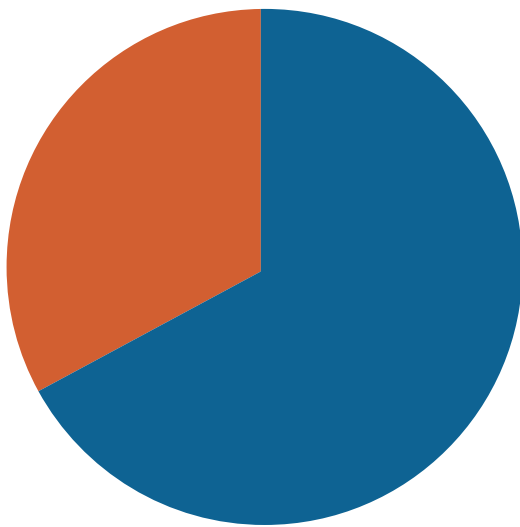
3

Why
Making sense

Context

WCC spends approximately 50% of its gross budget with third parties each year. This includes goods, works and services across the whole range of Council activities including social care, skills and education, economic development and major capital schemes.

Total Council Spend with Third Parties

- Addressable Spend 19/20
- Non Addressable Spend 19/20

Addressable Third Party Spend by Directorate
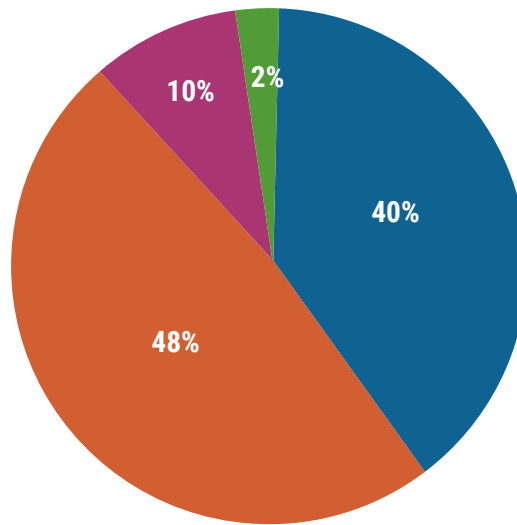
- Communities
- People
- Resources
- Other

Figure 2: How WCC Spends (Procurement Spend in £Millions)

Modern public procurement and contract management is far more than either a simple purchasing activity or a process to be followed – it is the means through which the majority of local public services are delivered and has the potential to create wider benefits for society, the economy and the environment, as well as securing value for money.

> *"By improving public procurement, the Government cannot only save the taxpayer money but drive social, environmental and economic benefits across every region of the country."*
>
> **– Government Green Paper: Transforming Public Procurement**

There is a complex set of factors influencing contemporary procurement and contract management practice. Increasingly, it is seen as driven by commercial outcomes rather than by process and the draft procurement regulations (which sets out the new UK legislation) seeks to build on this. But commercial value is only one part of the picture and local authorities also have a duty under the Public Services (Social Value) Act to secure improvements to the economic, social and environmental well-being of the relevant area through their procurement and contract management activities.

Page 78

Figure 3: Summary of Major External Factors Influencing Procurement

Political

- New procurement regulations focus on creating new jobs and businesses, promoting supplier diversity and tackling the climate emergency
- Government direction of travel is to be more interventionist in local government procurement where it perceives poor practice
- NHS reform is changing the relationship between commissioners and providers

Economic

- The Council spends more than £345m per year with third parties
- This represents significant local buying power, but not all requirements can be sourced locally; the Council operates in a complex mix of local, regional, national and global markets
- Post-Brexit procurement regime allows Councils more freedom to support local businesses
- The economy is entering a period of high inflation and price volatility with significant impact on the supplier market

Social

- The Council has a Social Value policy that commits to securing social, economic and environmental benefits from procurement activity
- Commercial Apprenticeships provide levy-funded opportunities for new talent to enter procurement profession
- The Council has a Modern Slavery Statement; there is an expectation that greater due diligence of modern slavery will be required in the future

Technological

- Direction of travel is towards ever greater transparency in procurement, making more use of open data
- Government is developing a single pre-qualification database for suppliers
- Like most public authorities, WCC could use technology to manage its suppliers more effectively, with the right investment
- AI is automating supply chains, but this is not yet accessible or affordable for most local authorities

5

Making Warwickshire the best it can be. Sustainable now and for future generations.

