

Communities Overview and Scrutiny Committee

19 January 2011

Agenda

A special meeting of the Communities Overview and Scrutiny Committee will be held at **SHIRE HALL, WARWICK on WEDNESDAY, 19 JANUARY 2011 at 14.00 p.m.**

1. General

(1) Apologies

(2) Members' Disclosures of Personal and Prejudicial Interests.

Members are reminded that they should disclose the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

'Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration'.

(3) Minutes of the meeting of the Communities Overview and Scrutiny Committee held on 3 and 29th November 2010

(4) Chair's Announcements

2. Public Question Time (Standing Order 34)

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

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 Communities Overview and Scrutiny Committee.

Questioners may ask two questions and can speak for up to three minutes each.

For further information about public question time, please contact Ann Mawdsley on 01926 418079 or e-mail annmawdsley@warwickshire.gov.uk.

3. Questions to the Portfolio Holders (Customers, Workforce and Partnership and Community Safety)

**Councillor Alan Cockburn (Lead Portfolio Holder for Environment and Economy), Councillor Colin Hayfield (Lead Portfolio Holder, Customers, Workforce and Partnership)
Councillor Richard Hobbs (Community Safety)**

Up to 30 minutes of the meeting is available for Members of the Committee to put questions to the Portfolio Holders on any matters relevant to the Communities remit.

4. Long Term Strategy for Waste Disposal – Presentation :

by Martin Stott, Head of Environment and Resources (Environment and Economy Directorate)

5. Concessionary Travel Project and Risk Management

Report of the Strategic Director for Environment and Economy.

The Concessionary Travel project commenced in May 2010. This report sets out the project management and risk mitigation processes and invites Members to comment.

Recommendation

That the committee considers the content of this report and if appropriate makes recommendation to Cabinet.

For further information please contact Sara-Louise Board, Concessionary Travel project manager, Tel. 01926 412779 email saraboard@warwickshire.gov.uk

6. Heritage and Culture Proposals

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

Report of the Strategic Director of Environment and Economy.

Update on Proposals for Transforming Heritage and Cultural Services

Recommendation

That the Communities Overview and Scrutiny Committee consider the proposals to transform the heritage and culture services and make recommendations as appropriate.

For further information please Caroline Sampson, Heritage & Cultural Services Manager, Tel. 01926 412738 e mail carolinesampson@warwickshire.gov.uk

7. Committee Work Programme and suggested topics for Task and Finish Groups

Report of the Strategic Director of Customers, Workforce and Governance

This report outlines the draft work programme for the Committee.

Recommendation

The Committee is recommended to agree the work programme, to be reviewed and reprioritised as appropriate.

For further information please contact Michelle McHugh, Overview and Scrutiny Manager, Tel: 01926 412144 E-mail michellemchugh@warwickshire.gov.uk.

Forward Plan

For information:

Cabinet – 27 January 2011
Voluntary Sector Developments
Emergency Management

County Council 29 March 2011

Warwickshire LTP

8. Any Other Items

which the Chair decides are urgent.

JIM GRAHAM

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

Communities Overview and Scrutiny Committee

County Councillors

Sarah Boad, Richard Chattaway, Jeff Clarke, Barry Lobbett, Mike Gittus, Phillip Morris-Jones, Martin Shaw, Ray Sweet, John Whitehouse (Chair), Chris Williams

Cabinet Members

Councillor Alan Cockburn (Lead Portfolio Holder for Environment and Economy)
Councillor Colin Hayfield (Lead Portfolio Holder for Customers, Workforce and Partnerships)
Councillor Richard Hobbs (Lead Portfolio Holder for Community Safety)

The reports referred to are available in large print if requested

General Enquiries: Please contact Ann Mawdsley on 01926 418079

E-mail: annmawdsley@warwickshire.gov.uk

Enquiries about specific reports: Please contact the officers named in the reports.

Minutes of the Meeting of the Communities Overview and Scrutiny Committee held on 3 November 2010

Present:-

Members of the Committee	Councillor Sarah Boad
	“ Richard Chattaway
	“ Jim Foster
	“ Barry Lobbett
	“ Mike Gittus
	“ Phillip Morris-Jones
	“ Martin Shaw
	“ Ray Sweet
	“ John Whitehouse (Chair)
	“ Chris Williams

Other County Councillors	Councillor Alan Cockburn (Portfolio Holder for Environment and Economy)
	Councillor Colin Hayfield (Portfolio Holder for Customers, Workforce and Partnerships)
	Councillor Richard Hobbs (Portfolio Holder for Community Safety)
	Councillor Clare Hopkinson
	Councillor Joan Lea
	Councillor Barry Longden
	Councillor Tilly May
	Councillor Bob Stevens

Officers	Dave Abbot, Assistant to Political Group (Liberal Democrat)
	Rachel Barnes, Programme Manager, Fire and Rescue Service
	Dan Caldecote, Transport Planner
	Christopher Cresswell, Communications Officer
	Graeme Fitton, Head of Transport and Highways
	Glenn Fleet, Manager, Environment and Resources
	Tessa Fry-Smith, Admin Assistant, Sustainable Communities & Economic Development
	Ann Mawdsley, Principal Committee Administrator
	Richard Maybey, Assistant to Political Group (Labour)
	Michelle McHugh, Overview and Scrutiny Manager
	Lisa Mowe, Deputy News and PR Manager
	Kate Nash, Head of Community Safety and Localities
	Chris Nason, Group Manager, Transport for Warwickshire
	Bryn Patefield, Area Manager, Transport for Warwickshire
	Gary Phillips, Deputy Chief Fire Officer
	Louise Wall, Head of Sustainable Communities and Economic Development
	Mandy Walker, Group Manager, Sustainable Communities and Economic Development
	Sarah Walters, Warwickshire Fire and Rescue Service
	Paul Whittaker, Warwickshire Fire and Rescue Service

Also in Attendance: Phil Bull, Warwickshire HS2 Action Groups
Peter Delow, Warwickshire HS2 Action Groups
Alice Dyer, Rugby Advertiser
Professor Mike Geddes, Warwickshire HS2 Action Groups
Nick Hillard, Crackley Residents' Association
John Lee, Southam Area Action Group
John Levett, Burton Green Action Group
Jerry Marshall, Warwickshire HS2 Action Groups
Mr Moreton, Warwickshire HS2 Action Groups
Martin Neal, Ladbroke Action Group
Joe Rukin, Kenilworth Stop HS2 Action Group
Alison Smith, Bath Place Community Venture/Resident
Ian Waddell, Middleton Action Group

Morning Session

1. General

The Chair welcomed everyone to the meeting, in particular Sarah Walters and Paul Whittaker, members of the Fire Leadership Programme of the Warwickshire Fire and Rescue Service and who were attending the meeting as observers.

(1) Apologies for absence

An apology for absence was received on behalf of Councillor Jeff Clarke (replaced by Councillor Jim Foster for this meeting).

(2) Members Declarations of Personal and Prejudicial Interests

None.

(3) Minutes of the meeting of the Communities Overview and Scrutiny Committee held on 8 September 2010

The Minutes of the meeting of the Communities Overview and Scrutiny Committee held on 8 September 2010 were agreed as a true record and signed by the Chair.

Matters Arising

Page 4 – 5. Youth Justice Service Report on Reduction of Re-offending

The Chair drew the Committee's attention to the Briefing Note that had been e-mailed to them on 1 November on the "Reduction of Re-offending". This was accepted by the Committee.

(4) Chair's Announcements

The Chair reminded Members that the special meeting to consider the Rugby Western Relief Road would take place on 29 November, with a site visit and briefing from Ian Marriott beforehand. He added that final arrangements would be sent to Members in due course.

2. Public Question Time

There were no public questions.

3. Questions to the Portfolio Holder

Councillor Richard Hobbs

1. Councillor Richard Chattaway stated that he had been contacted by a number of worried residents in sheltered housing who were concerned about the risks to residents on Saturdays and Sundays when wardens were only on call, and may live some distance away. Councillor Richard Hobbs, supported by Gary Phillips, noted that improving the steps in automatic fire alarms was an important element of the Improvement Plan. The Service worked closely with management of institutions such as sheltered housing to ensure the proper equipment and arrangements were in place to safeguard vulnerable people. The Chair added that it was important that these issues were addressed during the transition period, by both the Borough Council and the County Council. Gary Phillips invited Councillors to share any specific concerns to him.
2. Councillor Sarah Boad asked for an update on the Fire Control Board. Councillor Richard Hobbs reported that solutions were being sought to issues that had arisen between the Department for Communities and Local Government (CLG) and Casidion. It was thought unlikely that the first roll-out would be possible in May 2011 as indicated, but an announcement from Government was expected before Christmas.
3. Councillor Richard Chattaway asked about the spending review proposal to reduce Trading Standards enforcement and intervention work. Councillor Richard Hobbs stated that the priority for the Council in the future was to protect the vulnerable and Trading Standards did a lot of valuable work which would not be considered to be protecting the vulnerable. He added that the Service was looking at different ways of working such as using intelligence to stop rogue traders earlier. Further information in this area would become available over the next months.

4. Councillor Richard Chattaway asked for details on how the reduction of funding to Police and PCSOs would affect this work. Councillor Richard Hobbs stated that Warwickshire County Council currently fund 5 PCSOs in the Safer Schools Programme and 5 PCSOs working on anti-social behaviour. There was a commitment to continuing the good work in schools and a presentation to the Governors' Forum had been suggested to look at the possibility of schools making a financial contribution. A consultation would have to take place before any cuts were made.
5. The Chair asked the Portfolio Holder what his response was to the recent advertising around Kenilworth by a private company offering private security warden services to households and businesses in Kenilworth. He added that the Police had issued a neutral statement about the service, which was felt could add to the issue of fear of crime. Councillor Richard Hobbs stated that this matter had only recently been brought to his attention and he would not comment until he had had an opportunity to discuss this with Kate Nash and the Police. He undertook to respond to the Chair once he was in a position to do so.
6. Councillor Phillip Morris-Jones asked what liaison or interface there was with private fire services operating in Warwickshire. Councillor Richard Hobbs stated that there were currently four in the county, two of which were at airports and restricted to those sites. All sites had been visited during the consultation and the Service working with the private companies in areas where this was possible such as procure. There was limited interoperability of equipment and the Service had not powers to make private companies conform to any particular training, equipment etc. This was, however, an area that would be reviewed in the Fire Future Reviews.

