

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

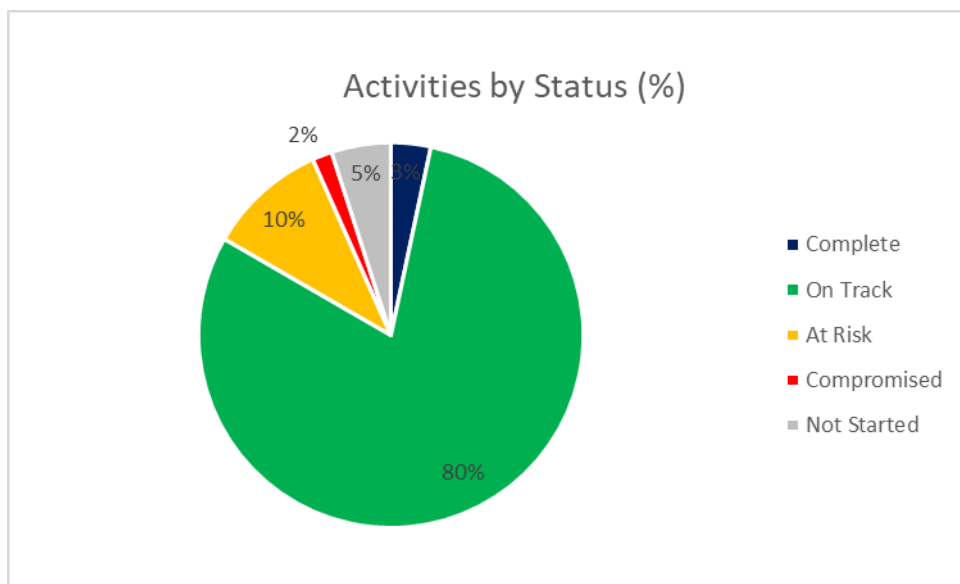
1.1 Key Insights for Quarter 1 2022/23

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.**



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 identified 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	<p>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 conjunction with Strategic Asset Management.</p> <p>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.</p>
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 original 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 with 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.
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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).