Environmental

- The Council has declared a climate emergency; with more than half of its budget spent with third parties, the supply chain has a key role in this

- Tackling climate change and reducing waste is a key objective of the new regulations, which allow authorities to consider not just the environmental impact of the specific contract but the supplier's wider carbon footprint

WCC has made progress towards embedding a rounded view of value into its processes, including the publication of a Social Value policy. Our ambition is to take this further and transform the culture of the organisation in respect of procurement, thinking of it not just as a transactional process, but as a means to delivering a much broader definition of value. For example, our approach will contribute to the delivery of the policy objective of harnessing community power: to deliver local solutions with a value that best serves those communities.

Legal

- Procurement Bill is in draft and represents most radical shake-up of public procurement in 20 years

- Government is cutting 350+ regulations governing public procurement and integrating them into a single legal framework

- There are significant new flexibilities offered by the new legislation, but also new risks and the need to retrain staff

There are some basics to get right before we achieve can this, including improving compliance and thinking about outcomes from the very start of the process. To fully exploit the potential of procurement and contract management to create public value, this strategy is supported by a five-year maturity roadmap that will position the Council as an organisation that leads in procurement, contract management and quality assurance and is widely recognised for its best practice.

6

What
Making it Relevant

Strategic Pillars

Procurement and contract management operates in a complicated context, often caught between competing pressures such as the need to secure commercial value while operating with transparency. Procurement is also about to experience the most dramatic change to the legislative regime in at least 20 years. However, at their core, good public procurement and contract management strikes the right balance between three outcomes:

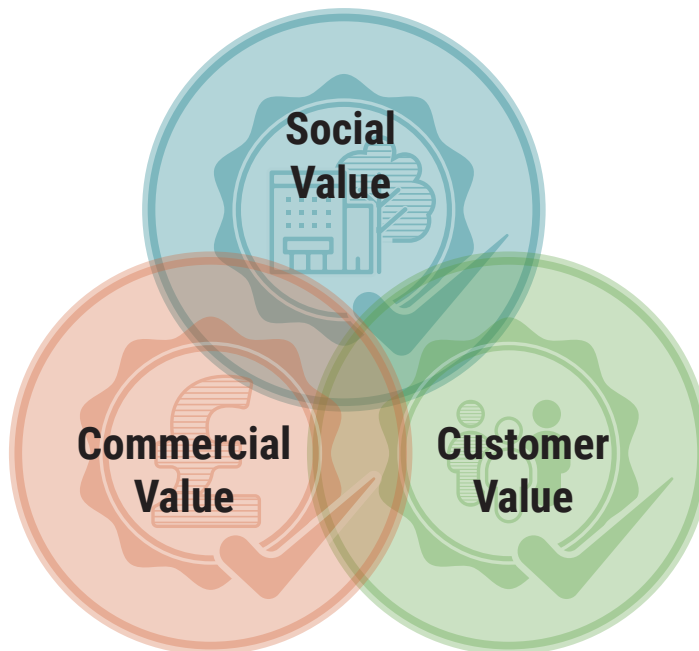*Figure 4: Pillars of Value*

Customer Value

securing quality services for residents, businesses, visitors, staff and partners

Commercial Value

securing value for money and supporting the Council's financial sustainability

Social Value

securing wider benefits for communities, the economy and the environment that will support our vision to strengthen communities across the county

Making Warwickshire the best it can be. Sustainable now and for future generations.

Customer Value

A great Council

Quality services for local communities

Service users are involved in their design

Services are delivered by organisations that demonstrate public values

A great partner

The Council is a great partner to work with and can 'get things done'

More integrated public services

The Council is easy to do business with for partners and suppliers

A great place to work

Goods and services that support staff to be their best and do their best

Staff have the tools and skills to procure and manage contract effectively

The way we do things is flexible and creative, while keeping compliant

Commercial Value

Value for money

Support the MTFS by delivering savings from third party spend

Procurement cost reduced through collaboration, innovation and technology

Value is maintained and improved throughout the contract lifecycle

Manage the impact of high inflation and price volatility through expert procurement strategies and robust contract management

Innovation

Data drives better decision making and improved services for residents

Learning from the best of the private, public and voluntary sectors

Savings delivered by thinking differently, minimising impact on frontline services