The Chair thanked Councillor Hobbs for his responses.

4. Implementing the Fire and Rescue Service Improvement Plan

The Committee considered the report of the Chief Fire Officer and Gary Phillips and Rachel Barnes gave a PowerPoint Presentation setting out progress on delivering the Improvement Plan.

The Chair reminded Members that the Committee would not be re-debating the Council decision made on 20 July. He added that this meeting was the start of a process to scrutinise the Improvement Plan, its robustness, assumptions and inter-dependencies.

Councillor Richard Hobbs (Portfolio Holder responsible for Fire and Rescue Services) stated that the Plan had been put in place to achieve fewer fires, less injuries from fires and less damage from fires. He was

keen for all Councillors to be involved with the Service and would ensure they had as much information as possible about Fire and Rescue and how the Improvement Plan was progressing. Following on from the visit arranged to Fire Headquarters on 22 October, a further visit to the Fire College was being arranged.

Gary Phillips stated that the Fire Service had an open door policy and would make every effort to de-mystify the Service for Members. He added that the implementation of the Improvement Plan was already starting to release capacity, which would allow for an increase in Home Fire Safety Checks (HFSCs) and greater engagement with the voluntary and community sectors as well as increased training for firefighters.

During the discussion that ensued the following points arose:

1. HFSCs would be carried out differently in the future using a range of options, with a focus on vulnerable people. Councillor Chattaway agreed to discuss specific concerns with Gary Phillips, outside the meeting. There was some support voiced over communities carrying out their own fire safety checks, where possible and with the assistance of partners such as Neighbourhood Watch, Community Officers and Residents' Associations.
2. The aim for the Fire Service was to have the right amount of firefighters at the right place with the right equipment at the right time. The Fire Brigades Union had been involved in shaping the future attendance management system and the philosophy of the Fire Service remained one of working closely with the people involved.
3. Hot Fire Training enabled firefighters to experience actual fires, to better prepare them to deal with actual incidents.
4. Members commended the Service for the reduction in sickness absence.
5. In response to a query regarding community engagement in local areas, Councillor Richard Hobbs stated that the consultation process had been invaluable, but the exercise being undertaken now was not a consultation, but an exercise to inform people and engage the public with what was being done.
6. It was suggested that Community Forums would be a good way of engaging with the public, as well as Parish and District/Borough Council meetings.
7. The Improvement Plan was a key element of the wider IRMP. The IRMP policy document included the proposal to build a new Fire Headquarters, but this was still dependent on a number of issues including the Fire Control outcomes and the County Council Property Review. The Fire Service had been mandated by the County Council to deliver the IRMP within its three year lifespan ending in 2013.
8. Warwickshire Fire Service was already proactively engaged with the media, but Gary Phillips undertook to look at Staffordshire's

approach to publishing the fire statistics/workload in the local newspaper on a weekly basis.

9. Councillor Richard Hobbs confirmed that at no stage had assurances been made that a new fire station would be built before Warwick Fire Station was closed.
10. In response to a query regarding the ability to deliver the Improvement Plan in light of references made within the Risk Register to the Comprehensive Spending Review and potential cuts, Gary Phillips stated that the Improvement Plan set out how resources could be better used to manage risk, and where appropriate resources were moved to areas of greater risk, resulting in a flattened-out structure with greater flexibility to deal with demand.
11. Gary Phillips noted that they were currently exploring dates for a visit by Councillors to the National Training Centre. These would be forwarded to Michelle McHugh.

The Chair agreed that Councillor Chattaway's questions should be forwarded to him, for onward transmission to the Committee and Councillor Hobbs and Gary Phillips. Their assessment would then be considered at the next Chair/Party Spokespersons meeting.

Councillor Richard Hobbs stated that an announcement was expected in December on Fire and Rescue Futures, which was expected to cover areas such as governance and working in partnership with public and private agencies, and that he would discuss the best way of taking these messages forward with the Chair.

The Chair thanked Councillor Hobbs, Gary Phillips and Rachel Barnes for their contributions.

5. Strategic Review of Domestic Abuse Support Services in Warwickshire

The Committee considered the report of the Strategic Director for Customers, Workforce and Governance outlining the key conclusions on the independent strategic review into domestic abuse support services in Warwickshire, commissioned by Community Safety, Supporting People and the district and borough councils.

During the ensuing discussion the following points were noted:

1. A request was made for further information on the proposals to decommission the Ashram Women's Refuge and how this gap would be filled. Kate Nash explained that the recommendation to decommission places at the Ashram did not automatically mean that it would close.
2. It was difficult to differentiate prevention services from the continuum of services that were offered. The revised model did not threaten preventative services directly.

3. It was felt that floating support services focussing on homelessness should be protected and potentially added greater value than refuges. Progress made in schools and with victims was another area that remained in the model.
4. Indications to date from the Police showed that they planned no reduction in specialist domestic violence services, despite the severe cuts the Police Service were facing.
5. There was broad agreement that a focus should be put on alcohol, which was a significant contributor of domestic violence.
6. Kate Nash agreed to provide for Members data on victim numbers and occupancy rates of refuges, to give a clearer picture of the loss of two refuge places. She added however that any client could be referred to any refuge, including out of county refuges, and this was not restricted to the number of places commissioned by the Council. Reciprocal arrangements were in place with neighbouring counties to ensure safety of victims.

The Committee agreed:

- to support the recommendations to the Portfolio Holder that a 3 month consultation be carried out in regard to the decommissioning of the Ashram refuge and the broad proposed service model
- that a strategy be put in place to manage the sensitivities around the consultation, particularly around the Ashram refuge
- that the issue of the impact of alcohol abuse throughout be stressed
- Options relating to in-house services needed to be fully explored.

The Chair thanked Kate Nash for her contribution.

6. Winter Service Review 2010

The Committee considered the report of the Strategic Director for Environment and Economy providing an update of the County Highway's Winter Service.

During the ensuing discussion the following points were raised:

1. Congratulations were given to the Directorate, and in particular Bryn Patefield and his officers and drivers, for the work carried out, particularly over what had been achieved over the last winter.
2. Members agreed that signs should be stencilled onto or attached to the gritting bins stating that the grit was for highway use only and providing a telephone number to arrange for refilling.
3. Bryn Patefield stated that Sandy Lane had been omitted by mistake and would be gritted.
4. Department for Transport guidance had been prepared which would clear myths around clearing pathways etc. A link would

be arranged on the County Council website to this guidance for ease of reference and it was agreed that this guidance needed to be promoted as much as possible to allay fears about the use of grit.

5. Officers would look at any anomalies in terms of bus routes, but the key issue was ensuring that drivers were aware of gritting routes.
6. The County Council was in contact with the Met Office and remote stations gathering information on temperatures, atmosphere etc to make decisions about gritting.
7. Formal agreements were entered into with all neighbouring authorities, who were also informed when gritting was carried out. Councillors experiencing problems in specific areas were invited to share these with the Department.
8. Gritting bins were highly valued and the current policy was to keep these filled, within available resources. Considerations such as access, slopes and junctions were taken into account when looking at requests for bins and it was noted that contaminated salt that could not be used by gritters was often used for bins, reducing waste.

Having considered the findings of the 2010 Winter Maintenance Service Review, and taking into account their comments above, Members supported the changes proposed.

The Chair thanked Bryn Patefield and Graeme Fitton for their contributions.

Afternoon Session

7. High Speed Rail 2

The Chair welcomed everyone to the afternoon session, and in particular Mandy Walker, Group Manager, Regeneration Projects & Funding and her team and the representatives from the HS2 Action Groups, including Peter Delow (Cubbington Action Group), Mike Geddes (Offchurch Action Group) and Jerry Marshall (Keep Burton Green), who were making a presentation to the Committee. The Chair stated that an announcement had been made at full Council on 2 November that a HS2 debate would take place at full Council on 14 December. He added that the discussion today would provide a prelude to that meeting, with an opportunity to get the issues onto the table.

Mandy Walker, Group Manager, Sustainable Communities and Economic Development, introduced her team before presenting the report of the Strategic Director for Environment and Economy outlining the status of the Government's proposals for HS2, confirming Warwickshire County Council's role to date and updating Members on the next steps. Key points were:

- i. The potential environmental impact of HS2 and other local impact information was a key issue for Warwickshire.
- ii. A key question for the Council was when relevant information would be forthcoming, as this would be necessary to scrutinise the proposal and respond to the consultation. If this information was not available the Council needed to decide whether to commission activity to seek this information independently or in partnership with other relevant local authorities.
- iii. Lessons needed to be learnt from HS1 and other major infrastructure projects.
- iv. The Coalition Government were committed to consulting on HS2, and the County Council was working with HS2 Ltd to influence that process.
- v. If the Government moved forward with HS2, Warwickshire needed to maximise any potential benefits.

Jerry Marshall (Keep Burton Green), Mike Geddes (Offchurch Action Group) and Peter Delow (Cublington Action Group) gave a PowerPoint presentation to the Committee on behalf of the 14 Action Groups in Warwickshire as part of a campaign against the principle of HS2 in its broad configuration.