Diverse and resilient supply chains

A mix of small and large businesses to protect the Council's buying power

Well prepared for risks and emergencies

Strong and resourceful voluntary sector

Social Value

Safe, healthy, independent communities

Communities are helped to recover from COVID-19

Reduced inequalities in society and employment

Young people get the best start in life

Supporting ex-Forces into work

A vibrant economy and places

New businesses, jobs and skills

Skills for a digital economy

Reducing economic inequality

A quality education for all

A sustainable future

Carbon Net Zero Council by 2030

Carbon Net Zero County by 2050

Resident engagement in climate change

Business engagement in climate change

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By defining value in this way, we are making a commitment to explore the full potential of our procurement and contract management activities to deliver the Council's strategic outcomes. This means using procurement and contract management to create new relationships, based on the exchange of value, between the Council, our partners, suppliers and the communities we all serve.

For example, we will be increasingly looking for suppliers who demonstrate public value and a commitment to improving life for local people. In exchange, we will make it as easy as possible to do business with the County Council, by publishing opportunities in advance, being transparent about our requirements and open to different ways of doing things.

We know that procurement and contract management can make a huge contribution to our Medium Term Financial Strategy. We want to take a long-term, strategic approach to this, rather than making short-term savings that affect the quality of services, create instability in markets we depend on and ultimately impact our communities. This means that that we will look to our suppliers to help us innovate, to our partners to help us integrate and to our residents to help us design services that are valuable to them.

We are also increasingly commissioning with, and procuring on behalf of, partner organisations including NHS and other local government partners. All of our commissioning decisions and consequential procurement and contract management activities should consider the potential for closer working with partners.

To achieve these goals, we will embed consideration of our Pillars, Themes and Outcomes in all of the Council's procurement and contract management activities from 2021/22. This will include ensuring that the value identified in procurement activities is maintained throughout the lifetime of the contract by refreshing our contract management framework to ensure clear standards and appropriately skilled and resourced teams managing contracts and suppliers.

Our roadmap for achieving consistent delivery of improved outcomes through procurement is set out in Appendix 1.

Making Warwickshire the best it can be. Sustainable now and for future generations.
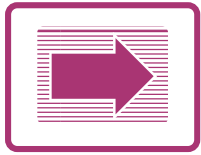
How
It Making happen

As with any complex activity that spans all Council services, this strategy cannot be delivered in a short period of time or as a one-off activity. It also cannot be delivered in isolation of directorate priorities and commissioning strategies, which the Strategy should support and complement.

The Contract Management and Quality Assurance Team will lead on the production of an annual Procurement and Contract Management Delivery Plan. This will report on progress against the delivery of this strategy in the previous year and update the action plan for the following year. Appendix 1 shows our 5 year roadmap to develop leading practice and Appendix 2 shows the specific actions we need to take in years 1 and 2.

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Appendix 1

Five Year Roadmap: Towards Leading Practice in Procurement and Contract Management

	Year 0 21/22 Establishing	Year 1 22/23 Embedding	Year 2 22/23 Practising	Year 3 23/24 Enhancing	Year 4 25/26 Leading
Governance and Strategic Alignment	Establish governance including mechanism for savings capture Provide support to savings targets (in directorates) Commence 'quick win' saving initiatives Utilise external audit tools (for example from LGA or DLUHC) to establish base line of performance and ongoing improvement	Establish communities of practice for commissioners and contract managers Quick win savings delivered Longer-term opportunities under way	Enhance communities of practice to offer peer reviews and structured learning opportunities Benefits realisation from longer-term savings opportunities	Review and refresh this strategy and delivery plan CSU to lead activity to identify 'next wave' of savings opportunities from procurement, contract management and/or QA	Review and evaluate the impact of strategy Co-produce 2025-2030 strategy
Data and Strategic Planning	Develop forward pipeline Develop data, intelligence and reporting capabilities Pilot use of analytics tools	Refine and publish pipeline ahead of legal requirement Embed use of analytics	Commissioning and category strategies informed by needs analysis and market analysis Consistent use of analytics, e.g. in sourcing strategies	Commissioning and category strategies informed by advanced analytics Digital tools automate production of procurement forward pipeline	Processes are fully supported by digital tools, with optimal balance of automation and human insight in decision making
Collaboration and Category Management	Identify quick wins in aggregating low value spend to improve unit price	Identify category management and strategic sourcing opportunities	Category strategies in place across all major areas of expenditure	Advanced category strategies, making expert use of analytics and joining up across the local system	Systematically identifying collaborative procurement opportunities, internally and with partners