Jerry Marshall, a businessman and regular commuter, presented the section on the business case for HS2. He made the following points on behalf of the Action Groups:

- I. The business case, which was relevant to Councillors and Warwickshire constituents, did not show HS2 as being in the national interest.
- II. The cost of HS2 in Warwickshire was estimated at £1,000 per household, and Councillors needed to ensure that this expenditure achieved good value.
- III. The Net Benefit Ratio (NBR) figure of 2.7 was believed to be misleading as it was set against a number of assumptions, including an unrealistic anticipated passenger demand increase of 267%, the assumption that time on trains was wasted, and leaving out finance costs and operator profits. A more realistic NBR was 0.28, based on realistic forecasts and Treasury methodology.
- IV. The expected benefits were set over a 60 year period, compared to more common seven-year benefit assessments for transport projects, and were unrealistic, particularly as 40% of benefits were expected to be achieved in the second 30 years.
- V. The optimism bias applied to costs by HS2 Ltd was lower than normal, and finance costs and operator profits had been ignored.
- VI. HS1 had not allowed for competition and the same mistake was being made with HS2. Both Chiltern and Virgin were investing heavily in their services and would certainly compete with HS2, as the airlines and ferry services were expected to.

- VII. Lessons needed to be learnt from previous projects and it was noted that HS1 currently ran at one third of the original forecast and the Eurostar at half of the original forecast.
- VIII. There were alternatives that could be put in place that were more viable and cheaper than HS2.

Professor Mike Geddes, an associate Professor at the Business School at Warwick University, gave a PowerPoint presentation considering the economic benefits of HS2. He made the following points on behalf of the Action Groups:

- a. There were many influential voices from the public and private sector, nationally and in Birmingham predicting that HS2 would create many jobs and improve the economy. These claims were based on projections over a very long period of time and were unreliable.
- b. Most wider projections depended on an increase to local services, which would require additional subsidies and were unlikely in the current economic climate.
- c. A key study of HS2 by Imperial College, London estimated the amount of new economic growth to be small, at approximately £8m a year over the full line.
- d. It was claimed that HS2 would redistribute existing economic activity from one place to another, but the largest beneficiary would be the largest economic activity, which was London, at the expense of other regions, towns and rural areas. This was also supported by the growth being limited largely to the service sector, as opposed to agriculture or manufacturing, which would again benefit London. There was no robust evidence that other cities or towns (such as Birmingham or Warwick) would benefit and HS2 Ltd had stated that this evidence would only be available after the consultation period. The Action Groups felt that this was a serious problem as the County Council would not be in a position to make an informed decision.
- e. The only Warwickshire residents expected to benefit would be those living close to the new station, and Warwickshire residents would be additionally disadvantaged by the reduced services on existing train routes, which would be a knock-on implication.
- f. One argument used to support HS2 was that it would free up capacity on existing routes, resulting in improved services. It was noted that at best HS2 was only expected to start running from 2026 and by this time it was anticipated that capacity problems on existing routes would have been addressed. There were better ways of freeing up the network were initiatives such as Rail Package 2 of the Chiltern upgrade.

Peter Delow, a retired Chartered Electrical Engineer, gave a PowerPoint presentation looking at the environmental issues around HS2. He made the following points on behalf of the Action Groups:

- A. A new transport corridor through Warwickshire, including Greenfield sites, was a threat to both the Warwickshire countryside and its communities.
- B. There was currently only one route being considered, which included 19 miles of track through South Warwickshire and 8 miles through North Warwickshire.
- C. The visual impact of HS2 would be appreciable, including:
 - Substantial security fencing
 - Overhead power lines, cables and support gantries
 - Embankments and cuttings
 - 17 viaducts
 - Noise barriers.
- D. The high speed train required a vegetation-free zone on either side of the track, requiring an overall width of 80 yards. This would equate to 556 acres of land in the south and 227 acres of land in the north and did not take into account roads, cuttings, embankments, barriers etc.
- E. No account had been given to damaging sensitive, special environments such as the area in South Warwickshire below Southam towards Northamptonshire.
- F. Two additional consequences to HS2 were the disruption that would occur during construction and the noise, both during the testing and operating phases. HS2 Ltd had been unhelpful in these areas and continued to underestimate the problems.
- G. Work undertaken by the Ladbroke Action Group stated that properties nearer than 200m to the track would suffer unacceptable noise levels, but it was expected to have an effect up to 1km from the track.
- H. In the south of the county the impact of the proposed route was high, with the track:
 - crossing 100 farm fields
 - passing within 500m of 25 farm buildings (mostly homes)
 - impacting on industrial properties and businesses including Code Masters Software Co Ltd, Lower Farm, Southam and Stoneleigh Show Ground
 - threatening the natural environment in many places such as Crackley Woods
 - impacting on sports venues such as Kenilworth Golf Course and RLS Polo Club, Southam
 - damaging many local footpaths
 - cutting through the green belt land between Coventry and Kenilworth.
- I. The assertions that HS2 would be “carbon neutral” and would contribute to Government’s ambitions to create low carbon emission were misleading and it was thought that the carbon generated by the construction of HS2 would emit in the region on 1.2 million tonnes of carbon, which was equivalent to the annual emission budgets of 100,000 people. Birmingham Airport has also stated that they saw HS2 as a stimulator of

business, which would increase air travel, further increasing carbon emissions.

- J. It was clear from the County Council report that there was a major lack of crucial information which HS2 Ltd was either unable or unwilling to make available. Warwickshire County Council needed to be made aware, before the consultation in early 2011 of all the facts, in order to make informed decisions and to ensure that the voice of Warwickshire residents was heard.

The Action Group representatives stated that HS2 Ltd had shown little interest in the impact of HS2 beyond the Chilterns and they thought Warwickshire County Council needed to make a decision and set their position out before the consultation took place and urged Councillors to oppose HS2.

The Chair, supported by Members of the Committee, thanked the speakers for their presentations, and stated that the issue was both complex and detailed. He noted that there had been interaction with the Action Groups over the last few months in the form of an information sharing forum, which had been and would continue to be very valuable to the Council. During the ensuing discussion the following points were raised:

1. In light of the support for the project from all major political parties and in the Comprehensive Spending Review, the Committee agreed that they needed to concentrate their efforts on looking at how HS2 would affect Warwickshire.
2. Government and HS2 Ltd had stated that a broad-brush sustainability appraisal and a local economic impact assessment may be available as part of the consultation, but detailed information on the environmental impact would only be available after the consultation. The Committee identified the gaps in the information provided, particularly in terms of environmental impact, as being essential to be able to make an informed decision and agreed that the County Council needed to decide whether to commission activities to obtain such information themselves, or to explore the opportunities of commissioning the work with partners in the region.
3. Members agreed that the Business Case put forward for HS2 was extraordinarily weak and open to challenge, an example of which was the figures requiring one third of Warwickshire residents having to travel to London daily to achieve the forecast numbers, and this was highly unlikely.
4. The financial implications of the project at a time when the region and the country were facing the severest cuts did not make economic sense.
5. The high speed specifications required by the EU could be achieved through the high speed Pendolino trains used on the Virgin network.

6. The benefits to Birmingham and other local economies were evidenced in favour of HS2, but without this information the consultation would be flawed.
7. A suggestion was made that a survey be conducted with all small and medium businesses in Warwickshire to gauge their need for this type of service.
8. The omission in the latest proposed route of the section in North Warwickshire along the M42, had been queried with the Minister, but to date no formal response had been received. Members noted their concern and the need for this information to be provided as a matter of urgency. There was also concern noted that the Y option spur to Leeds may cut across North Warwickshire.
9. Members agreed that pressure needed to be applied from all stakeholders, including all Warwickshire MPs, Local Authorities and the LGA to influence the decision to hold a consultation without making the relevant information available, which it was agreed would make a planning decision open to challenge locally. Pressure needed to be applied for a delay in the consultation until all information was available.
10. Members needed to understand clearly what information would be made available in the Appraisal of Sustainability.
11. In response to Members' disappointment that HS2 Ltd had not been present at the meeting, the Chair stated that an invitation had been sent to HS2 Ltd which had been declined. HS2 Ltd had pointed out other options such as the Technical Seminars they were holding, and had offered to attend a future meeting if required.
12. There was no Government funding available for opposition work, making the HS2 project a one-sided funding process.

Councillor Alan Cockburn, Portfolio Holder responsible for Environment and Economy, noted that he had attended a meeting with Sir Brian Briscoe, Non Executive Chairman of HS2, where he had stated that it could be years before the next section of HS2 north from Lichfield, was built. Councillor Cockburn agreed that the County Council needed to take a position on this issue before the consultation and in light of that the full Council would be debating the issue at their meeting on 14 December 2010, on information available at that time.

Mr Moreton, a member of the public, asked the Committee why they would consider supporting what was effectively another tax through ticket subsidies, in these financial times? He added that the Secretary of State had made it clear that the national principle of HS2 was sacrosanct and the consultation would be about alignment, and this was echoed by HS2's Ltd avoidance of attending any meetings where they may be faced with sensible, credible opposition.

Nick Hillard, Crackley Residents' Association noted that there was a sustainability report on the HS2 website, which was "broad brush" with

little information and that the anticipated Assessment of Sustainability Report would more than likely be a refresher of that. He added that this report had been procured by HS2 Ltd.

Members of the Communities Overview and Scrutiny Committee:

- (1) Thanked the representatives of the Action Groups for their contributions and asked that Graeme Long continue to provide Councillors with updates from the Action Groups
- (2) Asked Mandy Walker to provide an update on the outcomes of the meeting with the Minister scheduled for early December.
- (3) Agreed that the strongest representation possible needed to be made to HS2 Ltd and Government to ensure the gaps in information were filled before the consultation took place
- (4) Requested that every effort be made to:
 - encourage Government to set up some form of funding allocation for Action Groups
 - press for details regarding the route north of Birmingham.
- (5) Agreed that the Chair and Party Spokespersons should discuss the way forward, including a timetable of events, for the Committee to consider HS2 in the new year.

8. Questions to the Portfolio Holder

Councillor Colin Hayfield

Councillor Ray Sweet asked for an update on the Library Service. Councillor Colin Hayfield responded that the Service was facing savings of £2m, partly through management restructuring and the Library Strategy with an approximate £1m savings still to be found. Different ways of using library buildings needed to be considered as well as moving towards a service that would meet demands in the future. The Chair reminded Members that they would be receiving a report on the Library Service to their 22 December meeting.

Councillor Alan Cockburn

Councillor Ray Sweet asked Councillor Alan Cockburn what plans were for evening bus services. Councillor Cockburn responded that this would form part of the budget process.

9. Household Waste Recycling Centres

Councillor Richard Chattaway presented the report of the Chair of the Task and Finish Group outlining the recommendations from the Task and Finish Group established to scrutinise contract specification for the Household Waste Recycling Centres.

During the discussion that followed the following issues arose:

1. The process for the decision was outlined and it was confirmed that the call-in procedure also applied to officers making delegated key decisions.
2. Members and officers involved with the Task and Finish Group were congratulated.

The Committee agreed to forward the recommendations of the Task and Finish Group to Paul Galland, Strategic Director for Environment and Economy to be considered before making a final decision.

10. Committee Work Programme and suggested topics for Task and Finish Groups

The Committee agreed the Work Programme items.

Members requested that the Briefing Note from Graeme Fitton on On-street Parking, include an update on the actual income generated and the income position by district.

Michelle McHugh undertook to speak to Nick Gower-Johnson about the Community Empowerment Briefing Note, which was overdue.

11. Any Other Items

None.

.....
Chair

The Committee rose at 4:20 p.m.

Minutes of the Meeting of the special meeting of the Communities Overview and Scrutiny Committee held on 29 November 2010

Present:-

Members of the Committee

Councillor Sarah Boad
 “ Richard Chattaway
 “ Barry Lobbett
 “ Mike Gittus
 “ Phillip Morris-Jones
 “ Martin Shaw
 “ Ray Sweet
 “ John Whitehouse (Chair)
 “ Chris Williams

Other County Councillors

Councillor Alan Cockburn (Portfolio Holder for Environment and Economy)
 Councillor Peter Butlin (Support Portfolio Holder for Workforce and Governance)
 Councillor Robin Hazelton
 Councillor Carolyn Robbins
 Councillor Jerry Roodhouse
 Councillor Helen Walton

Officers

Henry Cheung, Graduate Engineer
 Dave Clarke, Strategic Director of Resources
 Christopher Cresswell, Communications Officer
 Graeme Fitton, Head of Transport and Highways
 Paul Galland, Strategic Director of Environment and Economy
 Dan Green, Localities and Communities Manager
 Chris Jukes, Head of Projects
 Gary Li, Graduate Engineer
 Ian Marriott, Community and Environment Legal Services Manager
 Ann Mawdsley, Principal Committee Administrator
 Michelle McHugh, Overview and Scrutiny Manager
 Roger Newham, County Transport Planner
 Steve Young, Engineer

Also in Attendance:

Nigel Barr, Stradia Ltd
 David Bragg, Landowner
 Cllr Sally Bragg, Rugby Borough Council
 Roger Cleton, Long Lawford Parish Council
 David Draper, Long Lawford
 Cllr Tony Gillias, Rugby Borough Council
 Charli Hill, BBC Coventry and Warwickshire
 R Lee, Rugby Borough Council
 Andrew Oakley, Resident
 Gillian O’Connell, Resident
 Douglas Pitcher, Resident
 Dan Santy, Rugby Observer

1. General

The Chair welcomed everyone to the meeting and asked that the officers introduce themselves for ease of reference.

(1) Apologies for absence

An apology for absence was received on behalf of Councillor Jeff Clarke.

(2) Members Declarations of Personal and Prejudicial Interests

None.

(3) Chair's Announcements

The Chair announced that this was a special, single issue meeting of the Communities Overview and Scrutiny Committee, and as such did not have a specific item on the agenda for public questions. He added that, in his role as Chair, he had agreed to two public questions which had been put forward.

2. Public Question Time

(1) Question from Mr Terry Stothard

"Was the cost of the new green fencing that runs along the boundaries of the two quarries included in the final price?, If yes, how much did it cost and why? when that is the duty of CEMEX to protect their quarries, the council have provided the crash barriers."

Roger Newham, County Transport Planner, Environment & Economy Directorate provided the following response to Mr Stothard:

"The cost of the green fencing was £85.60 per metre and there is about 950 metres in total. This cost is included in the final cost of the scheme.

Before construction of the Western Relief Road began there was fencing in place provided by CEMEX to exclude the public from the quarries. This comprised a variety of fencing types. As part of the Western Relief Road construction this fencing had to be removed. It was therefore the responsibility of the County Council to replace the fencing taken down with fencing on the new highway boundary line.

CEMEX will be responsible for future maintenance and replacement of the fencing.”

(2) Question from Mr Mike Whittingham

“Why was it decided that the urgency of the project was a bigger priority than finalizing the full design?”

Roger Newham, County Transport Planner, Environment & Economy Directorate provided the following response to Mr Whittingham:

“The urgency to start work was primarily due to the time limit on S106 funding from three major developers. Developer funding provided over £15M for the scheme and further delay to the start of the scheme risked loss of some of this funding. In the event even with the start in August 2007 about £1M of funding was lost from the oldest S106 agreement. A secondary but still important factor was the then high inflation in the construction industry which was devaluing the fixed funding contribution granted by DfT in March 2007.”

In response to a further query from Mr Whittingham asking that, given the fact that there was a £1m overspend on lighting and traffic signs, whether the decision to move forward with the contract before the design was complete had been made in haste. Roger Newham responded that a distinction had to be made between costs that had become higher than anticipated due to the design being incomplete and costs that had not been built in due to incomplete information available on the design. He added that the choice to proceed without a completed design had not been taken lightly. It was considered that the financial risk of delaying construction (loss and S106 funding and inflation) outweighed the risks in starting with some design incomplete.

2. Rugby Western Relief Road (RWRR)

The Committee received a verbal presentation from Councillor Alan Cockburn, Portfolio Holder responsible for Environment and Economy for approximately 18 months and before that holding office as the Portfolio Holder responsible for Resources. He made the following points:

- i. While all parties, including the County Council, needed to share some of the responsibility for the issues that had arisen in relation to the RWRR, Councillor Cockburn felt there was no reason to investigate the integrity of the officers involved.
- ii. It was important that lessons were learnt from the problems that had arisen with this project.

- iii. There were still some outstanding compensation events to be settled with Carillion, which meant that the final cost of the scheme was not yet known. Councillor Cockburn assured the Committee that as soon as everything was settled, details would be made public.

The Committee then received a verbal introduction of the report from Paul Galland, Strategic Director for Environment and Economy. He noted the following:

1. There was still some information which was confidential due to the fact that commercial discussions with Carillion had not yet been concluded. These discussions were at a key stage and decisions on confidentiality had been made to keep the risk to the County Council at a minimum.
2. The RWRR had been a long time in preparation, including a number of processes such as two public inquiries. These delays had increased the pressure to proceed with the scheme particularly in terms of the risk of losing developer contributions.
3. The RWRR had been opened fully to traffic on 10 September 2010 and the beneficial impact on the town and the reduction of traffic around the town centre of up to 28% was welcomed.
4. The costs of the RWRR had overrun dramatically, but even at the current predicted outturn cost, the cost/benefit ratio was 1:4.5, therefore for every £1 spent, there was £4.50 benefit brought to the local community and economy.
5. The estimated cost of the project at the time the contract was awarded was approximately £36.5m and the estimated final outturn was approximately £60m.
6. In the summer of 2008 the significant increase in construction costs was brought to the attention of both the Council and the Cabinet. A partially successful bid was made to the Department for Transport (DfT) for additional funding. At this time the County Council Internal Audit Team was also brought in to assist, as well as specialised financial support from the Resources Directorate.
7. Following a confidential report to the Cabinet in October 2009 setting out an estimate of the predicted costs at that time and recording concern at the escalating costs, the Cabinet established a Board of Members and Strategic Directors to oversee a review of the scheme and establish reasons for the increased costs.
8. At the time of the procurement process, target cost contracts were considered best practice. This process is under scrutiny nationally and is acknowledged as being a complex and difficult style of contract to manage. This type of contract may not be recommended in the future.
9. The original contract had been awarded to a company called Mowlem, this company was taken over by Carillion in 2006.
10. Although this was a target cost contract, this relies heavily on partnering to drive efficiency benefits. At some point the nature

of the contract appears to have shifted away from a partnering style of contract to a more traditional, adversarial contract, with less focus on making savings and more than 1,400 compensation events.

11. There were many issues that would be approached differently in hindsight. Lessons that had been learnt would need to be considered in any future situations.
12. Increases in costs on contracts could not always be foreseen and most of the increases in this case were beyond the control of the Council and Carillion. An example of this was the problems in accessing Network Rail's property, which had resulted in a 13 month delay. There was also no ability to make compensation claims against National Rail or the Utility companies. Paul Galland also drew attention to the range of challenges that had been faced in building the road, which had been highlighted to members in their tour of the road.
13. Contractauditline (CAL), a specialist audit and contract consultant, had been brought in to assist the County Council with their review of the Contract, focussing on the questions that had been identified by Cabinet in October 2009 and a number of issues and areas for improvement/action which would be used to form part of the lessons to be learnt by the Council.
14. Fundamental to entering into contracts was the ability to identify and put a financial value on the potential risks, and then to build sufficient contingency into the estimated costs to cover this. Officers had worked hard at identifying and managing risk, but it was acknowledged that there were concerns about the valuing of risk and the size of the contingency. This was a weakness that existed more widely across the public sector.
15. Stradia, an external specialist cost consultant, was appointed in January 2010 to provide dedicated commercial expertise to the council and their work to date had not revealed any evidence that the Council has paid unjustifiable costs. Paul Galland recorded his thanks to Stradia for the work they had undertaken to ensure the increase in costs was kept under control and that the County Council was not exposed to risks or costs they should not be exposed to.
16. One area that had been reviewed was whether the project management had been robust enough from the beginning of the contract. Paul Galland stated that while savings were sought in contracts through avoiding an overload of bureaucracy, it was felt that there had been sufficient project management. However additional resources were put into this area when it became clear that costs were increasing significantly and there were large numbers of unresolved compensation events.
17. Questions had been raised about the level of strategic engagement in the project. Paul Galland said he felt that the project would have benefited from a high level board involving directors and councillors.