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	Year 0 21/22 Establishing	Year 1 22/23 Embedding	Year 2 22/23 Practising	Year 3 23/24 Enhancing	Year 4 25/26 Leading
Market Engagement and Development	Engage with external partners to identify opportunities for best practice Proactively engaging the market, e.g. through Meet the Buyer events Working through Anchor Alliances support more local businesses to provide products and services to WCC	Build on existing best practice to develop general principles for market management, engagement and development Develop a support offer for all suppliers to help them respond to WCC objectives around social value, environment and modern slavery.	Embed early market engagement in procurement exercises	Strategies underway to develop key markets on which Council is reliant	Organisation is taking a strategic approach to market development
Contract and Supplier Relationship Management	Clarify contract manager roles and responsibilities across organisation	Refresh Contract Management Framework, adopting Government Commercial standards Procure and implement contract and supplier management tool	Consistent implementation of CMF across Council	Refresh and enhance CMF Embed Strategic Supplier Relationship Management across organisation	Establish Supplier Advisory Panel, bringing Council's key partners to the table as a strategic advisory board
Policy through Procurement	Publish Social Value Policy Implement Social Value TOMs to measure benefits and outcomes	Embed social value in procurement activity Review processes for tackling Modern Slavery Building on existing good practice, develop approaches to ensure communities are involved in procurement, contract management and quality assurance activity.	Social value consistently delivered, measured and monitored	Review and refresh Social Value Policy	Regularly review and evaluate impact of the Social Value policy

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	Year 0 21/22 Establishing	Year 1 22/23 Embedding	Year 2 22/23 Practising	Year 3 23/24 Enhancing	Year 4 25/26 Leading
Capability and Workforce Development	Government Commercial College Foundation training	Develop Procurement, Contract Management & QA Competencies Framework

Undertake Capabilities Needs Assessment

Produce Learning & Development Plan

Commission and roll-out training on new procurement regulations | Encourage uptake of Government Commercial Practitioner and Expert programmes (subject to funding)

Measure progress against L&D Plan at organisational and directorate level

Develop new training and guidance to reflect new procurement regulations (collaboration between Procurement, Legal and Finance) | Refresh Competencies Framework

Update and enhance Learning & Development Plan | Achievements and awards used to attract highest calibre talent

Good practice shared with other organisations |

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Appendix 2

Years 0 and 1 Delivery Plan

Action Group	Ref	Action	Due	Owner	Links to Themes
Governance and Strategic Alignment	1.1	Establish governance through quarterly Procurement & Contract Management Delivery Group			Great Council
	1.2	Develop a programme of savings activity aligned to the MTFS, supported by clear, specific savings proposals for existing targets allocated to directorates			Value for money
	1.3	Develop a programme of new savings opportunities, based on analysis of spend, procurement pipeline and opportunities for category management			Value for money
	1.4	Establish mechanism and agree principles and conventions for savings capture and measurement			Value for money
	1.5	Establish a clear set of roles and responsibilities between commissioners, procurement staff and contract managers within the CSU and across the wider organisation			Great place to work
	1.6	Utilise external audit tools (for example from LGA or DLUHC) to establish base line of performance and ongoing improvement			Great Council
Data and Strategic Planning	2.1	Develop pipeline of procurement activity, to meet our forthcoming obligations under new legislation and in support of actions 1.3 and 3.2			Great Council, Great partner, Value for money
	2.2	Develop our procurement data, intelligence and reporting capabilities			Great place to work, Innovation
	2.3	Pilot use of procurement analytics tools to improve insight into our third party spend			Great place to work, Innovation
Collaboration and Category Management	3.1	Identify opportunities to join up common areas of low value spend across the organisation into corporate contracts ('category management')			Value for money
	3.2	Identify opportunities to collaborate internally on procurement activities that achieve common outcomes, based on our procurement pipeline			Great Council, Great place to work, Value for money
	3.3	Identify opportunities to collaborate with partners to achieve shared outcomes			Great Council, Great partner, Value for money