18. Some problems had been experienced with the design process and this was currently under internal investigation. It was felt using a combined team of internal and external experts during the design process had blurred lines of accountability. It was felt that future projects should be delivered by external consultants to allow for greater focus on project management.

Councillor John Whitehouse thanked Paul Galland and Councillor Alan Cockburn on behalf of the Committee for their candid assessments of the issues. He noted the following points:

- a. The timescale of the meeting had been set in good faith with an expectation that negotiations with Carillion would be complete and an open and honest public discussion could be held.
- b. Members felt constrained by the position they found themselves in, particularly in terms of issues covered in the CAL report, which had to remain confidential for the time being for reasons set out above.
- c. The meeting today had been valuable in terms of getting the opening statements into the public domain and setting out some of the key issues. The Chair apologised to members of the public who had attended the meeting with certain expectations and undertook to reconvene the meeting at the earliest opportunity.

Councillor Richard Chattaway proposed a motion, seconded by Councillor Martin Shaw, and a vote was recorded with seven in favour and none against, that the meeting be adjourned until such time as all relevant documents were available to the public.

The Chair noted that the next step was for a report to be produced from this meeting for full Council on 14 December. At that meeting a separate report setting out the predicted scheme outturn costs and seeking approval to proposals for funding increased costs in 2010-11 would also be considered.

.....
Chair

The Committee rose at 3:20 p.m.

AGENDA MANAGEMENT SHEET

Name of Committee Communities Overview and Scrutiny Committee

Date of Committee 22 December 2010

Report Title Concessionary Travel Project and Risk Management

Summary The Concessionary Travel project commenced in May 2010. This report sets out the project management and risk mitigation processes and invites Members to comment.

For further information please contact Sara-Louise Board
Concessionary Travel project manager
Tel. 01926 412779
saraboard@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No

Background Papers Cabinet reports: 22/7/10 and 18/11/10

CONSULTATION ALREADY UNDERTAKEN:- *Details to be specified*

Other Committees

Local Member(s)
(With brief comments, if appropriate)

Other Elected Members

Cabinet Member Councillor A Cockburn
(Reports to The Cabinet, to be cleared with appropriate Cabinet Member)

Chief Executive

Legal I Marriott
P Fairweather
B Jukes

Finance Robert Philips

- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **YES/NO** *(If 'No' complete Suggested Next Steps)*

SUGGESTED NEXT STEPS :

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

**Communities Overview and Scrutiny Committee –
22 December 2010**

Concessionary Travel Project and Risk Management

**Report of the Strategic Director for
Environment and Economy**

Recommendation

That the committee considers the content of this report and if appropriate makes recommendation to Cabinet.

1. Background

- 1.1 The management and administration of concessionary travel for older and disabled passengers in England has undergone major changes throughout the last ten years. During this period the scheme has evolved from a local half fare to a national free scheme. Significant changes in passenger transport legislation and provision are outlined below.

Table 1:

Pre-1985	Ad-hoc arrangements for concessionary travel available at local authority discretion in England.
1985	Buses de-regulated outside London. Local Authorities able to make concessions available on operator-run services.
2001	Statutory half-fare minimum concession introduced on off-peak local bus services for pensioners and the disabled.
2002	Eligibility extended to men aged 60 to 64 thus harmonising age threshold with women.
April 2006	Statutory minimum concession increased to free off-peak local travel.
April 2008	Statutory minimum increased to free off-peak national travel on local buses in England.
April 2010	Age of eligibility aligned with changes to the female state pension age, which is set to increase to 65 by 2020.
April 2011	Responsibility for management of free concessionary travel to transfer to upper tier local authorities (eg county councils, unitary councils and Passenger Transport Executives PTEs).

1.2 Consequently, in April 2011 Warwickshire County Council will become the Travel Concession Authority (TCA) and will be responsible for the management and administration of free concessionary travel in Warwickshire

1.3 The administration of the scheme broadly forms three areas:-

(i) **The issue and management of passes and other concessions**

- (a) Validation of initial applications;
- (b) Collection and storage of customer data to enable pass encoding and production;
- (c) Distribution of concessionary passes;
- (d) Renewal of expired concessionary passes;
- (e) Dealing with returns, cancellations, lost or damaged passes, and other concessions;
- (f) Provision of statistical data.

(ii) **Reimbursement Administration**

- (a) Capture of journey and fares data for bus operators;
- (b) Audit of data;
- (c) Calculation of payments due to bus operators;

(iii) **Management and Monitoring**

- (a) Collecting and collating relevant data for monitoring and management purposes;
- (b) Updating cost estimates;
- (c) Forecasting costs for future years;
- (d) Negotiating financial parameters;
- (e) Managing appeals and other legal actions including technical input and liaising with legal advisors;
- (f) Assessing additional capacity costs and other "special claims" made by operators.

1.4 These three operational areas of service formed the project parameters and guide the transition. management.

2. Transition and Project Management Processes

2.1 In January 2010 a project briefing report was drawn up which identified the size and scope of the transition process needed. Following a number of internal meetings within the Environment & Economy Directorate a dedicated project manager and project resources were identified. The project has been undertaken using the Prince2 principles with a dedicated project manager in post since mid May 2010.

2.2 The objectives of the project are to deliver an effective transition from the current Borough and District management to the County Council with:-

- (i) A universal standard of service to users.

- (ii) Greater access to the service by utilising the network of One Stop Shops and increasing the number of locations where people can apply for a pass.
- (iii) Cost efficiencies and savings as per the Department for Transport (DfT) requirements.
- (iv) No compromise to the quality or security of the data.
- (v) An increase in cross directorate working and collaboration.

2.3 As part of the Prince2 methodology an elected member and senior officer board has been convened, this board meets quarterly. A wider technical officer working group was created to assist in the delivery of the objectives. (see **Appendix A** for membership). This group will meet three times during the life of the project, at the initiation stage, at the testing stage of the service and at the conclusion and closedown of the project.

2.4 The project is sub divided into five work phases, as detailed in Table 2 below:

Table 2

Phase 1:	Initiation: Set up governance arrangements Ensure senior buy in and support for the project Ensure relevant authorities for the project are in place	
Phase 2:	Development: Engage key directorates at an early stage Develop a working relationship and links in each key Directorate Ensure that technical and specialist skills are available to achieve the project outcomes. Scoping and design	
Phase3:	Delivery & Implementation phase; 2 parallel workstreams:	
	Service design & development	
	Testing	Contracts and tendering for key suppliers
	Implementation and training	
Phase 4	Service live from 1 April 2011	
	Review and amendment as needed to improve the process	
Phase 5:	Handover and closure Handover of the service to the Concessionary Travel Manager, Project closure Lessons learnt on completion.	

2.5 There are a number of well established management tools in place for this project. This includes regular workstream meetings with the key contributors, particularly in the One Stop Shop (OSS) management team to develop the business processes and the County Council's legal team to oversee the contract arrangements with ESPO (Eastern Shires Purchasing Organisation), which is supporting the procurement process. The frequency and scope of these meetings will evolve throughout the project life depending on where the current

work priority sits. The large, diverse and fast moving nature of the project is such that a flexible approach is required to secure success.

- 2.6 In conjunction with the workstream meetings, there is a co-ordinated work and task programme for each of the nine key workstreams, with tasks and responsibility assigned to service managers and officers e.g. Communications, the lead on this workstream is the press officer for EED with involvement and support from the project manager.
- 2.7 Communication is paramount to the success of this project. Each workstream has a number of dimensions to it. The project manager regularly meets each of the lead officers from each of the nine workstreams to address issues and plan future activities.
- 2.8 There are 2 distinct groups who require particular consideration. A carefully prepared training and communications plan needs to be applied to both the OSS and Customer Service Centre (CSC) advisors as well as the 100,000 users. To meet this requirement a substantial communications exercise will be undertaken in the new year to ensure that users are clear on what changes are being made and how the changes will affect them. Internally a dedicated resource will be targeted at the OSS and CSC advisors to furnish them with the specialist knowledge and skills needed to provide the best customer service possible from the outset.

3. Risk Management Processes

- 3.1 The corporate approach to risk management has been followed in this project to identify, assess and manage risks throughout the duration of the project. Risk Management is also a key component of Prince2. This is in recognition that the manager of a project must contain and control risks if a project is to be successful.
- 3.2 The Risk Team (from the Risk and Assurance Service in CWG) have provided advice to the project since its initiation in May 2010. This has included supporting the Project Manager with the development and ongoing management of a risk register, facilitating the identification of emerging risks, and acting as a critical friend by reviewing the appropriateness of actions that are being taken to manage risks.
- 3.3 The risk register has been listed on the corporate Risk Management system, Magique, where it is monitored and updated by dedicated project administration. The Project Manager also holds regular workstream meetings with the Risk Team to review the risk register and to identify any emerging risks that may arise during the different phases of the project. A copy of the risk register is attached as **Appendix B**.
- 3.4 The procurement process is a significant element in this project with the risks associated with major contracts significantly reduced through the use of ESPO as the lead agent on the procurement process. Their experience and expertise has been invaluable in the development of the specification. Their involvement has allowed the tender to be expanded to a national framework. One of the

advantages of this is that other local authorities in England will be able to maximise their purchasing power and economies of scale.

- 3.5 The co-operation of the borough and district councils, who currently manage the service has been invaluable. Their contributions and willingness to work towards a smooth transition have significantly reduced some of the reputational risks for the project.

4. Financial Implications

- 4.1 The potential financial risks to the County Council, are caused primarily through continued uncertainty regarding DfT grant allocation. These have been included as part of the 2011/12 budget planning process, DfT is expected to clarify its funding position in the new year. Through the maximising of utilisation of existing County Council resources the ongoing management and administration of the concessionary travel scheme will be as efficient and cost effective as possible.

5. Next Steps

- 5.1 The project management tools are in place, with a cross directorate commitment to each workstream. The project is entering Phase 3 which has a number of key milestones, namely:-
- (i) Tender responses for pass production and transport advice are due with ESPO on 22 December 2010.
 - (ii) Local Government finance settlement announcement due December 2010 and the implications for the WCC concessionary fare project will be analysed.
 - (iii) Contract Award is expected w/c 22 January 2011.
 - (iv) Data transfer, the first successful cleanse has been completed with a second to follow in late January 2011.
 - (v) Agreement to use the County Council logo and a new expiry date on all cards issued by the District and Borough Councils from 1 January 2011.
 - (vi) A concerted communications campaign to ensure the message gets out to users about the changes including. Press articles, website updates, radio interviews and banners on all major routes and buses in Warwickshire. This will commence in January 2011 and continue through to mid April.
 - (vii) Project closedown in April 2011.
 - (viii) Transfer of responsibility to the Concessionary Travel Manager towards the end of April.

6. Conclusion

- 6.1 This is a significant project, it has a number of complex interrelated workstreams and a very challenging timeframe to deliver in. The project presents a number of risks, the most important being the risk to the county council's reputation if difficulties or delays arise. The measures put in place by officers are sufficient to reduce the risks to a manageable level. Notwithstanding these constraints and uncertainties the Concessionary Travel Project has the capacity to deliver an improved service to the residents of Warwickshire and demonstrate cross directorate working at its best.

PAUL GALLAND
Strategic Director for Environment and Economy
Shire Hall
Warwick

26 November 2010

**Communities Overview and Scrutiny Committee –
22 December 2010**

Concessionary Travel Project and Risk Management

Board Membership

Councillor Alan Cockburn – Portfolio Holder

Paul Galland - Director, Environment and Economy

David Carter - Director, Customers, Workforce and Governance

David Clarke- Director, Resources

Graeme Fitton - Head of Service, Transport for Warwickshire

Chris Jukes - Group Manager, Projects, Resources

Kevin McGovern - Group Manager, Transport Operations, Environment and Economy

Sara Board - Project Manager.

Technical Working Group:

Workstream	Lead	Support
1. Authority	Sara Board	Kevin McGovern
2. Policy	Sara Board	Kevin McGovern
3. Legal	Suzanne Burrell	Paul Fairweather
4. Finance	Dorne Allen	Rob Phillips
5. Procurement	Paul White	ESPO – Kate Shaw
6. Risk and Assurance	Tania Kiff	Neil Ovard/Sara Board
7. Existing Services	Kevin McGovern	Sara Board
7.b New Service	Diana Wilkinson	Chris Elfwood Andrew Dudley David Hurst
8. ICT	Les Harlock	Andy McGarry Andrew Dudley
9. Communications	Christopher Cresswell	Sara Board

Name of Area / Activity / Project: Concessionary Travel

Risk Register Lead: Sara Board

Date of Review: 25/11/2010

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
1	The project fails to meet its goals and objectives or meet legislative criteria.	<p>New legislation is introduced or there are changes in government policy.</p> <p>Poor project management in the transition of concessionary travel from the district and borough councils.</p> <p>The aims and objectives of the project are unclear or poorly implemented.</p> <p>Creepage occurs in the project scope.</p> <p>Limited resources to manage and provide support to the project.</p> <p>There is poor project management and governance.</p>	<p>WCC will fail to meet statutory obligation.</p> <p>Negative publicity for WCC and criticism of management processes.</p> <p>Possible delays to the project.</p>	Paul Galland	2	4	8	<p>Robust project management processes are in place that follow Prince 2 methodology.</p> <p>Workstreams are in place from relevant sectors within the Authority.</p> <p>Cabinet have given approval on 18-11-2010 for the scheme of Concessionary Travel and discretionary elements.</p> <p>A project plan is in place that is monitored by the Project Manager and Board.</p>	1	2	2	Accept current level of risk.	Sara Board	31/03/2011
2	Change in central government policy.	<p>New government change in priorities or failure of coalition government.</p>	<p>Project becomes obsolete or project falls to WCC to fund and implement.</p> <p>Local concessions are reduced or abolished.</p>	Paul Galland	3	4	12	<p>Ongoing engagement with LGA to monitor any changes & to provide feedback to any consultation.</p> <p>The Government as part of its Spending Review has confirmed that the scheme is to continue.</p>	2	4	8	Await spending allocation from central Government to determine what further action needs to be taken.	Rob Phillips	31/12/2010

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
3	Inter organisational politics over livery / image of service on passes if enhancements are still funded by districts & boroughs.	Localised politics and perception from District / Borough councils over loss of branding. Some districts apply local enhancements which are not applicable in other areas. They may want local enhancements to remain which may conflict with countywide proposals.	Negative publicity for WCC and criticism of management processes.	Sara Board	3	2	6	Meeting held with Districts 13-08-2010 to identify and understand issues and potential areas of conflict.	2	2	4	Work with Districts to agree transition strategy and use of logos on new passes.	Sara Board	31/12/2010
4	WCC is unwilling, unable to meet, or unable to allocate resources for enhancements e.g. 9am - 9.30 use of bus passes.	Restricted financial position.	Reduction in service for Warwickshire residents.	Paul Galland	3	4	12	Budget pressures and change in services are notified early to Finance and Members. Consultation results have identified overwhelming public demand for services between 9.00 and 9.30. The Project Board has approved that a recommendation be made to Cabinet that the current 9.00 enhancement should remain. Cabinet have given approval on 18-11-2010 for the scheme of Concessionary Travel and discretionary elements.	2	3	6	Await spending allocation from central Government to determine what further action needs to be taken. A budget bid has been submitted to help address pressures. Approval of the bid is awaited as part of the overall budget that will be presented to the Council.	Rob Phillips Sara Board	31/12/2011 15/02/2011

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
5	Inability to select a pass production contractor.	There are a number of possible providers of this service in the UK, but due to the size of the contract EU procurement rules apply. However, potential contractors may show insufficient interest to enable a full and transparent procurement exercise to be completed. Unforeseen delays in specification and procurement process.	Possible breach of EU procurement rules. Appeals on contractor selection. Delays in the production and issue of bus passes to the public.	Paul White	2	4	8	ESPO are managing the contracting process on behalf of WCC. The PQQ process has been completed and a number of companies have been invited to tender.	2	2	4	The closing date for tenders is 22/12/2010. A decision will be made week commencing 24/01/2011	Sara Board	28/01/2011
6	Bus operators are unwilling to work to an interim position if passes expire.	Bus operators are not able to come to any agreement with WCC over changes to the scheme.	Reduced service for Warwickshire residents. Negative publicity for WCC. Criticism of management processes. Bus operators use the situation to create leverage for the reimbursement process.	Kevin McGovern	2	4	8	Early dialogue with operators to ensure they are briefed on changes and WCCs position. Cabinet have approved for the Scheme of Concessionary Travel and discretionary elements.	1	1	1	This is no longer a risk as existing bus passes will remain valid.		
7	Loss of data in transit from host to awarded contractor.	Poor data management and information security. Poor project management.	Possible breach of Data Protection Act. Reputation of WCC called into question.	Kushal Birla	3	4	12	Direct involvement with Les Harlock and Andy Morrall to ensure WCC security requirements for management of personal data are met. Data security has been built into the specification of the contract.	2	4	8	A detailed data security questionnaire will be completed by the successful contractor and issues addressed to ensure that all data security requirements are met. To ensure that WCC security requirements for management of personal data are met during the operation of the contract.	Les Harlock Les Harlock	28/02/2011 Ongoing

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
8	There is limited project support in place.	Unforeseen illness or absence of the Project Manager.	Possible delays to the project. Additional pressure to catch up on return. Additional duties on other group members.	Kevin McGovern	2	4	8	Prince2 methodology is being followed ensuring clear file management and regular updates of progress. A Project Management Support Officer is in place to support the Project Manager. The Project Manager discusses project progress with the Transport Operations Manager every month.	2	2	4	Accept current level of risk but monitor and review on an ongoing basis.	Sara Board	31/03/2011
9	Poor consultation on proposed changes.	An EQIA consultation strategy is not developed and implemented prior to policy decision. The people and organisations that need to be consulted are not identified.	Ombudsman report challenges decision of WCC Cabinet and requires decision to be withdrawn and reviewed. Possible claim from operator for loss of business from changes. The needs of service users, WCC, other districts and boroughs, the pass production contractor and bus operators are not identified or considered.	Sara Board	4	4	16	The Equality and Diversity Team has provided support in developing the consultation Strategy and Equality Impact Assessment. Consultation Strategy has been completed. Equality Impact Assessment has been completed. Public Consultation programme has been completed and results reviewed.	1	1	1	This is no longer a risk as the consultation process has been completed and findings from the process have been used to develop recommendations made to Cabinet.		
10	Poor communication of changes to the scheme.	The removal of enhancements or any other changes are not communicated sensitively or at an early stage.	Adverse public reaction to changes in the process. There is confusion amongst the public and bus providers on the use of enhancements. Reputational impact on the Council.	Sara Board	4	4	16	A communications strategy has been developed.	3	3	9	Clear, understandable messages to be developed to communicate changes. Place Adverts for changes and disseminate strategy to staff. Drip feed of FAQs and web improvement	Christopher Cresswell Sara Board and Adrienne Bellingeri Simi Braich	31/03/2011 31/03/2011 30/01/2011