Appendix 2

Market Engagement and Development	4.1	Build on existing best practice within the Council to develop general principles for market management, engagement and development (Market Shaping policy)			Great partner, Diverse and resilient supply chains
	4.2	Formally introduce early market engagement into procurement processes and practices			Great partner, Diverse and resilient supply chains
	4.3	Deliver 'Meet the Buyer events through Anchor Alliance			Great partner, Diverse and resilient supply chains
	4.4	Working with Economy and Skills Service to develop a support offer for local businesses wishing to deliver services or products to the Council. Particularly focussing on responding to objectives around social value, environment and modern slavery			Great partner, Diverse and resilient supply chains
Contract and Supplier Relationship Management	5.1	Refresh Council's Contract Management Framework, setting out the Council's minimum and higher standards for contract management			Great place to work, Value for money
	5.2	Develop and embed a Council-wide approach to contract segmentation, classifying contracts by financial and strategic value to ensure a proportionate approach to contract management			Great place to work, Value for money
	5.3	Support contract managers to perform their roles effectively through the development and roll-out of tools and training			Great place to work, Value for money
	5.4	Procure and implement contract and supplier management tool			Great place to work, Value for money, Innovation
Quality Assurance	6.1	Develop and extend principles of Quality Assurance to the Council's contract management activities more generally			Great Council
	6.2	Develop a standardised approach to Quality Assurance and reflect in specification for contract management tool			Great Council

Appendix 2

Policy through Procurement	7.1	Publish Social Value Policy			Safe, healthy communities, Vibrant economy, Sustainable futures
	7.2	Implement Social Value TOMs for benefits capture			Value for money, Safe, healthy communities, Vibrant economy, Sustainable futures
	7.3	Review processes for tackling Modern Slavery in the Council's supply chains			Great partner, Safe, healthy communities
	7.4	Identify examples of best practice and learning from other organisations to enhance our Social Value approach			Safe, healthy communities, Vibrant economy, Sustainable futures
	7.5	Identify existing organisational good practice around community involvement in procurement, contract management and quality assurance			Safe, healthy communities
	7.6	Develop organisation wide approaches to ensure communities are involved in procurement, contract management and quality assurance activity.			Safe, healthy communities
Capability and Workforce Development	8.1	Develop culture change plan to reposition organisational attitudes to procurement in line with this strategy			Great Council, Great partner, Great place to work
	8.2	Develop Competencies Framework (covering procurement, contract management and QA as a competency family) in collaboration with HR&OD			
	8.3	Undertake Capabilities Needs Assessment			
	8.4	Produce Learning and Development Plan			
	8.5	Commission training on new procurement regulations and roll-out to Contract Management and QA team			
	8.6	Develop updated basic procurement information for organisation based on above (e.g. induction, intranet)			

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Warwickshire County Council

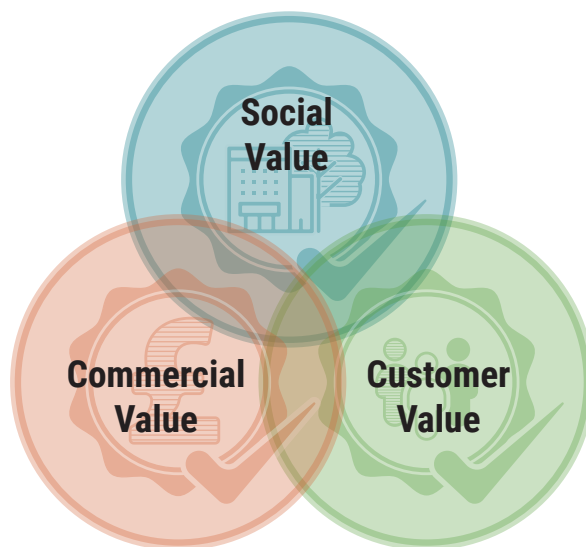## Procurement Strategy

2022-2025

Our Statement to Suppliers

Warwickshire County Council spends more than £345m per year with third parties.

The council has approved its Procurement and Contract Management Strategy for 2021 – 2026. This strategy sets out three pillars of value that we plan to achieve through procurement and contract management.

Social Value

Commercial Value

Customer Value

Customer Value

securing quality services for residents, businesses, visitors, staff and partners

Commercial Value

securing value for money and supporting the Council's financial sustainability

Social Value

securing wider benefits for communities, the economy and the environment

We define value broadly because we recognise that the cheapest solution is not necessarily the best value for money. Value in modern public services is more complex than the lowest price and it can come from unexpected places. Markets are innovating in ways we may not be aware of when setting out to procure something. We are open to different ways of doing things and want to work with our suppliers to draw on the best expertise from around the world, while supporting and learning from businesses who are delivering innovation locally.