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
11	The transition could represent a revenue liability to WCC.	Additional financial burden on WCC to administer the scheme and provide enhancements. DFT estimates may consider the need for efficiency savings as a % cut of cost at present. Funding withdrawn from districts and boroughs by the DFT may not match the grant allocated to WCC.	Increased revenue budget liability and pressure. Costs will have to be built into future budgets which could impact on funding for other services Imposed savings targets are unrealistic or untenable to deliver. WCC does not benefit from any economy of scale savings following the transition, instead savings may benefit districts and boroughs.	Dave Clarke	3	4	12	An early budget bid has been submitted to seek extra funding to manage the scheme. Regular finance updates are provided through the highlight report to all relevant parties. WCC has responded to government consultation with preference for Option 4 OSR.	3	3	9	Await spending allocation from central Government to determine what further action needs to be taken.	Rob Phillips	31/12/2010
12	Pass production contractor is unable to deliver service.	Bankruptcy. Natural disaster. A disruption event occurs. WCC is unable to send data to the pass production contractor.	Delays in the production and issue of passes to the public. Negative publicity for WCC.	Sara Board	2	4	8	Business continuity and financial evaluations are elements of the PQQ. Redundant capacity is built into the process for the production and delivery of passes to manage the risk of any potential delays. KPIs have been developed to monitor contractor performance.	2	2	4	Accept current level of risk but monitor and review on an ongoing basis.	Sara Board	31/03/2011
13	Failure to negotiate acceptable operator reimbursement level.	Contract negotiation fails.	Reduction in the level of local bus network provision.	Kevin McGovern	4	2	8	Following lobbying through the LGA, DFT have provided guidance and details on the national formulae to be used. MCL carry out negotiations with operators on WCC's behalf. The performance of MCL and negotiations they carry out are monitored.	3	2	6	Scheme for concessionary travel to be finalised and published. MCL will confirm the draft scheme and carry out consultation with bus operators.	Sara Board Sara Board	01/12/2010 31/01/2011

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
14	Bus Operators appeal against reimbursement terms applied by WCC.	WCC fails to negotiate an acceptable operator reimbursement level as Bus Operators may disagree with how reimbursement payments are calculated by WCC using the DFT Reimbursement Assessment Tool (RAT).	Adverse decision on judicial reviews. Significant financial liability to WCC and other 2 tier local authorities as a result of changes in case law. Potential reduction in the level of local bus network provision.	Kevin McGovern	4	2	8	Co-operative arrangements are in place with other local authorities to monitor this position. Expert Legal advice is obtained from FSI who are the national legal experts in this field. MCL carry out negotiations with Bus Operators on WCC's behalf. Following lobbying of the DfT via the LGA guidance has been provided on the national formulae to be used.	3	2	6	Accept current level of risk, but monitor.	Sara Board	31/03/2011
15	Additional capacity claim (ACC) is made by bus operators.	If there is an increase in passenger journeys made through the concessionary travel scheme there will be an impact on operational costs incurred by Bus Operators.	There will be an expectation by bus operators that increased overhead costs will be met by WCC. This could also lead to an appeal being made against reimbursement calculations if operators do not agree with WCCs cost assessment for the additional capacity. Potential reduction in the level of local bus network provision if costs are too high to support.	Kevin McGovern	4	3	12	Expert Legal advice obtained from FSI enables WCC to robustly challenge and negotiate claims. Following lobbying of the DfT via the LGA guidance has been provided on the national formulae to be used. Cabinet have given approval on 18-11-2010 for the scheme of Concessionary Travel and discretionary elements which both reduce the risk of ACCs.	3	3	9	Statutory draft scheme is published on 1st Dec, followed by 3 months of negotiation for rate levels in 2011/12	Sara Board	31/03/2011

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
16	The scope of the project is changed by Members.	Financial constraints on WCC require earlier reduction to Statutory minimum service.	Project goals are changed or increased, but no extra time is given to deliver. As a result there may be Less time for testing and delivering the objectives on the project, which could lead to increased reputational risk.	Paul Galland	3	4	12	Cabinet have given approval on 18-11-2010 for the scheme of Concessionary Travel and discretionary elements.	2	3	6	Accept current level of risk.	Sara Board	31/03/2011
17	Payments are unable to be accepted by Warwickshire Direct.	Warwickshire Direct Partnership currently do not accept any payments for WCC services within their One Stop Shops, or accept electronic payments over the phone. Incompatible systems to support different payment methods eg Agresso PCDISS	WCC are unable to deliver the same level of service that can be delivered by Districts. Delays in the processing and delivery of replacement bus passes. Loss of revenue to WCC	Kushal Birla & Toninio Ciuffini	4	3	12		4	1	4	Currently looking into what the existing payment arrangements are within the OSS. Work with ICT and Agresso Project Team to identify issues and how to work round them. Look at alternative methods of receiving payments within Warwickshire Direct. ICT are investigating the possibility of using wireless and payment machines	Sara Board Sara Board Adrienne Bellingeri and Sara Board Sarah Randell	05/12/2010 31/12/2010 31/12/2010 31/1/2011
18	IT systems for delivering concessionary travel services are not developed prior to the launch of the service.	The most suitable ICT solution for elements of the Business process & storing of photos has yet to be finalised.	Delay in testing final solution. Possible delay in delivering concessionary travel services via Warwickshire Direct.	Tonino Ciuffini	3	3	9	To mitigate risk and to avoid compromising ICT corporate architecture an alternative solution has been agreed avoiding the need for Singularity & SharePoint. 25/11/10.	2	3	6	Technical options are being discussed and a plan is in place to agree architecture by 3rd Dec. ICT to develop and deliver solution prior to launch	Rob Godfrey	05/12/2010 31/1/2011

AGENDA MANAGEMENT SHEET

Name of Committee Communities Overview and Scrutiny Committee

Date of Committee 22 December 2010

Report Title Heritage and Culture Proposals

Summary Update on Proposals for Transforming Heritage and Cultural Services

For further information please contact Caroline Sampson
Heritage & Cultural Services Manager
Tel. 01926 412738
carolinesampson@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? Yes/No

Background Papers

CONSULTATION ALREADY UNDERTAKEN:- *Details to be specified*

Other Committees

Local Member(s)
(With brief comments, if appropriate)

Other Elected Members Councillor R Chattaway
Councillor R Sweet
Councillor J Whitehouse

Cabinet Member Councillor C Williams }
(Reports to The Cabinet, to be cleared with } – for information
appropriate Cabinet Member) Councillor A Cockburn }

Chief Executive

Legal I Marriott

Finance

Other Chief Officers

District Councils

- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **YES/NO** *(If 'No' complete Suggested Next Steps)*

SUGGESTED NEXT STEPS :

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

**Communities Overview and Scrutiny Committee -
22 December 2010**

Heritage and Culture Proposals

**Report of the Strategic Director for
Environment and Economy**

Recommendation

That the Communities OSC consider the proposals to transform the heritage and culture services and make recommendations as appropriate.

1 Background

- 1.1 In 2007/8, Heritage and Cultural Services (HCS) embarked on a transformation programme which aimed to re-model its services in the light of changing patterns of usage and customer expectations. There was an explicit need to place services on a more sustainable financial footing through identifying new and recurrent income streams.
- 1.2 As a result of this programme, the County Record Office (CRO) implemented a radical change in its opening hours pattern, closing its facility in Priory Park, Warwick for one week every calendar month in order to focus resources on developing and improving the scope and content of its web-based services and information. This work is ongoing, and a number of key milestones have been reached, notably licensing the use of family history data by a commercial web-based multi-national company (Ancestry.com) in return for royalty payments.
- 1.3 Heritage Education generates and delivers learning activities and events based on the unique collections at the CRO and Museum. From 2008, it developed a schools outreach programme which allowed sessions to take place in schools as well as at our sites, broadened the community offer/county-wide presence, and introduced greater flexibility and cost effectiveness through changing the way that sessions are charged for and delivered.
- 1.4 The County Arts Service moved away from direct delivery of arts projects to act as a broker, initiator and developer. This allowed the Service to be more cost effective in terms of the number of projects and organisations supported, to target areas of Warwickshire with most need, and develop a more sustainable approach through partnership working and working with the voluntary sector.
- 1.5 The Museum Service engaged a consultant to explore options for transformational change. The report recommended the launch of a

Warwickshire Heritage Partnership group, with representation from Members from WCC and the districts and boroughs within Warwickshire. The stated purpose of the group was to develop and implement a joint strategic direction for heritage and deliver continuous improvement, but this did not result in transformational change.

- 1.6 In March 2010, the former Head of Heritage and Culture (Museums), Helen Maclagan, left the authority. Caroline Sampson is now the Group Manager for Heritage and Cultural Services, reporting to Mark Ryder as Head of Service and are responsible for driving and implementing this transformation.

2. HCS Transformation Group

- 2.1 The financial imperatives for transformational change are more evident than ever. HCS is required to make savings of £413K between 2011/12 and 2013/14 in order to meet the 30% target.
- 2.2 Savings of this magnitude cannot be achieved without radical re-modelling of services. HCS will no longer be able to provide the full breadth of service that it does currently, and will have to increase charges or introduce charges for discretionary services. The majority of HCS budgets comprise salary costs, and reductions in the number of staff working within the Group are therefore inevitable.
- 2.3 HCS has adopted a cross-service approach to achieving its 30% cut, rather than imposed a flat 30% on each of its component services. This enables a more strategic overview, and provides opportunities for enhanced joint-working in order to minimise damage to front-line services.
- 2.4 An HCS Transformation Group has been formed to drive forward the transformation process. The group comprises Mark Ryder as Head of Service, Caroline Sampson as Heritage and Cultural Services Manager, the service managers for the component services, and Kate Reeve, Learning and Development Manager.

3. Options Appraisal

- 3.1 The HCS Transformation Group is currently analysing a range of options for a re-modelled service. The parameters for change and a vision for future service delivery are attached as **Appendix A**.
- 3.2 It has been suggested that sub-regional partnership working might offer the Museum Service in particular an opportunity to share management and administrative overheads with neighbouring museum services within Warwickshire's districts and boroughs, and also to explore joint service delivery. The Museums, Libraries and Archives council is supportive of this approach and has promised support for a consultant-led feasibility study. Warwickshire Museum Service has indicated an interest in being part of this study, but is not yet persuaded of the levels of engagement by the other museum services invited to participate. We intend to remain involved in the process, but do not at this stage anticipate that this will lead to early or significant savings.