What This Means for You

Customer Value

A great Council

Quality services for local communities

Service users are involved in their design

Services are delivered by organisations that demonstrate public values

A great partner

The Council is a great partner to work with and can 'get things done'

More integrated public services

The Council is easy to do business with for partners and suppliers

A great place to work

Goods and services that support staff to be their best and do their best

Staff have the tools and skills to procure and manage contract effectively

The way we do things is flexible and creative, while keeping compliant

Commercial Value

Value for money

Support the MTFS by delivering savings from third party spend

Procurement cost reduced through collaboration, innovation and technology

Value is maintained and improved throughout the contract lifecycle

Manage the impact of high inflation and price volatility through expert procurement strategies and robust contract management

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Skills for a digital economy

Reducing economic inequality

A quality education for all

A sustainable future

Carbon Net Zero Council by 2030

Carbon Net Zero County by 2050

Resident engagement in climate change

Business engagement in climate change

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A Great Council and Partner

We know we're asking for more from our suppliers – more innovation, more added value and more commitment to improving public services. We also want to be a great partner to do business with. We plan to do this in the following ways:

- We know that public sector procurement can seem confusing and bureaucratic, particularly for smaller organisations. Many of the requirements are set out in law and we can't change them. However, wherever we can influence things, we'll do our best to strip out bureaucracy, simplify language and make it as easy as possible to do business with us.

- This includes making it as easily as possible to find, access and respond to procurement opportunities with the Council. From 2022/23, we'll be producing an annual plan of upcoming procurements, so that interested suppliers can prepare for these and plan their resources.

- We also want to talk to businesses, charities and community groups much earlier about what we should be procuring and how we should procure it. This isn't always easy – sometimes our teams are under huge pressure to secure services for our residents – but from 2022/23, we'll be producing more guidance for teams across the Council on how to engage with the market before starting a procurement process.

- There are also some big changes coming to the law around public procurement. Since we left the EU, the Government has been working on new UK legislation including the Public Procurement Bill. When the new legislation is activated, there will be some changes to the way we buy goods, works and services. We don't know what all of these are yet, but we plan to communicate with our current and prospective suppliers as early as possible so that you know what to expect.

- These changes will apply across the public sector. So, if you do business with other public sector organisations, including other councils, the NHS or central government departments, you may already be aware of some of the proposed changes. We will work with all parts of the market to help suppliers get ready and we are particularly keen to support small and local organisations, who may only do business within Warwickshire and might not have access to information and support through other means.

- We also want to take feedback from suppliers on how easy we are to do business with. We know that it is inevitably very disappointing for suppliers who spend a lot of time on a procurement process and don't win the contract. Sometimes there can only be one successful supplier, but we want to make the experience of bidding for work for us as easy as possible. From 2022/23, we will be sending out post-procurement surveys to all suppliers, asking for feedback on the process.

- Lastly, we will be asking for more ideas and support from our suppliers to tackle the big issues that face our communities, the climate and our local economy. The contributions suppliers can make to these will often be awarded marks in our procurement processes (typically through questions about 'Social Value'). To help suppliers understand what we're looking for and why it matters, we'll make sure all the relevant policies and guidance are published on our website

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Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2022/2023 – September 2022

Item / Lead Officer	Report detail	Date of next report
Public Question Time/Questions to the Portfolio Holders / Work Programme	Standing items for every meeting.	* Standing item
Council Plan 2020 – 2027 Performance Report	Council Plan 2020 – 2027 Performance Report	* Standing item
Inflation Contingency Fund	To be reviewed on a quarterly basis	Standing item from 14 December 2022
Schools Admissions Service	An update on the progress of improvements made to school admissions processes following initial consideration by the OSC in February 2022 (Sarah Stear / Rebecca Murphy)	14 December 2022
Estates Masterplan Update	An update on progress being made to the Estates Masterplan (Martin Lewis)	14 December 2022
Update on Levelling Up	To receive an update on the Levelling Up programme	14 December 2022
Member Oversight Group (WPDG / WRIF)	Annual Report of the Member Oversight Group to be presented to the Committee each year to enable attention to be given to the performance, progress, and priorities of WDPG and WRIF.	TBC (recurring annually)
Customer Feedback Report	Annual report on feedback from customers from the 2021/22 municipal year	22 February 2023

Resources and Fire & Rescue Overview and Scrutiny Committee
Work Programme 2022/2023 – September 2022