3.3 The HCS Transformation Group is in the process of appraising a range of different models for a more streamlined service offer. The following are under review:-

- (i) Any activities which do not form part of the service's core purpose, and which are not self-financing.
- (ii) Whether savings can be made by closing any of our service points, and re-locating/ceasing/downsizing the services/collections displaced as a consequence.
- (iii) Whether we can co-locate any of our activities or functions with other WCC functions in order to maximise use of resources and identify savings (e.g. Local Studies).
- (iv) Whether we can streamline management and support functions in order to reduce costs and help to safeguard front-line services.
- (v) Whether we can create and sustain new income streams in order to minimise the negative implications of the 30% savings target.
- (vi) The opportunities to deliver services and information in a more cost-effective way through web-technology.

A key strand in the review is defining and communicating the purpose of the Museum Service, and the nature of the services it delivers from the sites that we continue to operate following this review.

3.4 All opportunities to reduce salary costs through natural wastage are being given serious consideration. WCC's early retirement offer has just been launched at the time of writing, and will influence the final decision-making on how reductions in staffing levels will be achieved.

3.5 By Christmas 2010, we aim to have identified one or two viable options to share with staff and elected members via the Portfolio Holder. The purpose of staff consultation is to promote ownership of the new model, and to enhance the detailed modelling of the concept through engaging with their expertise and experience.

3.6 The review process is underway at the time of writing this report, and will have progressed further by the time this report is heard by the Overview and Scrutiny committee. Further information will be circulated to members at the appropriate time.

4 Savings Made to Date

4.1 During 2010/11, savings have been made through the following vacancies:-

- (i) Management re-structure arising from three vacancies across the Museum and CRO at senior level.
- (ii) Assistant Keeper of Human History (Museum).
- (iii) Audience Development Officer (Schools) – Heritage Education.

PAUL GALLAND
Strategic Director for Environment and Economy
Shire hall
Warwick

15 November 2010

Communities Overview and Scrutiny Committee - 22 December 2010

Heritage and Culture Proposals

What does HCS need to achieve from “transformation”?

A reduction in annual base budget of £413k by March 2014.

Maintain compliance with regulatory and statutory requirements and their associated national quality standards.

Ensure the long term integrity and safekeeping of Warwickshire collections.

Maintain standards of collections care for all collections.

A service delivery supported by appropriate technical expertise.

Prioritise transformation actions to achieve WCC objectives.

A clearly articulated overall HCS offer, in which each service/team has a clear and distinct role to play.

Maintain opportunities for all those with an interest in Warwickshire and its history and culture, to access raw material, services, expertise, learning opportunities and experiences.

Ongoing improvement of digital access to information, services and expertise.

Achieving transformation whilst maintaining people’s access to their collections.

A clear charging policy.

Retain the opportunity for services to re-grow.

AGENDA MANAGEMENT SHEET

Name of Committee Communities Overview And Scrutiny Committee

Date of Committee 22nd December 2010

Report Title Committee Work Programme

Summary This report outlines the current work programme for the Committee.

For further information please contact: Michelle McHugh
Overview and Scrutiny Manager
Tel: 01926 412144
michellemchugh@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s) N/A
- Other Elected Members Cllr Whitehouse, Cllr Chattaway, Cllr Sweet, Cllr Williams
- Cabinet Member
- Chief Executive
- Legal
- Finance
- Other Strategic Directors David Carter, Strategic Director for Customers, Workforce and Governance
- District Councils
- Health Authority

Police

Other Bodies/Individuals

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Agenda No

Communities Overview and Scrutiny Committee – 22nd December 2010.

Committee Work Programme

Report of the Chair of the Communities Overview and Scrutiny Committee

Recommendation

The Committee is recommended to review the work programme and amend and reprioritised as appropriate

1. Current Work Programme

The current work programme of the Committee is attached as Appendix A

2. Forward Plan Items

The following items relating to the remit of this committee are currently in the forward plan

Cabinet – 27th January 2011

Emergency Management

To approve proposed partnership delivery agreement between WCC, Coventry CC and Solihull MBC for emergency management services.

Lead Portfolio Holder Decision Making (Community Safety) – 4th February 2011

Illegal Money Lending Protocol

To agree the delegation of the function of the enforcement of Part III of the Consumer Credit Act 1974 be carried out in Warwickshire County by Birmingham City Council and delegate the power of prosecution to Birmingham City Council for any matters associated with or discovered during an investigation by the illegal money lending team.

**Lead Portfolio Holder Decision Making (Environment and Economy) –
11th January 2011**

Consultation response to the "Review of Schedule 2 of the Controlled Waste Regulations (1992) - Proposal for amending and updating the legislation".

This legislation states which types of waste can and can not be charged for. This consultation looks to bring in more charging for the disposal of waste from hospitals, schools, care homes etc. It does not, however, propose to charge for general household bin collections

To approve the consultation response to be sent to Defra

CLLR WHITEHOUSE
Chair of the Communities
Overview and Scrutiny
Committee

Shire Hall
Warwick

10th December 2010

Communities O & S Committee - Work Programme for 2010 -11

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Holding e to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Developing sustainable places and communities	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
22 nd Dec 10	Waste (presentation), Martin Stott, Head of Environment and Resources	To consider Warwickshire's long term strategy for waste		✓				High		
	Museums Service, Mark Ryder, Head of Trading Standards, Heritage and Culture	<ul style="list-style-type: none"> ▪ To review proposed changes to the Museums service business model and strategy to ensure the service meets current and future challenges 		✓				High		
	Concessionary Transport	<ul style="list-style-type: none"> ▪ To review the transfer of the administration of concessionary transport to the County Council and associated risks 			✓			Med		
1 ST March 2011	Warwickshire's Safer Communities Partnership (Crime and Disorder), Kate Nash, Head of Community Safety and Localities	<ul style="list-style-type: none"> ▪ To review the effectiveness of Warwickshire's Safer Communities Partnership 	✓		✓				High	
	High Speed Railway (HS2) (Mandy Walker)	<ul style="list-style-type: none"> ▪ To scrutinise proposals for the High Speed Rail route in Warwickshire and provide a recommended response to Cabinet 		✓				High		

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Holding e to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Developing sustainable places and communities	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
	Domestic Sprinklers (Gary Phillips)	<ul style="list-style-type: none"> Role of Scrutiny in helping deliver a policy towards domestic sprinklers. This topic sat within the Improvement Plan in terms of Safer Communities 		✓					High	
	Financial Well Being Mark Ryder, Head of Trading Standards, Heritage and Culture	<ul style="list-style-type: none"> To review progress made on the Financial Well-Being agenda and identify any gaps or areas for improvement 		✓	✓			High		
28 April 2011	Fire and Rescue Improvement Plan – Progress Report (Gary Phillips)	<ul style="list-style-type: none"> To provide a progress report on the Fire and Rescue Improvement Plan (requested by Committee on 3-11-10) 	✓		✓				High	
30 June 2011	Enforcement Role of the Fire and Rescue Service	<ul style="list-style-type: none"> To scrutinise the enforcement role of the Service 		✓					High	
Briefing Notes										
	Flooding Martin Stott	<ul style="list-style-type: none"> To provide an update on the implementation new flooding responsibilities are being managed To provide an update on the effectiveness of recommendations following scrutiny reviews into flooding in Warwick and Bedworth 			✓			High	High	Circulated

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Holding e to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Developing sustainable places and communities	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
	S106 Agreements Jasbir Kaur	<ul style="list-style-type: none"> To outline the extent to which local authorities adopt a consistent approach to S106 agreements To provide an update on S106 outlined in report presented to Environment OSC on 19/02/09 		✓				Med		Requested for week beginning 18 th Oct
	On-street Parking Graeme Fitton	<ul style="list-style-type: none"> To scrutinise the effectiveness of on-street parking across the County To scrutinise differences in how on street parking is managed across the County To review revenue associated with on-street parking arrangements 			✓			Med		Circulated
	Community Empowerment Nick Gower Johnson	<ul style="list-style-type: none"> To review examples of best practice where communities are actively resolving local issues (relevant to the Committee's remit) and identify lessons learnt and key factors of success 		✓	✓			High		Requested for end of November
Items to be timetabled										
	Libraries Ayub Khan, Head of Libraries Strategy	<ul style="list-style-type: none"> To consider business model and strategy for the library service going forward 	✓	✓				Med		

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Holding e to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Developing sustainable places and communities	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
	Rugby Western Relief Road	<ul style="list-style-type: none"> To scrutinise the project management (including the development of the contract) of the Rugby Western Relief Road and identify lessons learnt 	✓					High		
	Climate Change	<ul style="list-style-type: none"> To scrutinise the effectiveness of the Climate Change Partnership To review the outcomes achieved by the Climate Change Partnership 	✓					Med		
	Future of local economic / enterprise partnerships (to send a briefing note in the first instance)	<ul style="list-style-type: none"> To assess implications of the discontinuation of AWM To identify an organisational and partnership strategy for the future economic / enterprise agenda in light of the discontinuation of AWM 		✓				High		
	Alcohol Implementation Plan 2010 - 11	<ul style="list-style-type: none"> To scrutinise outcomes achieved through the Alcohol Implementation Plan 2010-11 							High	
	Casualty Reduction/Safety Cameras	<ul style="list-style-type: none"> To scrutinise choices made by the Cabinet in line with the budget process. To be considered for autumn 2011. 							High	

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Holding e to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Developing sustainable places and communities	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
Proposed Task and Finish Groups										
	Control of Alcohol - due to be reconsidered early 2011	<ul style="list-style-type: none"> ▪ To scrutinise the control of alcohol across the County – focussing on licensing, underage sales 		✓					High	
	Supporting the Local Economy - commissioned	<ul style="list-style-type: none"> ▪ To establish how the Council is working to minimise impact of the economic climate on local businesses, supporting new and established businesses, stimulating the local economy and ensuring appropriate skills base 		✓				High		